GUIDANCE NOTE ON INNOVATION

WHY?

In September 2017, the UN and the EU launched the Spotlight Initiative to eliminate all forms of Violence against Women and Girls (VAWG). Capitalized by an initial commitment of €500 million from the EU, the Spotlight Initiative provides large-scale, targeted support, leverages multi-stakeholder partnerships, galvanizes political commitments at the highest levels and, ultimately, contributes to achieving the Sustainable Development Goals (SDGs).

Violence against women and girls remains a global pandemic, with one in three women and girls experiencing physical and/or sexual violence in their lifetimes, and reports show progress towards the elimination of VAWG remains very slow. Hence, all stakeholders responsible for change need to take a hard look at what has been done, scale what has been proven to be working but also change what is not working or what is not bringing change fast enough. The Spotlight Initiative provides an unprecedented opportunity to deploy innovative approaches to achieve gender equality at scale in order to eliminate violence against women and girls. Innovation is also a pre-requisite for the achievement of SDGs. It is therefore important that the Spotlight Initiative promotes a thinking of designing interventions that are built on understanding the larger systemic drivers of VAWG, that identify and adapt interventions that have evidence of success and best practices and that incorporate experimental approaches to test new pathways to combat persisting inequalities and achievement of accelerated results as business as usual is not good enough.

This Guidance Note has been developed to provide a definition of innovation, key principles that needs to be considered when devising and implementing innovation, and details some of the ways that Spotlight anticipates innovative solutions can be utilized for the elimination of VAWG in country and regional programmes.

What is Innovation?

Definition: Innovation is defined as a new solution (method/idea/product) with the transformative ability to accelerate impact. Innovation can be fuelled by science and technology, can entail improved ways of working with new and diverse partners, or can involve new social and business models, behavioural insights, or path-breaking improvements in delivering essential services and products. Innovation is pivotal to achieve sustained, scalable solutions to the world's complex problems.[1] Innovation is a break from previous practice with significant positive impact. It is paramount to assess the comparative advantage of new ways of working and its impact on successfully addressing VAWG.

Innovation can be fuelled by **science and technology,** can entail **improved ways of working with new and diverse partners,** or can involve **new social and business models, behavioural insights, or path-breaking improvements** in delivering essential services and products**.** Taking an innovative approach to ending VAWG requires country actors to critically assess existing, evidence-based interventions and identify or **generate new solutions, test them and scale what works** to address persisting VAWG challenges.

Country and regional programmes under the Spotlight Initiative are thus encouraged to design strategies that will **identify, test, and scale up new approaches and practices and analyse their impact for potential adaptation and scale up** to strengthen and accelerate all stakeholders' efforts to end VAWG. It is important to note that the innovation cycle requires a level of speed/agility/iteration/fail fast approaches that make it different from usual programming.

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[1] Definition-Towards bridging gender equality and innovation- The International Development and Innovation Alliance

Beyond the **unprecedented potential** that innovation brings, it is important to consider its **risks and challenges** as well, including the risks that innovation can be gender blind, unintentionally entrench gender biases, or inadvertently increase women and girls' risk of violence. Innovating for gender equality requires that actors rethink the way problems are defined, the way priorities are identified, who is engaged, how they are engaged, the way in which solutions are delivered, how potential unintended consequences are measured and the ways in which we learn. For the Spotlight Initiative, it will thus be crucial for countries to carefully assess the opportunities and risks of a particular innovation, monitor interventions carefully for unintended consequences, and measure the outcomes. All relevant stakeholders must be consulted, placing women and girls, including self-identified survivors and those furthest left behind, at the centre of the design, implementation, monitoring, and scaling up of innovative approaches.

[Key principles](#)[2] to consider when designing innovative practices

Design with the User: This entails putting women and girls at the heart of the design. Stakeholders working on designing innovative tools/ideas/solutions need to understand the challenges and needs of women and girls, survivors of violence, and in particular women and girls facing different intersecting forms of discrimination. Women and girls need to be engaged throughout the programme lifecycle, co-creating solutions, delivering solutions, and continuously consulted in accountability metrics.

Take intelligent risks, experiment, and persevere to achieve gender transformative change: Understand that experimenting is the essence of progress. Design experiments with the utmost ethical standards to identify what works as early as possible. Tap into and leverage local knowledge and processes in developing and scaling innovations. Acknowledge failure that does not negatively impact women's and girl's lives as an opportunity for learning. Acknowledge that changing systems and norms is difficult and takes time, and even those who stand to benefit may initially be resistant to change.

Understand the Existing Ecosystem: Well-designed initiatives and tools consider the structures and needs that exist in each country, region and community. Dedicating time and resources to analyze the ecosystem where Spotlight will be implemented helps to ensure that innovative solutions/practice will be relevant and sustainable and will not duplicate existing efforts.

Address power and politics intersections with gender: Recognize the differences between and among human experiences, accounting for marginalization based on gender identification, age, class, ability, religion, ethnicity, marital status, and sexual orientation. Acknowledge the inequity of existing power structures, social norms, as well as unconscious bias, which affect access to and control over resources and decision-making for women and girls, men and boys. Work to understand the environment—as well as your own personal biases— and commit to support levers and agents of change, challenging unequal power relations, systemic gender discrimination, and harmful norms and practices.

Design for Scale: Designing for scale means thinking beyond the pilot and making choices that will enable widespread adoption later, or widespread reach to benefit women and girls exponentially as well as determining what will be affordable and usable at contextual scale, whether by a whole country or region, or by a few pilot communities.

Building for Sustainability: Sustainable innovative programs, platforms and tools are essential to maintain beneficiary and stakeholder support, that it remains relevant for them, as well as to maximize long-term impact. Sustainability ensures that

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[2] These are principles for digital innovation, which can be applied for Spotlight Programming. For more details, please use the following link https://digitalprinciples.org/principles

user beneficiaries and stakeholder contributions are not minimized due to loss of funding. An innovation built for sustainability is more likely to be embedded into policies and daily practices.

Reuse and Improve: Instead of starting from scratch, programs that "reuse and improve" look for ways to adapt and enhance existing resources, approaches and products. Reuse means assessing what resources are currently available and using them as they are to meet program goals. Improve means modifying existing tools, products and resources to improve their overall quality, applicability and impact.

Address Privacy & Security: This principle entails taking careful consideration of which data are collected and how data are acquired, used, stored and shared. Stakeholders must take measures to ensure collection is done in safe, ethical and secure manner and minimize unauthorized access and manipulation of confidential information and identities of survivors/those vulnerable represented in data sets from.

Be Collaborative: Being collaborative means sharing information, insights, strategies and resources across programmes, organizations and sectors, leading to increased efficiency and impact.

HOW	
Spotlight Pillars	**Examples of innovative practices/tools/ideas**
Pillar 1: Legislation and Policy frameworks on EVAWG	**a) Positive Deviance** is an approach to behavioural and social change based on a) investing in observation of positive outliers in communities who have overcome challenges which most of their peers have not successfully addressed despite having no extra resources or special knowledge than their peers; and b) designing interventions based on these observations to trigger larger behaviour-change. Individuals who have found solutions to persistent problems are referred to as *positive deviants (PDs).* In Moldova, a pool of women survivors was identified as positive deviants as these women found effective strategies to cope with past events. This pool of women led peer-conversations and spoke up and advocated at local and national events. This led to requests by GBV survivors for support services increasing by five-times. It also had an important impact on national policy discussions. The critical amendments to the Domestic Violence law which had been pending approval for 3+ years were pushed by the PDs and was promulgated by the Government and Parliament soon after their interaction with the women survivors. These initiatives were broadly supported by a media campaign and also led to a reduction of 30% of the costs of protection shelters, as a result of early interventions in the communities through the facilitation of the PDs.
Pillar 2- Strengthened Institutions and systems	**a) Foresight** is a strategic planning tool that strengthens the anticipatory and adaptive capacity of governments, identifying common stakes, risks and opportunities across Ministerial and thematic silos. An initial Foresighting exercise that includes GBV in the policy framework on resilience with line ministries may be a useful tool to consolidate a joint vision, accelerate collaborative implementation and advocate for sustainable change. **b) Criterion Institute** is addressing gender-based violence by directing one third of its resources over the next five years toward re-imagining possibilities for using finance as a tool to effect change on this critical issue. Like climate change, gender-based violence presents a risk to any company, industry or geographic market. Over the past year—against the backdrop of the #MeToo and #TimesUp movements—Criterion Institute has been working with investors, philanthropists and diverse social change experts to develop and test five strategies for using finance to address gender-based violence.

	c) National Australian Bank is the first major bank in Australia to introduce a Domestic Violence Support Policy – including special paid leave for those dealing with domestic and family violence. The bank also offers Domestic and Family Violence Assistance Grants to help customers experiencing financial hardship to escape violent homes. In 2017, NAB granted $1.4 million to support organisations driving innovative, scalable solutions in domestic and family violence prevention and intervention, and in building financial capability. NAB has also launched the "Join Together" campaign against domestic and family violence, which includes extending the bank's leading domestic and family violence support policy, posting messages on over 1,700 NAB ATM transaction screens and Redi ATMs around Australia, and providing new information online.
Pillar 3-Prevention of Violence, and social norm change **Engaging men and boys** is widely recognised as a critical component of any programme working to reduce and prevent violence. Innovative approaches used to engage men and boys include programmes that promote reflection on gender norms and challenge perceptions, stereotypes, attitudes, and behaviours. Examples of such programmes include "Program H" and "Stepping Stones".	**Program H**: Launched in 2002 and now used in more than 34 countries, primarily targets men, ages 15 to 24, to encourage critical reflection about rigid norms related to manhood. The Program H methodology promotes group education sessions combined with youth-led campaigns and activism to transform stereotypical roles associated with gender. After participating in Program H activities, young men have reported many positive changes, such as improved relationships, greater willingness to take on domestic work and lower rates of sexual harassment and violence against women. Although adapted across many settings, schools have long been a central implementation setting for Program.
Community Mobilization: community mobilization interventions that depart from the usual awareness-raising interventions, and that address the root causes of violence, have shown to reduce violence against women and girls in communities. One such community mobilization approach includes **SASA!** Other innovative initiative includes the **Social Innovation Camps-** a human centred design of solutions by the user to address GBV.	**SASA!** is an innovative community mobilization approach that departs from the usual awareness-raising, addressing the root cause of the power imbalance between women and men in a comprehensive and easy-to-use Activist Kit. SASA! inspires and enables communities to rethink and reshape social norms. SASA! is organized into four phases based on the Stages of Change Model. These four phases ensure that organizations can more effectively and systematically facilitate a process of change in the community by using the ecological model as an intervention framework.
	Social Innovation Camps start with designing new solutions together with the user (the people affected by developmental challenges such as GBV) to meet their needs. One such initiative is in Egypt, where through a partnership between the national Council for Women and Vodafone Foundation, a group of 35 young women and men worked collaboratively to analyse the root causes of underreporting, brainstormed solutions to encourage citizens to take a stand, and finally built low-cost prototypes to visualize their ideas. The method has been applied in more than ten other countries to date and has resulted in the identification of novel development solutions. The lessons from the first trials have been captured in the Social Innovation Camp: A Toolkit for Troublemakers.
	Mobilizing men campaign: Through exploring ways of engaging men as gender activists within the institutions to which they belong, "Mobilising Men Campaign" has been working to better understand what it takes to confront sexual and GBV in institutional settings. In 2010, the Institute of Development Studies has partnered with civil society organisations in India, Kenya and Uganda to develop the programme. The partners at country level have identified, recruited, trained and supported teams of male activists to work with women in developing campaigns to challenge and change

	the policies and cultures of specific institutional settings to achieve gender equality and address GBV. By immersing the participants in a programme of dialogue and action that challenge the inherent nature of male privileges and power structures in society – government, academia and workplace – the men learned a lot about themselves and how they can begin to address inequities.
Communication for Development	**U-Report** is a free tool for community participation, designed to address issues that the population cares about. Once a U-Reporter has followed U-Report Global on Facebook messenger, polls and alerts are sent via Direct Message and real-time responses are collected and mapped on this site. Results and ideas are shared back with the community. Issues polled include child marriage, health, education, water, sanitation and hygiene, youth unemployment, HIV/AIDS, disease outbreaks and anything else people want to discuss.
	Gamification is the use of digital gaming to engage users in changing their behaviour or finding solutions to social challenges. One such initiative in Nepal is engaging young people through a series of animated videos, each focused on a particular form of violence such as harassment, domestic violence, political violence and sexual violence. They depict situations where traditional gender roles have been inverted, in order to make young people question "how abnormal the normal is" and to change their behaviour. These pieces were developed into games and launched on Facebook as part of the social media campaign for social change. The campaign is sparking debates on Facebook with positive feedback from those who have been reached. This is now being launched in other countries.
	The Caretas Project: Sexting among youth increases cases of cyberbullying, causing discrimination and stigmatization, low self-esteem and suicidal feelings, especially amongst adolescent girls. Caretas, in partnership with Facebook, launched the first artificial intelligence-powered chatbot as a fictional character/narrative to address the risks of sexting and online harassment and provides resources to access help and support. Piloted in Brazil with close to 1 million adolescent users; 79% of which are adolescent girls it is currently being localized and scaled globally to Argentina, Ukraine, and South Africa.
Pillar 4- Accessible, acceptable and quality Essential Services **Access to justice**: Insufficient evidence is one of main reason for lack of effective prosecution and adjudication of cases of violence and impunity across countries. Health facilities rely on traditional means to collect and store evidence which becomes inadmissible at a later stage. One such innovative approach is the **MediCapt** programme. Other practices include mobile legal aid clinics for survivors of violence.	**MediCapt: Documenting Forensic Evidence of Sexual Violence:** MediCapt allows clinicians to capture sexual violence forensic evidence and securely transmit it to police and justice officials for investigations/prosecutions. Physicians for Human Rights (PHR) developed MediCapt to address persistent impunity for sexual violence crimes and leverage mobile phone penetration even in the most resource-constrained environments. This app converts a standardized medical intake form to a digital platform and combines it with a secure mobile camera to facilitate forensic photography. Clinicians use the app to compile evidence, photograph survivors' injuries, and securely transmit the data to authorities prosecuting these crimes. Digitizing these forms minimizes the chances of loss, tampering, or theft of medical evidence, while preserving chain of custody.
Pillar 5: Quality, disaggregated and comparable data on VAWG and Harmful Practices	**PRIMERO** began in 2013 as the result of many years of inter-agency collaboration. Its goal is to bring more coherent, cost effective, and user-friendly information management tools to the Child Protection and Gender Based Violence sectors. The app is highly configurable to adapt to a broad range of protection programmes because of its ability to facilitate the secure collection, storage and sharing of data

Administrative data: VAWG data are collected through public and private services that serve women who have experienced violence. This includes records from health centres, including private medical practitioners; police stations and courts; public services, such as housing and social welfare services and shelters; and other support services for survivors of violence. Ministries and agencies use several different types of data management systems to collect and analyse administrative data related to VAWG. These include paper-based systems, computer-based systems and online systems.	to improve gender-based violence and child protection incident monitoring and family reunification services by key players in the humanitarian sector. Take a Primero **tour**. Elements of PRIMERO were derived from the **GBVIMS**, which is a standardized data collection, case management, and analysis mechanism that introduces safety and ethics into data collection and addresses challenges that limit the availability of service delivery data in humanitarian settings. The GBVIMS is unique because it standardizes VAWG incident data collection and terminology across service providing agencies, anonymizes VAWG data for safe storage and sharing, and automatically creates statistics on reported incidents of VAWG that can be used to target programming, reveal gaps and identify areas for research. The GBVIMS can assist service providers to better understand reported cases of VAWG and it enables agents to share data internally and across sectors for improved case management, coordination and analysis of trends. It provides a simple system for VAWG project managers to collect, store and analyse data, and share reported VAWG incident data in a safe and ethical way. The GBVIMS includes: GBV Classification Tool, Intake and Consent Forms, Incident Recorder, GBV Information Sharing Protocol Template.
	Data2X is collaboration with the UN and academic researchers to analyse cell phone data usage patterns to infer women's socioeconomic welfare, mobility patterns and financial activity. The project also plans to use remote sensors to reveal epidemiological trends and provide information on women's access to services. However, it is important to note that norms and safeguards need to be put in place to ensure that big data does not pose more risks and harms to women and girls, particularly with respect to individual privacy and irresponsible handling of sensitive datasets.
Pilar 6: Women's movement and civil society ➤ **Community Score Card**	**The Community Score Card,** originally developed by CARE Malawi in 2002, is a citizen-driven accountability measure for the assessment, planning, monitoring and evaluation of service delivery. The CSC can be used to gather feedback from service users and improve communication between communities and service providers. As such, it has been designed to complement conventional supply-side mechanisms of accountability by bringing together service users and service providers first to identify the underlying obstacles to effective service delivery, and then develop a shared strategy for their improvement. The CSC is simple to use and can be adapted to any sector entailing service delivery.
<center>**Key Steps to follow**</center>	
- Undertake **analysis of the current best practices and persisting** challenges to VAWG programming in the area, identify the programming gap that innovation can help fill through rapid testing, iteration and refinement for a "proof of concept". - Create the "space" for teams to design and approach programming differently through innovation. - Undertake quick **mapping of interventions** that are working in other contexts, their applicability, and organize brainstorming sessions with the technical teams and all relevant actors including women and girls and actors in the innovation ecosystem for generating new ideas (products, methods, and services) to address the problem - Once consensus has been reached among all relevant actors on the proposed idea, **design the process for operationalizing the idea** (test, pilot, analyse the impact) taking into account all factors, including the risks and mitigation strategies. Importantly, document both what is working and not working well to capture learning rapidly - Identify external support needs-The Spotlight Secretariat and Innovation Inter-Agency Team is available to provide support for operationalizing the idea - Identify the **site/group of population** for testing the proposed new idea	

- Test the **proposed idea, analyse the impact, intended and unintended consequences** and address any shortcomings of proposed idea, and finalize the design
- **Pilot the idea** on the selected site/group of population
- Undertake **continuous monitoring** of the proposed innovative idea, measure and document the impact
- Analyse the potential of replicability

Tools and Resources

UN Women Making innovation and technology work for women

UNDP Innovation Facility Year in Review 2017-2018: Moon Shots and Puddle Jumps – Innovation for the SDGs

Guides and Toolkits on Innovation: UNDP

UNICEF Global Innovation Center-http://unicefstories.org/global-innovation-centre/

UNFPA: https://www.unfpa.org/innovation

Towards bridging gender equality and innovation-The International Development Innovation Alliance (IDIA)

Global Innovation Coalition for Change: https://www.giccprinciples.org/

Additional resources from IDIA https://www.idiainnovation.org/resources

Global Innovation Coalition for Change https://www.giccprinciples.org/

World Bank: http://www.worldbank.org/en/topic/socialdevelopment/brief/violence-against-women-and-girls

http://www.worldbank.org/en/programs/development-marketplace-innovations-to-address-gender-based-violence

Recommended articles

- EAST: Four Simple Ways to Apply Behavioral Insights (2014), by NESTA and the Behavioral Insights Team
- Behavioral Design: A New Approach to Development Policy (2012); by Datta and Mullainathan for the Center for Global Development
- Test, Learn, Adapt: Developing Public Policy with Randomized Control Trials (2013), by the Behavioral Insights Team
- Community intervention reduces violence against women (2014); Evaluation by the London School of Hygiene and Tropical Medicine on the SASA! Programme
- Social Innovation Camps and Labs: Lessons from Internews' Experience (2014); by Internews Centre for Innovation and Learning
- Is the global aid community ready to 'design' for impact? (2013); by Webber on Devex
- The impact of foresight on innovation policy-making: recent experiences and future perspectives (2010), by Attila Havas, Doris Schartinger, and Matthias Weber
- Social Investment Report: A Look at Women for Women International (2012); by Bloomberg Philantrophies and NoVo Foundation