

# SCALING & INNOVATION INITIATIVE 2018-2019

---

Extract from UN Women  
Fund for Gender Equality's  
Annual Report 2017-2018



# TESTING NEW APPROACHES TO LEAVE NO WOMAN BEHIND

**For the first time, the Fund for Gender Equality is intentionally investing resources in building social innovation capabilities and creating spaces for experimentation. This will increase women-led organizations' abilities to find better solutions and catalyse changes at scale to improve the lives of marginalized women.**

As part of its fourth grantmaking cycle, with support from the Government of Germany, UN Women's Fund for Gender Equality (FGE) is piloting a unique project titled, "the Scaling & Innovation Initiative". The Fund has awarded grants for select active grantees to upscale their ongoing projects, building on momentum generated and successful strategies. The final objective of this exercise is to significantly multiply the impact of the interventions, and ensure the maximum possible number of vulnerable women and girls are reached.

**The FGE posed a challenge to grantees: "How can your organization take your project to the next level so as to (1) reach more people, (2) expand impact, and (3) become self-sustained?" To help them find answers, the Fund is providing multilayer support such as:**

- Additional financial resources
- Trainings on scaling-up and social innovation, and provision of tools

- Expert coaching support
- Opportunities for peer learning and exchange

Towards reaching these objectives, the Scaling Initiative will apply social innovation approaches to help both the Fund and its grantees shift traditional approaches to grantmaking and programming, and redesign strategies through testing new solutions. The FGE will make special efforts to document these processes in order to generate knowledge in the underexplored area of scaling-up for impact in gender equality and women's empowerment programming.

## WHY SCALING-UP AND INNOVATION?

**LESSONS LEARNED.** Learning from nine years of grantees' feedback and independent evaluations – including the FGE's first global evaluation in 2017 and its meta-evaluation from 2015 – repeatedly indicated at least three key areas for improvement in our grantmaking model:

---

3

FACE-TO-FACE  
TRAININGS

9

UPSCALING GRANTS  
UP TO US\$ 150,000

10+

NEW SOLUTIONS  
TESTED

12

MONTHS OF EXPERT  
COACHING

US\$ 1.5

MILLION BUDGET

---

- Need for longer project implementation periods that allow longer term social changes to happen
- Need for deeper and more strategic capacity-building support to grantees as a way to enhance the sustainability of supported projects but also as a mean to support a more effective women's movement
- Room for higher level impact

**FUNDING CHALLENGE.** The limited amount of resources available for a new Call for Proposals gave FGE the opportunity to explore new and more cost-effective ways to make a difference through direct support to women-led civil society organizations. Flexible, like-minded donors made this possible particularly the Government of Germany.

**NEW STRATEGIC VISION.** The era of sustainable development requires new approaches to development. The Fund acknowledges the need for social innovation to become a habit among practitioners and to shift from approaches with linear "problem-solution" models towards more comprehensive analysis of realities (from systems to individuals) and iterative processes, with room for failure and with continuous feedback from beneficiaries.

## INCREASING IMPACT AND ADDING VALUE

The Fund understands scaling-up as the deliberate effort to increase the impact of successful strategies to promote women's economic and political empowerment, as tested in FGE's ongoing projects. This is aimed towards benefitting more people and fostering sustainable policy changes and project results, in different places and over time. For this initiative, the FGE has considered two types of scaling:

- Horizontal: aiming at increasing the number of women and girls impacted, including by expanding the project's geographical scope to additional locations
- Vertical: aiming at a higher level impact through institutional and policy reform, for instance, by influencing the adoption of a policy or law, or the establishment of governmental services

Aware of the longer term process that scaling-up entails, this initiative does not have the ambition to reach full scale in two years, but rather to establish the basis for long-lasting project impact.

The FGE sees social innovation as a different way to work, and as a set of tools that help to intentionally identify more effective solutions adding value for women and girls across the globe. In this initiative, the Fund will mainly draw from the fields of design and systems thinking, and behavioural insights.

# SCALING-UP STRATEGIES

The Fund for Gender Equality upscaling projects aim to reach maximum level of sustainability, impact and reach within available resources. To that end, grantees are prioritize the following strategies:



## ESTABLISHING SELF-SUSTAINED STRUCTURES

In Algeria, El Ghaith will transfer the management of production units set up in the first project phase to women's cooperatives, and connect them to wider markets to support the sustainability and expansion of their businesses



## INSTITUTIONALIZING SERVICES CREATED BY GRANTEES

In the State of Palestine, the Mother's School Society will build on community mediation units established to support the Ministry of Labour to work more effectively in supporting women facing workplace violations in the private sector



## REAPING THE BENEFITS OF THE MULTIPLIER EFFECT: MENTORING AND ADVOCACY PROVIDED BY BENEFICIARIES

In Nigeria, Alliances for Africa will work with 145 trained women politicians to mentor young women, and mobilize their communities to register to vote and support the full implementation of the National Policy of 35% Affirmative Action for Women in Public Governance



## SUPPORTING EMERGING LEADERSHIP TO EMPOWER BENEFICIARIES AS AGENTS OF CHANGE

In Paraguay, Centro de Documentación y Estudios will strengthen the voices of an additional 2,500 domestic workers as leaders in claiming decent work for all, and equal pay for work of equal value. It will build on political momentum and further advance policy advocacy



## PROMOTING AN ENABLING ENVIRONMENT

In Albania, the Association for Women with Social Problems is building on the strengthened capacities of civil society organizations to institutionalize civil society's role through a coalition that provides expertise and demands accountability for the women, peace and security agenda



## BUILDING MULTI-STAKEHOLDER PARTNERSHIPS

Through partnerships with local governments, state universities and departments, Atikha Overseas Workers and Communities Initiatives will provide improved training to a broader number of Filipino migrant domestic workers in Hong Kong and Singapore to strengthen their economic security and promote alternative livelihood options



## EXPANDING A MODEL THAT WORKS

In the United Republic of Tanzania, the Pastoral Women's Council will build on a successful model for access to microcredit, literacy classes and business training to increase Maasai women's livelihoods and leadership, targeting five new villages and reaching an additional 6,000 pastoralist women

## SCALING-UP APPROACH

VERTICAL UPSCALING

33%

HORIZONTAL UPSCALING

90%