

Evaluation of UN Women MCO Caribbean's Social Mobilization Programme to end Gender-Based Violence in the Caribbean (2014-2017)

Final Report



SUBMITTED TO UN WOMEN MCO CARIBBEAN

BY

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“PURPLE CAMPAIGN”
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Executive Summary

Gender-based violence, and in particular violence against women, and the sexual abuse of both girls and boys is one of the most common forms of insecurity facing citizens in the Caribbean. Despite relatively strong legal frameworks to address gender-based violence, comprehensive national responses and provision of services for those who have experienced violence remains a challenge in many countries in the Caribbean. UN Women MCO Caribbean's programme on Social Mobilization to End Gender Based Violence in the Eastern Caribbean, was implemented as part of its 2014 – 2017 Strategic Plan. The programme focuses on supporting strategies at the national and community level, which challenge social behaviours and perceptions that perpetuate the root causes of gender-based discrimination, and which reinforce unequal relations of power between women and men. In 2014 UN Women MCO Caribbean issued a Call for Proposals to Governments and Non- Governmental Organizations in support of community based-social mobilization initiatives in the Eastern Caribbean. Four (4) Government and Non-Governmental Organizations were issued project grants: Antigua and Barbuda (1), Dominica (1) and Grenada (2).

In February 2019, UN Women MCO commissioned an evaluation to identify key successes and challenges of project implementation, determine what works for the prevention of VAWG in the Caribbean region, and identify indigenous approaches that could be scaled up or replicated. The evaluation assessed project relevance, effectiveness, efficiency, contribution to impact, sustainability and gender equality and human rights.

Methodology: The evaluation design utilized a theory-based approach and primarily qualitative methods of data collection, including face to face, and Skype interviews, email consultations with key stakeholders and beneficiaries of the projects' outputs, and document review. All data sources were triangulated to support validity and reliability of the report findings

Project Relevance: Overall, the project was clearly relevant in the context of the global and regional escalation of Intimate Partner Violence (IPV) and Violence Against Women and Girls (VAWG). It was also consistent with UN Women MCO's Strategic programming under the EVAWG pillar and aligned with the national priorities of target countries, wherein strategies related to the prevention of Gender Based Violence were incorporated into National Gender Equality Action Plans in Antigua, Grenada and Dominica. The project's design was also relevant to the problem identified and reflected the key principles of social mobilization project/programme design. The design of some community/social mobilization interventions may however have been ambitious given the time allocated for project implementation coupled with archaic government approval and financing systems. That said, the most effectively designed projects attempted to incorporate all of the key elements to support immediate awareness raising and knowledge transfer to multiple key audiences, while attempting to build sustainability through the upskilling of gender advocates (individual and groups) that could support medium to long term community-based intervention. In this respect, the WAR and the BGA, Dominica project designs were most reflective of these elements. However, the gaps in terms of ongoing support by key sectors and allocation of adequate resources/capacity building will need to be addressed.

Project Effectiveness: Implementation effectiveness was mixed, due to the fact that only one partner completed all stated outputs, one partner completed 90% of project outputs, while the other two partners encountered serious challenges resulting in incomplete outputs. Despite the challenges encountered the social mobilization projects were generally very effective in raising awareness of social norms, beliefs and values that encourage GBV. Projects also established

important partnerships with key stakeholders including educational institutions and Faith based Organizations and addressed vulnerable and marginalized groups including migrant workers, sex workers and persons with disabilities. Significantly, at least two projects created gender advocates (individuals and organizations) who have continued to engage in gender work in target countries. Projects also effectively used edutainment to raise awareness and explore myths within communities and schools as well as indigenous cultural content and activities. Finally, the Foundations Curriculum was utilized by two projects to engage children within the school system and proved effective based on stakeholder feedback.

On a less positive note, the lack of a useful baseline assessment of knowledge, attitudes and perceptions, either at national level or at the level of specific interventions, hindered the assessment of overall project effectiveness. That is, the extent to which social mobilization interventions contributed to changes in attitudes and perceptions related to GE and by extension, behavioural changes. In one instance, the project intervention utilized pre and post tests and recorded changes in attitudes and perceptions, however no resources were available for follow up with participants. As a result, there was no data to assess effectiveness in the post project completion period. In the case of three projects, implementation and effectiveness was hindered by curtailed project implementation. Overall, considering the challenges related to inadequate technical support and the negative impacts on project implementation, each project contributed to improved understanding of 'how' social mobilization could effectively be implemented in the short to medium term. The creation of a critical mass of community-based gender advocates, adequately trained and resourced, has the potential for shifting social norms in the medium term. However, as noted by one expert¹, "the distinctively long term, holistic and sustained nature of community mobilization requires a meaningful road map to track its extended and sometimes unpredictable trajectory. Although the process of change is iterative and varies by community, this process can be facilitated through a theoretically-driven approach that relies on thoughtful planning and monitoring community change....social norm change can only come about if community members spearhead efforts, inspiring one another through courage, negotiation, listening and action. It requires clarity and long term visioning".² Deeper thinking on the most feasible road map is required by all partners if further social mobilization interventions are to be implemented or sustained.

Efficiency: Project implementation was supported by a selection of experienced and knowledgeable partners, technical support provided by UN Women MCO Caribbean staff, the introduction of results based management as a reporting mechanism and the responsiveness of UN Women Staff. Project implementation was however, hindered by a number of factors including delays in commencing project activities, inadequate human resources and/or rapid turnover of staff, limited close monitoring of implementation, occurrence of natural disasters, changes in grant procedures and weak reporting on project outputs and outcomes.

Contribution to Impact: The project achieved some gains, though limited, in facilitating community-based and national dialogue on the root causes of gender-based violence. It has clearly contributed to establishing a cohort of individuals and organizations committed to engaging in activism against GBV. However, the 'critical mass' anticipated did not occur. One of

¹ Michau (2012)

² Ibid pgs. 4-5

the project interventions effectively strengthened support for women and girls at the community level and within recreational spaces and made strides in engaging boys and men. Finally, at least one project galvanized public support on GBV prevention, that (in addition to other variables) contributed to policy review and legislative change.

Sustainability: The range of materials produced by project partners as well as the Foundations Curriculum constitute the primary mechanisms that should sustain outcomes related to awareness raising and transformation of beliefs and values. The project effectively contributed to building the capacity of a cohort of advocates, partners and trainers as well as implementing partners staff, however further capacity building is needed to ensure that messaging is clear and accurate. In addition, more emphasis needs to be placed on ensuring that sustainability of project components and outcomes is clearly articulated in project proposals.

Gender Equality and Human Rights: Each project integrated GE and HR by targeting women and girls, boys and men and specific vulnerable and marginalized groups including migrant workers, sex workers, persons with disabilities, rural communities, and survivors of GBV.

Lessons Learned: In the context of project design, social mobilization initiatives are likely to be more effective when:

- i. Fidelity to design is assured. Fidelity to project design is crucial in achieving project outcomes:
- ii. Evaluation of Grant Projects consider feasibility of implementation. That is, the likelihood that the project will be implemented on time and within budget considering available resources.
- iii. Risk analysis is incorporated in project proposals as this will support identification of risks and mitigation measures at project conception.
- iv. Effective partnerships and cooperation are pursued.
- v. Initiatives are coupled with enhanced responsiveness of support systems.
- vi. Measurability of effectiveness is key to understanding what works in shifting attitudes, challenging perceptions and transforming behaviour. A key lesson in projects focused on changing attitudes and behaviours is the need for a clear baseline assessment.
 - a. **Implementation:**
- vii. Close monitoring is emphasized, to identify critical implementation challenges at an early stage of the project.
- viii. RBM as a reporting framework is supported by ongoing training and technical support is built into projects.
- ix. Boys and men are engaged.
- x. Engagement of women and girls is also critical to transforming social norms and attitudes.
- xi. Complexity of GBV prevention is considered in the design of capacity building initiatives.
- xii. GBV prevention is well resourced and sustained:
- xiii. Faith Based Organizations are targeted.
- xiv. Edutainment has significant potential for exploring traditional, cultural beliefs and social norms that reinforces gender inequality and contributes to GBV.

- xv. Indigenous strategies support ownership and effectiveness
- xvi. Interventions targeting children and youth, once they are sustained, have the potential for transforming attitudes and behaviours in the medium to long term.
- xvii. Parenting education incorporates GE. This is likely to support transformation of beliefs, attitudes and behaviors. Related to the above lesson, targeting parents is also likely to shift attitudes and perceptions regarding gender equality in the medium to long term.
- xviii. Personalization helps the messaging. Violence prevention programming requires in-depth examination of what individuals and communities believe about women and men and what underpins those beliefs at a fundamental level. Prevention work must encourage personal reflection and action. IPs noted that this approach was effective in supporting individual reflection.

Recommendations

Recommendation 1: *The social mobilization theory of change must be clearly articulated both at the level of UN Women and Implementing partners.*

Recommendation 2: *Future social mobilization projects aimed at GBV prevention should be anchored in national GBV prevention strategies.*

Recommendation 3: *RBM implementation requires ongoing capacity building and technical support.*

Recommendation 4: *Evaluation of Grant proposals should assess the feasibility of project objectives, likely completion within schedule and budget, and capacity for project implementation.*

Recommendation 5: *Institutional assessments should be conducted for all implementing partners; Government or civil society organization.*

Recommendation 6: *Adequate support should be provided to build capacity of civil society organisations involved in GBV prevention and response efforts across sectors.*

Recommendation 7: *There should be greater focus by governments and/or donors on establishing support services for GBV survivors to ensure that the system can meet increased demand.*

Recommendation 8: *Violence against women cannot be prevented without the active and direct involvement of men, and their lack of support can create a backlash against the work. Commitment and dedication from partners who are able to leverage the involvement of men is critical.*

Recommendation 9: *Recognizing how GBV intersects with ethnicity, sexual orientation, disabilities, social mobilization interventions also need to address the challenges of vulnerable and marginalized groups.*

Recommendation 10: *Children and youth also need to be specifically targeted given the potential for influencing behavioural change.*

Recommendation 11: *GBV prevention strategies must effectively target front line staff including the Police, Health and Education Professionals and Social Service providers.*

Recommendation 12: *Changes in financing arrangements in the middle of project implementation requires the exercise of flexibility in supporting implementing partners to achieve project objectives.*

Recommendation 13: *Dedicated resources are required to manage multi-component projects effectively.*

Recommendation 14: *EVAWG should be integrated into national disaster management strategies.*

Recommendation 15: *UN Women MCO should develop an engagement strategy to ensure timely and ongoing communication with partner agencies.*

Recommendation 16: *Sustainability measures should be built into social mobilization projects at project conceptualization.*

Recommendation 17: *There a need for improved documentation of programs and learning forums to share new knowledge, experiences and innovative approaches.*

Recommendation 18: *Foundations curriculum needs to be integrated into the education system*

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Acronyms

CBG	Community Based Group
CBO	Community Based Organization
CSO	Civil Society Organization
BGA	Bureau of Gender Affairs
DV	Domestic Violence
EVAWG	Elimination of Violence Against Women and Girls
FBO	Faith Based Organizations
GBV	Gender-based Violence
GE	Gender Equality
LACC	Legal Aid and Counseling Clinic
M&E	Monitoring and Evaluation
MCO	Multi Country Office
MOSDH	Ministry of Social Development and Housing
MOU	Memorandum of Understanding
RBM	Results Based Management
TOR	Terms of Reference
UN	United Nations
VAW	Violence Against Women
VAWG	Violence Against Women and Girls
WAR	Women Against Rape

1.0 Background and Context³

The Caribbean Human Development report 2012 notes that “citizen insecurity has become an urgent challenge of human development in the Caribbean” with gender seen as “the strongest predictor of criminal behaviour and criminal victimization” (CHDR, page 33). Gender-based violence, and in particular violence against women, and the sexual abuse of both girls and boys is one of the most common forms of insecurity facing citizens in the Caribbean. Gender-based violence directly impacts citizen security, including the stability and health of a family and community. In addition to direct experiences of violence, the fear or threat of gender-based violence further impacts mobility, productivity, national prosperity and regional stability. Despite relatively strong legal frameworks to address gender-based violence, including intimate partner violence, comprehensive national responses and provision of services for those who have experienced violence remains a challenge in many countries in the Caribbean.

The Convention on the Elimination of all forms of Discrimination Against Women (CEDAW) addresses violence against women and girls, encourages on-going efforts to build more stable and secure societies, which integrate strategies that support government and civil society. Support is specifically required in terms of:

- Implementation and monitoring of the existing legal frameworks to address gender-based violence (GBV) and intimate partner violence;
- Ensuring a strengthened response by the judicial and policing systems to address impunity;
- Realizing improved, coordinated response services; ensuring increased voice and leadership of women and girls in this process; and
- **Significantly expanding social mobilization prevention efforts which address culturally sanctioned behaviours which result in GBV, including the active engagement of men and boys, as well as community and faith-based leaders.**

UN Women MCO Caribbean’s programme of work, on Social Mobilization to End Gender-based Violence in the Eastern Caribbean, was implemented as part of its 2014 – 2017 Strategic Note. The Social Mobilisation programme, is aimed at supporting strategies and approaches at the national and community level, which challenge social behaviours and perceptions that perpetuate the root causes of gender-based discrimination, and which reinforce unequal relations of power between women and men. This programme is part of the prevention work led by UN Women. UN Women MCO Caribbean’s 2014 -2017 Strategic Note details the agency’s GBV prevention work, aimed at the attainment of **Outcome 3.1**. “Citizen Security in the Caribbean has at its cornerstone the eradication of gender-based violence” through implementation of **Output 3.1.1** “Enhanced capacity of communities in leading and sustaining long-term, social mobilization and primary prevention programmes”.

The Social Mobilization work in the Caribbean region has therefore been focused on:

³ Background information excerpted from Project Terms of Reference

- Community-based and nationally based dialogue on the root causes of gender-based violence, including the concepts of masculinity; which facilitate shifts in values, beliefs, behaviours and practices recognizing GBV as unacceptable. The discourse supported should target young women and men, adult women and men and local organizations;
- Community led efforts which aim at building a critical mass of individuals and groups engaged in activism against gender-based violence. This includes building the capacity of community support networks;
- Building girls and women's social assets and safety nets e.g. through the provision of girl and women only spaces that provide social support and skills training, raise self-esteem and help cope with crisis;
- Social advocacy which develops momentum at national and community levels for the adoption/revision of key pieces of legislation, plans and policies to End Gender-Based Violence, including Sexual Violence and Domestic Violence;
- Increasing public education and awareness about rights and access to services in overcoming gender-based violence.

In 2014 UN Women MCO Caribbean issued a Call for Proposals to Governments and Non-Governmental Organizations in support of community based-social mobilization initiatives in the Eastern Caribbean. In response, four (4) Government and Non-Governmental Organizations were issued grants which spanned two to three years of project implementation.

1.2 Purpose of the Evaluation

As outlined in the ToR, there is limited evidence on the effectiveness of prevention interventions aimed at reducing VAWG. In the Caribbean, this type of evidence on successful prevention intervention programmes, to address violence against women and girls is equally, if not more limited. An evaluation of the MCO Caribbean's Social Mobilization Programme is therefore expected to:

- Support an understanding of the key successes and challenges of implementation both from the point of view of implementing partners and from the point of view of the MCO Caribbean;
- Ensure a deeper understanding of what works for the prevention of VAWG in the Caribbean region at the level of community-based interventions; and
- Identify indigenous approaches that can be scaled up or replicated.

Finally, the evaluation is expected to inform future GBV/VAW prevention programming, in particular, proposed models of community-based social mobilization interventions to address VAWG in the Caribbean. Specifically, interventions that are fit-for-purpose and stated results; are focused, targeted and responsive to partners 'needs', as well as, donor concerns.

This report constitutes the **Final Evaluation Report**, detailing key findings related to the relevance, effectiveness, efficiency, contribution to impact and sustainability of the program.

1.3 Organization of the Report

The report is organized as follows:

Section 2 presents a short description of the project background and its objectives;

Section 3 describes the evaluation objectives and scope of work

Section 4 describes the methodology applied to the assessment of the project in terms of the techniques and tools used for the data collection and analysis;

Section 5 includes the main findings of the assessment in terms of the dimensions explored i.e. relevance, effectiveness, contribution to impact, efficiency and sustainability;

Section 6 presents the evaluation conclusion;

Section 7 explores key lessons learned

Section 8 presents the main recommendations drawn from the findings of the evaluation.

2.0 Project Context and Description

Gender-based violence and specifically, violence against women and girls, directly impacts the stability and health of a family and community. In addition to direct experiences of violence, the fear or threat of violence against women and girls further impacts mobility, productivity, national prosperity and regional stability. UN Women recognizes that the eradication of gender-based violence (GBV) in the Caribbean region, requires integrated strategies which support government and civil society in: a) the implementation and monitoring of the existing legal frameworks to address GBV; b) ensuring a strengthened response by the judicial and policing systems to address impunity; c) realizing improved, coordinated response services to persons who have experienced GBV; d) ensuring increased voice and leadership of women and girls in this process; and **significantly expansion of social mobilisation efforts which address culturally sanctioned behaviours which result in GBV.**

2.1 Social Mobilization Theory of Change

As noted earlier, the intent of the project was to contribute to the achievement of Outcome 3.1 and specifically Output 3.1.1 “**Enhanced capacity of communities in leading and sustaining long-term, social mobilization and primary prevention programmes**”. The project anticipated, that building the capacity of a critical mass of individuals, and agencies, at community and national levels, would support the sustained activism required to change negative social norms that encourage GBV to positive norms supporting healthy relationships.

In this regard, UN Women issued a Call for Proposals in 2014, focused on supporting strategies and approaches which target Social Mobilisation at the national and community level. Strategies were expected to tackle social behaviours and perceptions which perpetuate the root causes of gender-based discrimination, and which reinforce unequal relations of power between women and men. The Call emphasized, that projects should reflect partnership with national and community-based partners, and coordination with other international organisations, including UNICEF, so as to ensure complementarity of support to member states in addressing Domestic Violence.

The Call for Proposals aimed to build on prior initiatives and partnerships including the work of the UN Trust Fund to End Violence against Women; and the overall advocacy carried out under the UN Secretary General’s UNiTE Campaign.

2.2 Project Submissions:

UN Women MCO Caribbean invited proposals from Government and Non-Governmental Organisations as well as regional organisations operating in **Antigua and Barbuda, Barbados, Dominica and Grenada**. **Dynamic partnerships between community-based organisations and NGOs as well as between governments and registered civil society organizations were expected to be reflected in the submissions.** Submissions in the following areas of action were prioritized:

- ✓ Community-based and nationally based dialogue on the root causes of gender-based violence, including the concepts of masculinity; which facilitate shifts in values, beliefs, behaviours and practices recognising GBV as unacceptable. The discourse should have targeted young women and men, adult women and men and local organisations. Proposals were required to incorporate a core theory of change, as well as strategies which go beyond the usual poster and radio spot campaigns, to support approaches which result in long-term awareness raising and community/national level dialogue on the root causes of GBV;
- ✓ Community mobilisation - community led efforts aimed at building a critical mass of individuals and groups engaged in activism against gender-based violence; including building the capacity of community support networks;
- ✓ Building girls and women's social assets and safety nets e.g. through the provision of girl and women-only spaces that provide social support and skills training, raise self-esteem and help cope with crisis;
- ✓ Social advocacy to create and sustain momentum at national and community levels for the adoption/revision of key pieces of legislation, plans and policies to end Gender-Based Violence, including Sexual Violence and Domestic Violence;
- ✓ Increasing public education and awareness about rights and access to services in overcoming gender-based violence;

In keeping with best practice in social mobilization intervention design, social mobilisation projects should have been based on the following principles:

- ✓ All national and community-based dialogue must be nationally and locally owned and shaped, and supporting and/or linked to existing national or regional social mobilisation initiatives, if already in place;
- ✓ Social mobilisation initiatives must be grounded in and engage communication methodologies which are centred on an understanding of the important role of culture in informing social change.
- ✓ All proposals must reflect a network of partnerships – between government and civil society; community-based organisations; faith-based organisations, etc. These networks of partnerships are essential for an effective, long-term Social Mobilisation programme; and
- ✓ Social mobilisation efforts must challenge the traditional perceptions which negatively impact women and men's roles in society and be grounded in the principle of upholding women's human rights and women's empowerment. This includes empowering women survivors to advocate for their rights and where possible, lead social change. As such, for community-based initiatives, community facilitators must be identified, and capacities developed, so as to ensure that the locally owned dialogues do not reinforce any negative gender stereotypes but rather push communities' understanding of women/female and men/ male beyond the traditional perceptions of gender roles and the associated value placed on these roles. These dialogues should encourage shifts in an understanding of gender power relations between women and men.
- ✓ Engagement of youth, men and faith-based organisations will be key – focusing on their enhanced role, awareness, capacity and willingness to advocate for change in the behaviours which perpetuate gender-based violence, including Domestic Violence;

- ✓ Proposed Social Mobilisation initiatives could also involve work with groups of young persons in formal and informal education settings. In some instances, this could include the use of group-based intervention tools designed by UN Women in the Caribbean for work with young women and men. Special consideration was to be given to the inclusion of migrant populations, rural and urban communities, indigenous populations and second language communities;
- ✓ In NGO-led proposals, a strong emphasis on community ownership must be paralleled with strengthened collaboration with relevant government agencies and departments; and
- ✓ Proposals must be mindful that increased education and awareness around GBV results in greater demand on the State and Non-governmental organisations to respond to cases of violence.

Budget and Duration of Proposals

Budget Requests were supported between a minimum of US \$10,000.00 and a maximum of US\$50,000.00. Approval of budget requests was based on the organisations' institutional capacity and strategy for implementation. Proposals submissions were supported for project durations from a maximum of three years to a minimum of one year.

As a result of the Call for Proposals, four proposals were evaluated – two from Grenada, one from Antigua and Barbuda and one from Dominica-using the core criteria detailed in Box 1. These criteria were also detailed in the Call for Proposals as elements to be included in the proposal submissions. The approved proposals were as follows:

Antigua and Barbuda: The NGO **Women Against Rape** (WAR) proposed a project aimed at primary and secondary prevention of GBV linking GBV to sexual and reproductive health and its implications. The key project activities included (a) broad based **Communications** Strategy to include Social media platforms such as face book and twitter, weekly radio talk shows with call-in options, TV, and edutainment. This would be combined with (b) A cadre of **Trained Community Based Advocates who would** interface on a regular basis with the broader community to unearth, identify and address the traditions, beliefs and practices that are the root causes of Gender Based/Sexual Violence (GBV/SV). Community involvement and communication strategies, would be designed to reach specific, as well as, general populations, inclusive of young people, and promote discussion and opportunity, to lobby and advocate for change, that could contribute to gender equality over time. The project would be implemented over 2 years at a total cost of USD30, 300.00.

Grenada- The **Ministry of Social Development and Housing** (MoSDH) noted that through several interventions, most notably the project funded by the UN Trust fund, significant advances in GBV prevention were made. In addition, an opportunity was created to continue to engage various groups and organisations to participate in mobilising their members and the communities they serve, to prevent GBV. As such the project would focus on actions to prevent GBV by applying the ecological model, to bring the issues of power and control and objectification of women to the

fore and mobilise leaders of youth groups and organisations to participate in coalitions and act to confront them.

Box 1 Proposal Assessment Criteria
<p><u>Organizational Information:</u> Organization in existence for three years or more Legal status verifiable; Project at least one-year duration Goal and mandate of the organization clearly articulated Description of management arrangements clear Key personnel qualified to implement the project Organization has a demonstrated Track record in the field</p>
<p>Previously partnered with UN/UN Women</p>
<p><u>Justification</u> Background information and justification clear. Justification responds to the following questions a) What is the opportunity or challenge that the proposal is addressing? b) What data or evidence supports the opportunity or challenge being addressed? c) What innovative strategies or approaches will be utilized? d) How does the project lead to actual change? e) What other major projects addressing the same issue are already being undertaken by other agencies and/or organizations? How would your proposal link to this or complement these?</p>
<p><u>Results to be Achieved:</u> Immediate and Long-term results that the project will achieve are clearly articulated and SMART, (Specific, Measurable, Achievable, Time bound)</p>
<p>Target group/s and project beneficiaries are clearly identified and stated</p>
<p>Strategies: Proposal clearly identifies programme strategies and how these will be applied ; Strategies reflect a human-rights based approach</p>
<p>Workplan: Workplan identifies key activities, responsible persons and timeframes</p>
<p>Sustainability: The project builds in sustainability; Change that occurs as a result of the project may continue beyond the project timeframe. Is a resource mobilization strategy included?</p>
<p>Partnerships: An emphasis on partnerships is incorporated. Partnership arrangements including what roles partners will play are clearly defined.</p>
<p>Monitoring and Evaluation: Steps to be taken to track and measure the extent to which results described have been achieved including indicators of success are clearly articulated.</p>

The project would target young men and women from thirteen to twenty-five years (13-25yrs) in and out of school, through the groups to which they are affiliated or associated. It would also engage, private sector entities, to produce and promote local Calypso and Soca that encourage equality and human rights. By engaging groups and organisations, including private sector entities involved in media and communication, it was anticipated that these groups would be mobilised to act during and after the project. The project would be implemented over a two-year period at a total cost of USD49,875.00

Grenada- The **Legal Aid Counselling and Clinic** proposal, sought to build on the organization’s experience with initiatives that incorporated strong messaging on the social behaviors and perceptions which perpetuate the root causes of gender-based violence. Drawing on its wealth of psycho-educational and training expertise, LACC proposed to utilize a broader community-based approach, with an emphasis on prevention, to reach

girls, boys, men and women. The project was based on the Social Cognitive Theory of change which provides a framework for understanding, predicting, and changing human behavior; both individual and group. The key project activities included Group Psycho-Educational Work with Boys and Young Men (3 workshops) , Group Psycho-Educational Work with Girls and young

women (3 workshops) and larger Group Sensitization Workshops (20 in total). The project would be implemented over a 2-year period at a total cost of USD50,000.00.

Dominica -The **Gender Affairs Bureau**, proposed to challenge the root causes of GBV by increasing the public's knowledge and awareness of Gender-Based Violence and challenge the misconception that violence against women is not a gender and rights issue. The core activities implemented towards this end, would focus on several interactive, entertaining, and informative activities including:

- ❖ Advocacy training for 50 leaders of community-based organizations
- ❖ Competitions (debates, photo, and drama)
- ❖ Artistic work displayed through a clothesline, and murals
- ❖ Participatory dialogues with men where they can reflect together to change gender norms
- ❖ Training of 700 students in GBV prevention
- ❖ Development of anti-GBV promotional materials and educational materials on laws and legislation related to GBV, Human Rights and Women's rights
- ❖ Training and sensitization workshops with religious leaders, school teachers, health workers etc.
- ❖ Sample survey on domestic violence against women and girls

The project was to be implemented over a period of 3 years at a total cost of USD60,000.00

3.0 Evaluation Objectives and Scope

The project Terms of Reference, specified that the Evaluation should:

- ✓ Assess the sustainability of the intervention in achieving transformation of attitudes, values and beliefs related to gender-power relations in support of addressing violence against women and girls;
- ✓ Determine the impact of the intervention with respect to supporting the overall programme objective of the prevention of violence against women and girls;
- ✓ Analyze how human rights approaches and gender equality principles were integrated in implementation;
- ✓ Identify and validate lessons learned, good practices and examples, and innovations of efforts that support the prevention of violence against women and girls;
- ✓ Provide actionable recommendations with respect to the UN Women social mobilization interventions.

In this regard, the evaluation was expected to assess the following:

Relevance

Determine:

- To what extent is the intervention relevant to the needs and priorities as defined by beneficiaries?
- To what extent is the intervention aligned with relevant normative frameworks for gender equality and women's empowerment?
- What is UN Women's comparative advantage in this area of work compared with other UN entities and key partners?

Effectiveness

- To what extent were the expected outcomes achieved and how did UN Women contribute towards these?

Efficiency

- To what extent does the management structure of the intervention support efficiency for programme implementation?

Impact

- To what extent was the prevention of Violence Against Women and Girls advanced as a result of the intervention?
- What were the unintended effects, if any, of the intervention?
- How will the benefits of the intervention be secured for rights holders (i.e. what accountability and oversight systems were established)?

Sustainability

- To what extent was capacity developed in order to ensure sustainability of efforts and benefits?

- How has funding been secured to ensure implementation of the programme and do these funding models remain relevant and appropriate going forward?

Gender Equality and Human Rights

- To what extent have gender and human rights considerations been integrated into the programme design and implementation?
- How has attention to integration of gender equality and human rights concerns advanced the area of work?

3.1 The Scope of the Evaluation:

This evaluation was intended to be a terminal evaluation; scheduled to coincide with the close of the program. However, several delays related to internal UN Women MCO issues, resulted in the commissioning of the evaluation more than 2 years after completion of the interventions, on 22nd January 2017.

The overall programme duration spanned the period November 2014 to December 2017 (however, each of the projects implemented within the social mobilization programme had durations of between 2 to 3 years.

Geography: The social mobilization programme to prevent GBV targeted countries in the Eastern Caribbean, specifically, Antigua and Barbuda, Dominica and Grenada.

Thematic Area: Elimination of Violence Against Women and Girls (EVAWG)

4.0 Evaluation Methodology and Limitations

The Evaluation design utilized a theory-based approach, based on an understanding of the objectives of the social mobilization programme, that is ‘what the project was expected to achieve and how’. Theory-based approaches to evaluation, use an explicit theory of change to draw conclusions about whether and how an intervention contributed to observed results. It examines the intervention theory to understand the causal links between project activities, outputs, immediate and intermediate outcomes and overall goal. Theory based evaluation also seeks to identify the underlying assumptions related to the achievement of anticipated outcomes.

The project’s theory of change(ToC) also informed finalization of the Evaluation Matrix and key questions. The evaluation matrix was developed based on the evaluators

Box 2: Key Elements of a Theory-based Evaluation

- ✓ They are designed to answer the question of what worked (by measuring or assessing the changes brought about by a development intervention), but also, why and how it worked (by examining the processes that led to those changes).
- ✓ They generally examine wider contributions to change, such as the actions of other interventions or changes in the wider socio-economic environment.

They work with an explicit theory – a theory of change or logic model – that underpins the development intervention being evaluated.

- ✓ They are based on two distinct parts: a conceptual part, which concentrates on developing the theory of change or logic model and using it to guide the evaluation; and a second part that involves collecting evidence to establish whether and/or how an intervention produced the desired changes.

Source: INTRAC for Civil Society

understanding of the ToC. It is important to note here that while the relevant literature proposes a clear theory of change underlying social/community mobilization aimed at prevention of GBV, each of the four (4) projects implemented under the MCO Caribbean programme also had programme specific theories of change. As such, the approach in this evaluation included interrogation of the ToCs of the specific projects.

The evaluation utilized primarily qualitative methods of data collection including face-to-face, and Skype interviews, email consultations with key stakeholders and beneficiaries of the projects' outputs, (where feasible) and document review. All data sources were triangulated to support validity and reliability of the report findings. The evaluation matrix developed during the inception phase, is included at Appendix II. The evaluation matrix details the evaluation dimensions, the corresponding key questions, indicators and sources of data.

Work planning and primary data collection was conducted between 11th February and 5th April 2019.

The paragraphs below detail the different sources solicited for this evaluation; documents and people (key stakeholders and informants). Three interview protocols were developed to support data collection. (See Appendix V)

Document Review

The Evaluation Consultant reviewed a range of documentation including:

- Project documents such as UN Women Caribbean Multi-Country Office Strategic Note and Four-Year Plan (2014-2017);
- Call for Proposals;
- Evaluation of Proposals;
- RBM Workshop Report;
- National GBV Prevention Strategic Plans (Antigua and Barbuda, Grenada and Dominica)
- Project Progress Reports and Summaries for each of the social mobilization projects;
- Social Mobilization Project RBM Reports and Narrative Reports;
- National Gender-based Violence Baseline Project Report; and
- International, Regional and National studies on GBV.

A complete list of the documents reviewed is included at Appendix III.

Interviews

Interviews were conducted as follows:

- UN Women staff (3);
- Implementing Partners (5);
- Key stakeholders (8); and
- Project beneficiaries (Antigua and Barbuda) (8).

Missions:

Missions were undertaken to Antigua and Barbuda from 5 to 7 March 2019 and Grenada from 20 to 22 March 2019. The scheduled mission to Dominica was cancelled due to the challenges experienced by the focal point in securing project participants for interview/focus groups. Further, due to the staff turnover, key staff were also unavailable for interview. The evaluator mitigated this challenge by conducting Skype interviews, where feasible, and also by requesting key documents to substantiate project achievements. A complete list of persons interviewed is provided at Appendix IV. Interview protocols are included at Appendix V.

Findings from all sources of data were utilized to assess the extent to which project interventions contributed to anticipated outcomes within each country context and UN Women MCO's programme of work.

Ethical Considerations: The project was conducted in keeping with the UNEG's norms and standards.

4.1 Limitations

The project evaluation was constrained by several issues including the following:

Length of delay in commissioning the evaluation: Due to the passage of over two (2) years since completion of the project, the evaluation was severely constrained. Implementing partners experienced significant challenges in locating beneficiaries of each of their respective interventions. This was especially problematic as each of the social mobilization projects prioritized capacity-building initiatives. As such, the majority of beneficiaries in Grenada and Dominica were in formal and informal education programs and were no longer attached to targeted institutions. In Antigua and Barbuda, a wider range of beneficiaries facilitated some interviews, however any interface with community stakeholders was not feasible. The lengthy period since project completion also meant that beneficiary recall of the projects was limited. Finally, review of each project submissions did not reveal any activities aimed at tracking beneficiaries of sensitization or training sessions. In one case (WAR) 8 GBV prevention advocates were expected to be retained to continue working with the organization. Six (6) were retained and were available for interviews. This issue will be further explored under the sustainability section.

Weak basis for assessing attribution⁴. In each of the countries, social mobilization for GBV prevention projects were either implemented in parallel with other GBV prevention projects and/or subsequent to the implementation of gender-based prevention projects. As such,

⁴ The ascription of a causal link between observed (or expected to be observed) changes and a specific intervention. Note: Attribution refers to that which is to be credited for the observed changes or results achieved. It represents the extent to which observed development effects can be attributed to a specific intervention or to the performance of one or more partners, taking account of other interventions, (anticipated or unanticipated) confounding factors, or external shocks. (OECD Glossary of Evaluation Terms)

separating the effects of these initiatives from the social mobilization projects was virtually impossible.

Weak data collection related to results-based management matrices: UN Women MCO Caribbean adopted the RBM matrix to support reporting on outputs and outcomes. Although implementing partners were able to report on activities and outputs fairly easily, outcome reporting was negligible. A contributing factor was the lack of data collection systems/instruments to support collection, analysis and reporting. Data collection was also hindered by the implementation of awareness raising activities in informal environments including 'on the block' or close to areas where men congregate. In addition, several projects targeted school children/college students who have since moved onto to various secondary schools and graduated from community college, respectively. As such, locating them proved impossible during this evaluation process. On a related note, projects did not include any systems for follow up with beneficiaries in the post project completion period.

5.0 Key Evaluation Findings

This section presents the main findings of the evaluation in terms of project relevance and design, effectiveness, efficiency, project administration and sustainability.

5.1 Project Relevance and Design

The following paragraphs discuss the overall relevance of the project and its design. These two dimensions of the evaluation have been coupled in one section recognizing that a project's design must be relevant to identified needs. The OECD-DAC Glossary defines relevance as "the extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies." The Glossary also notes that, "...retrospectively, the question of relevance often becomes a question as to whether the objectives of an intervention or its design are still appropriate given changed circumstances."⁵ The project's design therefore must be relevant to both the problem to be addressed and contextual factors. This section of the report examines the following questions:

- To what extent was the intervention relevant to the needs and priorities as defined by beneficiaries?
- To what extent was the intervention aligned with relevant normative frameworks for gender equality and women's empowerment?
- What was UN Women's comparative advantage in this area of work compared with other UN entities and key partners?

Finding 1: The social mobilization project was clearly relevant in the context of global and regional escalation of Intimate Partner Violence (IPV) and Violence Against Women and Girls (VAWG)

⁶Gender-based violence (GBV) or violence against women and girls (VAWG), is a global pandemic that affects 1 in 3 women in their lifetime. The numbers are staggering:

- 35% of women worldwide have experienced either physical and/or sexual intimate partner violence or non-partner sexual violence.
- Globally, 7% of women have been sexually assaulted by someone other than a partner.
- Globally, as many as 38% of murders of women are committed by an intimate partner.
- 200 million women have experienced female genital mutilation/cutting.

According to a 2007 World Bank/UNODC report⁷, violence against women affects a significant percentage of women and girls in the Caribbean. Three of the top ten recorded rape rates in the world occur in the Caribbean. While the worldwide average for rape was 15 per 100,000 the

⁵ OECD-DAC Glossary of Evaluation Terms

⁶ <http://www.worldbank.org/en/topic/socialdevelopment/brief/violence-against-women-and-girls>

⁷ Crime, Violence, and Development: Trends, Costs, and Policy Options in the Caribbean, Report No. 37820 (March 2007) A Joint Report by the United Nations Office on Drugs and Crime and the Latin America and the Caribbean Region of the World Bank

Bahamas had an average of 133, St. Vincent and the Grenadines 112, Jamaica 51, Dominica 34, Barbados 25 and Trinidad and Tobago 18. The report further pointed to a survey which revealed that in nine Caribbean countries 48 percent of adolescent girls' sexual initiation was 'forced' or 'somewhat forced'.

The UNDP Caribbean Human Development report⁸ indicates that 30.4% women in the Caribbean report high rates of fear of sexual assault in comparison to 11.1% of men. [5] Moreover it indicated that violent crime has been increasing in the Caribbean and this is accompanied by a decrease in both case clear-up and conviction rates. [6]

GBV has significant and long-term effects on survivors of violence and their families. Numerous studies have shown that children growing up with violence are more likely to become survivors themselves or perpetrators of violence in the future. In addition, studies have mapped the significant social and economic costs. In some countries, violence against women is estimated to cost countries up to 3.7% of their GDP – more than double what most governments spend on education. One characteristic of gender-based violence, is that it knows no social or economic boundaries and affects women and girls of all socio-economic backgrounds; this issue needs to be addressed in both developing and developed countries.

Several studies have also indicated that decreasing violence against women and girls requires a community-based, multi-pronged approach, and sustained engagement with multiple stakeholders. The most effective initiatives address underlying risk factors for violence, including social norms regarding gender roles and the acceptability of violence. The following is instructive:

“A growing body of research exists explaining the factors which contribute to violence against women. These factors are commonly organized through an ecological model’s four levels: individual, relationship, community, and society (Heise, 1998; World Health Organization/London School of Hygiene and Tropical Medicine, 2010). Globally, violence against women prevention efforts most commonly address individual and relationship causes or contributing factors through awareness raising and small-group work and many have been proven effective (Jewkes, et al., 2008; Kim, et al., 2007; Pulerwitz, et al., 2010; Verma, et al., 2008). However, increasingly, efforts aimed at societal-level factors, such as social norms which uphold gender inequality, are emerging using mass media edutainment and also demonstrating success (CMS Communication, 2011; Solorzano, et al., 2008; Usdin, Scheepers, Goldstein, & Japhet, 2005). Some of these approaches have a community-level component that is at times labeled as community mobilization.....Community mobilization is a complex and strategic intertwining of awareness raising, small-group work, edutainment and more, which works to enable community members as leaders in changing entrenched social

⁸ Caribbean Human Development Report 2012

norms. Community mobilization is a unique, long-term approach aiming to break new ground in primary prevention?.”¹⁰

As noted in the project description, UN Women MCO Caribbean was clearly cognizant of the potential for community social mobilization interventions to catalyze prevention work at the community level through capacity building and partnerships at multiple levels.

Finding 2: The project was also clearly aligned with UN Women MCO Caribbean’s mandate and UN Women Caribbean Multi-Country Office Strategic Note and Four-Year Plan (2014-2017)

UN Women’s Strategic Note reflected on the lessons learned over the 2011 to 2013 programming period, noting that under Outcome 3, Combating Violence against Women and Girls, UN Women has supported several interventions including (1) the development of national action plans to address GBV in five countries and the revision to domestic violence laws in three countries over the last five years; (2) supported regional policing institutions to build capacities to tackle GBV and end impunity; (3) pioneered an accountability, court-based programme for perpetrators of domestic violence (“Partnership for Peace” tools); (4) supported the creation of a network of men advocates as partners for gender equality (CARIMAN); and (5) developed a host of multi-media advocacy approaches in support of the *UNiTE* Campaign. Despite the implementation of these interventions, the UN Women MCO noted:

“...the lack of sustained, comprehensive, country level follow-up remains a great challenge to realizing impact. Under the 2011-2013 Annual Work Plan, the MCO currently oversees 49 partnership agreements in fifteen countries, all addressing important needs, but by necessity being short term in length and having no plans for

follow up or sustainability built in given limited funds and high demand; and with the majority of partners falling short of the capacities required for minimum financial and reporting standards required under each agreement. UN Women’s 2014-2017 portfolio will, by necessity, adopt a comprehensive programme approach, reducing the number of areas where UN Women currently provides grants to partners and in which others having a stronger comparative advantage. In terms of country coverage, priority for implementation of programmes will be given to those countries who provide in-kind contributions in terms of provision of technical, human and financial resources; and who exhibit the political will necessary for implementation. While these provisions may initially result in the narrowing of countries with active programme implementation, this will increase the impact of UN Women’s investments.¹¹”

The foregoing reflected a recognition of the need to implement a smaller number of focused and targeted interventions to optimize the investment and potential project effectiveness. Given the

⁹ Primary prevention approaches are those that aim to prevent violence before it happens. Secondary approaches address the immediate responses to violence, such as the treatment for STIs for a rape survivor. Tertiary prevention approaches are those that involve the long-term care, such as rehabilitation and reintegration or reduce long-term disability caused by violence (Dahlberg & Krug, 2002).

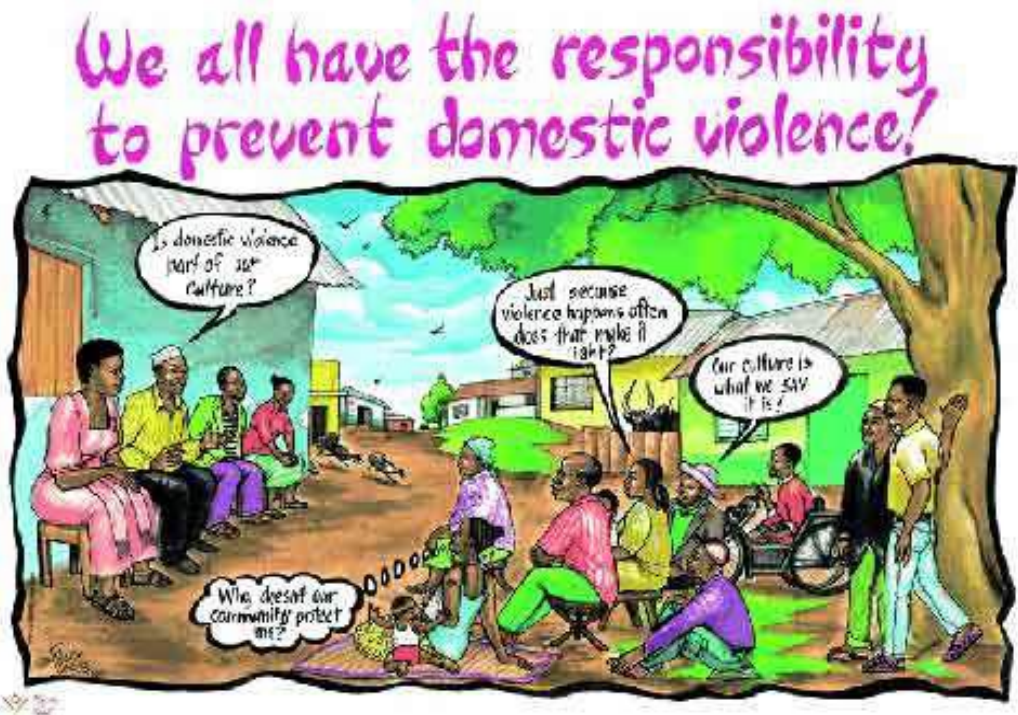
¹⁰ “Community Mobilization: Preventing Partner Violence by Changing Social Norms”, Expert paper prepared by: Lori Michau* Co-Director, Raising Voices, Uganda.

¹¹ UN Women MCO Caribbean Strategic Note (2014-2017)

historical focus on the larger territories in the English-speaking Caribbean (Jamaica, Trinidad and Tobago, Guyana) UN Women MCO Caribbean took the decision to focus on the Eastern Caribbean. It is important to note that, the investment in social mobilization was aimed at developing prevention models and/or methodologies for the Caribbean context. As such, the project was designed as a pilot¹² initiative aimed at informing ‘good practices’ that could be replicated within the region. The project was also designed to be driven by CSOs and Governments, given the underlying philosophy that indigenous knowledge would support more effective interventions. Finally, it was anticipated that the project would produce evidence on what works and what does not work in the area of GBV prevention. The performance of the social mobilization projects was therefore, also relevant, to informing future programming in the area of GBV prevention.

Finding 3: The social mobilization project was also relevant to and aligned with the national priorities of target countries. Strategies related to the prevention of Gender-based Violence were incorporated into National Gender Equality Action Plans in Antigua, Grenada and Dominica.

The Government of **Grenada’s** Draft National Strategic Plan to Reduce Gender-based Violence 2013-2018 included a range of strategic actions including: development of Support Groups within communities to allow more women and men to share their stories about real life experiences and encourage others to cease violent behaviour; Initiate special interventions for victims in “closed” communities and those who face chronic domestic violence, which may have been



accelerated by previous unsuccessful approaches to the authorities; Train persons within the community to provide appropriate support, mentorship and modelling for victims, perpetrators and at-risk persons;

¹² Feedback from Former Senior Programme Specialist

Harness efforts and projects of civil society for collaboration between Government, NGOs and civil society, including stakeholders at the community level. In addition to the usual NGO actors which work on GBV projects (such as GNOW, GRENCODA, GNCRC, and LACC), Faith Based organizations, Human Rights organizations, Service organizations, community leaders and activists, community based organisations and members of the media, should be involved; Stage cultural events which can be brought directly to communities so that an entire community can benefit from messages which address GBV and its prevention. Localize the messaging to be utilized in communicating with communities, so they can be understood in the “parlance” of the persons living in particular communities, and take into account the levels of literacy and modes of communication indigenous to individual communities; Pay particular attention to communities where there are already reports of high incidence of intimate partner violence and other forms of GBV.¹³

The Government of **Antigua and Barbuda’s** Strategic Action Plan to End Gender-based Violence: Antigua and Barbuda 2011-2015 includes as its goal, “...to eliminate gender-based violence (GBV) in a holistic, systematic, complementary and comprehensive manner, through multi-sectoral, and multi-dimensional approaches, and to provide appropriate care and services to survivors of GBV”. A key component of the strategy focuses on prevention through advocacy, community mobilization and raising awareness. This component details the implementation of a comprehensive behavior change communication framework on gender-based violence that will address diverse audience needs in order to eliminate gender-based violence in the country. Specifically, the plan aimed to “work with key institutions and/or groups— e.g., political, members of parliament, civil servants, NGO and private sector leaders, academics, the media, to provide consultation, sensitization and training to enhance capacities to advocate for the development and dissemination of information, strengthen networks and coalitions, and increase media coverage of selected issues around gender-based violence and eradicating gender-based violence. In addition, widespread Community Mobilization and Individual Behavior Change will be undertaken. This includes raising overall community awareness, mobilizing community-based efforts, providing support for evidence-based advocacy; and conducting mass media campaigns that improve knowledge, attitudes, and practices of community members. A key aspect of community mobilization is involving the media to ethically and accurately report on violence issues.”¹⁴

Dominica’s gender policy recognizes that while domestic violence is related to a number of risk factors such as history of violence at home, substance abuse, personality disorders, relationship conflict, low socio-economic status and over-crowdedness, it has been stated by professionals that causes of domestic violence are not the result of inexplicable cases of deviant or pathological behaviour. Instead, it is proposed that it results from learnt, conscious and deliberate behaviour. As such, the policy advocates “...an integrated approach for addressing the problem of gender-

¹³ Draft National Strategic Plan to Reduce Gender-based Violence 2013-2018, Government of the Commonwealth of Dominica

¹⁴ Antigua and Barbuda, Strategic Action Plan to End Gender-based Violence: Antigua and Barbuda 2011-2015. Pgs. 13-14

based violence, capitalizing on both Governmental and non-governmental actors involved in the area and continued education/gender sensitization as key to changing the mentality/attitude and the perception of members of the public¹⁵.

The foregoing suggests that the social mobilization initiative was closely aligned with country policies and programming. Further, the intervention also sought to capitalize on past projects aimed at GBV prevention. For example, the UN Trust Fund project in Grenada and Dominica, the Unite (regional project) and training of Gender Advocates across the region, among others.

Finding 4: Key Stakeholders also substantiated the need for interventions aimed at shifting social norms and beliefs that encourage GBV.

Stakeholder feedback provided further substantiation for the need to implement social community mobilization projects. The consensus from stakeholders was that, although most citizens were aware of domestic violence and associated it with the term “gender-based violence”, there was less awareness and understanding of other types of GBV. In particular, ‘marital rape was generally not perceived to be a form of GBV. For stakeholders such as the police, ‘psychological, emotional, verbal and financial abuse’ presented a challenge. Note,

“The discussion with Police officers targeted male and female officers, primarily constables and one Senior Sargeant. The discussion tended to revolve around criminal acts vs moral/ethical issues. For example, Police officers were hesitant/confused as to how to treat with financial abuse, emotional, verbal and psychological abuse since these were not ‘criminal’ offences. Further, there was still the perception that IPV was a husband and wife thing. In order to shift perspectives, the discourse sought to ‘personalize’ the issue. That is, if this type of abuse (calling slut or whore) was happening to your sister, daughter, cousin friend, what would you do? Officers were tasked with applying the feelings they would have if it was a relative to other women in the same situation. ...Police also wanted to know what they should do about situations where women made a report and when Police intervened they were told “gih he a chance, is meh chile fadder and he does pay the bills” Police don’t see themselves as advocates; only as being tasked with what is within the law.” (Key informant)

Stakeholders noted that there was an association of GBV with LGBT issues, resulting in some resistance to engaging in dialogue. Sensitization was deemed necessary for persons to understand the distinction between the terms. Finally, the most significant issue was the limited understanding of how social norms, beliefs and values informed unequal power relations; which

¹⁵ National Policy and Action Plan for Gender Equity and Equality in the Commonwealth of Dominica

was at the base of GBV. The complexity of GBV and its causal variables means that social mobilization, aimed at shifting social norms, continues to be relevant.

Finding 5: UN Women brings a wealth of knowledge, skills and experience to gender equality and GBV prevention interventions.

UN Women MCO – Caribbean remains one of the most influential bodies working on gender equality in the Caribbean and is seen as the primary source of expertise on gender equality and women’s empowerment. A 2010 report on UNIFEM¹⁶’s Regional Partnerships, interviewed organizations including CARICOM, OECS, CDB, IDB, UN agencies and Governments across the Caribbean. The feedback on the organization’s comparative advantage is reflected here:

“ Most stakeholders...commented that UNIFEM’s support (usually moderate financial support combined with considerable technical assistance and ongoing moral support provided by UNIFEM’s highly motivated and engaged staff) had been relevant and helpful for their work. Individuals representing strategic partner organizations emphasized UNIFEM’s unique strengths that were complementary to those of their own organization. Key positive characteristics that were mentioned as distinguishing UNIFEM from other partners that the ROs are working with are:

- UNIFEM’s unique mandate focusing on GE and Women’s Human Rights as well as its related experience and expertise;
- UNIFEM’s close connection and good working relations with civil society organizations at national and regional levels;
- UNIFEM’s status as a neutral UN agency, which allows it to establish and facilitate networking among a broad range of diverse players who otherwise might not get together;
- UNIFEM’s demand-driven approach. UNIFEM staff members ask for, listen to and take into account the needs and priorities of its partners, rather than imposing pre-made plans or approaches;
- UNIFEM staff’s knowledge and experience. In most SROs, UNIFEM staff members come from the region and have often been involved in women’s organizations or similar entities working in the area of GE and WHR in that region. Consequently, they are not only Knowledgeable and aware of the particular issues and challenges in the region, but also have

¹⁶ UN Development Fund for Women, former designation for Un Women

valuable networks and connections, which they bring into their role as UNIFEM officers.”¹⁷

According to the MCO Caribbean’s Strategic Note, “within the six UNCTs supported by the MCO, no one agency has a gender-specific multi-year programme being implemented. However, UN ECLAC, UNFPA, UNAIDS, ILO and UNICEF all actively champion gender equality. UNFPA continues to strengthen capacity of health care professionals in dealing with gender-based violence, including sexual violence; raise awareness and advocate for policy adoption in these areas, now using some of UN Women Caribbean’s tools on behavioural change...UN Women has led the inter-agency group on the UN S-G’s UNiTE campaign which has seen a host of multi-media initiatives developed with Caribbean artists drawn from the popular local genres of music, soca, calypso and reggae. In recent years, under UN Women coordination, UNFPA and UNICEF have led annual UNiTE initiatives on leadership, and on combating sexual violence against children.”¹⁸

Clearly then, UN Women have both the mandate and the required experience, technical knowledge and skills to spearhead GBV prevention in the region. The comparative advantage is the technical skills, knowledge and experience that staff, many of whom are Caribbean citizens, can bring to the understanding of cultural and social norms around GBV.

Finding 6: Enhanced coordination across UN agencies and regional partners has the potential for a more integrated approach to prevention of VAWG and GBV prevention programming

A key issue that emerged, during primary data collection, was the extent to which UN Women leveraged its partnerships to support coordinated/integrated programme implementation at country level. For example, the inclusion of health and national security personnel in town halls and training workshops, suggested an appreciation of the need for an integrated approach to GBV prevention programming. However, this strategy did not appear to translate to implementation of relevant interventions, such as protocols for treating with suspected cases of domestic violence or other abuse, within the respective agencies. Findings from a recent evaluation¹⁹ also supported the need for protocols to treat with LGBTQ victims of abuse.

A CSO such as WAR does not have the level of influence necessary to improve responsiveness of state institutions. However, there are regional bodies such as PAHO whose influence can be brought to bear on national health systems. UNODC²⁰ constitutes a key resource that can be

¹⁷ UNIFEM’s Regional Partnerships with regional Organizations to Advance Gender Equity: Evaluation Report, 2010

¹⁸ Un Women MCO Caribbean Strategic Note

¹⁹ Evaluation of Human Rights Training Programmes for Judicial Officers, Court Staff and Justice Sector Professionals in the OECS 2012-2017, Alexa Khan October 2018

²⁰ Central America and Caribbean Office

instrumental in improving the responsiveness of Police and related security systems in treating with VAWG. Resources available from UNODC include:

- ✓ A Practitioner's Toolkit on Women's Access to Justice Programming
- ✓ Strengthening Crime Prevention and Criminal Justice Responses to Violence against Women Handbook on Effective Police Responses to Violence against Women Training Curriculum on Effective Police Responses to Violence against Women Handbook on Effective Prosecution Responses to Violence against Women and Girls
- ✓ Resource Book for Trainers on Effective Prosecution Responses to Violence against Women and Girls
- ✓ Toolkit on Strengthening the Medico-Legal Response to Sexual Violence
- ✓ Gender-Related killing of Women and Girls Brochure
- ✓ Essential services package for women and girls subject to violence

In order for social mobilization efforts to be truly effective, support systems and services must be strengthened. The culture and mindset of the protective services must change. UN Women can and should spearhead activities in the area of GBV prevention, understanding that coordination with key regional agencies can significantly improve the likely effectiveness and impact of its interventions within targeted countries.

Finding 7: Specific country social mobilization interventions sought to incorporate key underlying principles detailed in the call for proposals. As such, project designs were relevant and consistent with the eligibility requirements.

Review of each of the project proposals approved for funding, reflected implementation partners efforts to ensure that submissions were coherent and specifically incorporated key guiding principles articulated in the Call for Proposals. For example, the WAR proposal was designed to incorporate feedback from town hall meetings and community sensitization sessions, to inform the development of the media campaign.

Communication methodologies in each proposal utilized drama, supported by the Arts in Action training initiative, role plays based on indigenous culture and social media platforms. All proposals emphasized partnerships between CSOs and Government, CSOs and other CSOs.

Faith Based Organizations (FBOs) were targeted by each intervention, reflecting a clear understanding of the influence of religion on beliefs and values. Engagement of FBOs was a key design element given that Bible passages are often quoted to justify and legitimize violence against women and girls.

The WAR proposal was particularly strong on the inclusion of women and survivors as advocates. All proposals targeted youth in formal and informal settings. Engagement of youth was pursued, ‘on the block’²¹ as well as through recreational groups (Girl Guides, Boy Scouts) and more formal settings such as schools and colleges. Perhaps the only principle that submissions paid limited attention to, was the likely increase in demand for support services if sensitization sessions were

Table 1 Alignment of Project Submissions with Guiding Principles				
Guiding Principles	Antigua and Barbuda	Dominica	Grenada LACC	Grenada MoSDH
Nationally owned and shaped community-based dialogue	Yes	Yes	Yes	Yes
Communication Methodologies centered on understanding the role of Culture in supporting social change	Yes	Yes	Yes	Yes
Network of Partnerships	Yes	Yes	?	Yes
Empowerment of Women and Survivors to Advocate for women’s rights and social change	Yes	Yes	?	Yes
Engagement of Youth in formal and informal education settings	Yes	Yes	Yes	Yes
Use of UN Women’s group-based intervention and other related tools	Yes	Yes	Yes	Yes
Inclusion of migrant populations, indigenous groups, urban/rural and second language communities	Yes	Yes	No	Yes
NGOs strengthen coordination with Government agencies	Yes	Yes	Yes	Yes
Cognizance of greater demand on state and NGOs to respond to increased reports of GBV	Yes	No	No	No

²¹ Term describing street corners frequented by young men in their communities

effective. The WAR proposal and to some extent Dominica's BGA were the only proposals that specifically targeted frontline staff in health and police services in order to build capacity and improve responsiveness. This issue will be revisited under the section on effectiveness.

Finding 8: The design of some community/social mobilization interventions may have been ambitious given the time allocated for project implementation coupled with archaic government approval and financing systems

As noted in the Call for Proposals, submissions would be approved for a period of between 1 and 3 years. Social mobilization proposals from WAR and LACC sought to implement a manageable number of activities and outputs and required no external approvals of the submissions. However, the submissions from the Ministries in Grenada and Dominica were significantly more ambitious. The "Stop that Violence" Campaign against GBV in Dominica included seventeen (17) component items and 12 partner agencies. The Social Mobilization to Prevent GBV in Grenada also included 17 activities implemented over a duration of two years. A comprehensive range of partners were also targeted.

Historically, project implementation in the public sector has been characterized by delays due to protracted approval processes, procurement issues and limited implementation capacity. The allocation of a dedicated resource, such as a Project Manager or Coordinator is often utilized to facilitate effective implementation. In the case of the Grenada MOSDH, project implementation was constrained by protracted decision making, coupled with limited capacity and deficiencies in reporting. In Dominica, project implementation was constrained by limited implementation capacity which worsened over the life of the project. It is likely that the projects by public sector implementation partners would have been completed, given the ambitious nature of the proposals.

That said, it was not clear whether any institutional assessments were completed for the public sector IPs. Such assessments may have highlighted risks related to capacity and the approvals process. It is therefore suggested that UN Women MCO Caribbean should amend its assessment/evaluation process to include institutional assessments of both Governmental and Non-Governmental partners. In addition, the risk analysis process should also highlight risks to implementation efficacy of weak institutional capacity.

Finding 9: The design of social mobilization projects indicated a good understanding of community social mobilization aimed at GBV prevention.

Community mobilization to prevent intimate partner violence is a highly systematic approach that involves all levels of a community over an extended period of time. It requires engaging, inspiring and supporting a diverse range of community members, groups and institutions.

Michau (2010) notes that community mobilization elicits critical thinking, develops skills and inspires action to replace negative norms perpetuating violence against women with positive norms supporting safety, non-violence and the dignity of women and men.

Collectively, evidence reviews suggest that programs achieving the most success in preventing IPV include the following elements:

Community mobilization is... systematic and long-term programming fostering alternative social norms complex and multi-faceted a struggle for social justice about fostering activism	Community mobilization is not... ad hoc, one-off activities in short-term projects transferring information and facts a singular strategy a technical quick-fix about implementing activities or training
involving a critical mass of individuals, groups and institutions stimulating critical thinking holistic and inclusive	possible with few individuals or groups transmitting simple messages limited to specific individuals or groups
benefits-based focused on core drivers	punitive focused on manifestations of violence
iterative and organic Community-led	linear and predictable organization or expert focused

- Cutting across and collaborating with multiple sectors (i.e. education, citizen security, disaster response, health, judicial, etc.) in an integrated manner to coordinate comprehensive prevention and response efforts;
- Involving multiple stakeholders, such as health service providers, legal authorities, community leaders, community members (both men and women), and government representatives to mobilize communities and foster sustainability;
- Challenging the acceptability of violence among communities, through creating constructive and culturally sensitive dialogues about harmful gender norms and unbalanced power dynamics;
- Supporting participants in developing new skills to empower them to make healthy choices and improve conflict resolution skills;
- Investing in implementing the intervention over a prolonged period of time (at minimum six months).

The Figure below illustrates the five phases and related strategies that should be incorporated in the design of community mobilization programmes. Feedback from UN Women MCO indicated

²², Community Mobilization: Preventing Partner Violence by Changing Social Norms. Lori Michau, UN Women Expert Group Meeting Prevention of violence against women and girls, Bangkok, Thailand 17-20 September 2010

that implementing partners benefitted from an initial workshop²³ to support project design. A review of each of the four project strategies indicated that they were generally consistent with several of the strategies below. As noted earlier, the proposal by WAR was the strongest in terms of incorporating professional sectors including health and the police, compared with the submissions from LACC, MoSDH (Grenada) and the Gender Bureau (Dominica). This difference appears to have been related to the distinct objectives of each of the social mobilization projects and not necessarily an oversight by any of the latter agencies.

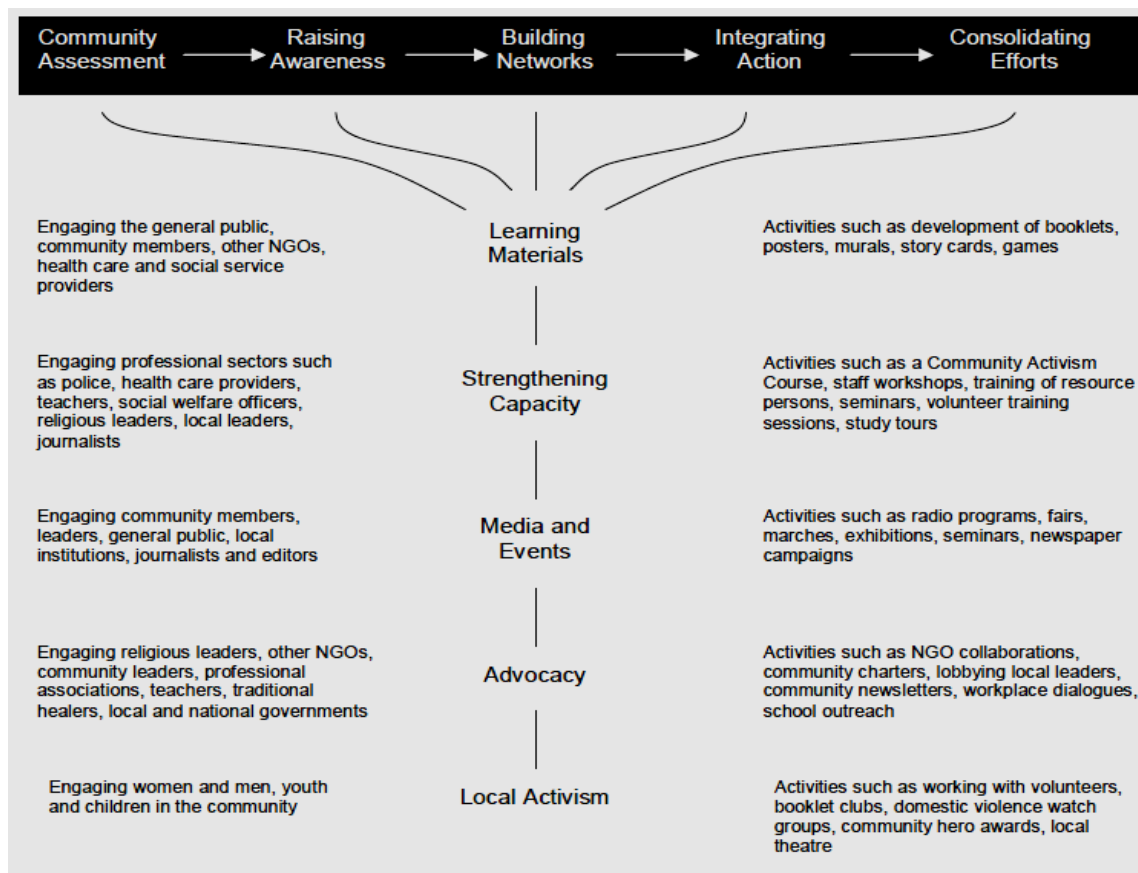


Figure 1 Five Phases and Strategies for Community Mobilization

The project designs also recognized the synergies to be gained from collaboration/partnership across public and CSO sector. As such, project interventions reflected the participation and coordination of activities between NGOs and Government agencies. Significantly each project targeted Faith Based Organizations, reflecting an understanding of the influence wielded by religious leaders as well as the impact of religious teachings on values and beliefs about the role of women. Each proposal also targeted children and young people recognizing that changing social norms, values and beliefs is likely to be most effective in the formative years.

²³ No Report was available to assess the elements covered by the workshop.

Finally, social mobilization project proposals each tried to target the five phases of social mobilization detailed in Figure 3. However, there was less focus on integrating action and consolidating efforts compared with awareness raising and building networks. Proposals from WAR, MOSDH and Dominica's Gender Bureau included strategies related to development of booklets, murals, posters and community activism. Given the limited allocations, perhaps additional strategies were not feasible.

The foregoing suggests that, project proposers made significant efforts to ensure that proposals addressed key principles of social mobilization. However, less focus appeared to be placed on the extent to which project elements were sufficient to achieve stated social mobilization objectives. Review of the evaluation summaries for each project proposal indicated that further clarity on the theory of change was required for the WAR proposal. However, each of the other three proposals were assessed as 'strong'.

While the proposals may have been 'strong' on key elements, coherence of the elements was weak and in the cases on the Dominica's outcome re 'Policy Implementation Improved' and the MoSDH's outcome re: "screening out music that promotes socio cultural norms and attitudes that encourage GBV", deeper thought on how stated project outputs would facilitate the achievement of these outcomes was necessary.

Finding 10: The introduction of results-based management, for reporting at the outcome and output levels of specific interventions, was a new strategy for UN Women and its implementing partners. Given the dearth of evidence regarding the effectiveness of GBV prevention efforts, establishing RBM frameworks was a significant step in the right direction.

Understanding if social change has occurred and more specifically, how that change occurred is essential to further investment, scaling up and/or replicating social mobilization interventions. At the same time, change in social norms is generally difficult to measure and attributing any changes to specific programme interventions is even more challenging. It is in this context that incorporating a results-based management framework for each project was a significant element, supporting tracking of the extent to which mobilization strategies contributed to any changes in capacity, knowledge, attitudes and perceptions.

Implementing partners (IPs) participated in a two (2) day RBM workshop in Grenada, from 6-7 July 2015. The objectives of the RBM workshop were to:

- Introduce the participants to results-based management (RBM) frameworks that can be used in the field of social mobilization to prevent gender-based violence (GBV);
- Assist participants in improving the results frameworks of their UN Women-supported GBV prevention projects, in particular on
- Programme conceptualization for impact and sustainability,

- Managing for results,
- Capturing impact through evaluation and reporting;
- Test and refine a workshop design and facilitation methods that can be used for future RBM training workshops for similar social mobilization projects to prevent GBV.

RBM matrices were developed by IPs for their respective projects at the end of the workshop. Review of the RBM frameworks suggested variable understanding of outputs, outcomes and indicators. In addition, the data collection systems necessary for reporting on indicators was limited in the majority of cases. In the case of the LACC RBM matrix, there was a clear understanding of requirements for pre and post tests to assess changes in attitudes and perceptions of GBV. As a result, data was produced reflecting the effectiveness of the psycho-educational workshops on participants. Unfortunately, resources were unavailable for further engagement or tracking of participants in the post project period. There was therefore no evidence of the extent to which the workshop content and delivery contributed to long term changes in attitudes. It is important to note that while the LACC RBM matrix was superior compared with other IPs, there were areas that could have been refined. For example, an outcome such as “Increased capacity of community leaders to facilitate dialogue between women ,girls, men and boys on the root causes of G.B.V on a community level” utilized an indicator related to increase knowledge of the root causes of GBV. Even though knowledge of the root causes of GBV is fundamental to engaging stakeholders, additional indicators are required to measure increased capacity to facilitate dialogue at the community level. These may include evidence of participants applying the knowledge gained or evidence of the effectiveness of such engagements from the perspective of the target audience.

The weakest RBM matrix was developed by WAR. Review of the content revealed limited understanding of the results chain, that is, inputs-activities-outputs-outcomes-impact and weak outcome indicators. Finally, no data collection system was established to track project performance or the achievement of anticipated outcomes.

The MoSDH matrix was well developed and illustrated a good understanding of outcomes and indicators. Data collection related to output achievement was also well established, however follow-up regarding outcomes could have been improved. The limited follow up may have been due to the curtailed project implementation, among other factors.

Dominica’s RBM matrix reflected a variable understanding of the links between outputs and outcomes as well as challenges related to indicator development and data collection. No outcome data was collected related to the project’s five stated outcomes.

Finding 11: The conduct of baseline assessments is considered an excellent practice in project design, as it should support the assessment of project effectiveness and impact. The baseline assessment for the social mobilization project was intended to provide analysis on knowledge, attitudes and perceptions of GBV at country level, thus facilitating a comparative assessment of any changes after the completion the project. Due to several methodological issues, the baseline could not be utilized.

At the outset, it is important to note that a comprehensive understanding of ‘the problem’ to be addressed, is fundamental to good project design. Such an understanding must be based on a situational analysis and supported by clear evidence. In the area of GBV prevention, one must be clear about the causal variables driving VAWG. While qualitative studies and an array of literature have referenced the negative social norms, values and beliefs that encourage GBV, there is limited quantitative evidence²⁴ across the region regarding social norms, knowledge, attitudes and perceptions that contribute to GBV. Ideally, such evidence should inform the design of targeted interventions.

Given the dearth of valid data on knowledge, attitudes and perceptions or GBV/VAWG across the region, UN Women recognized the need to conduct national surveys to determine the baseline situation; both to inform design of relevant strategies but also to evaluate the effectiveness of project interventions. However, in the absence of funding for such surveys, an alternative qualitative approach to data collection was pursued. This approach relied on data drawn from “...a series of focus groups to capture baseline data using numeric indicators that speak to the perception of a representative opinion of the population of each Caribbean country and in each cohort.” The CADRES report goes on to note “Participants were not chosen through rigorous probability sampling methods and this in-effect means that participants effectly represented a convenience sample and resulting data cannot be tested by way of any statistical procedure. It is nonetheless valid as the purpose of the study is to explore rather than to describe or explain in any definitive sense”. Based on an understanding of quantitative and qualitative methodologies, the assertion that focus group data could be deemed ‘representative’ of the population perceptions in targeted cohorts is highly questionable.

Review of the Baseline Assessment report and stakeholder feedback reflected significant dissatisfaction with the methodology for the assessment. In addition, by the time the baseline report was finalized, proposals had already been submitted by Governments and CSOs. As such, the baseline was not used to inform project concepts/strategies. In addition, the baseline could not be used to assess any changes in knowledge, attitudes and perceptions regarding GBV since focus groups (with the exception of Antigua’s Grey Greens community) were not representative of that specific target groups who participated in the interventions across the three countries. The baseline data was not aligned with social mobilization outcome indicators such as:

- ✓ enhanced capacity of communities to spearhead GBV prevention;

²⁴ IDB Funded Intimate Partner Violence Prevalence Survey, Trinidad and Tobago 2018

- ✓ enhanced support systems and services for victims/survivors;
- ✓ enhanced capacity to advocate against values and practices that normalize GBV;
- ✓ increased capacity for community leaders to facilitate dialogue on the root causes of GBV;
- ✓ media employs screening process to reduce broadcast of music that promotes sociocultural norms and attitudes encouraging GBV.

In order for a baseline assessment to support measurement of stated outcomes, an analysis of the situation in targeted communities, or national GBV service provision or advocacy on GBV needed to be conducted. Such analyses would have clearly linked the ‘problem situation’ with the anticipated changes after the intervention, that is expected outcome and developed indicators related to the baseline and targets anticipated at the end of the projects.

Finding 12: Risk analysis and mitigation should have been included in the proposal concept template.

The project’s grant evaluation criteria were fairly comprehensive as noted at Finding 5. However, proposal concept notes did not include risk analysis and/or mitigation strategies. Risk analysis has emerged as an important component in project design, based on the lessons learned regarding the contribution of risk management to effective project implementation. Comprehensive risks analysis may have identified risks related to institutional capacity, stakeholder engagement, monitoring and evaluation, and project coordination. Mitigation of identified risks may have improved project implementation. On a positive note, UN Women can address this issue in future interventions.

5.2 Project Effectiveness

Effectiveness refers to the extent to which programme objectives have been achieved or are likely to be achieved. This part of the report will assess the extent to which the project contributed to:

- Community-based and nationally-based dialogue on the root causes of gender-based violence,
- Community led efforts which aim at building a critical mass of individuals and groups engaged in activism against gender-based violence.
- Building girls and women's social assets and safety nets e.g. through the provision of girl and women only spaces that provide social support and skills training, raise self-esteem and help cope with crisis;
- Social advocacy which develops momentum at national and community levels for the adoption/revision of key pieces of legislation, plans and policies to End Gender-Based Violence, including Sexual Violence and Domestic Violence;
- Increasing public education and awareness about rights and access to services in overcoming gender-based violence.

In this regard, the section will assess the extent to which social mobilization projects delivered stated outputs and the extent to which these outputs contributed to stated project objectives.

Finding 13: At the output level, one of the four sub-projects, was completed and delivered stated outputs. The Legal Aid and Counseling Clinic interventions also facilitated improved partnerships and were generally appreciated by beneficiaries and partner agencies.

The LACC social mobilization intervention included three (3) group psycho educational workshops targeting girls, three (3) psycho educational workshops targeting boys , 20 Community Sensitization workshops and a training of facilitators in the use of the Girl's tool. Communities reached:

- **122** participants reached from Religious organisations
 - **78** participants reached from Community based organisations
 - **148** participants reached from Civil society
 - **171** participants reached from the Ministry of Education-Student at Schools
 - **214** participants from Governmental organizations
-
- **7** new community-based groups using girls and boys tool to promote the agenda to end violence against women in their communities
 - **36** girls and **28** boys successfully completed psycho educational programs;

The final project report indicated that the public education workshops²⁵ were very successful as they sensitized participants to:

- The notion of gender and its defining role in supporting GBV
- Creating some self-awareness around the cultural norms that support gender inequalities and the resulting GBV
- Exploring the nature and extent of GBV in Grenada
- Exploring the legal and policy responses to GBV
- Becoming familiar with the services and programs currently available to respond to GBV

A total of 241 persons from a diverse number of communities attended the workshops during the period July to November 2016. Specifically, key achievements included:

- **The workshops presented the opportunity for use of new activities and modification of existing activities.** The **New Planet Activity** was used for the first time. The main objective of this activity is to assist participants in conceptualizing a world where human rights are respected, as well as to recognize that humans regardless of who they are, all possess some fundamental rights.
- The Agree/Disagree Activity was modified by incorporating discussion after each question was read and participants indicated where their gut took them. There were seven (7) questions posed to the group and they were expected to either agree or disagree. The Participants were given the opportunity to rationalize their choices through discussion. The following represents two (2) areas that demonstrate problematic beliefs around gender base violence.
- **Although several “discouraging” remarks were made throughout workshops, the comments always created an excellent entry point for productive interrogation of the belief systems that supported the often offensive and discriminatory comments.** One example was when a male participant spoke about the tradition of women as **‘gold diggers’, and ‘money hungry’, just “wanting and wanting’**. This created a platform for discussion about the construct of men being bread winners and how this gendered norm has not only negatively affected women but also affect men.
- **The session in Carriacou was uniquely positioned several days after Grenada had a failed referendum.** One of the Bills that gained serious opposition was the one addressing rights and freedoms, of which gender equality was a sub-set. Throughout the campaign, the emergence of this mistaken belief that gender was synonymous with sexual orientation, created a fear that the Gender Equality Bill was an attempt to create a loophole through which the LGBT Community could achieve the equal rights, including the right to same sex marriage. This mistaken belief resurfaced in the Carriacou workshop when a participant stated that the term “gender” refers to homosexuals. This presented an opportunity for further exploration of the concept of gender.

²⁵ See Appendix V

The feedback during workshop sessions was positive and underscored the high level of satisfaction that participants felt about their involvement in these community based educational gatherings. The comments were varied:

“This workshop has made us more considerate; it changed our mindsets.... made us look at the whole picture.”

“The workshop helped me to appreciate that people abuse power and often this abuse affects us all indirectly and we should do something to help.”

“Being here reinforced that it is ok being me and that I should be able to make my own decisions.”

“The conversation was enlightening and thought provoking”

“Although most of the information was not new ... it definitely provided new insights”

The foregoing suggests that the LACC understood what could be achieved, given the allocated resources and timeline for project completion. As such, the workshops and community sensitization sessions did not seek to facilitate behavioural change; raising awareness and interrogating the beliefs and myths that encourage GBV was therefore the primary focus.

Finding 14: In terms of the achievement of project objectives/outcomes, the LACC recorded short-term improvements in GBV knowledge and values of project beneficiaries. However there has been no follow-up monitoring of beneficiaries to determine the extent to which the increased awareness and knowledge have translated to further changes.

It is important to note that the LACC's project document stated that the psycho-educational workshops were designed to incorporate a core theory of change which would facilitate long-term awareness raising and community/national level dialogue on the root causes of GBV. At the same time, the submission noted that tangible behavioural change was unlikely to be achieved given the relatively short duration of the project interventions. As such, the project aimed to sensitize target beneficiaries to the notion of gender and its defining role in encouraging GBV, creating some self-awareness around the cultural norms that support gender inequalities and the resulting GBV.

Pre and post tests were administered to workshop participants to assess changes in knowledge and perceptions of GBV. The final RBM report reflected the following:

- Community sensitization workshop reported **83%** increase in knowledge of the nature and the root causes of GBV within the communities LACC serves. Survey sample (10, 15 and 30) based on the number of paired pre/post survey. The report noted that due to literacy

challenges and participants arriving late, the number of pre/post surveys available for analysis were significantly affected;

- Girls tool psycho-educational group reported a cumulative increase of **34%** of participants who have adopted positive values such as respect and equality;
- **18%** Increased assertiveness skills amongst girls psycho educational group participants, with a **32%** reduction in aggression;
- Girls tool psycho-educational group reports **155%** increase in knowledge of the nature and the root causes of GBV within the communities LACC serves;
- Girls tool psycho-educational group reports A cumulative increase of **47%** of participants who have adopted positive values such as respect and equality;
- Boys tool psycho-educational group reports **138%** increase in knowledge of the nature and the root causes of GBV within the communities LACC serves;
- Boys tool psycho-educational group reports a cumulative increase of **22%** of participants who have adopted positive values such as respect and equality;

While acknowledging that the project facilitated shifts in knowledge, attitudes and perceptions of project participants, resources were not available to track participant's progress since completing the workshops. As much as the LACC project appears to have increased knowledge and awareness in the short term, there was no evidence to suggest how it may have facilitated any longer-term changes.

The LACC proposal indicated that based on the resources and time frame, sustained interventions would not be possible. That said, interventions such as this must be premised on sustained intervention, if real transformation is to be achieved. Future social mobilization interventions should identify, from the outset, the support needed to sustain or enhance the investment in key target communities or groups.

Finding 15: Anecdotal feedback suggests that the LACC project intervention has contributed to the sustained engagement of key stakeholders in related interventions over the last two years (2017-2018)

LACC noted that the social mobilization intervention supported ongoing partnerships and strengthened existing ones. For example,

- The relationship with the Ministry of Social Development and Housing has been enhanced resulting in the training of Ministry staff as facilitators for the Psycho-educational program;
- LACC also continues to work closely with the Children's Protection Authority since completion of the project;
- Community leaders in the Beaton Community have continued to engage in outreach work on the prevention of GBV including establishment of a Child Sexual Abuse Committee;

- LACC continues to respond to requests from Churches and Parent Teachers Associations to speak on GBV
- **Legal Aid and Counseling Clinic was able to build on its relationship with the Grenada's Girls Guide Association.** This relationship began with The Girl's Tool Facilitators Training workshop in 2015 when two (2) Guiders were trained to deliver the community violence tools within their district. The partnership continued through LACC's involvement in the development and implementation of GBV Protocols issued by the Girl Guide's Head Office in New York.
- The rural outreach was facilitated through a partnership with MAREP (Market Access and Rural Enterprise Development Programme) The collaboration with **MAREP** began in mid-2016 when LACC's Director was invited to participate in a brainstorming with this key community development agency to explore how more effective and expansive work on GBV could be done in rural communities. MAREP works extensively in rural communities and agreed to partner with LACC to mobilize residents in several rural villages. Workshops were conducted in the four (4) outer parishes of St.Andrews, St. Patricks, St. John's and Carriacou.
- As recent as March 2019, a coordinator of Arts in Action, the Drama Therapy Group based in Trinidad and Tobago, has contacted LACC regarding an initiative utilizing art therapy for traumatized persons.

Finding 16: The WAR social mobilization project completed the majority of outputs; however, several key outputs were not completed by the end of the project.

The Women Against Rape (WAR) project focused on the prevention of GBV linking this to Sexual and Reproductive Health and its implications. Subsequent to the RBM workshop, the project outcomes were refined to focus on:

- Enhanced capacity of community members to actively advocate against GBV and against values and practices which normalize GBV;
- Communities are able to apply knowledge gained from educational activities and are able to engage in prevention and response; and
- Service Providers are better able to address the needs of communities in response to GBV.

The two related outputs that were implemented to achieve these outcomes were 1) broad based Communications Strategy to include Social media platforms such as face book and twitter, weekly radio talk shows with call-in options, TV, and edutainment; (2) A cadre of Trained Community Based Advocates trained to engage community residents to unearth, identify and address the traditions, beliefs and practices that are the root causes of Gender Based/Sexual Violence (GBV/SV) and (3) sensitization sessions with frontline health and police personnel. The project

anticipated that community engagement and communication strategies would reach specific as well as general populations inclusive of young people and promote discussion and opportunity to lobby and advocate for change that could contribute to gender equality over time. Table 3 below details the planned outcomes, outputs and related achievements.

Table 3 Mobilizing Communities to address Gender-based Violence(GBV)in Antigua Barbuda		
Planned Outcomes	Planned outputs/Activities/indicators	Achievements²⁶
Community members actively advocate against GBV and against values and practices which normalize GBV	1)15 Gender advocates trained, 8 retained 2) Community outreach; Town Hall meetings Panel Discussions Focus Groups/Informal discussions 2.1 Conduct Media Campaign # brochures printed and distributed 2.2 Frequency of PSA 2.3 Frequency of Radio/TV Appearances 2.4 Design and develop facebook page 2.5 Documentary and Manual	<ul style="list-style-type: none"> ➤ 15 persons trained; however, 6 persons are still active, 5 females and 1 male ➤ Church Hall Meeting/Panel Discussions with Parham Wesleyan Congregation was completed ➤ Church Hall Meeting with Wesleyan Women’s Group ➤ Barnes Hill/New Winthrop’s Women’s Group engaged ➤ 500 brochures printed and distributed ➤ PSA was designed however; it has not been broadcasted. ➤ TV appearances by the Coordinator targeted an audience 1000+²⁷; Grenville Radio ➤ A Facebook Page developed, however there was limited traffic evidenced by the number of likes and views (50 likes 100 views) ➤ A documentary was completed after the project was closed. However, the vendor was not paid, and WAR has yet to use the documentary. The manual was not completed.
Communities are able to apply knowledge gained from educational activities and are able to engage in prevention and response	# of persons accessing services via calls, visits, accompaniment, referrals Attendance at community outreach and engagement activities	WAR’s final report states that “Community members can offer initial services e.g. offer safe spaces, notify WAR via the hot line; Recognize different forms of GBV; Offer immediate support; Refer to agencies; call emergency numbers; Accompany victims/survivors to service providers e.g. police or health centres;” ²⁸ While anecdotal feedback was cited about referrals to specific support services, no data was collected to support measurement of the outcome.
Service Providers are better able to address the needs of communities in response to GBV	25 + Health Care Providers for Training/sensitization of community health/medical staff in Zones 1-3 Dissemination of handouts and link to WHO Handbook re identification of women who may be experiencing GBV	Progress reports indicated that training sensitization was completed with 50 Nurses of Zones 1-3 Health care providers were provided with the job Aid WHO HANDBOOK to identify ,assess and manage women who may experience gender Based/Intimate Partner Violence at the Primary Health Care level. Job Aids were presented to the Zonal Officer of Zone Two (2) for use in the various health clinics to include; Grays Farm, Browne’s Avenue, Jennings, Bolans, Johnson’s Point and Old Road. Nurses from Zone 1including Clare Hall, Potters Bishop gate health clinics, All Saints , Liberta Swetes and Cobbs Cross were also engaged in the sensitivity Training. 4 women offered care at community level and were referred to WAR for additional services4 women referred to WAR within the six-month period following increased surveillance with the use of the job aids Two FBOs have issued invitations to WAR to speak at family

²⁶ Based on progress reports.

²⁷ Data was based on the TV station estimate of its audience reach. This may or may not reflect on the actual number of individuals that tuned into the program

²⁸ WAR’s 5th RBM Report

days and related events.

The production of two key outputs; the documentary and related manual for advocates experienced significant challenges including the loss of the initial audio-visual material developed for the documentary. Another videographer was contracted to complete the documentary; however, UN Women had ceased disbursements and although a documentary was completed²⁹, WAR has not utilized it. On a related note, the accompanying manual was not developed due to the lack of resources.

Finding 17: The Women Against Rape social mobilization project achieved outcomes related advocacy against gender-based violence and community engagement and response. There was, however, limited evidence of the impact on frontline staff.

The WAR proposal included three key outcomes:

1. Community members actively advocate against GBV and against values and practices which normalize GBV
2. Communities are able to apply knowledge gained from educational activities and are able to engage in prevention and response
3. Service Providers are better able to address the needs of communities in response to GBV

Regarding Outcome 1, 15 advocates were trained, and six (6) advocates are still active in engaging their respective communities on GBV, risk factors and making referrals to available support systems. When asked why they were still involved, one response was:

²⁹ Documentary was reviewed by the Evaluator

“I am passionate about this work in Antigua...I wanted to be part of it, not only because of what I saw happening, but also because I myself was abused as a child and I would like to help other individuals who have been through this to let them know they are not alone”

An interesting phenomenon in Antigua was the successful recruitment of advocates who were also survivors of abuse or experienced a parent’s abuse. Advocates appeared to have retained an understanding of GBV in terms of defining forms of GBV³⁰, however they were less knowledgeable about the root causes, including gendered power relations that underpin inequality. Advocates agreed they have benefitted from learning a range of strategies and responses to different situations of abuse. The advocate for migrant women suggested that she has been able to share strategies around safe sex and negotiating condom use. Advocates have also been instrumental in sustaining interest at the community and national level through their involvement in GBV campaigns with WAR, such as the 16 days of Activism Against Gender-based Violence. The 2018 Walk and Candle light vigil was also organized by advocates. A chat room established for advocates serves as a platform for networking, engagement and supports coordination of activities.

Regarding, Outcome2, advocates have continued to operate as a resource in their respective spheres and have engaged in education, counseling and support for victims/survivors. Box 2 above details the experience of Ms. Jane Smith³¹, as a survivor, advocate and support system for women in her community. As noted earlier, sex workers have retained a very active advocate. Another works with a group of girls in her community and one advocate is also active in Barbuda. The projects

BOX 2 JANE SMITH: VIOLENCE INTERRUPTER GREY’S GREENS COMMUNITY

Jane Smith, proprietor of “Miss Smith Shop” has been a resident of Grey Greens since 1955. Now in her late 70’s, Ms. Smith began community work in 1970 with Caribbean Conference of Churches. She coordinated skills training programmes for young women in the community. A survivor of domestic violence herself, Miss. Smith is a highly respected resident of the community and has supported women experiencing intimate partner violence, for many years prior to the social mobilization project. Asked why she became involved, Miss. Smith said “ I saw the need to help women....once you come out of that situation, you have to help where you can...coming out of that situation, you pluck up the courage...”. Women in the community see Miss. Smith Shop as a haven and come in to speak to her about their problems and seeking advice. Women battered by their husbands would come; women facing situations of sexual abuse/incest come. Ms. Smith would attempt to help in any way available, including making the necessary contacts with WAR or the Gender Bureau, going so far as accompanying women when they went to state institutions. Miss Smith was therefore the ideal candidate for the training of community advocates. She indicated that prior to the training, her advice and support was based on her personal knowledge and experience. Since the training, she indicated that she is more prepared with information to share with victims and also ‘know how’ on responding to different situations. Miss Smith also indicated that she holds perpetrators accountable for their behavior by confronting them about it and related a personal experience of having to intervene with her son who was intending to batter his wife. Although her personal observations suggest that incidents of domestic violence have decreased in Grey Greens, she noted that more needs to be done to reduce Gender-based Violence. For example, she suggested that the Churches needed to coordinate a strategy to address violence against women, similar to the cooperation in the 70s, however, this level of cooperation appears to be a thing of the past. The Police also need to take reports seriously. Police still ignore reports of domestic violence expecting that ‘hands back in gloves’ (women have returned to partners) by the time they intervene. She also indicated the need for more support services; the Salvation Army offers counseling and she refers persons there.

³⁰ Assessment based on focus interview with remaining advocates

³¹ Pseudonym used.

final report noted that trained Community Based Advocates were engaged in organizations in the communities of St John's, St. Georges, St. Phillips and Barbuda: "...they have begun to sensitize those groupings, some of whom have assisted with the coordinating of Town Hall Meetings. There is a wide range of skill set among the CBAs including crowd funding and public speaking and mobilizing. Coupled to their zeal and technical support provided by WAR there is opportunity for increased mobilizing of resources to maintain and where possible enhance project results".³²

The fact that 6 individuals have continued to engage constituents in their specific spheres of influence, despite limited access to resources, is a positive outcome. At the same time, advocacy also requires clear and articulate messaging on GBV and its causes. Continuous capacity building will be required to ensure that this small cohort builds on their current knowledge base. Transformation of social norms over time will also require an expansion of this cohort.

Finding 18: There was insufficient data to assess the extent to which community members can articulate an understanding of GBV and its root causes.

Key informants noted that in the initial stage of project implementation, Town Hall meetings and Panel discussions identified issues of concern within the community. WAR's approach in each community was to go in and 'listen' to the community so that their interventions would have context and also facilitate trust building. Issues raised included access to justice and legal reform. In addition, the Town Halls revealed that DV was still considered a private matter. Community members and frontline staff perceived DV as a 'man and woman thing'. Interventions such as the brochures, PSAs, media campaign and training were developed based on the community consultations. As detailed at Table 3, zonal meetings targeting community members, health and police personnel were subsequently held. Although the project document indicated the utilization of pre and post test as well as data collection to assess the extent to which community members had gained a clear understanding of GBV and its causes, systems were not established to support administration of post and pretests or the collection of data on project indicators. As such, there was no data to substantiate improved understanding of GBV and its root causes by target communities.

Key informants noted that the advocacy by WAR as well as Government of Antigua and Barbuda initiatives have raised awareness of GBV:

"A few years ago, no, but now because of our organization, WAR and Gender Affairs Bureau doing a pretty good job out there, people are becoming more aware of what it is" (Key Informant)

³² WAR 5th RBM Report

“Back then people thought was what happening as the norm, like this was supposed to happen, but now the information is being given out, they have an understanding...this is not how this is supposed to be, this is wrong, this is actually violence, I need to get out...some people are getting that, not all, but some”(Key Informant)

As such, there appears to be more dialogue. However, there also appears to be a great deal of confusion and miscommunication around GBV. Religion and tradition strongly influence attitudes toward GBV:

“interpretations in Ephesians...a woman must submit to her husband...a misinterpretation I would say...some of these passages in scripture have led some persons to stay in undesirable situations, so unfortunately it plays a role”. (Key Informant)

*“Tradition plays a major role in it...the way some of us, were raised”
(Key Informant)*

“ Men are saying there were certain behaviors that were accepted as norms previously that are now becoming problematic...so some men feel like the ‘baby is being thrown out with the bathwater’ where previously you could hug someone in a very non-threatening way, that can now become threatening...there is a measure of confusion about what is accepted or not accepted any more”. (Key Informant)

The foregoing suggests that national KAP surveys related to GBV are necessary to determine both the population’s understanding as well as develop targeted interventions. National baseline assessments will also facilitate measurement of the effectiveness of said interventions.

Finding 19: There was little to no evidence that Health and Police personnel who engaged in interventions such as panel discussions and town halls continued to implement any GBV related initiatives after their participation in the project.

One of the long-term outcomes of the project was:

“Front line care workers, community leaders, agents of the state who undergo the GBV/SV workshops will benefit from increased knowledge of GBV/SV, applicable both to their employment and personal lives, improve and broaden the scope of their service delivery to reach English speaking as well as persons whose first

language is not English, migrant men and women and young men and women including victims and survivors of GBV/SV.”³³

Based on key informant feedback, this appeared to be the weakest component of the project. A website link on WHO Guidelines to identifying GBV was shared with health personnel, however, there has been no feedback on how they have used that tool. Feedback from MoH personnel indicated no knowledge of the guidelines or the usage of same.

Police participation in the project also appeared to yield limited response. Anecdotal feedback suggested that at least in one case, a Police Officer who participated in the training, subsequently successfully established a case against an abuser who had remained untouched by the system.

One key informant noted that the project, as a community outreach intervention was generally effective in raising awareness of communities about the process to make reports and different avenues that could be pursued regarding acts of VAWG. Although only a small number of men attended the community sessions, their knowledge also improved regarding the issues around DV, IPV and sexual assault.

Regarding Police capacity to provide support to victims, it was noted that Police Officers have been trained however, the application of training is a function of individual capacity and willingness to adapt new knowledge to policing. Although the Police Training School includes some focus on VAWG (DV Act, Sexual Offences Act, Small Charges Act) more needs to be done to prepare officers to interface with victims and to take reports seriously. Finally, a major challenge was the limited services available for victims/survivors. Although women can be referred to a temporary place of safety (such as another person’s home) there are no facilities or systems to support permanent removal and access to ‘starting over’³⁴.

Finding 20: The MoSDH did not achieve the majority of anticipated outputs. A range of factors contributed to curtailed project activities, including delays in reporting and internal management issues.

Review of Table 4 details the range of expected activities that the MoSDH expected to deliver towards achieving social mobilization outcomes. By the end of the project period, only a very limited number of activities were completed. In addition, only one tranche of the project’s funding was disbursed. Several issues negatively impacted project implementation. These included:

³³ WAR Social Mobilization Project Final Narrative Report

³⁴ Access to jobs, shelter, training etc. to help establish independence.

Table 4 Social Mobilisation to End Gender-based Violence in Grenada, (MoSDH)

Long term goal: Young women and young men throughout Grenada, Carriacou and Petite Martinique practice behaviours that will lead to a reduction in the tolerance for and occurrence of gender-based violence.

Outcome 1: Young men and young women are committed to preventing GBV using the human rights and gender equality approach

Output 1.1: Leaders of groups and organisations that work with young men and young women commit to mobilise their membership for participation in activities to prevent and respond to IPV and sexual abuse

Target Activities/Outputs	Achievements
Meetings with leaders of at least 15 groups	- 9 groups/entities were invited to participate in the project and attend the workshops
40 leaders from at least 12 groups trained	-
At least 2 workshops facilitated by trained theatre groups	-
50% of participating groups sign MoUs	- No MOUs signed
75% of groups with MoUs will establish guidelines	-
- Age-appropriate, reader friendly materials produced	
- 75% of participating groups hold activities in their groups	
60% of participating groups hold activities in their communities	

Output 1.2: Young people in and out of school are informed of services to address GBV, and the ideals of healthy relationships, gender equality and human rights

Target	Results achieved
10 cycles of Parenting training comprised of 10 sessions per cycle, with approximately 200 young men and young women participating from throughout the State	- one Parenting education cycle was conducted with fifty-four (54) parents completing the series of 10 sessions
- Media discussions and related activities	- Commemoration of International Men’s Day: 300 males and 64 females participated in 4 activities
- One jingle played on radio	- 16 Days of Activism “I Represent Non-Violence” Campaign
Presentations made to 75% of all public and private secondary schools	- 12 public secondary schools visited, and sessions held with Form 5 students (556 males and 395 females)
- At least one media challenge issued	- Facebook page, photo booth challenge and #irepnonviolence promotion formed part of 16 Days of Activism “I Represent Non-Violence” Campaign
- 2 campaigns have a social media presence	
- At least 3000 young men and women participate	-
- Spirit of resolve	

Outcome 2: Owners/Managers of competitions for young people and local radio stations screen out music that promote socio-cultural norms and attitudes that encourage GBV

Output 2.1: Men and women in the music industry and the public are sensitised about equality, human rights and the impact of culture, music and the performing arts on behaviour

Target	Results achieved
At least 18 theatre and performing artistes attend workshops	-
2 meetings with owners/managers of competitions and other events, disc jockeys, promoters, Ministry	-

of Foreign Affairs (re: Cultural Ambassadors), Cultural Foundation, NTRC, etc	
<i>Output 2.2:</i> Producers, artistes, owners of Spicemas music competitions for young people and media houses trained on the importance of screening of lyrics to eliminate content that openly promote gender-based violence	
Target	Results achieved
Meetings with senior management of at least 5 media houses and 2 Spicemas events	- Research with National Telecommunication Regulatory Commission revealed that there is no regulation on content control . Further work to be pursued.
At least 12 participants in workshop	-
10 monitors trained	-
- 4 radio stations monitored on 1 selected day per quarter - 3 music competitions monitored each year - “Before and after” recordings from 60% of participating music artistes are examined	- One Spicemas competition was monitored

- Delay in project commencement: The start date of the project was 16th February 2015. The project’s first quarterly report noted that no activities had occurred due to a) lack of completion of the UN Trust Fund Project “State Response to End Gender-based Violence: Policy and Legislative reform Programme”; b) capacity challenges within the Gender Bureau when the contracts of 9 officers attached to the Division ended on January 31st 2015, leaving a significant capacity gap. Four officers were re-engaged in April despite the austerity measures implemented by the GoG; c) although the first disbursement was received from UN Women, the Ministry of Finance did not process it. Funds could not be drawn down.
- During the 2nd quarter, while preparatory activities continued including the development of monitoring tools for screening music content, only EC\$280.00 was expended. The MoSDH noted that they had underestimated number of stages in the implementation process.
- The reporting for the period August to December 2015 reflected a significant number of activities; the majority of the completed activities under outcome one above.
- Negative impact of UNTF project reporting on Social Mobilization : the second major challenge was the lack of disbursement of the second tranche which was delayed by the UN Women due to an extended delay in the Ministry’s submission of the financial reports on a previous project, State Response to End Violence against Women. The outstanding reports were submitted on December 15, 2016. However, by this time, due to changes in UN Women guidelines, an extension could not be granted to facilitate completion of outstanding project activities and outputs,
- Approvals process: Key informants noted that due to GoG’s austerity measures, obtaining approvals for project activities was protracted. This also contributed to curtailed implementation, due to UN Women’s inability to grant an extension to the project.

Finding 21: While the MoSDH social mobilization project achieved a limited number of outputs, some progress was achieved regarding youth commitment to preventing GBV.

The MoSDH shared some anecdotal information related to the effectiveness of the intervention on youth as follows:

- As a result of the support provided to the Girl Guides Association of Grenada the “Voices against Violence” (VAV) Curriculum was contextualized for implementation with their members. The GGs also partnered with school-based groups to expand the reach of the curriculum. The Ministry assisted the Planning Committee, delivered sessions to facilitators and supported development of the programme manual. This amended manual has been adopted by the World Association of Girl Guides and Girl Scouts for implementation throughout the movement.
- As a result of the training of Teachers in drama therapy, one primary school performed a dramatic piece on GBV during International Women’s Day celebrations.
- Although the Ministry’s initial effort to partner with the Government’s Flagship IMANI Youth Programme, was unsuccessful during the project period, in March 2019, discussions were initiated with the Ministry of Youth regarding the design of a Parenting Curriculum including a discussion of GBV. Finally, the “healthy relationships” messaging utilized in the school tours was deemed to be effective³⁵, although the lack of follow-up means that there was no evidence to assess the extent to which the messages were internalized.

Finding 22: The MoSDH may not have considered the clear challenges related to reducing airplay of music, the lyrical content of which encourages violence against women and girls.

Outcome 2, of the project was “Owners/Managers of competitions for young people and local radio stations screen out music that promote socio-cultural norms and attitudes that encourage GBV”. The project anticipated that once owners and managers of music media and events understood how misogynistic and violent lyrical content encourages GBV, they would be more likely to reduce airplay of music characterized by inappropriate content. This theory was predicated on the assumption that moral suasion would have been sufficient to ensure action. Ensuring high listenership is vital for advertising placement and the related income for media houses/stations. Similarly, event organizers seek out the most popular musicians and songs to ensure ticket sales and high profits.

Moral suasion has not worked in countries where Governments have attempted to support domestic artistes by advocating for local content to be played. Results have only been achieved

³⁵ By the MoSDH staff

when a Broadcast Code/regulations mandating a proportion of airplay for local content, was implemented. The MoSDH acknowledged that this outcome required deeper analysis and research. That is, an articulation of how the interrogation of lyrical content would inform/facilitate the screening out of inappropriate songs.

Despite the challenges encountered in achieving this outcome, the project effectively trained 6 monitors; 2 clients from the GBV Unit, 3 college students and a Project Officer from the Ministry. A 1-day session was held on how to effectively use the monitoring tool developed in 2015. The project also conducted monitoring of lyrical content at the Spice Mas Soca Monarch Semifinals competition held on July 22nd, 2016 in St. Andrew's. Finally, the MoSDH noted that the project also resulted in the recognition of the need to establish a broadcast code to ensure effective screening of inappropriate music.

In theory, the idea of screening out songs/music that encourages VAWG is laudable, however deeper analysis of what is required to support action media outlets, promoters, artistes and the general public is needed. Even a Broadcast Code that specifies lyrical content, will not apply to international streaming services (Spotify, Amazon), YouTube and other related platforms. The MoSDH may need to assess strategies that are feasible and realistic, in the medium to long term such as targeting the demand side of the problem.

Finding 23: Interventions in Dominica, though challenged, achieved some outcomes in terms of partnerships created, advocacy and general awareness raised related to Gender-based Violence.

As indicated in Table 5, the Gender Bureau, Government of Dominica proposed a fairly comprehensive intervention over a three-year period. The project's objectives were to increase Dominicans knowledge, awareness and response to GBV through the following:

- Women and girls are more aware of their rights, can articulate those rights and are ready to protect these rights.
- Ensure mass mobilization of communities to promote collective responsibility in the fight to eradicate gender-based violence and strengthen social support for victims.
- Victims are able to identify and survive risky situations, are more informed of available Gender-based Violence services, and ready to report GBV cases and seek other support services.
- Improved understanding of GBV in schools and churches so that they can become active participants in the fight to eradicate gender-based violence.
- Policy makers increased involvement in discourses and dialogue on the issue of GBV and their increased will for greater investment in funds and resources relating to GBV.
- Enhanced partnership and coordination amongst social support agencies.
- Combined use of technology, social media, and arts and culture to draw attention to the many ways GBV affects society.

The project's initial reports³⁶ suggested that the project was on track with the integrating two of its activities into a camp setting i.e. Power Up training and Express your Voices retreat and mobilization of schools for the Smartphone/Drawing Competition. A Concept Note was drafted to integrate arts/drama in the social mobilization campaign the Bureau had contacted performing arts groups in Dominica to liaise WITH Arts in Action Theatre Group of UWI St. Augustine. However, on 27 August 2015 Tropical Storm Erika struck and severely compromised the implementation of the social mobilization campaign. The Bureau had to re-organize its workplan and made a request to UN Women to assist in supporting the citizens of Dominica that were affected by this natural disaster through a joint initiative with UN Women and UNFPA. This involved utilizing US\$30,864 of the first tranche of funds to procure and distribute 440 dignity kits to women and girls in shelters in the most affected areas. In December 2015, the grant was increased to \$192,863.96 to reflect expenses for the dignity kits provided as a response to TS Erika.

In the post-Erika period, the project completed several outputs, despite the significant challenges due to the loss of staff, particularly the field officer who was tasked with implementation of the majority of community-based interventions. Table 5 details key outputs completed over the three years of the project. While the project also experienced significant challenges reporting on outcomes³⁷, several of the outputs clearly contributed to increasing knowledge and awareness of BGA, increased awareness of GBV by the general population, increased reporting of incidents of IPV and new partnerships which have contributed to increased advocacy (Leve Dominik, Women Helping Other Women). In addition, an unintended outcome was the effective targeting of migrant sex workers in Dominica and the ongoing relationship that has been established with the selected liaison. Finally, the project contributed to key impacts. The confluence of public outcry related to DV-related fatalities and the social mobilization campaign contributed to the amendment of the Sexual Offences Act in 2016 to criminalize marital rape and the review of the Domestic Violence Bill.

³⁶ First Project Summary prepared by UN Women MCO Caribbean Office

³⁷ The Officer tasked with reporting did not participate in the RBM training.

Table 5 Dominica Social Mobilization to End Gender-based Violence

Outcomes	Indicator Targets	Achievements³⁸ (outputs)
<p>1. Increased women's awareness on their legal rights, and a readiness to protect these rights.</p> <p>2. Victims are more informed of available Gender-based Violence services and ready to report GBV cases and seek other support services.</p> <p>3. Strengthened social support for victims</p> <p>4. Greater understanding of the prevalence of GBV in Dominica and the public take a more active role in preventing and responding to sexual and gender-based violence</p> <p>5. Policy implementation improved</p>	<p>1. At least one hundred (100) women and girls will be trained in self-defence and coping skills by April 2018</p> <p>2. By April 2018, awareness level of 34,882 females and 36,411 male members of the public increased by 75% in GBV and prevention and response mechanisms</p> <p>3. 50% increase in victims accessing counselling and psycho-social services by April 2018</p> <p>4. 90% of GBV victims report their cases to relevant authorities by April 2018</p> <p>5. GBV incidences reported to relevant authorities increase by 50% by April 2018</p> <p>6. 75% of victims accessing counselling and psycho-social services by April 2018</p> <p>7. 5 school gender clubs established by April 2018</p> <p>8. Establishment of networks of advocates on Gender-Based Violence with representation from all levels of society;</p> <p>9. A cadre of twenty (50) strong advocates will be trained in different communities to speak out and against gender-based violence by April 2018</p> <p>10. 700 high school and primary school students will be educated on the root causes of Gender-Based Violence using UN Women 12-week extra-curricular programme for boys and girls</p> <p>11. 3 participatory mapping consultations held with males throughout project period</p> <p>12. 10 workshops delivered to approximately 200 participants (school teachers, religious leaders, health workers, etc)</p> <p>13. Campaign will serve as a catalyst towards hastening approval by policy makers of the National Gender Strategic Plan;</p> <p>14. Campaign will scale-up the call for reframing of legislation on Gender-Based Violence in Dominica to ensure protection of victims and harsher punishments to offenders;</p> <p>15. An established uniformed preventative and intervening protocol against gender-based violence will be developed;</p>	<p>1. Fifteen (15) young women trained in self-defense as part of three-day youth against violence symposium – young women now able to identify and survive risky situations</p> <p>2. Twenty-three students trained in the "Strengthening Prevention Approaches Program"; Nine girls more aware of their rights</p> <p>3. 100 women and girls empowered through 767 Girls Rock</p> <p>4. 17 migrant sex workers (15 females/2 males) were made more aware of their Human Rights as a result of a focus group discussion. Two women were identified as leaders within this marginalized community to continue the discussions and to liaise between the Nat'l HIV/AIDS Commission and Planned</p> <p>5. 68% increase in clients seeking counseling in 2016</p> <p>6. Parenthood. Sixty-four (64) students were sensitized on GBV in three primary schools - Jones Beupierre, Sineuku and Salybia and that 80 college students from</p> <p>7. 80 college students sensitized on the link between Sexual and Reproductive Health and GBV</p> <p>8. 1 new women organization formed - WHOW (Women Helping Other Women) 1 new advocacy group formed – Leve Dominik</p> <p>9. A mural was painted by Grades 5 and 6 students at Jones Beupierre Primary School as part of the public awareness of the issue of GBV prevalence and implications.</p> <p>10. 15 inmates engaged in dialogue to reflect on unhealthy behaviours. As a result of the gender and GBV sessions, the inmates requested more engagement and the IP conducted training on "Men and Masculinities" at the Dominica State Prison.</p> <p>11. Residents in five (5) communities (Newtown, Loubiere, Point Mitchel, Soufriere and Scotts Head) sensitized on GBV issues</p> <p>12. 1 day workshop held with 14 church leaders on church's role in preventing GBV. 12 men, 2 women</p> <p>13. A Week-long Theatre-in-Education Training March 14-18, 2016 targeting artistic groups</p> <p>14. 19,274 persons were reached through Facebook posts through SMC related activities. 519 likes on FB</p> <p>15. Increased dialogue at the policy making level National Gender Policy revised by Permanent Secretary</p>

³⁸ Based on a review of the quarterly reports submitted by the Gender Bureau.

Finding 24: The social mobilization project in Dominica was impacted by several challenges related to natural disasters, institutional and partner capacity constraints and over ambitious project design.

As noted earlier at Finding 23 the design of the social mobilization intervention did not appear to consider the institutional capacity required to implement the project, either at the Gender Bureau and/or proposed partner organizations. Assuming that the staff attached to the Gender Bureau had remained, completion of the range of outputs proposed was unlikely. The addition of the project tasks on top of existing work commitments would have been an impossible work load for the already limited complement of staff. In addition, managing the data collection, analysis and reporting on the RBM matrix required a dedicated resource. It was therefore not surprising that the departure of the field officer in December 2015, Communications Support Officer in January 2016, administrative staff and the Director in 2016, exacerbated a previously extensive implementation schedule. Successive progress reports substantiated the impact of staff departures as well as limited capacity of partner organizations:

“The absence of a field officer continues to be a hindrance to the operations of the Bureau as it limits effective and consistent field mobilization and coordination. The result is that limited participation from communities that activities are held in addsadditional stress on other staff tasked with their respective duties.

Limited capacity of local partner organizations continues to be a concern for the Bureau, as well as, limited sense of ownership of the movement for gender mainstreaming by these organizations. The Bureau will be working with these organizations to strengthen institutional capacity to promote more effective coordination and collaboration of efforts.”³⁹

Strategic Gender Planning Workshop, Dominica



Another important factor that negatively affected project effectiveness was the delay in approvals for the establishment of support systems and structures to facilitate smooth implementation of policy actions. The BGA had anticipated the establishment of several mechanisms to support victims/survivors of IPV including a referral system and coordinating mechanism to improve responsiveness, a safe

³⁹ Dominica 4th Narrative Report Year 1, Quarterly Narrative Reports, 1-4 ,Year 2

house and revised legislation. Review of project progress reports⁴⁰ and key informant feedback also indicated that there was a great deal of ‘discussion’ on the need to review and amend relevant legislation, establish a crisis centre for victims/survivors and improved responsiveness of frontline staff. However, tangible action has been limited to the review of the Domestic Violence Bill and amendment of the Sexual Offences Act.

Finding 25: Implementing agencies and key informants agreed that while each of the interventions were instrumental in raising awareness and increasing knowledge, sustained campaigns were required to support behavioural change objectives

At the outset, it is important to acknowledge that the social mobilization projects were intended to approximate a ‘pilot’ intervention, through which, effective and innovative strategies and approaches related to GBV prevention could be explored and documented. Although this ‘intent’ is not reflected in the project’s stated outcomes and/or objectives, this insight⁴¹ should be noted as it also reflects a more realistic expectation of the project. As noted in earlier findings of the evaluation, each of the social mobilization interventions were instrumental in raising awareness and increasing knowledge of individuals, communities and key stakeholder groups (Faith Based Organizations) on GBV. The projects were also supported by related GBV prevention interventions implemented prior to and in parallel with the social mobilization project. As discussed under project relevance and design, social mobilization for GBV prevention is theoretically sound and has proven effective in several developed and developing country contexts. That said, social mobilization projects may have underestimated the complexity of GBV

The fact that the gender discourse in the Caribbean evolved from Women’s studies and women’s empowerment, continues to be an obstacle to discussing gender and gender related issues. Consistently, gender is perceived as empowering women and disempowering men. If an understanding of the term ‘gender’ continues to confound men and women, then the discourse on gender inequality - how GE impacts gender relations, underpins social norms and beliefs about the role of women and encourages violence against women- is seriously challenged. An understanding of gender equality is a necessary first step but achieving that first step has been an enduring challenge, particularly in an area of the world that is characterized by the perception that ‘we don’t have a gender problem’. As one key informant noted, “GE work is always being challenged in the public sector as if it is not necessary...it is exhausting always having to defend the need for GE interventions in the same discussion space...among senior leadership”. If we acknowledge the obstacles to supporting an understanding of gender and GBV

⁴⁰ Ibid

⁴¹ Former Programme Specialist

in this region, the question then becomes how can we integrate a sustainable capacity building strategy into key sectors⁴². Note:

“TRAINING FOR GENDER EQUALITY IS...a transformative process that aims to provide knowledge, techniques and tools to develop skills and changes in attitudes and behaviours. It is a continuous and long-term process that requires political will and commitment of all parties in order to create an inclusive, aware and competent society to promote gender equality. It is a tool and strategy to effect individual and collective transformation towards gender equality through consciousness raising, empowering learning, knowledge building, and skill development. Training helps men and women to build gender competence and acquire the knowledge and skills necessary for advancing gender equality in their daily lives and work”⁴³.

Transforming cultural and social beliefs will not happen in the short to medium term. Project outcomes such as:

- “To improve community level knowledge of GBV and its linkages to HIV with the view to transforming, attitudes, beliefs and practices that identify and address the root causes of GBV; social mobilization project”⁴⁴;
- “Ensure mass mobilization of communities to promote collective responsibility in the fight to eradicate gender-based violence and strengthen social support for victims”⁴⁵;
- “Young women and young men throughout Grenada, Carriacou and Petite Martinique practice behaviours that will lead to a reduction in the tolerance for and occurrence of gender-based violence”⁴⁶;

were ambitious and unlikely to be achieved in the project period. It is important to note that training by itself cannot bring about change. In order for training to be able to contribute to change, it must be embedded in a broader set of measures and actions to influence change and should be part of a long-term continuous process.⁴⁷As such, social mobilization interventions need to be integrated into national GBV prevention programming. Social mobilization programming should also recognize the obstacles to engaging men and boys and women and girls and support strategies relevant to involving both. Comprehensive strategies targeting state actors and systems - Health, National Security, Education, Social services, Judiciary-also need to be factored in.

⁴² <https://trainingcentre.unwomen.org/>

⁴³ UN Women Training Centre. 2018 Catalogue of Courses. Santo Domingo

⁴⁴ Women Against Rape

⁴⁵ Dominica Bureau of Gender Affairs

⁴⁶ MoSDH, Grenada

⁴⁷ UN Women Training Centre. A Theory of Change for training for Gender Equality. Working Paper Series. Santo Domingo: 2016

Finally, ongoing communication on GE and its linkage with GBV is needed for the average to citizen to, at a minimum, begin to understand the implications of gender inequality.

5.3 Efficiency

The following evaluation questions address the organizational efficiency of the intervention:

- To what extent does the management structure of the intervention support efficiency for programme implementation?

Finding 26: Project implementation was supported by several factors including the experience and capability of some partners, technical support and guidance provided by UN Women and the introduction of Results Based Management.

Key stakeholder feedback suggested that several factors facilitated project implementation including:

- **the ‘strength’ of partners:** UN Women noted that implementing partners brought experience and knowledge of their specific context to all stages of the project and this was a contributing factor to effective project implementation. In the case of partners such as LACC, their history and experience related to GBV in Grenada coupled with their organizational structure and capacity supported implementation of the project. Similarly, in Antigua, Women Against Rape’s commitment and experience was also a factor in its ability to engage with partners and communities.
- **Technical support provided by UN Women:** Implementing partners noted that UN Women provided significant support to project implementation through the provision of tools and resources such as the Foundations curriculum. In addition, ongoing assistance related to project progress reporting and financial reporting also supported project implementation.
- **Introduction of Results Based Management:** The utilization of RBM was new for UN Women and it was the first time that there was such an emphasis on Monitoring and Evaluation in a project. From the perspective of UN Women, RBM supported outcome level reporting, ensured a standardized reporting system, and facilitated identification of issues and continuous progress reporting. That said, the extent to which the project’s RBM monitoring and reporting supported effective management of the project is questionable. This issue is explored further at Finding 27.
- **Communication** was deemed to be generally satisfactory, except in the cases where UN Women required workshop or related content to be reviewed for quality control, prior to dissemination. In several cases, partners failed to submit content for review or invite UN Women to activities, despite clauses in their agreements about visibility.

Finding 27: Effective project implementation was hindered by several management and funding challenges within UN Women.

Key informants suggested that the project was experienced several challenges from the inception. These included the following:

- The project design included the procurement of a dedicated resource to manage the project. This person would also have been required to support the project M&E and provide technical support to implementing partners. Key informant feedback suggested that adequate funds were allocated in the original project submission (2015) to fund the position of a project manager, however, in the intervening period between project submission (2015) and start up (2016), UN Women MCO Caribbean's core funding was reduced. Internal re-prioritization resulted in a shift of resources to priority areas and the funds allocated to the project were reduced. As a result, a project manager was not hired.
- This **lack of a dedicated resource** to manage the project negatively impacted project implementation and monitoring and evaluation. In the absence of a Project Manager, all of the Social Mobilization Project responsibilities were undertaken by the Programme Specialist; who also had to manage a significant portfolio of EAWG interventions across the Caribbean. Feedback from UN Women and Implementing partners acknowledged that the level of support to implement the project's results-based management system was insufficient. As such, implementing partners experienced significant challenges understanding relevant indicators and the data collection required to report on them. This contributed to limitations in the evaluation process as the documentation/data to substantiate project outputs and outcomes was not available in some cases.
- The lack of a dedicated resource also meant that implementation challenges were not identified or mitigated in a timely manner. Close monitoring may have contributed to completion of project outputs according to the agreed implementation schedules. Project delivery may not have been as negatively impacted by the requirement to utilize 100% of core funding within the budgetary period.
- Project implementation was significantly impacted by **changes in UN Women financing modalities** during the implementation period. In late 2017, UN Women MCO Caribbean received communication that all expenditure of core funding should be spent within the budgetary year: *"As you know, core funds should be implemented at 100%, while non-core unspent resources can be re-phased to 2018 before 31 October (if agreement is valid in 2018) same as trust funds unspent balances in order to reach a minimum of 80% delivery rate at the end of the year in non-core and trust funds."*⁴⁸ Key informants noted that within the first year of project implementation, there were significant delays resulting in slow delivery and slow disbursement rates. Based on previous experience, IPs expected that a

⁴⁸ Email correspondence from Pilar Garcia dated 5th October 2017.

no cost extension would be granted to ensure completion of project outputs. However, the transition to a financial management system that required 100% utilization of core funds meant that funds that were unspent in a budget period could not be carried over or re-phased. As such, three projects were incomplete in terms of the expected outputs. Incomplete outputs also negatively impacted the achievement of stated project outcomes.

- **IPs capacity to effectively implement social mobilization interventions across multiple stakeholder groups and strategies** was underestimated by some implementing partners. As discussed earlier, the interventions by the Bureau of Gender Affairs (Dominica) and the MoSDH (Grenada) were comprehensive in terms of the number of proposed outputs and partner institutions. Effective and efficient implementation across the number of agencies and partners identified required an adequate complement of human resources. In addition, community level interventions also required field officers with the capability to work across a range of community stakeholders. In the case of the BGA and the MoSDH, capacity challenges impacted delivery. The development of an implementation schedule detailing all outputs, sub activities and assignment of persons responsible for implementation may have identified human resource issues. Alternatively, an institutional assessment to verify implementation capacity would also have identified capacity issues. It is important to note here that the departure of staff from the BGA could not have been foreseen, however based on the proposed programme, the BGA's capacity may have been inadequate.
- **Tropical storm Erika and Hurricane Maria:** The best laid plans cannot account for the occurrence of natural disasters. The occurrence of TS Erika on 27th August 2015, at the start of project implementation, delayed implementation of project activities. On a positive note, the BGA was able to secure approval for the use of project funds towards the purchase and distribution of 'dignity kits' in the post storm period. Hurricane Maria which made land fall on 18th September 2017, devastated the island and precluded any further implementation.

Table 6 below outlines the planned and actual expenditure for each of the four social mobilization projects. As discussed earlier in the report, issues related to delayed reporting and insufficient delivery coupled with the requirement to ensure expenditure of the full tranche disbursed within the specified period meant that three projects did not benefit from the approved expenditure. WAR' s final disbursement of XCD 8,181.00 was not disbursed due to late reporting. The contract expired before WAR submitted reports. The MoSDH only received XCD51,175.80 of the total project budget of 170,856. Dominica's BGA received two tranches totaling XCD 133,950 out of the total (amended) project budget XCD192,863.96.

Table 6 Social Mobilization Project: Planned and Actual Expenditure					
Organization/ Country	Planned Expend. XCD	No. of tranches disbursed	Actual Expend. XCD	USD	Comments
Women Against Rape (WAR) - Antigua & Barbuda	81,810	Three tranches of XCD24,543	73,629.	27,270.	The final tranche of XCD 8,181.00 was not disbursed due to late reporting. Contract expired before implementing partner submitted reports.
Legal Aid & Counselling Clinic (LACC) Grenada	135,000	Three tranches of XCD40,500 and one of XCD27,675	149,175	55,250	Contractual amount was increased by XCD14,175.00 to a facilitate the support of the integration of arts based methodologies into the social mobilization project e.g.. retention of Education Drama Specialist and Communication Specialist
Ministry of Social Development and Housing Grenada	170,856	One tranche of XCD51,175.8 0	XCD 51,175.80	18,954	Implementing partner did not fully execute project. Agreement expired.
Ministry of Social Services, Community Development and Gender Affairs Dominica	162,000	Two tranches of XCD48,600.0 0, one tranche of 24,300.00 and one tranche of 12,450.00	XCD 133,950	71,431.10	Note the original Agreement was for XCD162,000.00 but was increased by XCD30,863.96 to total XCD192,863.96. This replacement was for the utilization of funds on hand in relation to responding to Tropical Storm Erika i.e. the purchase of the Dignity Kits. However, please note that only XCD133,950.00 was disbursed for the entire project and this was due to human resources where the Project Officer resigned and was not replaced, and the two hurricanes that struck in 2017.

Finding 28: Implementing Partners did not suggest any challenges related to the lack of a dedicated UN Women Office in their respective countries.

An enduring concern of the UN Women MCO Caribbean is the challenge of coordinating the agency's programme of work over 22 member states from the small MCO situated in Barbados. Covering the English and Dutch speaking Caribbean⁴⁹, the UN Women Multi-Country Office – Caribbean, is mandated to work with governments, civil-society organisations and regional inter-governmental bodies, to develop and implement innovative approaches aimed at achieving gender equality, women's empowerment and national growth and development. UN Women, has four major programmes under its current four-year programme cycle:

⁴⁹ Anguilla, Antigua & Barbuda, Aruba, The Bahamas, Barbados, Belize, Bermuda, British Virgin Islands, Cayman Islands, Curacao, Dominica, Grenada, Guyana, Jamaica, Montserrat, St. Kitts-Nevis St. Lucia, St. Vincent & the Grenadines, Sint Maarten, Suriname, Trinidad & Tobago, Turks & Caicos Islands

“Women’s Leadership, Economic Empowerment, Combating Gender-Based Violence, Non-Discrimination and Planning as well as work to support gender responsive regional responses to HIV/AIDS. Through these programmes UN Women is supporting the development and implementation of gender-responsive social protection and poverty eradication policies; comprehensive nationally owned prevention and response programmes to end gender-based violence including supporting enhanced data and analysis on the scope of the issue; supporting decent work for domestic workers, rural women’s agro economic enterprise development and sustainability, and women living in poverty; policies and programmes to protect and promote non-discrimination and gender equality, and to enhance women and girls’ leadership at the community and national levels.”⁵⁰

The MCO Caribbean is required to manage this programme across 22 countries with a small technical staff including a Representative and Deputy Representative, one Programme Specialist, Economic Empowerment and Statistics and one Senior Programme Specialist, EVAWG. These staff are supported by five (5) administrative staff. When one considers the number of countries to be covered and the four programmes scheduled for implementation, the allocation of human resources is insufficient. While stakeholders did not express any concerns about the level of administrative support provided during project implementation, they acknowledged that more technical support could have been provided regarding the implementation of the RBM reporting. Significantly, they noted the almost complete lack of communication with UN Women since completion of the social mobilization project in 2017, until they were contacted about this evaluation. Stakeholders agreed that UN Women did not require a local presence, however communications needed to be improved and the number of technical staff at the MCO Caribbean also needed to be expanded to ensure enhanced support to institutional partners across the region. This would support close monitoring of interventions and the mitigation of emerging risks to effective project implementation. As noted earlier, the absence of a dedicated resource to manage the project had significant negative impact on project implementation.

The foregoing suggests the need for UN Women MCO Caribbean to re-think its partnership strategy including how and when key partners are engaged during project interventions and post project completion.

⁵⁰ <http://lac.unwomen.org/en/donde-estamos/caribe>

5.4 Contribution to Impact

The following evaluation questions address the contribution to impact of the intervention:

- To what extent was the prevention of Violence Against Women and Girls advanced as a result of the intervention?
- What were the unintended effects, if any, of the intervention?
- How will the benefits of the intervention be secured for rights holders (i.e. what accountability and oversight systems were established)?

Finding 29: The project achieved some gains, though limited, in facilitating community-based and national dialogue on the root causes of gender-based violence.

Despite the absence of evidence of outcomes, key informants agreed that the project achieved some gains related to increased dialogue on GBV at the community level, within specific target populations and at the level of the National community.

Community sensitization sessions conducted by LACC, WAR, MoSDH and to a lesser extent Dominic's BGA all facilitated increased dialogue within the specifically targeted communities. The decision to target rural communities in Grenada and Dominica as well as vulnerable groups in at risk communities enabled dialogue among some population groups that may have previously been left out of the discussion. IPs utilization of events such as 16 Days of Activism against GBV, and International Women's Days proved effective in raising awareness of GBV through traditional and social media programs and the implementation of initiatives by partner organizations.

Several IPs sought to specifically engage men through interventions in institutions such as the prison system (Grenada and Dominica), and in community settings (see (Dominica, Box 3) as well as specific workshops

Bar 3 Bar Hoppers Lime: BHL attempts to reach demographics who are unlikely to participate in workshops or forums by going into the areas that they may be comfortable. This activity takes trained gender advocates out into communities where they are encouraged to engage men and women at bars in discussions on gender issues, especially Gender-based Violence. The idea is to understand how this demographic thinks about these issues and to sensitize them as to some of the facts of GBV. Two such activities were held during the reporting period, reaching over 100 men and women in seven different communities. **Source: Dominica Year 2, Qrt 2 Report**

In Grenada, the MoSDH also supported the inclusion of persons with disabilities, a vulnerable and marginalized group, often left out of the discourse. Recognition of the need to engage persons with disabilities in GBV prevention activities is a positive step in the right direction.

As noted earlier, the effective targeting of migrant sex workers was also a significant step in addressing vulnerable and marginalized populations. Box 4 reflects the intervention in Dominica.

Dramatizing IPV and DV has proven very effective in exploring norms and beliefs about IPV and other forms of GBV. The project implemented edutainment (combining entertaining and educational initiatives) in partnership with Trinidad and Tobago based Arts in Action and by all accounts, drama-based presentations during community sensitization sessions was very effective.

The Ministry of Social Development effectively used “Ole Mas” as a medium to share information about GBV. The Lion’s Club of Grenada host’s an annual Ole Mas competition during the Carnival Season, and in 2016, the Ministry gained permission to make a presentation and displayed various themes on GBV. The Ole Mas Competition was recorded and replayed on television numerous times during and after the Carnival Season. This was the first time that GBV awareness was featured during the high-profile Carnival period. In Dominica, the BGA also exploited the Carnival period to raise awareness in partnership with the Paix Bouche Cultural Group, using the folksongs to specifically target the older generation or the communities where the creole language is heavily spoken.

Box 5: Migrant Sex Workers: The Dominica Bureau of Gender Affairs recognized that immigrant women make up a significant part of the marginalized female community in Dominica, a group that has not been previously explored by the Bureau. Female, male and transgender sex workers face high levels of violence, stigma, discrimination and other human-rights violations. Violence against sex workers is associated with inconsistent condom use or lack of condom use, and with increased risk of STI and HIV infection. Violence also prevents sex workers from accessing HIV information and services. To this end, the Bureau of Gender Affairs engaged 15 female and 2 male sex workers in Mero on Wednesday April 26, 2017. The activity was done in collaboration with the National HIV/AIDS response program and the Dominica Planned Parenthood. This activity sought to educate the women on their human rights, and their rights as a sex worker in Dominica, as well as educate them on services available to them through the partnering agencies. Participants were awarded with a dignity kit, which included hand sanitizer, mints, contact and education information, male and female condoms. The women highlighted a number of violations to their human rights that they faced, as well as stories of their experiences in Dominica as a sex worker. Some of the human rights violations that they highlighted were:

- ✚ having money extorted
- ✚ being refused or cheated of salary, payment or money that is due to them
- ✚ being publicly shamed or degraded
- ✚ The group also disclosed that they have also experienced physical violence.

Two women were identified as leaders in the marginalized community, to continue the discussions and as liaisons between the partnering agencies and the group. The discussion served as a means to document violence against sex workers and will be used to develop resources for sex workers to promote their safety.

Source: Dominica’s Year 2 4th Quarter Report

Box 6: Sex Assault Awareness Month, Dominica: Sexual Assault Awareness Month (SAAM) is an annual campaign to raise public awareness about sexual assault and educate communities and individuals on how to prevent sexual violence. Observed in April each year, SAAM is being commemorated in 2017 under the theme “Engaging New Voices”, hoping to engage more communities to play a role in ending sexual violence. The Bureau of Gender Affairs in collaboration with the National Youth Council, Dominica Planned Parenthood, National HIV/AIDS Response Program, Dominica National Council of Women and Lévé Domnik commemorated the observance by hosting Sex Week from April 24 – 28, 2017.

Sex Week seeks to change attitudes, perceptions and discourses on the issue of sex and sexual relations in order to reduce the levels of sexual offences recorded nationally. Given the disturbing statistics of sexual assault of minors, it is important that conversations about sex and sexual health become less taboo so that there may be less social issues (child abuse; teen pregnancy; STI’s; non-testing) associated with non-conversations about sex. During Sex Week, the Bureau of Gender Affairs and its partners hosted a series of activities that aimed to promote awareness of sexual violence, sexual and reproductive health, human rights and gender equality. (Source: Dominica Year 2, 2nd Quarter Report)

A significant outcome was the effective engagement of Faith Based Organizations (FBOs) by each project and the formation of partnerships with churches and church groups. In both Grenada and Antigua, key informants noted that they continue to receive invitations from FBOs to speak to groups or the congregation (in the case of Grenada). This has historically been a difficult sector to engage on the issue of GBV. However, they are highly influential, so the fact that each project successfully engaged some FBOs and in the case of Antigua, secured an advocate within the Seventh Day Adventist faith, speaks volumes about the social mobilization interventions.

Table 7: Beneficiary Profile by Project

Beneficiary Category	LACC, Grenada	MoSDH, Grenada	WAR, Antigua and Barbuda	BGA, Dominica
Advocates			15	2 Advocacy Groups formed
School students	264	951		202
College Students	15			80
FBOs and CBOs	102	9	4	
Parents		54		
Outreach via traditional and Social Media		Facebook outreach re “I Rep Non Violence”	1000 plus listeners to Grenville Radio	19, 274 persons (519 likes)
Support Service providers			50 nurses Police Officers (?)	
Prison Inmates	34			15 plus (due to subsequent demand)
Migrant Sex Workers			?	17 (15 F/2 M)
Community Sensitization	377 persons over 20 communities	364 participants in four activities	4 Communities and Barbuda	5 Communities



Alexandrina Wong engaging with Pastor and members of Golden Grove Union Church

The foregoing reflects the contribution of key interventions to increased public education and awareness GE and GBV across the target countries. In addition, the adoption of several interventions by CSOs and other institutional partners suggests that several initiatives are likely to be sustained in the medium term.

Finding 30: The project has clearly contributed to establishing a cohort of individuals and organizations committed to engaging in activism against GBV. However, the 'critical mass' anticipated did not occur.

Review of the activities and outputs completed by each implementing partner indicated that the projects supported progress in developing a cohort of individuals and organizations committed to GBV prevention work. In the case of Antigua and Barbuda, WAR retained 6 advocates who continue to work with survivors and victims. In Dominica, at least two new organizations emerged as advocates of Gender Equality and have continued with interventions such as the coordination of the Annual Sex Week. In Grenada, the MoSDH activities were instrumental in raising the knowledge and awareness of staff as well as partner organizations such as the Girl Guides and Faith Based Organizations. In addition, the albeit limited initiatives related to examining the lyrical content of popular songs facilitated the training of students in understanding how to dissect lyrics. While there was limited follow up on the beneficiaries of the LACC's interventions, given the number of persons targeted by the psychoeducational workshops and community sensitization, it is anticipated that the knowledge would have resonated with a proportion of the targeted persons.

In Dominica, the BGA conducted a Crisis Intervention workshop which targeted front-line staff, community workers, service providers, self-identified women and men, or natural caregivers who may come in direct contact with persons at risk of or survivors of GBV or domestic violence. The workshop provided approximately 19 trainees with some knowledge, techniques and skills to prevent and respond to crisis and GBV. Apart from being exposed to crisis intervention, participants learnt some aspects of the Domestic Violence law and other GBV related laws so that they could help survivors from an informed perspective⁵¹.

The projects did not however achieve the critical mass of individuals and organizations required to drive GE sensitization and transformation of attitudes. In addition, further and sustained

⁵¹ Dominica's 4th Narrative Report Year 1

capacity building is required to ensure that advocates can articulate GE and GBV prevention messages.

Finding 31: One of the project interventions effectively strengthened support for women and girls at the community level and within recreational spaces.

While two of the projects sought to improve responsiveness of frontline agencies and the creation of safe spaces for victims/survivors, only the Women Against Rape project achieved some success in this area. Key informant feedback indicated that advocates have continued to operate within the Grey Green community and Barbuda. The identification of a focal point and a 'safe space' in the Grey Greens community, supporting victims of violence is commendable. One of the trained advocates continues to work with a group of young girls engaged in dance/ cheerleading. The average number of girls who are members range from a minimum of 20 to a maximum of 50. The advocate who liaises with migrant workers has also continued to share information on HIV/AIDS on an ongoing basis.

Finding 32: Several projects attempted to engage men and were effective in the short term.

Each project made significant efforts to engage men in the discourse on gender equality and specifically regarding how social norms and beliefs about 'what it means to be a man', encourages violence against women and girls. While interventions in Grenada (LACC and MoSDH) and Dominica were able to effectively engage men, in Antigua and Barbuda, WAR experienced some challenges engaging men at the community level. As a result, a larger proportion of women participated in community sensitization sessions. This notwithstanding, the fact the IPs recognized the importance of specifically

engaging boys and men was pivotal considering the enduring perception that the gender discourse is about empowering women. In addition, the experience of engaging men identified lessons for future interventions such as the utilization of male facilitators when interfacing with boys and men.



Photo: Man Expressing Solidarity, Dominica

Box 7: Working with Men and Boys

The Government of Grenada's, MoSDH initiative "Working with Men and Boys" utilized International Men's Day to focus attention on working with men and boys. The theme "Becoming Champions for Positive Change: Tackling social behaviours and investigating myths & beliefs" was selected for the event. The main activities were four (4) rap sessions in which discussions were held with participants, mainly men, on changing the myths and beliefs that enable tolerance for GBV. The first session was held in Moyah, a deeply rural community in St Andrew's, with approximately one hundred and fifty (150) persons of which eighty-six (86) were men. Women were also present, and in some cases, entire families were there.

Sessions were then held with young men at two institutions. Seventeen (17) boys were present at the session in TAMCC, a tertiary institution, while one hundred and eighty (180) boys attended the one at NEWLO. Teachers accompanied the students at both institutions. The period of activities concluded with a session for men at the Ministerial Complex, targeting male public officers. It was held at the Botanical Gardens with a total of seventeen (17) men. For sessions in Moyah, TAMCC and NEWLO, the movie "David's Story" was used to spark discussion. The film highlights social issues surrounding criminal behaviour among young people, including the use of intimate partner violence by a young man. This is a locally produced film done by the Juvenile Justice Reform Project of this Ministry. In that period, therefore, at least three hundred (300) men and boys and sixty-four (women and girls) were encouraged to examine the beliefs they hold and challenge the cultural myths about gender-based violence. **Source: MoSDH Narrative Report 3rd Narrative Report**

Finding 33: There was limited evidence to assess the extent to which the project's social advocacy contributed the adoption/revision of key pieces of legislation, plans and policies to end Gender-based Violence.

The BGA Dominica social mobilization project was the only project that included an outcome related to influencing policy and legislative change. Stakeholder feedback suggested that the prioritization of amendment of the Sexual Offences Act to include marital rape in 2016 as well as review of the Domestic Violence Bill were a result of a confluence of factors including the increased awareness of GBV. Several incidences of IPV -which resulted in fatalities- and child sexual assault, galvanized significant public support, evinced by street protests and discourse via radio call-in programmes. The BGA noted that the urgency created by the national community supported the amendment of the Sexual Offences Act and review of the Domestic Violence Bill.

5.5 Sustainability

The following evaluation questions address the contribution towards sustainability of the intervention:

- To what extent was capacity developed in order to ensure sustainability of efforts and benefits?
- How has funding been secured to ensure implementation of the programme and do these funding models remain relevant and appropriate going forward?

Finding 34: The project effectively contributed to building the capacity of a cohort of advocates, partners and trainers as well as implementing partners staff. Further capacity building is needed to ensure that messaging is clear and accurate.

The evaluation findings discussed the creation of a number of individual advocates and new civil society organizations committed to raising awareness and knowledge about gender-based violence. Implementing partners in Antigua and Barbuda, Grenada and Dominica also acknowledged that gender advocates required additional training to facilitate a clearer understanding of how gender inequality is at the root and GBV, internalize the knowledge and enhance their capability to articulate GBV to key audiences. While a good foundation has been established, the complexity inherent in understanding and articulating gender inequality and its link to gender-based violence means that more in-depth capacity building is needed.

Given the resource constraints of CSOs and Governments, virtual options can be accessed at little to no cost. UN Women's Training Centre, <https://trainingcentre.unwomen.org/> includes a large range of self-paced e-learning options that can be accessed free of charge. Topics such as 'I Know Gender 6: Violence against Women and Girls, which "aims to develop and/or strengthen awareness and understanding of gender equality and women's empowerment as a first step towards behavioral change and the integration of a gender perspective into everyday work for all UN staff at headquarters, regional and country levels. It provides an introduction to the concepts, international framework, and methods for working toward gender equality and women's empowerment. It also offers users the opportunity to make links between gender and specific thematic areas such as work; education; political participation; emergencies; peace and security; sexual and reproductive health; sexual and gender diversity and human rights; and violence against women."⁵² Other courses cost a small fee such as "Understanding masculinities and violence against women and girls: An Introduction" which costs USD60 and focuses on understanding masculinity and its connection with violence against women and girls, and identify actions to challenge harmful masculine norms and practices as a process to promote gender justice.

⁵² <https://trainingcentre.unwomen.org/portal/product/i-know-gender-6-violence-against-women-and-girls/>

Finding 35: The development of a range of written materials, tools, murals and videos contributed to the sustaining awareness and perhaps shifting norms in the long run. However, these must be supported by further interventions.

Each social mobilization project produced a wide range of brochures, posters, manuals, facebook pages and videos among other material. Project partners also effectively tested the Foundations Curriculum developed by UN Women and supported its formalization for use throughout the region. The publication of materials including facilitators manuals related to the psycho-educational Foundations Program supports the likelihood that further training and awareness building can occur. However, this is dependent on the continued commitment of partners, availability of resources to continue production of materials, retention of trained facilitators and the space to continue gender advocacy work.



Mural (Dominica)



Mural (Dominica)

Finding 36: The Foundations Curriculum has proven effective in shifting attitudes and perceptions on gender equality and gender relations, at least in the short term. Institutionalizing this curriculum is likely to support transformation of beliefs and values in the long term.

Projects in Grenada and Dominica utilized the then draft Foundations Curriculum. The evaluation findings suggested that in both instance significant changes in attitudes and perceptions occurred across the cohorts targeted. The extent to which the sessions continue to resonate and/or inform changed behaviours in participants could not be determined. Be that as it may, the potential for effective change in knowledge, attitudes and perceptions suggest that institutionalization of the

curriculum and expanding the number of trained facilitators across the region is likely to have a significant contribution to GBV prevention in the region.

Finding 37: There was no evidence to suggest that funds had been allocated to further GBV prevention through social mobilization in any of the targeted countries.

As much as each of the implementing partners appreciated the access to resources to undertake social mobilization efforts, the two CSO implementing partners face financial resources constraints that work against their ability to continue similar social mobilization programming. Review of their respective proposals indicated the need for further support related to sustaining activities in this area. Based on the effectiveness of the LACC and WAR interventions, further interventions should be supported, perhaps in partnership with formal sector and other donor community agencies. For example, the WAR proposal indicated that: “.. **frontline care workers, community leaders, agents of the state who undergo GBV/SV workshops will benefit from increased knowledge ...applicable to both their employment and personal lives, improve and broaden the scope of their service delivery...**”⁵³. However, it was not clear ‘how’ this transformation was expected to happen, particularly as low and mid-level public sector personnel do not have the influence necessary to facilitate policy/process/system change. This requires higher level intervention, hence the need to address higher level public sector actors.

LACC indicated the desire to partner with Arts in Action:

“The use of the Arts-in-Action program, as well as, the use of social media and IT tools could significantly enhance the project’s mobilization efforts. Should support for these types of interventions subsequently materialize, we are of the view that it will add another rich dimension to the broader Grenada project. We are especially enthusiastic about a collaboration with the Arts-in-Action program as their philosophy meaningfully supports the work of social change and will help to considerably improve Grenada’s national strategies of engagement at the community level. A training workshop facilitated by the Arts-in –Action group for local performing art theaters in Grenada would definitely be on our agency’s wish list of actions that could be taken to provide more sustainability for the project and support more dynamic and engaging work in the community”⁵⁴

In the case of the public sector initiatives, sustainability arrangements were not clearly articulated. For example, in the case of the Dominica, BGA’s project, the proposal assumed that;

“All of these activities are assured ways to ensure that there is sustainability in the campaign against and response to all forms of Gender Based violence having been

⁵³ WAR Revised Proposal

⁵⁴ LACC Revised Proposal

sensitized on the issue. The establishment of gender clubs and networks of advocates will create opportunities for future strong platform for continued sensitizations on Gender based violence. Moreover, since youth development is high on the national agenda, the project ‘Stop that Violence’ will hopefully receive high level of political support that is necessary for legislative and ideological changes.

The implementation of these key activities will have positive consequences for Dominican society as a whole. GBV does not only affect women and their families, but it affects all women in the communities and on the island. Therefore, the campaign to ‘Stop that Violence’ will create a net benefit for all including men, women, victims, young men and women, and communities. However, specifically, the project targets key groups including men, women and youth, victims of GBV and their loved ones, community enthusiasts, religious bodies, community leaders and school staff. Central to the interventions are also victims of GBV and their loved ones, men because majority of the perpetrators are males, and young males since they are very impressionably and likely to carry on the norms of gender stereotyping”⁵⁵

Exactly how each of the activities would achieve this level of sustainability was not articulated.

Finally, the MoSDH, Grenada proposal posited the following:

“The project will target young men and women from thirteen to twenty-five years (13-25 yrs) in and out of school, through the groups to which they are affiliated or associated. It will also engage private sector entities to produce and promote local calypso and soca that encourage equality and human rights. By engaging groups and organisations, including private sector entities involved in media and communication, they will be mobilised to take action during and after the project. The young people were selected because, in many cases: they are experiencing GBV at all stages of intensity; they are at an age where they are usually willing and able to question traditions and their earlier experiences while making life choices; they are entering or negotiating intimate relationships; and they are raising young children. Moreover, they epitomise today’s standards of behaviour and will define or shape the society of tomorrow. As a result, the work done with them will directly impact future generations.”

It is acknowledged that changing beliefs and behaviour require long term, continuous intervention. However, through the actions taken during this project to advance the theoretical framework and strengthen the network of support, the Ministry will build on the foundations established at the macro-level for this work to continue into the future. Combined, the strategies that will be employed will be effective at furthering the State’s actions to address GBV within two of the objectives set out in the NSAP which lead to the aim of reducing the incidence of all forms of gender-based violence in Grenada:

1. *“promoting healthy intimate relationships and early intervention to reduce inequalities and other factors that enable the occurrence of GBV;*
2. *creating an environment of zero-tolerance to gender-based violence at the institutional, community and personal levels.”⁵⁶*

⁵⁵ Stop That Violence, Dominica BGA’s Revised proposal

⁵⁶ Social Mobilization to Prevent Gender Based Violence in Grenada, MoSDH proposal

Again, while acknowledging the need for sustainability, the proposal simply assumed sustainability rather than articulating 'how' the proposed activities would sustain further interventions or anticipated outcomes.

The issue of how behavioural outcomes can be achieved and sustained is crucial for future social mobilization interventions and needs to be incorporated into projects seeking funding from UN Women in the future.

5.6 Gender Equality and Human Rights

The following evaluation questions address:

- To what extent has gender and human rights considerations been integrated into the programme design and implementation?
- How has attention to integration of gender equality and human rights concerns advanced the area of work?

Finding 38: Each social mobilization project attempted to integrate gender equality and human rights considerations by targeting men and women and well as vulnerable and marginalized populations

Overall, each intervention was designed and implemented in accordance with the principles of gender equality and human rights. As far as possible, each of the projects sought to target men and women, boys and girls in multiple activities; marginalized communities including migrant workers, persons with disabilities, sex workers, rural communities, disadvantaged communities and prisoners.

6.0 Conclusions

Overall, the initial design of the social mobilization project considered a range of key factors that would have facilitated effective implementation. The project's concept recognized the need to partner with agencies and organizations with experience and knowledge of gender equality and GBV prevention; the requirement of a dedicated resource with RBM skills to manage the project and provide technical support to IPs, and the importance of building capacity of partner agencies to design and monitor social mobilization interventions. Although not explicitly stated⁵⁷, the project was conceived as an exploration of approaches and mechanisms that were specific to the Caribbean context and could be scaled up and/or replicated if successful. Considering the challenges experienced in administration and management, both within UN Women MCO Caribbean and the implementing partner agencies, the project was implemented as well as could be expected. While all of the stated project outputs were not completed, the project interventions that were implemented in each of the Eastern Caribbean territories, contributed to new knowledge on effective GBV prevention strategies.

The potential effectiveness of gender advocates was substantiated as a sustainable approach to raising awareness, bystander intervention and support for victims/survivors of violence. The effectiveness of the Foundations Curriculum was also established. The engagement of Faith Based Organizations suggested that there may be a certain level of readiness in this group to begin the discourse on GE and its links to GBV and the role of religion. The effectiveness of edutainment was illustrated, as were efforts to gain entry to cultural spaces which previously proved challenging.

Less effective was the provision of adequate support services, building capacity of frontline personnel and building sustainability into project processes.

Due to the lack of a proper baseline assessment and data collection systems to track beneficiaries, there was no evidence to assess the extent to which the social mobilization projects achieved changes in attitudes, perceptions or behaviours. This lack of evidence undermines the extent to which any definitive conclusion can be made, on the effectiveness of the project. That said, several lessons were documented, and it is anticipated that these lessons will be applied in future social mobilization projects.

The need for social mobilization interventions to transcend awareness raising and sensitization, is crucial, to achieving the transformation in values and beliefs that encourage GBV. Future work in this area must invest in national KAP studies as well as surveys targeting FBOs, Mass Media and frontline staff of support services. In a real sense, micro level interventions, targeting key actors using a human rights based approach, coupled with community based and national strategies may produce results in the medium to long term. However, the theory of change supporting 'how' this

⁵⁷ Feedback from the Former Senior Programme Specialist.

will be operationalized needs to be clearly articulated. Governments and donors must be committed to invest on a sustained basis.

7.0 Lessons Learned

This section presents the main lessons learned, based on the implementation experience of the project to date, as well as the Consultant's experience assessing similar initiatives. According to the OECD-DAC Glossary, "lessons learned" is defined as "generalizations based on evaluation experiences with projects, programs, or policies that abstract from the specific circumstances to broader situations. Frequently, lessons highlight strengths or weaknesses in preparation, design, and implementation that affect performance, outcome, and impact."⁵⁸ The content of this section aims to inform the implementation of interventions such as this in the future.

Project Design: In the context of project design, social mobilization initiatives are likely to be more effective when:

- i. **Fidelity to design is assured.** Fidelity to project design is crucial in achieving project outcomes: The project designed by UN Women recognized the need for a dedicated resource to manage the project, considering the existing work schedule of the Program Specialist. Further, the intention to recruit a project manager with monitoring and evaluation skills also considered the level of support that would be required by implementing partners for effective implementation of the results-based management system. The decision not to recruit a Project Coordinator/manager with the requisite skill had a significant negative impact on project implementation and the achievement of outcomes. It is not clear whether an analysis of the impact of that decision on the project was carried out, however this is a good example of how altering the design of an intervention can have serious repercussions for project success.
- ii. **Evaluation of Grant Projects** need to consider **feasibility** of implementation: The evaluation criteria focused on technical details of the proposals related to alignment with social mobilization principles, implementation schedule and to some extent capacity. However, less emphasis was placed on the extent to which project outcomes were realistic (music screening by promoters and media comes to mind) and achievable within the specified time frame, budget and considering the limited capacity of IPs. Michau (2005) noted "Community mobilization is a complex yet possible undertaking. Activists must recognize that comprehensive solutions need to be sought if meaningful impact is to occur. Breaking down the process into more manageable steps allows for more systematic and thoughtful implementation"⁵⁹. More comprehensive analysis of project coherence/theory of change as well as the extent to which activities and outputs are likely to support

⁵⁸OECD-DAC Glossary, p. 26.

⁵⁹ Good practice in designing a community-based approach to prevent domestic violence, Expert paper prepared by: Lori Michau, Raising Voices, Kampala, Uganda, presented at "Violence against women: Good practices in combating and eliminating violence against women", Expert Group Meeting, 17 to 20 May 2005 Vienna, Austria

achievement of outcomes is clearly needed. IPs need to be counseled regarding overly ambitious outcomes.

- iii. **Incorporation of risk analysis in project proposals** should be a standard element in all UN Women funded projects. At the level of the MCO Caribbean, a risk analysis of the project would have highlighted the implications for project implementation related to the elimination of the Project Coordinator/Manager. In addition, changes in financing procedures may also have been identified and mitigatory actions identified. At the level of country projects, risks such as: (a) institutional capacity (including systems and human resources) of implementing partners and CSOs; (b) resistance to GBV prevention by key audiences including FBOs, Policy Makers and women; (c) sustainability of interventions; natural disaster and staff turnover could also have been identified and mitigatory actions established.
- iv. Social mobilization interventions are more likely to achieve objectives through **effective partnerships and cooperation**. The project interventions in each country illustrated the important role of partnerships in targeting specific populations and optimizing project resources. Further, projects also illustrated how project objectives were constrained by the limited engagement of key partners. This lesson is also echoed by Michau (2005) “Many organizations do not have the capacity to implement multifaceted programs and the result can be many uncoordinated efforts working with specific target groups. If NGOs can collaborate with sister agencies that have different strengths and capacities, more holistic programming can be implemented. Mobilization efforts must be rooted in the experiences of and lead by community members. NGOs can play an important coordinating and facilitative role in community mobilization, yet the effort itself must be owned and ultimately sustained by community members. Activist NGOs can consider playing a catalytic role of inspiring and supporting others to take action”⁶⁰.
- v. Social mobilization approaches are more effective when coupled with enhanced **responsiveness of support services**: Implementing partners acknowledged the challenge of raising awareness and enhancing knowledge in contexts without the necessary support services. Outcome effectiveness is hindered in project such as these, when complementary interventions are inadequate or non-existent. So, while victims/survivors may be ready to leave an abusive situation, in many of the target countries there were no shelters or alternatives such as financial support to facilitate such action. The mindset of frontline staff also hinders the effectiveness of support services in health and national security.
- vi. **Measurability of effectiveness** is key to understanding what works in shifting attitudes, challenging perceptions and transforming behaviour. A key lesson in projects focused on changing attitudes and behaviours is the need for a clear baseline assessment. Unless project implementers understand what attitudes, perceptions and behaviours are

⁶⁰ Ibid

prevalent prior to project implementation, they will not be able to assess the extent to which Social mobilization interventions have been effective. Further, as discussed in the findings, baseline assessments must be closely aligned with specific project objectives. Therefore, if specific target communities or population groups are being targeted, the assessment should be focused on the attitudes, perceptions and behaviours of these specific groups.

- vii. **Close and improved monitoring** is likely to identify critical implementation challenges at an early stage of the project. Each of the project interventions were impacted by implementation challenges from project inception including delays in receiving disbursements and in the case of Dominica, Tropical Storm Erica. These were compounded by other challenges
- viii. **RBM** as a reporting framework is more likely to be effective when ongoing training and technical support is built into projects. The conduct of a three-day workshop was not sufficient to ensure that IPs implemented the RBM reporting system, particularly at the outcome level. New systems and approaches generally require continued support, through coaching and mentoring to ensure that partners can apply skills and knowledge.
- ix. **Engagement of boys and men** is critical. As has been noted in the Caribbean, there is a backlash against gender work due to the perception that ‘it is a woman thing’. Each of the projects recognized the need to involve men, as violence against women cannot be prevented without the active and direct involvement of men. However, this requires a clear understanding of the approaches most likely to gain their attention and interest. Dominica’s BGA noted the need for male facilitators for their Camp activity, citing challenges experienced by female facilitators in reaching young boys. In Antigua and Barbuda and Dominica, IPs noted the effectiveness of interventions aimed at spaces in which men felt comfortable, including a venue ‘the market place’ and at Bars and Barber Shops.
- x. **Engagement of women and girls is also critical to transforming social norms and attitudes.** Linked to the previous lesson, is the need to also specifically target women and girls who’s deeply held beliefs about the dominant role of men also encourages acceptability of violence against women. Confronting toxic masculinity and female facilitation of same also needs to be factored into the dialogue at community and national levels.
- xi. **Complexity of GBV prevention** needs to be considered in the design of capacity building initiatives. Understanding of gender, gender inequality and its links to GBV is complex and can be very abstract for the average person. Expecting that sensitization sessions and short workshops (Dominica, Antigua and Barbuda) would produce advocates capable of articulating gender concepts accurately was perhaps flawed. Ongoing training is needed for improved understanding and articulation of gender concepts.

- xii. **Social mobilization for GBV prevention is more likely to be effective when it is well resourced and sustained:** Political administrations and senior technocrats often adopt the rhetoric of women's rights; however, prevention efforts must support shifting 'rhetoric' into specific actions at personal and institutional levels. This includes developing policies, protocols and mandates that operationalize good intention. In addition, as discussed in the report the support of UN partner agencies can be leveraged to drive some of these actions in the health, social development and national security sectors, among others.
- xiii. **Edutainment** has significant potential for exploring traditional, cultural beliefs and social norms that reinforces gender inequality and contributes to GBV. Dramatic depictions of IPV and other forms of violence against women and girls have proven to be effective in supporting reflection on closely held beliefs about the acceptability of violence against women and girls.
- xiv. **Indigenous strategies support ownership and effectiveness:** One IP noted "Mobilization efforts must be rooted in the experiences of and lead by community members who can play a catalytic role of inspiring and supporting others to take action. The involvement of WHOW in coordinating and facilitating the mobilization of businesses in Roseau to act and join the 'Rock Purple Campaign'".
- xv. **Interventions targeting children and youth, once they are sustained, have the potential for transforming attitudes and behaviours in the medium to long term.** Research⁶¹ has supported the fact that children from as early as 3 years, exhibit social norms and also impose these norms on others. This suggests that interventions also need to target preschoolers, as well as school age children and adolescent youth with strategies designed specifically for each group.
- xvi. **Parenting education incorporating GE also likely to support transformation of beliefs, attitudes and behaviors.** Related to the above lesson, targeting parents is also likely to shift attitudes and perceptions regarding gender equality in the medium to long term.
- xvii. **Personalization helps the messaging.** Violence prevention programming requires in-depth examination of what individuals and communities believe about women and men and what underpins those beliefs at a fundamental level. Prevention work must encourage personal reflection and action. IPs noted that this approach was effective in supporting individual reflection.

⁶¹ Ludwig-Maximilians-Universität München. "Understanding of norms: Children overeagerly seeking social rules." ScienceDaily. ScienceDaily, 5 October 2016. www.sciencedaily.com/releases/2016/10/161005102031.htm.

Additional lessons from international practice related to social mobilization and GBV⁶²

The following lessons are also worth sharing:

- a) **Construct a benefits-based approach.** Promote the benefits of preventing violence against women instead of relying on fear of the law or negative sanctions. Convince stakeholders of the advantages of violence-free homes and communities.
- b) **Promoting equitable relationships is the core of prevention.** Ultimately the work of violence prevention is to influence the nature of relationships between women and men, the models of masculinity and femininity acceptable in the community and increasing women's status in the community. At a programmatic level, this means that underlying issues such as gender, inequity, status, communication, etc., need to be explored before violence is addressed directly.
- c) **Present violence against women as a community problem, not a women's problem.** Constructing the problem of violence against women as a community issue avoids marginalizing the issue as women's. It also places responsibility squarely on the community, not only women, to act.
- d) **Recognize the importance of local leaders.** Formal and non-formal leadership structures in the community carry great influence and power. The support and action of these leaders can greatly facilitate positive change.
- e) **Accept that social change is an organic process that does not always go according to plan.** Organizations committed to working on violence prevention need to guide the program but to also recognize that it cannot be completely controlled. Be prepared for the messiness of program implementation

⁶² Excerpted from Michau (2005)

8.0 Recommendations

8.1 Project Design and Relevance

Recommendation 1: The social mobilization theory of change must be clearly articulated both at the level of UN Women and Implementing partners.

Community mobilization is a complex yet possible undertaking. Findings 8 and 22 discussed the implications of ambitious design and the need to clearly articulate the project's theory of change. While comprehensive, breaking down the process into more manageable steps allows for more systematic and thoughtful implementation. Equally critical would be a technically sound theory of what would drive and enable change. One of the key lessons emerging from the literature on social mobilization interventions is the need for agencies to shift focus beyond the awareness raising and sensitization to a focus on how 'behaviour change' can be facilitated. The theory of change below depicts how communications media are expected to target short, medium- and long-term behaviour change outcomes. They are also guided, in the case of GBV prevention by several

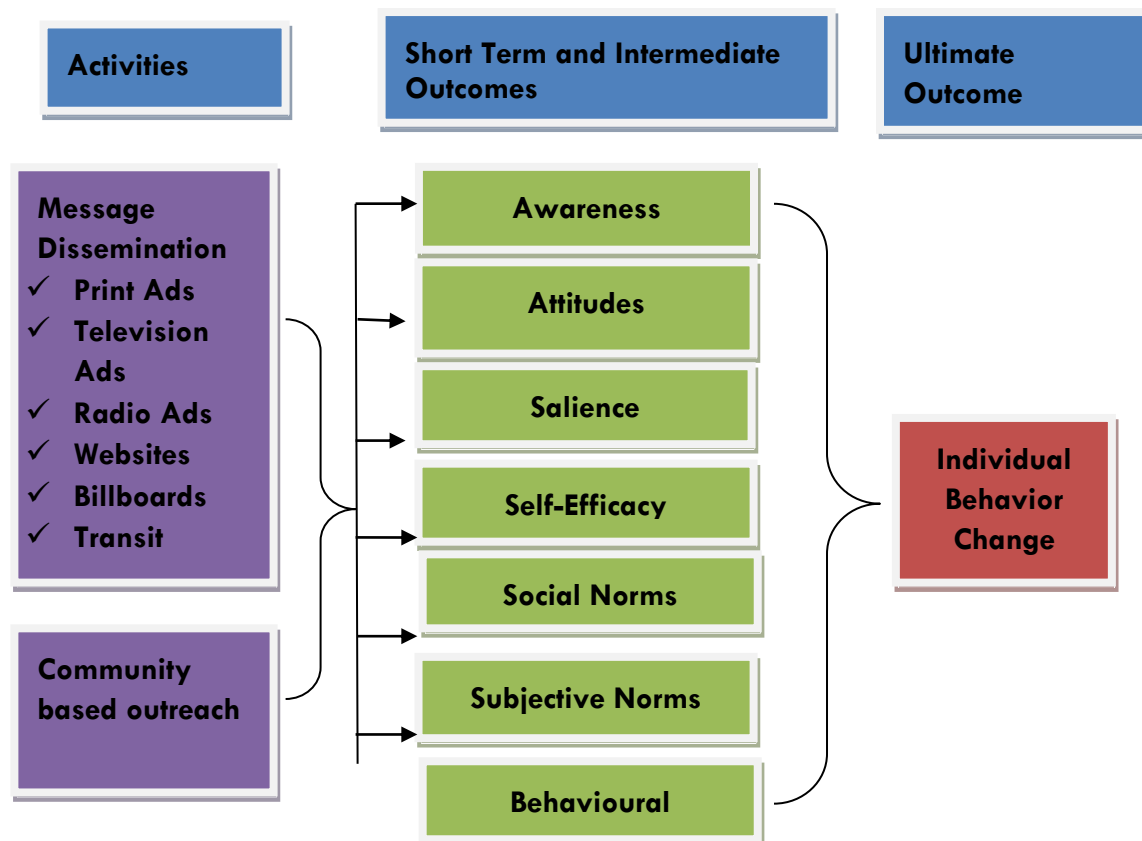


Figure 2. Generic Theory of Change re Behaviour Change Campaigns

underlying assumptions:

- that awareness raising campaigns are effectively targeting the right audiences such as the average citizen but also key population groups;
- that the messaging regarding the root causes of GBV is clear and unambiguous;
- that the messaging is customized to key audiences, including children, men, women, educators, training providers, health professionals, police personnel, social service providers, policy makers and the like;
- that target audiences understand and internalize knowledge
- that the knowledge gained shifts attitudes and perceptions
- that changes in attitudes and perceptions support the transformation of social norms that encourage GBV
- that changes in social norms facilitate changes in specific behaviours/actions of key actors and population groups. For example, bystanders understand how and when to intervene; FBOs cease the rhetoric of ‘cleave to your husbands’ ‘work on the relationship’; family and friends actively intervene when they are aware of incidences of IPV/DV; improved responsiveness of all support services.

Another key underlying assumption is the ongoing commitment of policy makers to GBV prevention, illustrated by allocation of adequate resources (human and financial). Finally, long term awareness raising and dialogue at the community level requires the engagement of community members by advocates who can articulate root causes of GBV and illustrate how gender inequality encourages violence (emotional, psychological, verbal, financial and physical). This however, requires ongoing capacity building and an expansion in advocates/advocacy groups.

Clearly articulating how social mobilization projects are supposed to achieve anticipated outcomes will support, interrogation of underlying assumptions and risks; improved measurement of short and medium term outcomes; improved targeting/design of intervention components and understanding of sustainability requirements.

Recommendation 2: Future social mobilization projects aimed at GBV prevention should be anchored in national GBV prevention strategies.

As discussed at Finding 6, and considering the discussion at Recommendation 1, social mobilization must be an integral component of national GBV prevention strategies, to ensure a comprehensive response. An integrated approach will ensure that key government and non-governmental partners are engaged and sustain a coordinated response in the short, medium and long term. This, however, requires commitment of the Political directorate and senior policy makers. In addition, collaboration and coordination among key stakeholders is critical to achieve GBV prevention outcomes.

Recommendation 3: RBM implementation requires ongoing capacity building and technical support.

When introducing new approaches, short one-off training sessions are generally insufficient to ensure that participants understand the material, internalize that understanding and apply new knowledge effectively. In addition, participants of RBM training have generally weak data collection skills, therefore additional support related to the data collection system is needed. As such, participants may require further training or mentorship in the development/refining of indicators, design of data collection instruments, allocation of responsibility to collect data, analysis and reporting on project outputs and outcome achievement. IPs also need to appreciate that RBM is a strategy aimed at achieving outcomes. Therefore, it is not simply a mechanism for reporting but a mechanism for project management. Future projects utilizing the RBM framework should include adequate training and technical support for project partners.

In addition, reporting requirements should include final project completion reports from all partners as well as a summary completion report by UN Women MCO. This level of documentation is critical to evaluation processes and also constitutes a space for lesson learning among partners.

Recommendation 4: Evaluation of Grant proposals should assess the feasibility of project objectives, likely completion within schedule and budget, and capacity for project implementation.

Findings 8 and 22 discussed the design of sub-projects that appeared to be overly ambitious considering the human resources available, the number of activities and related outputs and the stated objectives. Evaluation of proposals should also consider the feasibility of the proposed interventions in the context of what is likely to be achieved. For example, objectives related to behavioural change were unlikely to be achieved. Similarly, gaining media/promoter's support for screening content deemed inappropriate was also unlikely. Potential implementing partners should be advised/counseled about the extent to which their stated objectives are likely to be achieved and the need for realistic project goals.

Recommendation 5: Institutional assessments should be conducted for all implementing partners; Government or civil society organization.

Institutional assessments are required for NGO partners; however, UN procedures assume that Government/formal sector partners have adequate capacity, systems and procedures to implement projects effectively. Given the capacity challenges in the relatively small units of Eastern Caribbean public sectors, it is recommended that institutional assessments are conducted for all potential partners tasked with implementing UN Women MCO Caribbean projects.

8.2 Project Effectiveness

Recommendation 6: Adequate support should be provided to build capacity of civil society organisations involved in GBV prevention and response efforts across sectors.

Findings 17, 30 and 34 discuss the need for sustained capacity building, considering the complexity of gender work and the need for accurate messaging by advocacy groups and individuals. NGOs working to prevent GBV require longer-term sustained funding. This would enable them to truly invest in a community and allow for a more comprehensive response. While UN Women cannot provide sustained funding, Governments can and should invest in supporting civil society partners in the medium to long term.

Recommendation 7: There should be greater focus by governments and/or donors on establishing support services for GBV survivors to ensure that the system can meet increased demand.

Increased community mobilization and advocacy is bound to generate demand for services as a result of increased awareness and reporting. Finding 19 discussed the need for adequate support services for victims/survivors. This should not be limited to the provision of shelters for women but must also ensure support for the children of victims/survivors and systems to prepare them for independent living. This is consistent with the consensus that national GBV prevention strategies are required that address prevention, protection and support for potential victims and survivors of GBV. Implementing partners agreed and acknowledged that GBV prevention initiatives should be anchored in national GBV prevention strategies and policies.

Recommendation 8: Violence against women cannot be prevented without the active and direct involvement of men, and their lack of support can create a backlash against the work. Commitment and dedication from partners who are able to leverage the involvement of men is critical.

Findings 29 and 32 and the lessons learned (IX and X), reflected on the importance of engaging men and boys in violence prevention work. Significantly, the need to develop specific strategies to effectively engage them was also noted. These strategies need to be multidimensional and layered to ensure that the enabling environment, including each member of society is targeted. The findings of the Man Box Study are instructive:

“Young men need support to break out of the box; they cannot do it on their own. If conforming to the pressures of the Man Box were obviously disadvantageous to men, few men would do so. As the study shows, however, the picture is more complicated. Navigating the rewards and punishments of manhood is a real dilemma for young men. In this reality, all of us – young men and young women, parents, educators, the media, teachers, romantic

partners, and all members of society – have a role to play in reinforcing positive, equitable, unrestricted ideas of manhood. In other words, it is time for all of us to work to break out of – and break – the Man Box.”⁶³

Future interventions need to include strategies specifically designed to account for the complexity of masculinities.

Recommendation 9: Recognizing how GBV intersects with ethnicity, sexual orientation, disabilities, social mobilization interventions also need to address the challenges of vulnerable and marginalized groups

While it was acknowledged that the social mobilization intervention could not address all marginalized and vulnerable populations, key stakeholders acknowledged the need to address the challenges faced by traditionally marginalized populations including persons with disabilities and the LGBTQI+ community.

Recommendation 10: Children and youth also need to be specifically targeted given the potential for influencing behavioural change.

Research studies suggest that children as young as 3 not only have an understating of social norms but seek to impose this understanding on others. Children mirror the behaviour of adults around them and internalize acceptable behaviours including violence and abuse. One key informant shared a personal example for why interventions need to target the schools. “There is a boy who is fascinated with my daughter...she is 7 years old and he is in on love with her...do you know how he shows her love? During sports he threw her down and kicked her twice then said, ‘I’m sorry, I’m sorry you going to be my friend’. The boy is also 7 years old. The school’s response was to move him to another class.”. The experience appears to mirror IPV by adults in the child’s life. Interventions aimed at pre-school children and Parents need to be designed as part of future social mobilization interventions.

Recommendation 11: GBV prevention strategies must effectively target front line staff including the Police, Health and Education Professionals and Social Service providers.

The need to target frontline personnel has been asserted in numerous reports and studies. The recommendation is made here again, recognizing the vital role that police, health and social service personnel play in protecting and supporting victims/survivors. GBV prevention and GE should be integrated into ‘In service’ training programmes for key frontline personnel.

⁶³ “THE MAN BOX: A Study on Being a Young Man in the US, UK, and Mexico”, 2017. Brian Heilman, Gary Barker, Alexander Harrison

8.3 Project Efficiency

Recommendation 12: Changes in financing arrangements in the middle of project implementation requires the exercise of flexibility in supporting implementing partners to achieve project objectives.

While UN Women MCO Caribbean may have had limited space to support implementing partners, once new procedures were communicated, the long-standing relationship with IPs and the attainment of stated objectives should guide the organization's response to unplanned changes. Approved contracts for the delivery of outputs should have been honored, despite the closing date of the project.

Recommendation 13: Dedicated resources are required to management multi-component projects effectively.

Finding 27 noted the negative effect on the project's management and outcome achievement due to the failure to recruit a Project Coordinator. This resulted in challenges to project monitoring, the provision of technical support and project reporting. Given the comprehensive work schedule of UN Women Programme Specialist, it is vital to allocate dedicated resources for efficient and effective project management.

Recommendation 14: EVAWG should be integrated into national disaster management strategies.

Finding 27 discussed the challenges experienced related Tropical Storm Erika and Hurricane Maria. While UN Women exercised flexibility related to reallocating project funds for dignity kits, the project did not cater for many elements that facilitate violence in the post disaster period. Given the region's experience with natural disasters, disaster management plans should be gender responsive given the literature that reflects increased violence against woman and girls in the context of disaster and conflict. Further, UN Women funded projects should also specify mitigation actions in the event of a disaster. This should be built into UN Women internal project appraisal processes.

Recommendation 15: UN Women MCO should develop an engagement strategy to ensure timely and ongoing communication with partner agencies.

Finding 28 reflected on the perception of IPs that UN Women communication and interface has been non-existent to sporadic since the completion of the social mobilization projects. Communication and responsiveness are requirements for effective partnership. Sustaining relationships, especially during periods of flux requires conscious effort. An engagement strategy, ensuring that all partners are aware of the way forward and their respective roles, is key.

8.4 Sustainability

Recommendation 16: Sustainability measures should be built into social mobilization projects at project conceptualization.

As noted above, continuous capacity building is needed to ensure that advocates effectively carry out GE and GBV prevention work. While sustainability was an element of the project evaluation process, it was not adequately assessed. In addition, review of the amended project proposals revealed superficial attention to sustainability. This is an area that UN Women MCO Caribbean needs to ensure is more robust in future interventions. IPs should also have a vested interest in the sustainability of social mobilization interventions if they are serious about social mobilization. While access to resources continues to be a challenge, IPs and UN Women MCO Caribbean should explore the use of cost-effective training options including online options as detailed at Finding 34.

Recommendation 17: There a need for improved documentation of programs and learning forums to share new knowledge, experiences and innovative approaches.

While promising efforts of violence prevention are underway, many are not documented and shared. There are few forums within the region and internationally to share strategies and talk about the particulars of program planning. Space for lesson learning should also be built into project design and these can include cost efficient online symposia.

Recommendation 18: Foundations curriculum needs to be integrated into the education system

The Foundations Curriculum has proven effective in shifting attitudes and perceptions and to a limited extent some behaviours in the short term. This suggests that Ministries of Education should be approached to incorporate the curriculum or parts thereof into the education system.

Annex

Appendix 1 Evaluation Terms of Reference



Advertised on behalf of:	
Location:	Home-Based
Application Deadline:	28-Aug-18 (Midnight New York, USA)
Type of Contract:	Individual Contract
Post Level:	International Consultant
Languages Required:	English
Starting Date: (date when the selected candidate is expected to start)	17-Sep-2018
Duration of Initial Contract:	maximum of 60 working days
Expected Duration of Assignment:	maximum of 60 working days

Background

UN Women, grounded in the vision of equality enshrined in the Charter of the United Nations, works for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action, and peace and security.

The Caribbean Human Development report 2012 notes that “citizen insecurity has become an urgent challenge of human development in the Caribbean” with gender seen as “the strongest predictor of criminal behaviour and criminal victimization” (CHDR, page 33). Gender-based violence, and in particular violence against women, and the sexual abuse of both girls and boys is one of the most common forms of insecurity facing citizens in the Caribbean. Gender-based violence directly impacts citizen security, including the stability and health of a family and community. In addition to direct experiences of violence, the fear or threat of gender-based violence further impacts mobility, productivity, national prosperity and regional stability. Despite relatively strong legal frameworks to address gender-based violence, including intimate partner violence, comprehensive national responses and provision of services for those who have experienced violence remains a challenge in many countries in the Caribbean.

The Convention on the Elimination of all forms of Discrimination Against Women (CEDAW) and in particular, General Recommendation Nineteen which speaks to violence against women and girls, encourages on-going efforts to build more stable and secure societies, which integrate strategies that support government and civil society. The support to government and civil society is necessary in the following ways:

- Implementation and monitoring of the existing legal frameworks to address gender-based violence (GBV) and intimate partner violence;
- Ensuring a strengthened response by the judicial and policing systems to address impunity;
- Realizing improved, coordinated response services; ensuring increased voice and

- leadership of women and girls in this process; and
- Significantly expanding social mobilization prevention efforts which address culturally sanctioned behaviours which result in GBV, including the active engagement of men and boys, as well as community and faith-based leaders.

UN Women MCO Caribbean’s programme of work on Social Mobilization to End Gender-based Violence in the Eastern Caribbean (Social Mobilisation Programme) was implemented as part of its 2014 – 2017 Strategic Plan. The Social Mobilisation programme is aimed at supporting strategies and approaches at the national and community level which challenge social behaviours and perceptions that perpetuate the root causes of gender-based discrimination and which reinforce unequal relations of power between women and men. This programme is part of the prevention work led by UN Women. Specifically, this area of work is captured as a key result area within UN Women MCO Caribbean 2014 -2017 Strategic Plan as outlined below;

Outcome 3.1. Citizen Security in the Caribbean has at its cornerstone the eradication of gender-based violence;

Output 3.1.1 Enhanced capacity of communities in leading and sustaining long-term, social mobilization and primary prevention programmes;

In 2014 UN Women MCO Caribbean issued a call for proposals to Governments and Non-Governmental Organizations in support of community based-social mobilization initiatives in the Eastern Caribbean. A number of Government and Non-Governmental Organizations were issued grants which spanned two to three years of project implementation. Baseline data was also collected with a view to measuring the impact of the programme. The Social Mobilisation work in the Caribbean region focuses on:

- Community-based and nationally-based dialogue on the root causes of gender-based violence, including the concepts of masculinity; which facilitate shifts in values, beliefs, behaviours and practices recognizing GBV as unacceptable. The discourse supported should target young women and men, adult women and men and local organizations;
- Community led efforts which aim at building a critical mass of individuals and groups engaged in activism against gender-based violence. This includes building the capacity of community support networks;
- Building girls and women’s social assets and safety nets e.g. through the provision of girl and women only spaces that provide social support and skills training, raise self-esteem and help cope with crisis;
- Social advocacy which develops momentum at national and community levels for the adoption/revision of key pieces of legislation, plans and policies to End Gender-Based Violence, including Sexual Violence and Domestic Violence;
- Increasing public education and awareness about rights and access to services in overcoming gender-based violence.

Duties and Responsibilities

Purpose and Objectives of the assignment

Limited evidence on successful and impactful prevention interventions to address VAWG exists

globally. In the Caribbean this type of evidence on successful prevention intervention programmes to address violence against women and girls is equally limited. An evaluation of the MCO Caribbean Social Mobilization Programme over the past three years will be essential to understanding the key successes and challenges of implementation both from the point of view of implementing partners and from the point of view of the MCO Caribbean. Further, an evaluation is critical to deepening the understanding of what works for the prevention of VAWG in the Caribbean region at the level of community- based interventions. This will in turn ensure that future GBV/VAW prevention programming, in particular, proposed models of community-based social mobilization interventions to address VAWG in the Caribbean, is not only fit for purpose and results, but better focused and targeted and more responsive to partners 'needs', as well as, donor concerns.

Scope of Work

Within a maximum of a **60 day** working period, under the overall supervision of the UN Women MCO - Caribbean Representative and the direct supervision of the Latin American and the Caribbean Monitoring and Evaluation Officer; the consultant will complete an evaluation of the Social Mobilisation programme. The evaluation must fit within UN Women framework for evaluation.

The Evaluation should include an assessment of the following:

Impact

- Assess the sustainability of the intervention in achieving transformation of attitudes, values and beliefs related to gender-power relations in support of addressing violence against women and girls;
- Determine the impact of the intervention with respect to supporting the overall programme objective of the prevention of violence against women and girls;
- Analyze how human rights approaches and gender equality principles are integrated in implementation;
- Identify and validate lessons learned, good practices and examples, and innovations of efforts that support the prevention of violence against women and girls;
- Provide actionable recommendations with respect to the UN Women social mobilisation interventions.

Relevance

Determine:

- To what extent is the intervention relevant to the needs and priorities as defined by beneficiaries?
- To what extent is the intervention aligned with relevant normative frameworks for gender equality and women's empowerment?
- What is UN Women's comparative advantage in this area of work compared with other UN entities and key partners?

Effectiveness

- To what extent were the expected outcomes achieved and how did UN Women contribute towards these?

Efficiency

- To what extent does the management structure of the intervention support efficiency for programme implementation?

Impact

- To what extent was the prevention of Violence Against Women and Girls advanced as a result of the intervention?
- What were the unintended effects, if any, of the intervention?
- How will the benefits of the intervention be secured for rights holders (i.e. what accountability and oversight systems were established)?

Sustainability

- To what extent was capacity developed in order to ensure sustainability of efforts and benefits?
- How has funding been secured to ensure implementation of the programme and do these funding models remain relevant and appropriate going forward?

Gender Equality and Human Rights

- To what extent has gender and human rights considerations been integrated into the programme design and implementation?
- How has attention to integration of gender equality and human rights concerns advanced the area of work?

Deliverables

Specific Tasks to be undertaken by the Consultant include:

- Prepare a consultancy work plan and timeline outlining the proposed methodology;
- Where necessary develop data collection instruments (contingent upon the substantive review and approval from UN Women);
- Conduct end line data collection with the view to determining the impact of the programme;
- Establish contact with implementing agencies, stakeholders and beneficiaries in Antigua and Barbuda, Dominica and Grenada;
- Travel to countries in which social mobilization projects have been implemented (number to be decided based on resource considerations) for the purposes of end line data collection;
- Conduct virtual and in-person (where relevant) interviews to gather information;
- Develop an outline for the evaluation report to be approved by UN Women;
- Complete a draft evaluation report;
- Produce a final evaluation report outlining recommendations.

Reporting Requirements

The consultant will work under the overall supervision of the UN Women MCO-Caribbean Representative, with direct reporting to the Latin America and the Caribbean M&E Officer.

Appendix II Evaluation Matrix				
Evaluation Dimension And Questions	Sub Questions	Indicators	Source of data	Method of Data Collection
<p>Impact</p> <p>To what extent was the prevention of Violence Against Women and Girls advanced as a result of the intervention?</p> <p>What were the unintended effects, if any, of the intervention?</p>	<p>To what extent did the project contribute to:</p> <p>Outcome 3.1. Citizen Security in the Caribbean has at its cornerstone the eradication of gender-based violence.</p> <p>Output 3.1.1 Enhanced capacity of communities in leading and sustaining long-term, social mobilization and primary prevention programmes;</p>	<p>Indicator 3.1.a: # of Human/Citizen Security national and regional programmes which integrate GBV as part of their broader goals;</p> <p>Indicator 3.1.1.a: # of multi-year, community led behavior change initiatives focused on addressing root causes of GBV.</p> <p>Indicator 3.1.1.c: # behavioural change programmes carried out targeting youth;</p> <p>Indicator 3.1.1.e: # of men association and faith-based association led social mobilization campaigns challenging the prevalence of GBV and other forms of gender-based discrimination;</p>	<p>Perception Surveys conducted in three countries to form baseline</p> <p>Consultant Report</p> <p>Project reports</p> <p>UN Women reports</p>	<p>Document review</p>
<p>Relevance</p> <p>To what extent is the intervention relevant to the needs and priorities as defined by beneficiaries?</p> <p>To what extent is the intervention aligned with relevant normative</p>	<p>What diagnostic studies/research informed the identification and development of interventions in Antigua and Barbuda, Dominica and Grenada?</p> <p>Were identified interventions aligned with National Plans, polices or strategies to</p>	<p>Supporting data/information in project documents</p> <p>Evidence from national and regional policies and strategies</p> <p>UN Women MCO Caribbean Strategic Plan</p>	<p>Review of regional and national polices</p>	<p>Document review</p>

<p>frameworks for gender equality and women's empowerment?</p> <p>What are UN Women's comparative advantage in this area of work compared with other UN entities and key partners?</p>	<p>end/prevent GBV in target countries?</p> <p>Were interventions based on organizational/agency plans related to GBV, gender equality or women's empowerment?</p> <p>What specific skills, experience or knowledge does UN Women bring to the intervention, compared with UN ECLAC, UNDP, UNFPA, CARICOM, OECS, CDB etc.</p>	<p>Evidence from Ministry plans, policies</p> <p>Comparison of mandates, technical capacity and experience in GBV across UN entities and partners</p>		<p>Document review</p>
<p>Effectiveness</p> <p>To what extent was the project implemented in accordance with the project document?</p> <p>To what extent have stated project outputs been achieved?</p> <p>How have project outputs contributed to their relevant objectives? Is this supported by evidence?</p>	<p>Dominica: Increased women's awareness on their legal rights, and a readiness to protect these rights.</p> <p>Victims are more informed of available Gender-based Violence services and ready to report GBV cases and seek other support services.</p> <p>Strengthened social support for victims</p> <p>Greater understanding of the prevalence of GBV in Dominica and the public take a more active</p>	<ul style="list-style-type: none"> • At least one hundred (100) women and girls will be trained in self-defence and coping skills by April 2018 • By April 2018, awareness level of 34,882 females and 36,411 male members of the public increased by 75% in GBV and prevention and response mechanisms • 50% increase in victims accessing counselling and psycho-social services by April 2018 • 90% of GBV victims report their cases to relevant authorities by April 2018 • GBV incidences reported to relevant authorities by 50% by April 2018 • 75% of victims accessing 	<p>Project Reports</p> <p>RBM Reports</p> <p>Ministry/Agency feedback</p> <p>Partner feedback</p>	<p>Document review</p> <p>Interviews</p>

<p>To what extent were the expected outcomes of project interventions in target countries achieved and how did UN Women contribute towards these?</p>	<p>role in preventing and responding to sexual and gender-based violence</p>	<p>counselling and psycho-social services by April 2018</p> <ul style="list-style-type: none"> • 5 school gender clubs established by April 2018 • Establishment of networks of advocates on Gender-Based Violence with representation from all levels of society; • A cadre of twenty (50) strong advocates will be trained in different communities to speak out and against gender-based violence by April 2018 • 700 high school and primary school students will be educated on the root causes of Gender-Based Violence using UN Women 12-week extra-curricular programme for boys and girls • 3 participatory mapping consultations held with males throughout project period • 10 workshops delivered to approximately 200 participants (school teachers, religious leaders, health workers, etc) 	<p>Project Reports</p> <p>RBM Reports</p> <p>Ministry/Agency feedback</p> <p>Partner feedback</p>	<p>Document review</p> <p>Interviews</p>
	<p>Policy implementation improved</p>	<ul style="list-style-type: none"> • Campaign will serve as a catalyst towards hastening approval by policy makers of the National Gender Strategic Plan; • Campaign will scale-up the call for reframing of legislation on Gender- 	<p>Document review</p>	

		<p>Based Violence in Dominica to ensure protection of victims and harsher punishments to offenders;</p> <ul style="list-style-type: none"> An established uniformed preventative and intervening protocol against gender-based violence will be developed; 		Interviews
Effectiveness	<p>Antigua and Barbuda</p> <p>Community members actively advocate against GBV and Against Values and practices which normalize GBV</p> <p>Communities can apply knowledge gained from educational activities and are able to engage in supporting prevention and response</p>	<p># of individuals trained to promote GBV prevention through behaviour change</p> <p>Community members can articulate/express an understanding of GBV and its root causes</p> <p># of persons accessing services Via calls, visits, accompaniment, referrals from other agencies, Referrals to other agencies</p> <p>Attendance at community outreach and engagement activities</p>	<p>Project Reports</p> <p>RBM Reports</p> <p>Ministry/Agency feedback</p> <p>Partner feedback</p>	<p>Document review</p> <p>Interviews</p>
	<p>Grenada (LACC)</p> <p>Increased capacity of community leaders to facilitate dialogue between women, girls, men and boys on the root causes of G.B.V on a community level</p> <p>Members of community groups</p>	<p># of participants at community-based group meetings: A count of participants who attended Community Sensitisation Workshops desegregated by sex</p> <p>% of participants who have adopted positive values such as respect and equality; the number of participants who completed</p>	<p>Project Reports</p> <p>RBM Reports</p> <p>Ministry/Agency feedback</p>	<p>Document review</p> <p>Interviews</p>

	who participate in psycho educational groups adopt positive values such as mutual respect and equality for all	pre/post Question 1-7 assesses Attitude and perception. # of community-based groups participating in Psycho-educational girls and boys tool to promote agenda to end violence against women in their communities: A count of community-based groups participating using girls and boys tool	Partner feedback	
	Grenada (MOSDH) Groups and organisations that work with young men and women are committed to preventing GBV using the human rights and gender equality approach Owners/Managers of competitions for young people and local radio stations screen out music that promotes socio-cultural norms and attitudes that encourage GBV	# of groups that sign MoUs with MoSDH % of guidelines developed that contain an internal response mechanism which involves reporting to the relevant authorities # of related sensitisation activities organised/held by leaders with their groups # of participants at planned meetings and workshops # of musical items identified as supporting GBV played on local radio and performed in competitions for young people during Spicemas		
Efficiency • To what extent does the management structure of the intervention support efficiency for programme	Were mechanisms for oversight and coordination established for each project intervention to support timely, transparent and accountable decision making? To what extent was the project implemented according to schedule and budget	Evidence in project documents, project agreements, Project steering committee membership Alignment of actual implementation with project implementation plans/schedule Evidence of supporting factors within UN	Project Reports RBM Reports Ministry/Agency feedback Project documents	Document review Interviews Document review Interviews

<p>implementation?</p> <ul style="list-style-type: none"> • How will the benefits of the intervention be secured for rights holders (i.e. what accountability and oversight systems were established)? 	<p>What factors within UN Women supported or hindered project implementation?</p> <p>What factors within the implementing organizations supported or hindered effective project implementation?</p> <p>What external factors supported or hindered effective project implementation?</p>	<p>Women/Implementing agencies</p> <p>Evidence of hindering factors within UN Women/Implementing agencies</p>	<p>Partner feedback</p> <p>Un Women</p> <p>Implementing agencies</p>	
<p>Sustainability</p> <ul style="list-style-type: none"> • To what extent was capacity developed in order to ensure sustainability of efforts and benefits? • How has funding been secured to ensure implementation of the programme and do these funding models remain relevant and 	<p>What systems, processes and capacities were built into each of the project interventions to support continuation of project outputs and outcomes?</p> <p>What enabling systems, including financing were established in each project to support continued implementation? Are the systems realistic, feasible and/or relevant? Are complementary strategies required to ensure sustainability?</p>	<p>Project documents detailing sustainability components including:</p> <ul style="list-style-type: none"> • Train the Trainer, • Funding options, • Partnership agreements (CSO/private sector) • Institutionalization of interventions by Government agencies • Data collection and analysis systems re GBV • GBV policy and strategy <p>Stakeholder perception regarding the sustainability of project interventions in the short, medium and long term</p>	<p>Project Reports</p> <p>RBM Reports</p> <p>Ministry/Agency feedback</p> <p>Partner feedback</p>	<p>Document review</p> <p>Interviews</p>

appropriate going forward?				
Gender Equality and human Rights	<ul style="list-style-type: none"> To what extent have gender and human rights considerations been integrated into the programme design and implementation? How has attention to integration of gender equality and human rights concerns advanced the area of work? 	<p>Project documents reflecting gender and HR considerations</p> <p>Final project reports</p>	<p>Project Reports</p> <p>RBM Reports</p> <p>Ministry/Agency feedback</p> <p>UN Women</p> <p>Partner feedback</p>	<p>Document review</p> <p>Interviews</p>
Lessons Learned	Evidence of lessons learned, good practices and examples, and innovations of efforts that support the prevention of violence against women and girls		<p>UN Women</p> <p>Ministry/Agency feedback</p> <p>Partner feedback</p>	<p>Document review</p> <p>Interviews</p>
Recommendation	Recommendations with respect to the UN Women social mobilization interventions.		<p>UN Women</p> <p>Ministry/Agency feedback</p> <p>Partner feedback</p>	

Appendix III List of Documents

Project Documents

UN Women Caribbean Multi-Country Office Strategic Note and Four Year Plan (2014-2017)

UN Women MCO Caribbean Call for Proposals (2014)

Evaluation of proposal submissions

Results Based Management Workshop Report

Quarterly Project Progress Reports submitted by WAR, LACC, Bureau of Gender Affairs and Ministry of Social Development and Housing

Project summary reports for each of the social mobilization projects;

Social Mobilization Project RBM Reports and Narrative Reports

National Gender-based Violence Baseline Project Report (2015)

Foundations: The Curriculum, Strengthening Prevention Approaches to Address Gender-Based Violence in the Caribbean, UN Women, Maria Holder Trust

National Strategies/Policies

National GBV Prevention Strategic Plans (Antigua and Barbuda, Grenada and Dominica)

National Gender Policy (Antigua and Barbuda, Grenada and Dominica)

References

Michau, Lori and Dipak Naker, (2003) *Mobilising Communities to Prevent Domestic Violence: A Resource Guide for Organisations in East and Southern Africa*,

Aguayo, F., Kimelman, E., Saavedra, P., Kato-Wallace, J. (2016). *Engaging Men in Public Policies for the Prevention of Violence Against Women and Girls*. Santiago: EME/CulturaSalud. Washington, D.C.: Promundo-US. Panama City: UN Women and UNFPA.

Sebastián Essayag, (2017) *From Commitment to Action: Policies to End Violence Against Women in Latin America and the Caribbean*. Regional Analysis Document

UN Women and the GORTT, (2018) *Gender-based Violence in Trinidad and Tobago: A Qualitative Study*.

Preventing and Responding to Gender-Based Violence: Expressions and Strategies
www.sida.se 2015

Evidence Review of the effectiveness of response mechanisms to prevent violence against women and girls. What Works to Prevent Violence, June 2014., www.whatworks.co.za

Appendix IV List of Agencies

Name	Position	Organization
Gabrielle Henderson	Former Senior Program Specialist	UN Women MCO Caribbean
Marcia Lavine	Programme Assistant	UN Women MCO Caribbean
Alison Mclean	Representative	UN Women MCO Caribbean
Alexandrina Wong	President and Program Manager	Women Against Rape, Antigua
Koren Norton	Social Worker/Counsellor	Facilitator, WAR
Sarah Davis	Gender Advocate	Women Against Rape
Ann Marie Roberts-Coates	Deputy Superintendent (Nursing) Public Health	Ministry of Health, Antigua
Ms. Louisa Benjamin-Quashie	Staff Officer, Ag ASP	Royal Antigua Police, Antigua
Famala Jacobs	Executive Director Ag.	Directorate of Gender Affairs, Antigua
Mark Braithwaite	Pastor	Seven Days Adventist Church, Antigua
Senator Bokesha Francis-James	Gender Advocate	Women Against Rape, Antigua
Kendra Salman	Gender Advocate	Women Against Rape
Three Migrant Workers		
Tyrone Buckmire	Director	Legal Aid and Counselling Clinic (Grenada)
Shakey Cornwall	Coordinator	Legal Aid and Counselling Clinic (Grenada)
Jicinta Alexis	Planning Officer	Ministry of Social Development and Housing (Grenada)
Tisha Victor	M&E Officer	Ministry of Social Development and Housing (Grenada)
Elaine Henry Mcqueen	Director	Ministry of Social Development and Housing (Grenada)
Veronica Charles	Permanent Secretary	Ministry of Social Development and Housing (Grenada)
Annika Blackette	Placement Officer, IMANI	Ministry of Social Development and Housing (Grenada)
Deborah Cudjoe	Coordinator, National Parenting Program	Ministry of Social Development and Housing (Grenada)
Kwesi Davidson	Gender Program Officer	Ministry of Social Development and Housing (Grenada)
Nicole Niva Pitt	GBV Officer	Ministry of Social Development and Housing (Grenada)

Rachel James	GBV Responder	Ministry of Social Development and Housing (Grenada)
Melissa Morgan	Director	Bureau of Gender Affairs, Dominica

Appendix V Interview Protocols

Interview Guide UN Women: Programme Specialist

Project Background and Relevance

- What was the rationale for implementing the Social Mobilization to Prevent GBV project? Who initiated discussion on the project?
- What does UN Women bring to this project that no other agency can?
- What problems or challenges was the project attempting to address? Did this analysis emerge from the any diagnostic study on GBV? Were any assessments completed within target countries prior to the Call for Proposals or after?
- How did the project incorporate parallel interventions by Regional entities?
- What was the purpose of the baseline assessment? How would you assess the quality and utility of the baseline assessment? Given that the baseline was not measuring the specific 'baseline' situation of each of the project interventions, how can the baseline be utilized during the evaluation? If at all?
- Describe, from your perspective, how were the projects in each of the target countries expected to advance prevention of violence against women and girls in the short, medium and long run?

Effectiveness

- From your perspective how effective was the project in achieving its stated objectives? (Probe for feedback on each project and overall project effectiveness)

Dominica:

- ✓ Increased women's awareness on their legal rights, and a readiness to protect these rights.
- ✓ Victims are more informed of available Gender-based Violence services and ready to report GBV cases and seek other support services.
- ✓ Strengthened social support for victims
- ✓ Greater understanding of the prevalence of GBV in Dominica and the public take a more active role in preventing and responding to sexual and gender-based violence
- ✓ Improved policy implementation

Antigua:

- ✓ To improve community level Knowledge of GBV and its linkages to HIV with the view to transforming, attitudes, beliefs and practices that identify and address the root causes of GBV.
- ✓ Increased community response to Gender based and sexual violence and improved community level prevention and support mechanism

Grenada:

LACC Project

- ✓ Increased capacity of community leaders to facilitate dialogue between women, girls, men and boys on the root causes of G.B.V on a community level
- ✓ Members of community groups who participate in psycho educational groups adopt positive values such as mutual respect and equality for all

MOSDH Project

- ✓ Groups and organisations that work with young men and women are committed to preventing GBV using the human rights and gender equality approach
- ✓ Owners/Managers of competitions for young people and local radio stations screen out music that promotes socio-cultural norms and attitudes that encourage GBV

- Can you identify some specific results? Would you say that the results have mostly been at the output level? What about at the outcome level? Is there any evidence supporting your assessment?
- What factors supported or limited the project in achieving the anticipated outcomes?
- Have project outputs been achieved within budget and schedule?

Project Administration

- Describe your role in the management of the project? What major challenges did you experience in managing this project? Were these challenges identified in the risk analysis of the project? If, not why not?
- What factors supported your management of this project?
- Did you experience any management issues in the following areas:
 - Financial management?
 - Timeliness of disbursements?
 - Communication between UN Women and the Implementing agencies?
 - Project Monitoring, for example, were indicators established at project inception? Was baseline data available for the indicators? How was data collected and reported related to the monitoring indicators? Were regular site visits conducted?
 - Were any mitigating strategies implemented to address challenges experienced? If not, why not?

Sustainability

- Have processes and systems been established that will sustain project outcomes, e.g. Sustaining community action/advocacy? enabling environment for integrating HR and GE into GBV programming? Opportunities for further capacity building? Policy and/or legislation?
- Based on the experiences and lessons learned, what are the key recommendations relevant to informing future social mobilization projects?

Project Results

- From your knowledge, has the project met the needs and expectations of key stakeholders?
- How has it contributed to stated outcomes identified in the proposal? Is there supporting evidence for each of the outcome indicators?

- Is there any other information that you would like to share?

Interview Guide

Project Implementation Agency/Partner Agencies

Project Background

- How did you become involved in the social mobilization project?
- What was the rationale for the project?
- What problems or challenges was the project attempting to address? Are these issues still relevant? What evidence do you have to support your view?
- Does your government have a comprehensive Gender-based Violence/Domestic Violence prevention policy or programme? If yes, what are the key elements? What has been implemented to date? If not, why not?
- To what extent is the social mobilization intervention consistent with your organization's strategy, plans or policies related to prevention of GBV?
- What were your expectations of the project? Were these expectations met?

Relevance

- Describe, from your perspective, how the project outputs were expected to contribute to the project objectives? (**Cite the project outputs and objectives for each project**)
- How was the project expected to contribute to changes in attitudes, perceptions and behaviours in your target groups, communities?
- In your view, were the project outputs (cite each output) sufficient to achieve the stated objectives? Were complementary interventions identified? If yes, were they implemented? If not, why?

Effectiveness

- From your perspective how effective was the project in achieving its stated objectives?
That is:

Dominica:

- ✓ Increased women's awareness on their legal rights, and a readiness to protect these rights.
- ✓ Victims are more informed of available Gender-based Violence services and ready to report GBV cases and seek other support services.
- ✓ Strengthened social support for victims
- ✓ Greater understanding of the prevalence of GBV in Dominica and the public take a more active role in preventing and responding to sexual and gender-based violence
- ✓ Improved policy implementation

Antigua:

- ✓ To improve community level Knowledge of GBV and its linkages to HIV with the view to transforming, attitudes, beliefs and practices that identify and address the root causes of GBV.
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Grenada:

LACC Project

- ✓ Increased capacity of community leaders to facilitate dialogue between women, girls, men and boys on the root causes of G.B.V on a community level
- ✓ Members of community groups who participate in psycho educational groups adopt positive values such as mutual respect and equality for all

MOSDH Project

- ✓ Groups and organisations that work with young men and women are committed to preventing GBV using the human rights and gender equality approach
- ✓ Owners/Managers of competitions for young people and local radio stations screen out music that promotes socio-cultural norms and attitudes that encourage GBV

- What factors supported or limited the project in achieving the anticipated outcomes?
- Have project outputs been achieved within budget and schedule?

Project Administration

Describe your role in the management of the project? What factors supported your management of this project?

What major challenges did you experience in managing this project? Were these challenges identified in the risk analysis of the project? If, not why not?

Did you experience any management issues in the following areas?

- Financial management? Timeliness of disbursements?
 - Communication with Un Women? Other Partner agencies?
 - Project Monitoring, for example, was a reporting schedule established at project inception? Were regular site visits conducted? Was a data collection and analysis system established?
- Were any mitigating strategies implemented to address challenges experienced? If not, why not?

Partnership Strategy:

- Who are your key partners in the field of GBV?
- How does your organization engage with key governmental and nongovernmental organizations operating in the field of GBV?
- What factors supported or limited the partnership arrangements?
- Are there close relationships with community-based groups?
- How can partnerships be strengthened?

Monitoring and Evaluation

- How effective was the project's monitoring and evaluation system in facilitating efficient implementation?

- How did the M&E system facilitate reporting on outputs and outcomes and related indicators?

Sustainability

- What systems, processes and capacities were built into the project to support continuation of project outputs and outcomes? (Probe for specific components such as TTT, Manuals re Social Mobilization, Policies, Strategies etc.)
- What enabling systems, including financing were established to support continued implementation? Are the systems realistic, feasible and/or relevant?
- Are complementary strategies required to ensure sustainability?

Recommendations/Lessons Learned

What have been key lessons learned in terms of:

- Systems and procedures necessary to facilitate effective and efficient project administration of similar projects;
- Knowledge built and innovative approaches developed
- What would be your top 3 recommendations for improving a social mobilization intervention aimed at GBV prevention?

Thank you for your collaboration

Interview Guide
Key Informants

Are you familiar with the (insert name of project)? How did you hear about it?

- Can you describe your involvement with the project, if any?
- Based on your knowledge and experience, was this intervention relevant to addressing Gender-based Violence?
- Was the intervention adequate? If not, what additional programmes, projects need to be implemented?
- Based on your knowledge and experience, has the project (insert name) achieved stated objectives related to raising awareness, knowledge, changing attitudes and/or behaviours related to GBV? Can you give an example of how the project has supported (or not supported) transformation?
- Has the project improved any of the following?
 - ✓ Enhanced support services for victims of domestic violence, rape, sexual abuse and incest;
 - ✓ establishment of support groups at the community level;
 - ✓ services to the public who have difficulty accessing counseling and support services in rural and at-risk communities;
 - ✓ conflict resolution and violence prevention at the individual and community level.
- What factors would you say, supported or limited the projects in achieving its objectives?
 - What would be your top three (3) recommendations for improving strategies to prevent and/or reduce gender-based violence?
 - Is there any other information that you would like to share?

Thank you for your collaboration

Focus Group Guide:

Beneficiaries/ Participants in Capacity Building interventions

- How did you become involved in the project?
- What is your understanding of Gender-based Violence? (Probe for violence within the home, Intimate Partner violence, sexual assault, child abuse,
- What are the consequences of violence against women on women? on men? On families? On communities?
- How has your participation in this project changed your understanding of GBV? (Probe for breadth of understanding, factors causing/contributing to violence, power dynamics)
- Are there any circumstances where violence (physical, emotional, financial, psychological) is acceptable within the family, intimate partner relationships?
- How would you support women/girls experiencing violence?
- How would you hold perpetrators using violence accountable?
- Have you spoken out against violence in your family? Among your friends, or work colleagues? Your community? How? If not, why not?

Thank you for your collaboration

Appendix V: LACC Psychosocial Workshops Data

ACTIVITY	GROUP	DATE	VENUE	# of participants		
				M	F	Total
	Girls tool Facilitators training	03-Jun-15	Grenada, National Stadium	–	35	35
Activity 1 psycho-educational Group for girls	1 Bel Air children's Home	August 13- 2015	St. George's	–	10	10
	2 T. A. Marryshow Community College	December 22 nd , 2015	TAMCC, St. George's	–	15	15
	3 Anglican High School	Jan 15,- 24 February 2016	AHS, St. George's	–	11	11
Activity 2 psycho-educational Group for Boys	1 Grenada Boy Scouts Association	21 July -August 6 th , 2015	LACC, St. George's	8	–	8
	2 Mc Donald's College Secondary School	7 April – 25 May 2016	Mc Donald's College, St. Patrick's	18	–	18
	3 Youths at Richmond hill Prison	October-September 2016	Richmond hill Prison, St. George's	12	–	12
ACTIVITY 3:1 Long Public Education Workshops	1 IMANI	05-Aug-15	Gouyave, St. Johns	6	37	43
	2 IMANI	21-Aug-16	Grenville, St. Andrew's	21	76	97
	3 IMANI	26-Aug-16	St. David's	8	32	40
	4 South St. George PTA	12-Feb-16	River Road , St. George's	–	15	15
	5 GUT women's arm	25-Feb-16	River Road , St. George's	–	31	31
	6 Girl Guides Association	04-Jul-16	Lucas Street, St. George's	–	19	19
	7 GUT	15-Jul-16	Carriacou	2	18	20
	8 MAREEP	28-Nov-16	Resource Centre Carriacou	5	15	17

ACTIVITY 3:2 Short Public Education Workshops

1	Springs open bible church group	29-Jul-15	Springs St. George's	7	26	33
2	Students at the Happy Hill Secondary School	27-Jan-16	Happy Hill, St. George's	16	20	36
3	T. A. Marryshow Community College	24-Nov-15	Tanteen, St. George's	8	36	44
4	Madigras Pentecostal Church	19-Mar-16	Madigras , St. David's	4	20	24
5	St. Paul's Methodist Church	26-May-16	St. Paul's , St. George's			
6	Inmates at the Richmond hill Prison	19-May-16	Richmond hill Prison, St. George's	22	–	22
7	Birchgrove RC Primary School	18-May-16	Birchgrove , St. Andrew's	12	35	47
8	Mc Donald's College	Mar-16	Satueurs, St. Patrick's			
9	Mt. Rose SDA Secondary School	Jun-16	Mt. Rose, St. Patricks			
10	St. Paul's SDA Church	27-Aug-16	St. Paul's , St. George's	21	44	65
11	MAREP	10-Oct-16	Telescope, St. Andrew's	5	15	20
12	MAREP	13-Oct-16	River Salle, St. Patrick's	6	20	26
13	MAREP	24-Oct-16	Clozier, St. John's	3	9	12
14	Girl Guides Association	27-Oct-16	River Road , St. George's	–	60	60
Totals				184	566	780

Appendix VI Photos and Media Stream Grenada

Mobile Photo Booth frames were used throughout the campaign as props. These props were used as a way for individuals to make a public pledge about representing for nonviolence. The photo booth lasted throughout the entire 16 days of Activism.



Photo Booth Challenge: I Rep Nonviolence
Photo Frames with Minister of Social
Development & Housing Honourable Delma
Thomas

I Rep Nonviolence Session

This was the major activity of the entire 16 days of activism. Partnering stakeholders Grenada National Organization of Women and Grenada Planned Parenthood Association participated in the event that took place on Friday, 4 December 2015 until 5:00 pm at the corner of Andall & Associates Supermarket, Melville Street; which is opposite the bus terminal where there is always pedestrian traffic.



More pictures, especially of **International Men's Day** and **16 Days of Activism: #irepnonviolence**, can be viewed **via our Facebook page**:

https://www.facebook.com/irepnonviolence/?ref=aymt_homepage_panel