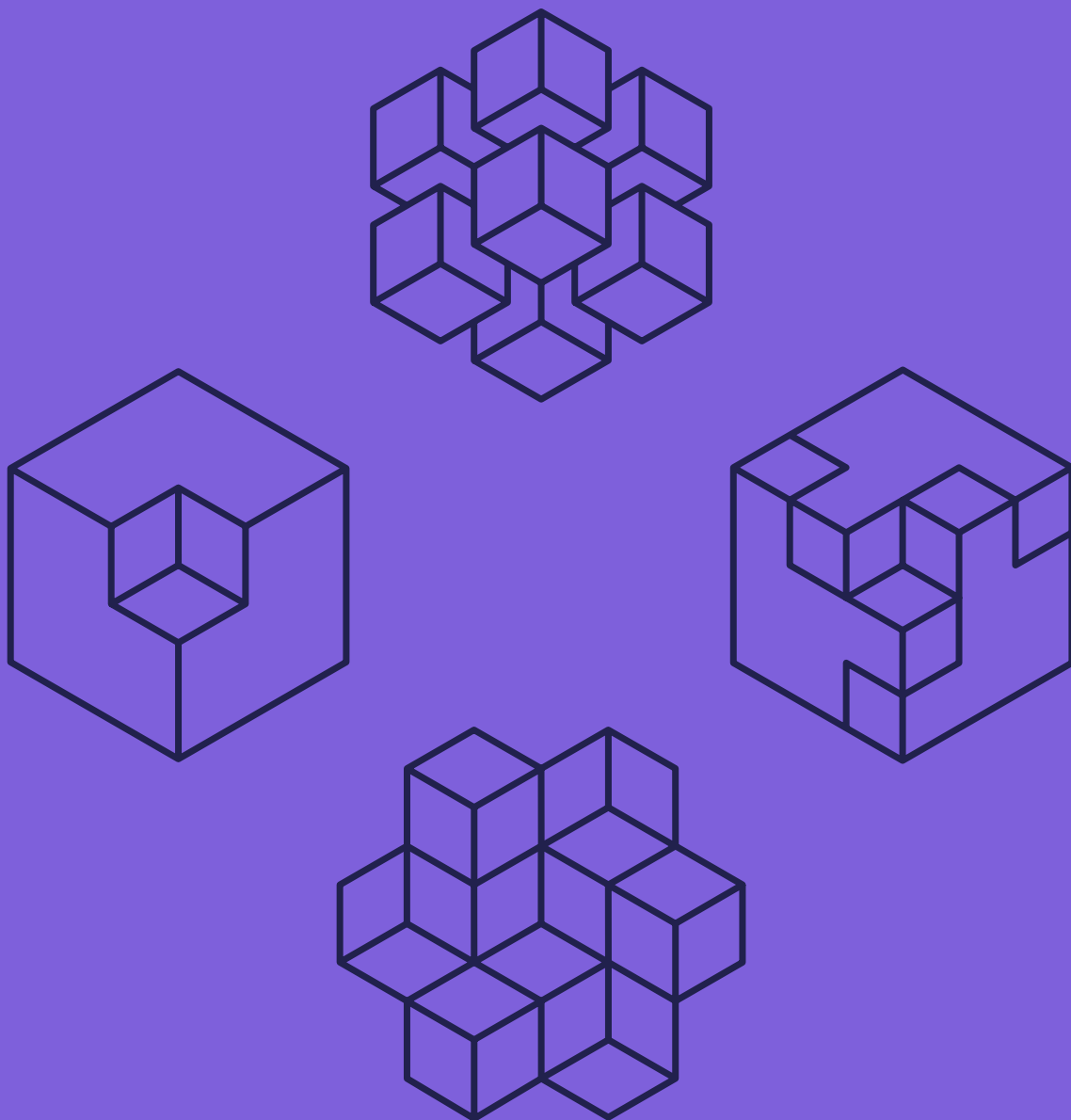


Scaling Impact

Training Course Pack for IDRC Grantees



scaling
science



IDRC • CRDI

Canada

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Introduction

Welcome to the scaling impact training course pack, which will accompany you through the training. Here you will find the agenda for the training, a summary of the key concepts, the instructions to the exercises that we will do and some resources and further reading.

The training is informed by IDRC's work on [scaling science](#). It focuses on the evidence-informed, principles-based approach to [scaling impact](#), and accompanying guidance on how to put the principles into action in research projects: *The Scaling Playbook*.

As a result of the training participants will:

- Understand the concepts of *scaling science* and *scaling impact*, and why IDRC is working toward them.
- Understand the four guiding principles for scaling impact: justification, optimal scale, coordination and dynamic evaluation, and how to apply them in research projects and programs.
- Understand and be able to apply the tools in the *Scaling Playbook* to their own work.

Session 1

Understanding scaling impact

1. Agenda

Purpose: Introduce the concepts: scaling science, scaling impact and the four guiding principles for scaling impact: justification, optimal scale, coordination and dynamic evaluation.

Session time	Duration	Title	Purpose
	15 minutes	Welcome and introductions	To introduce trainers and participants to one another and to review learning outcomes and participant expectations
	10 minutes	Plenary discussion. What does “scaling” mean to you?	To encourage participants to reflect on and share their existing knowledge and experience with scaling
	30 minutes	Presentation. Key concepts: Scaling science and scaling impact	To introduce participants to the key concepts of scaling science and scaling impact (including the four guiding principles for scaling impact, the scaling pathways and the relationship between scaling science and knowledge translation)
	10 minutes	Break	
	20 minutes	Presentation. The guiding principles for scaling impact: An overview	To explain the four guiding principles for scaling impact through a case study
	30 minutes	Group work. Applying the guiding principles for scaling impact using scenarios	To reflect on how the guiding principles can be applied in practice—as well as some of the challenges to applying them—using project scenarios. Group work (20 minutes) followed by a plenary (10 minutes)
	5 minutes	Close	To recap the main concepts and signpost additional resources to consolidate and expand learning

Duration: 120 minutes

2. How to prepare for the session?

- Review the materials and resources presented in this document.
- It would be very helpful if you could review the scaling literature introduced here. These resources will help you to understand the concepts and resolve any questions during the training.

3. Key concepts

Scaling science

The term “scaling science” purposefully embraces two meanings:

- **Science of scaling:** Empirical, systematic understanding of scaling and how it can increase the likelihood that innovations benefit society.
- **Scaling scientific research results:** An approach to scaling the results of scientific research to achieve impacts that matter.

Scaling impact

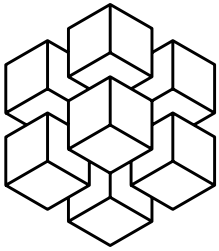
Scaling impact challenges common conceptions of scaling as always meaning either scaling *up* (increasing output) or *out* (expanding or replicating production).

Much of this logic comes from the successful experience of the private sector, where scaling is equivalent to growth, expansion and control.

But when the goal is the public good, scaling up or out or deep is only valuable if it leads to a commensurate change in positive impact.

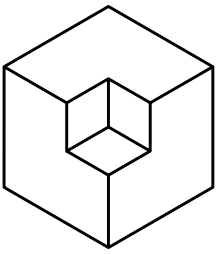
Based on this understanding, **scaling impact is a coordinated effort to achieve a collection of impacts at optimal scale that is only undertaken if it is both morally justified and warranted by the dynamic evaluation of evidence.** This definition can be broken down into the four principles, as follows.

Four guiding principles for scaling impact



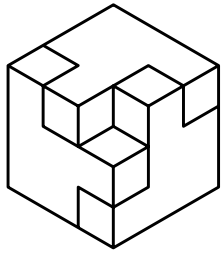
1. Justification

- Scaling is a **choice** that must be justified, based on a balance of technical **evidence** and the **values** of those impacted by the scaling.
- The choice to scale must be **shared** and endorsed by those involved or affected by the scaling process.
- To make the principle of justification practical, it begins with the question “why scale?” The answer should include:
 - Technical evidence that scaling will produce positive impacts that outweigh negative impacts.
 - A description of the values (including whose) that inform the decision to scale.
- These responses can help you articulate a value proposition as a basis for decision-making about scaling. Sometimes, however, it is better not to scale.



2. Optimal scale

- Optimal scale challenges the “bigger is better” scaling model.
 - Scaling produces a **collection of impacts**, and to determine optimal scale we must consider the trade-offs between the **magnitude, variety, sustainability** and **equity of impacts**.
- Multidimensional view of impacts:
- **Magnitude:** The amount of impact created, which may include the average size or quality of impacts; how many people benefit or are harmed; and the importance, value or merit of impacts as judged by stakeholders.
 - **Variety:** The diversity of the impacts, which may include the number of different impacts that are produced; the number of levels at which an impact is created (individual, community and societal); the number of independent ways that an innovation creates the same impact; and the range of contexts in which the innovation is effective.
 - **Sustainability:** How long impacts last, which may include the duration of impacts experienced by people, places or things; the length of time over which an effort to create impact can be sustained; and the period in which countervailing forces (e.g. resistance to antibiotics, market forces and social norms) have yet to render an innovation ineffective.
 - **Equity:** How fairly impacts are distributed, which may include prioritizing access according to need; not replicating or increasing existing inequalities (e.g. based on gender, wealth, race and ethnicity); ensuring that one group does not benefit while another is unduly harmed; and balancing the benefits and harm experienced by individuals in ways they judge acceptable.

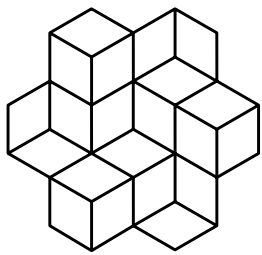


3. Coordination

- Coordination is about planning and adapting for the many actors involved in bringing impact to scale.
- Scaling occurs in **complex systems**, and complexity requires a **flexible** scaling process that connects an evolving set of stakeholders that goes beyond the immediate end-users of the knowledge/innovation.
- Considering the **people, places and things** that affect, or are affected by, scaling can also help us plan for optimal impact.
- **Competitors:** People, places and things that, in combination, offer a next-best or better-than alternative to scaling the innovation. In commercial settings, the competition would include competing companies and substitute products. In *scaling impact* the roles of competitors can be tremendously varied, but they should not be overlooked. An open field may compete with an innovative latrine designed for use in rural settings. The configuration of farmers, habits and land that make current agricultural practices appealing may compete with efforts to introduce an innovative policy. Researchers', institutions' and innovators' ideas may be competing through a collegial scientific debate. A challenge for innovators scaling for impact is recognizing when it is in the interest of the public good to yield to competitors.

It can be helpful to think about this wider range of stakeholders in four categories:

- **Initiators:** People, places and things that make it possible to begin a change in scale. They might include innovators, funders, experts, permissions, know-how, a willing community, land with a specific set of attributes or cultural acceptance. More than inputs, they are the complex arrangement of elements that must be in place before a change in scale can begin.
- **Enablers:** People, places and things that, in combination, facilitate the scaling. They may include service providers, professionals, policymakers, distributors, a factory, a community or government agencies. They may engage in almost any kind of activity, from the passage of legislation to the distribution of a product.
- **The impacted:** Those who realize scale. They feel the positive and negative results of scaling and hold greatest control over the ultimate outcome of any scaling effort. They control success, whether or not they are empowered through the full scaling process. They can be people, places or things.



4. Dynamic evaluation

- Scaling is an intervention in itself that can be evaluated.
- Scaling generates dynamic change, which calls for dynamic evaluation.
- Dynamic evaluation isn't a method; it's a stance that supports continuous learning before, during and after scaling. It goes beyond asking whether impact was achieved at a certain point in time to consider: how, why and under what conditions impact was achieved; how this might change over time and place; and how we can react to those changes.
- Dynamic evaluation supports us in upholding the other three scaling principles by evolving our understanding of whether scaling is justified, what scale is optimal and how to coordinate within the scaling system.

Pathways to scale

Pathways to scale represent non-mutually exclusive, non-hierarchical, non-exhaustive means of scaling impact that emerged from IDRC's study of over 200 research projects. The most prevalent are:

- **Policy:** An evidence-informed policy is adopted and implemented for a given place, sector or jurisdiction to support the public good.
- **Program:** An evidence-informed program, offering a set of goods or services, provides value to a group of participants or beneficiaries.
- **Behaviour, practice or skill:** An evidence-informed behaviour, practice or skill, simply described as an action or grouping of actions, is adopted and commonly applied to contribute to the public good.
- **Product or technology:** A product or technology, whether distributed publicly or privately, is used/consumed/embedded, which, in turn, contributes to development.
- **Methodology:** A way of knowing and/or doing is strategically adopted and used to generate social impact.

Relationship between knowledge translation and scaling impact

Knowledge translation is about moving research-generated knowledge into action. Scaling and knowledge translation activities share many features. Both require justification, coordination and evaluation to monitor how well an innovation works as it is put into action. However, scaling is a supplement to knowledge translation, since it is how we amplify, distribute, sustain and, at times, de-scale, the impact of these actions.

Scaling moves beyond targeting knowledge users in a specific context and instead considers the full range of initiators, enablers, competitors and impacted who will support or hinder downstream results of the innovation.

4. Applying the guiding principles for scaling impact: Scenario assessment exercise

Instructions

The following are a series of project scenarios in different areas and different contexts, in which some actions toward scaling have been implemented. The objective of the exercise is to reflect on and decide whether the guiding principles for scaling impact have been considered and applied in each case, and plan what should be done next. You are going to work in groups on two scenarios.

The scenarios are purposefully vague and do not include much detail. This fosters reflection and encourages readers to define what should be considered.

Questions

Answer the following questions:

- *What evidence is there that the guiding principles for scaling impact have been applied?*
- *What other information would you need in order to understand whether the principles are being applied, and what suggestions might you have?*

Scenarios

CLIMATE-RESILIENT FOOD SYSTEM (CRFS) SCENARIOS

CRFS 1. CLIMATE CHANGE GUIDELINES FOR URBAN SETTLEMENTS

A team designed guidelines (in a participatory way) to adapt urban settlements to the impacts of climate change, including costs and benefits of adaptation options together with gender implications. Public and private sector planners and engineers were trained in how to implement the guidelines, and they have been useful for decision-making processes. Researchers are sharing this initiative with government representatives to scale it within the country.

CRFS 2. PRE-COOKED BEAN INDUSTRY

A coalition of NGOs and research organizations leveraged public–private partnerships to promote the utilization of pre-cooked bean products to improve food and nutrition security, support the generation of income for smallholder farmers and promote environmental conservation practices. Researchers are in discussions with the Ministry of Trade about scaling up the program to other countries in the same regions.

CRFS 3. NATIONAL WATER SECURITY PLANS

A project worked to enhance water security and strengthen municipalities' capacities to incorporate climate change adaptation into investment policies. Inspired by the positive effects of this project, and in coordination with the team, the government of the country implemented a nationwide water security plan. Researchers now want to scale the project to other countries in the region.

DEMOCRATIC AND INCLUSIVE GOVERNANCE (DIG) SCENARIOS

DIG 1. SALT REDUCTION POLICIES

A project contributed to salt reduction policies in various countries in a region through strengthening abilities in governmental and non-governmental sectors to inform and influence policy change and raise consumer awareness. Researchers are in discussion with the World Health Organization about scaling this experience to other countries in the region.

DIG 2. OPEN DATA

A research team found that open data initiatives in a region provided good solutions to challenges such as corruption, lack of access to public services, rise of urban populations and violence against women, among others. Researchers are in discussion with the Ministries of Health and local NGOs about scaling open data to trace the advancement of COVID-19 in the region.

DIG 3. STOPPING HARASSMENT

A smartphone application allowed women in a city to report incidents of harassment to police during their journeys on public transport, where they face the most threats. Policy solutions were designed with the participation of users, the police and activist NGOs, and issues such as lighting and police presence were agreed upon. Researchers are sharing this experience for it to be replicated in a country in a different region, with the support of the World Bank.

EDUCATION AND SCIENCE (ES) SCENARIOS

ES 1. MULTIMEDIA AND TEACHER DEVELOPMENT

A project worked with interactive multimedia software coupled with extensive professional development for teachers to enhance teaching and improve the learning of children. Now, researchers, together with teacher's associations, are in discussion with the Ministry of Education about scaling the initiative throughout the country.

ES 2. GENDER-MINDFUL SCIENCE EDUCATION

A project worked to strengthen individual and organizational skills through training teachers in effective mathematics and gender-responsive teaching methods, enhancing scientific teaching and climate change research. The implementing team are now discussing how the project can be scaled to other countries.

ES 3. CYBER POLICY RESEARCH

A project worked to strengthen research and policy capacity on critical cyber policy issues, through facilitating the development of a robust cyber policy research agenda, and building institutional capacity and sustainability to produce research that convenes different perspectives on critical cyber policy issues. Researchers want to expand this initiative to other countries so policy leaders can respond to the quickly changing digital environment through quality research.

GLOBAL HEALTH (GH) SCENARIOS

GH 1. MATERNAL HEALTH

A research team found that home visits to pregnant women in rural areas in Nigeria decreased maternal and child mortality. They are in discussion with the Ministry of Health about whether and how this practice could be scaled throughout the country.

GH 2. TRANSMISSIBLE DISEASE PREVENTION

A project helped prevent Chagas transmission by improving housing conditions, managing the peri-housing environment, educating community and promoting government community health prevention measures. The team is sharing the results with colleagues (NGOs, health centres, community leaders and research organizations) in the region to scale the project to other countries.

GH 3. HEALTHY YOGURT

A project developed a business model that allowed local production, distribution and consumption of probiotic yogurt (produced with freeze-dried probiotic bacteria contained in a sachet), reaching around 260,000 consumers. The yogurt is a nutritious option for malnourished people and it is beneficial for the prevention and treatment of diarrhea and a serious condition for people living with HIV-AIDS. Researchers want to scale this innovation to other counties in the country in order to reach 50,000 early childhood development centres.

SUSTAINABLE INCLUSIVE ECONOMIES (SIE) SCENARIOS

SIE 1. WOMEN AND FINANCE

A project enhanced women's access to formal financial institutions in two countries by exploring policy options. It generated evidence for financial institutions, regulators and policymakers; examined the current regulatory, legal and policy environments to identify the changes that are required to foster women's financial inclusion; and helped financial institutions identify approaches for women as a distinct market segment. Researchers are sharing the results with public and private banks to reach more women in other countries, especially in rural areas.

SIE 2. ASSOCIATIONS AND INFORMAL WORKERS

A research project showed that homebased workers who are part of member-based groups have more steady income and more job security than those who are not members of a group. This is especially the case for informally employed women, whose livelihoods are improved more than for any other demographic by group membership. Researchers are in discussion with global partners about how this practice can be extended to other parts of the region.

SIE 3. YOUTH LABOUR MARKET

A project provided urban youth with economic opportunities, through partnerships with the public and private sector to link them to existing labour demands and markets. Also, it equipped youth at risk with a holistic socio-emotional and vocational skillset and training. The team is seeking to scale this initiative to reach rural youth.

5. Additional resources and reading

This section points you to key resources related to the scaling science initiative covered by this training.

If you are interested in the broader literature on scaling, particularly literature on “scaling up,” you may wish to refer to the [ExpandNet Scaling-Up Bibliography](#).

Scaling Science in Brief

Authors: IDRC

Year: 2020

Type of resource: Summary resource

Publisher: IDRC

Summary

This is a (short) summary resource that describes: scaling science; the differences between discovery, applied and scaling science; the typology of pathways to scale; and the four guiding principles for scaling impact.

Useful to

Have a quick overview of the key concepts of scaling science and scaling impact.

What Can We Learn About scaling science?

Authors: On Think Tanks, Southern Hemisphere, IDRC

Year: 2020

Type of resource: Video

Publisher: IDRC

Summary

This video provides a brief overview of scaling science and scaling impact.

Useful to

Introduce or refresh your knowledge on scaling science and scaling impact.

Scaling Science

Authors: John Gargani and Robert McLean

Year: 2017

Type of resource: Article

Publisher: Stanford Social Innovation Review

Summary

This short article summarizes the “scaling science” approach to scaling social impact for public good. It discusses traditional scaling paradigms and explains the four guiding principles of scaling science.

Useful to

Identify the differences between traditional scaling paradigms and scaling science and how this approach aims to achieve social impacts.

Scaling Impact: Innovation for the Public Good

Authors: Robert McLean and John Gargani

Year: 2019

Type of resource: Book

Publisher: Routledge, IDRC

Summary

This book presents the results of the scaling science study, and introduces the approach to scaling the positive impacts of research and innovation that emerged from it. It provides an in-depth introduction to the emerging paradigm of scaling science, the guiding principles for scaling impact and the pathways to scale. It also includes six case studies.

Useful to

Explore the concepts of scaling science and scaling impact in depth.

Scaling What Works Doesn't Work: We Need to Scale Impact Instead

Authors: Robert McLean, John Gargani and Dena Lomofsky

Year: 2020

Type of resource: Blog post

Publisher: [LSE Impact Blog](#)

Summary

The article argues that the most pressing problems in development are wicked problems, and identifying what will work to solve them depends on context. It then argues that a new vision of scaling is needed: one that does not focus on scaling up or out, but rather works within the context and aims to achieve impact at optimal scale. It then describes scaling science, scaling impact and the four guiding principles for scaling impact.

Useful to

Understand the reasoning behind (and importance of) the shift from conventional conceptions of scaling (out and up) to scaling impact, as well as an overview of the principles for scaling impact.

Session 2

Applying the guiding principles for scaling impact to a research project

1. Agenda

Purpose: Reinforce the four guiding principles for scaling impact: justification, optimal scale, coordination and dynamic evaluation, and explore how to apply them in research projects and programs. Introduce the tools of *The Scaling Playbook: A Practical Guide for Researchers* and how they can be used to achieve impact at optimal scale.

Session time	Duration	Title	Purpose
	10 minutes	Welcome and agenda	To welcome participants back and ask them to share the key messages, questions and reflections that the first session elicited; introduce Session 2
	10 minutes	Presentation. Applying the guiding principles to the research process	To introduce participants to <i>The Scaling Playbook</i> as a practical resource to approach the complex challenge of scaling for impact. To outline how the four guiding principles could be applied at each stage of a “typical” research process: framing, doing and sharing
	35 minutes	Presentation. <i>The Scaling Playbook</i> and worksheets	To introduce participants to <i>The Scaling Playbook</i> as a practical resource to approach the complex challenge of scaling for impact. Show the use of the <i>Playbook</i> worksheets and reflect jointly with participants on how they can be used
	10 minutes	Break	
	50 minutes	Group work: Using the <i>Playbook</i> worksheets and applying the scaling impact principles to a research project	To apply a selection of the <i>Playbook</i> worksheets to a research project, reflecting on how scaling impact and the worksheets helps participants think differently about their projects, and to identify the challenges and opportunities in scaling impact Group work (35 minutes) followed by a plenary (15 minutes)
	10 minutes	Close	To recap the main concepts and explain further resources to consolidate and expand learning; close training

Duration: 120 minutes

2. Sunflower oil case study

Tanzania—Scaling a nutrition intervention through market mechanisms¹

Issue: In developing countries, vitamin A deficiency is not only a leading cause of blindness in children, but can also increase the health risks associated with diseases such as diarrhea and measles.

Research topic: To examine ways to address vitamin A deficiency and investigate the viability of using market mechanisms to increase its consumption in two regions in rural Tanzania suffering from high levels of vitamin A deficiency.

Intervention: The project involved small- and medium-sized enterprises fortifying unrefined sunflower oil with vitamin A. To ensure that the vitamin A-enriched oil could be put on the market, the project started by meeting public safety and quality standards. The project also aimed to test whether e-vouchers, electronic coupons downloaded by consumers to their mobile phones, could stimulate the sale of the fortified oil and encourage sustainability of its consumption.

Outcomes: The overall results showed that the newly fortified oil contained sufficient levels of vitamin A after having been stored for several weeks by the retailers. Rural consumers accepted this approach and effectively enhanced their vitamin A uptake.

Scaling

A—Framing: Focus and questions

i—Based on the research focus and questions, what potential opportunities might grow the impact of this research?

The project manager had developed relationships with a number of small- and medium-sized enterprises producing unrefined sunflower oil commonly used in Tanzania. Around the same time, the government of Tanzania was drafting mandatory fortification rules that would require certain products to be fortified with micronutrients. This presented a potential challenge for producers of unrefined sunflower oil, as there was no established process to fortify unrefined oil at the time. However, there could be a clear opportunity for scaling if the unrefined oil could be successfully fortified and commercialized.

A technical study showed that unrefined sunflower oil could be fortified and maintain shelf-stability for long enough to accommodate the production, transportation, sale and consumption of the oil before the vitamin A would break down. This research project pursued the potential impact of this finding by testing the businesses' ability to fortify unrefined sunflower oil for local consumption.

ii—How will you involve stakeholders and beneficiaries in data collection, analysis/synthesis and interpretation?

Since the project relied on market mechanisms, it was important to involve manufacturers of sunflower oil in the regions of focus. To deliver the fortified oil to consumers, it was also necessary to identify the network of retailers in the two regions. The government's strategy and regulatory initiatives needed to be identified, deliberated and navigated to ensure the project's success.

Other actors included the organizations involved in outreach activities who aimed to make refined sunflower oil the preferred choice of consumers. There was also possible competition given that some consumers might prefer imported palm oil, rich in saturated fats, over the fortified sunflower oil. This underlined the importance of consumer outreach activities.

iii—Who/what are the people, places and things (initiators, enablers, competitors, those impacted) that affect and are affected by the scaling process?

From its inception meeting, the project tried to incorporate as many local and national stakeholders as possible. This allowed the actors to understand the intent of the work and its position within Tanzania's fortification strategy, and establish relationships to share information as scaling progressed.

Testing the technical feasibility of unrefined sunflower oil fortification at the small- and medium-sized enterprises level required significant outreach. The project needed to identify enterprises that saw the long-term benefits of participation, since businesses needed to install relatively expensive new equipment and had to learn the techniques involved in vitamin A fortification.

The project also needed to coordinate delivery partners' work and accommodate existing market structures and demands. Consumers' pre-established consumption patterns in the two regions also had to be considered as the product was brought to scale.

¹ Promoting Locally Fortified Sunflower Oil Using E-Vouchers (CIFSRF 2) (Project # 107790)

B—Doing: Data collection, analysis/synthesis and interpretation

i—What evidence will help to determine optimal scale?

- Enterprises' abilities to produce a sufficient quantity of fortified oil to satisfy demand in the regions.
- Cost-effectiveness of production.
- Success to disseminate the oil to the target population.
- How well fortifying the oils benefited the lowest income households (Could they afford the fortified oil, and did the buying incentives work?).
- Impact of the oil to increase vitamin A levels in the target population.

If the visits had a measurable and useful impact on maternal and child health, this would support the wider implementation throughout Bauchi State, and potentially throughout Nigeria. Other considerations included whether the visits were acceptable and endorsed by different sub-groups within communities and were cost-effective in improving maternal health.

i—How will you involve stakeholders in data collection, analysis/synthesis and interpretation?

Consumers: Engagement activities at events such as cooking shows to familiarize consumers with the fortified sunflower oil.

Religious leaders and decision makers: Strategic engagement with religious leaders and decision-makers on household spending and misconceptions surrounding micronutrient fortification.

Government: Capitalize on the Tanzanian government's priority to address vitamin A deficiencies. Involve government representatives in interpreting the data to increase the chances of further scaling the results.

iii—What key moments can you foresee for learning and adaptation?

Interaction with key stakeholders: Through interactions with retailers, the research team realized early on that low-income households tended to buy very small amounts of cooking oil: just enough to last one day. To adapt, the project team offered smaller packaging options to consumers.

Project implementation: The e-voucher system encountered a number of difficulties, leading the research team to adjust its approach during the project's implementation. They adapted by switching to a retailer-oriented discount called e-wallets.

C—Sharing: Communicating findings and research results

i—What strategies will facilitate participation and contribute to the intended impacts of your research?

Beneficiaries: The research team collected, monitored and analyzed data to understand to what extent lower-income populations were able to purchase the oil. This provided useful information for local and national governments on strategies to scale up the results to other regions. The project also monitored the effects of fortified sunflower oil on vitamin A deficiency in the two target regions.

Users: The team organized major stakeholder meetings at the end of the project, including various governmental agencies. This provided an opportunity to discuss the project results and what conditions were needed for success. This also had the potential to inform next steps. The dialogue encouraged stakeholders to think how the design of such fortification initiatives could be strengthened.

ii—Are there particular findings or aspects of the analysis that may be of use to stakeholders beyond those you targeted throughout the research?

The project tested sustainable business models and strategies to promote vitamin A consumption, and ultimately determined that the fortified oil could reduce micronutrient deficiencies in vulnerable groups. The scope of scaling the impact suggests it is possible to scale to more regions than targeted by the project, and also to scale to more fortified products to enhance nutrition.

It became apparent that Tanzania's policies and regulations must work hand-in-hand with efforts to enhance nutrition. The regulatory system for any such fortification efforts should be clear and align well with the operation of the enterprises involved in fortification. Coordination is therefore of utmost importance in such scaling efforts.

This project was led by the Mennonite Economic Development Associates of Canada and funded through the Canadian International Food Security Research Fund, a partnership between IDRC and Global Affairs Canada.

3. Scaling Playbook worksheets

Please find here the editable worksheet templates.

[English](#) | [French](#) | [Spanish](#)

Here are the filled worksheets using the sunflower oil case study.

Framing worksheet: Focus and research questions

Questions	Notes			When will you revisit this response?
Based on the research focus and questions, what potential opportunities might optimize the impact of your research?	Opportunities		Strategies to pursue	
	<ul style="list-style-type: none">• Vitamin A deficiency is a major health problem in developing countries including Tanzania.• The government of Tanzania was drafting micronutrient fortification rules.• The research project manager had relationships with a number of small- and medium-sized enterprises producing unrefined sunflower oil.• Local producers produced unrefined sunflower oil, and there would be an opportunity for scaling if this oil could be successfully fortified		Testing viability of market mechanisms to increase consumption of locally produced, fortified, unrefined sunflower oil in two regions of Tanzania	
Which users and beneficiaries might you consult to understand and justify the research framing and its potential impact?	Actor	Rationale	Potential implications	
	Local manufacturers who produce unrefined sunflower oil consumed in rural areas	The manufacturers would need to begin fortifying the unrefined oil to continue selling it under new rules that were under development	Local economic benefit if local producers can fortify their unrefined oil (or lack thereof if they cannot or do not)	
	Network of retailers	To understand key considerations in ensuring the fortified oil would be easily available to consumers	Availability to consumers (or lack thereof in the absence of retail engagement)	
	Government of Tanzania	To ensure the intervention responds to national priorities and meets regulatory requirements	High-level political support for, and approval of, the intervention	
	Consumers, and leaders/ organizations involved in outreach to them	To understand and inform consumer preferences and position the fortified unrefined oil for consumption	Actual consumption of the oil, and reduced vitamin A deficiency in beneficiary populations (or lack thereof if consumer preferences are not successfully addressed)	

Framing worksheet: Mapping the scaling system

INITIATORS

Research team (Sokoine University of Agriculture and Mennonite Economic Development Associates)

Research for development funders (IDRC, Global Affairs Canada)

ENABLERS

Local manufacturers of unrefined sunflower oil (small-and medium-sized enterprises)

Local distributors (intermediaries between manufacturers and retailers)

Network of local retailers

Government of Tanzania's new fortification rules

SUNFLOWER OIL PROJECT

COMPETITORS

Pre-established consumption patterns and competing products—for example, imported palm oil, less expensive and lower-quality cottonseed oil

IMPACTED

Tanzanian rural households (especially women and children)

Doing worksheet: Data collection, analysis/synthesis and interpretation

i) Constructing a "multidimensional" view of impact	How would you describe optimal scale for this dimension of impact? What evidence would demonstrate it to your stakeholders?		When will you revisit this response?
Magnitude of impacts	Extent of consumption of fortified unrefined oil by members of rural households, and extent to which it decreased vitamin A deficiency in the populations reached		
Diversity of the impacts	Data on cost-effectiveness and economic benefit to enterprises due to producing the fortified unrefined oil locally		
Sustainability of impacts	Cost-effectiveness of production, including equipment required for production; viability of distribution practices		
Equity of impacts	Affordability and assessment of benefits for lowest-income households		
ii) How will you involve stakeholders in data collection, analysis/synthesis and interpretation?	Stakeholder group	Strategy to engage	
	Consumers	Behavioural change activities; subsidies (e-voucher/e-wallet system) that would promote and monitor household consumption	
	Small- and medium-sized enterprises (SMEs) that produce unrefined sunflower oil in the target regions	Outreach to SMEs focused on strengthening technical expertise to produce the supply of fortified unrefined oil needed, and the potential benefits of investing in required equipment	
	Retailers	Participation in the subsidy system that would also allow monitoring of consumption	
	Government	Engagement of national stakeholders from the project inception meeting onwards; demonstration that the manufacturing and fortification process complies with the Tanzanian Food and Drug Administration requirements	
iii) What key moments can you foresee for learning and adaptation?	Internal (based on research timeline)	External (based on stakeholder needs)	
	After launching the commercial approach, looking into whether it was effective and what to adapt	Approval process of the Tanzanian Food and Drug Administration	

Sharing worksheet: Communicating research results

i) What strategies will facilitate participation and contribute to the intended impacts of your research?	Stakeholder group	What lessons might be shared with this stakeholder? How might they be engaged?		When will you revisit this response?
	Beneficiaries	Outreach at events and via religious and other leaders to communicate the benefits of fortified unrefined sunflower oil in addressing vitamin A deficiency		
	Users	Major stakeholder meetings at the end of the project, which included various governmental agencies, to discuss project results and lessons about conditions for success—with potential to inform strengthening of fortification initiatives and further scaling efforts		
ii) Are there any particular findings or aspects of your analysis that may be of use to stakeholders beyond those you targeted throughout the research?	Stakeholder group	Finding(s)	Strategy	
	Stakeholders from additional regions	Feasibility of producing and reaching consumers with fortified unrefined sunflower oil; effectiveness in reducing vitamin A deficiency; lessons from the process	Engagement beyond the project will be required	
	Stakeholders interested in fortification for different micronutrients and/or products	Lessons about how to test, produce and commercialize a new, fortified product to address micronutrient deficiency in vulnerable populations	Engagement beyond the project will be required	

4. Group work: Using the *Playbook* worksheets

Instructions

Complete one of the *Playbook* worksheets for a research project that you are familiar with. If you have colleagues who know the same project you can work together, otherwise work individually on the exercise. You can find a fillable version of the worksheets here: ([English](#), [French](#), [Spanish](#))

If you prefer to use a different project, you can find a brief proposal of a case study on the next page (*Home visits to enhance maternal health in Bauchi State—Nigeria*).

Pay particular attention to the “Doing” worksheet, as it has the four dimensions on optimal scale and it is very useful for reflection. Then, share your thoughts during the plenary.

Case study:

Home visits to enhance maternal health in Bauchi State¹—Nigeria

The following case study is presented to you in case you can't (or don't want to) work on your own research project:

Issue: Pregnancy and childbirth in Nigeria are associated with a high rate of mortality. Travelling to health facilities for prenatal care is not always possible for pregnant women, particularly for the poorest and those in rural areas. The quality of care offered at health facilities is also uneven.

Research topic: To examine the acceptability and impact of universal home visits to pregnant women and their spouses in randomly selected wards in the Toro Local Government Area of Bauchi state, Nigeria.

Intervention: Trained female home visitors from the communities visited pregnant women and talked to them about risk factors for health during pregnancy. Trained male home visitors from the communities visited and spoke with the women's partners about the same issues. The visits also included video "edutainment"—short video clips addressing maternal health risks through popular soap opera scenarios.

Anticipated outcomes: The project helped Nigerian policymakers and health providers understand how new approaches to in-home care might improve the lives of pregnant women and their children without straining the overburdened health system in the state.

Comparison of the first two wards (visited) and the next two wards (not yet visited) showed that women in the visited wards had fewer complications during pregnancy and after delivery, and they had an improvement in the targeted risk factors. These improvements occurred even though women in the visited wards did not increase their use of health facilities for prenatal care or delivery.

Scaling

A—Framing: Focus and questions

i—Based on the research focus and questions, what potential opportunities might grow the impact of this research?

When framing and designing the project, the research team was attentive to opportunities to scale the project within Bauchi state. The researchers had previously worked with this state government, who prioritised improving maternal health. The research team also recognized that, while it was not within the project scope, if results were positive in the trial of universal home visits in Bauchi, there could be opportunities to scale beyond the state level.

ii—Who/what are the people, places and things (initiators, enablers, competitors, those impacted) that affect and are affected by the scaling process?

The Bauchi state government played a key role as coimplementers. Their close involvement supported sustainability of the scaling efforts. The team also identified sub-state level government—the local government authorities (LGAs), Toro LGA and others, as important players.

A project steering committee included key stakeholders. The project also developed a close collaboration with the Bauchi State College of Nursing and Midwifery (CONM) to promote the sustainability of the home visits program. The project supported development of a core faculty in CONM to continue training government personnel within the State to manage the home visits program as it expanded.

iii—Which users and beneficiaries should you consult to understand and justify the research problem and its potential impact?

Users: The research questions addressed essential concerns expressed by planners and policymakers in the state in formal and informal meetings. Government officers helped design the content of the home visits in a series of design meetings.

Beneficiaries: The content of the home visits was based on the team's earlier research on maternal health in Bauchi. A representative household survey found four factors related to maternal morbidity: heavy work in pregnancy, domestic violence, lack of spousal communication about pregnancy and childbirth, and lack of knowledge about danger signs in pregnancy and childbirth. These are all issues that households themselves can act on to reduce risks. The research team developed a questionnaire and discussion guide for the home visits focusing on these issues.

1. Video Edutainment: Impact on Maternal and Infant Outcomes in Toro, Nigeria (IMCHA) (Project #108039)

B—Doing: Data collection, analysis/synthesis and interpretation

i—What evidence is needed to determine optimal scale?

If the visits had a measurable and useful impact on maternal and child health, this would support the wider implementation throughout Bauchi State, and potentially throughout Nigeria. Other considerations included whether the visits were acceptable and endorsed by different sub-groups within communities and were cost-effective in improving maternal health. Analysis of these aspects will help determine if and how the program should be scaled.

ii—How will you involve stakeholders in data collection, analysis/synthesis and interpretation?

The project involved Bauchi State government officers and officers from Toro LGA as team members, and trained them to manage and monitor the universal home visits. Trained officers took over implementation of the home visit scheme in two wards during the funded project. The government officers attached to the research team played an active role in data analysis and writing up results. The trained home visitors were women and men nominated from within their own communities, remunerated for the visits they made.

iii—What key moments can you foresee for learning and adaptation?

When government health service personnel started to manage the home visits in the first two wards, this provided insights on the feasibility of the home visits as part of a routine service offer. Further, it allowed the team to assess the sustainability of the scaling efforts within the government system. With scaling in mind, the research team considered not only the effectiveness of the home visits in a research context, but also how this effectiveness could be maintained in a wider implementation under non-research conditions.

There were also learning opportunities throughout the project. In a linked project, the team heard from men and women in Bauchi communities about child spacing ("kunika" in the Hausa language means lack of adequate child spacing) and co-designed with them a module on kunika to include in the evolving content of the home visits.

C—Sharing: Communicating research results

i—What strategies will facilitate participation and contribute to the intended impacts of your research?

The research team highlighted the need to continue monitoring implementation of the home visits as they are rolled out in different communities and contexts. Training of government officers in data-monitoring and quality-control methods, as well as data management, analysis and reporting, is critical to ensure the sustainability and effectiveness of home visits.

ii—Are there particular findings or aspects of the analysis that may be of use to stakeholders beyond those you targeted throughout the research?

With some contextualization, the home visits have the potential to be scaled beyond Bauchi state. Evidence to support the appropriateness of implementing the visits in communities in other Nigerian states is needed for nation-wide scaling.

This project is a collaboration between the Federation of Muslim Women's Associations in Nigeria; the Community Information for Empowerment and Transparency / Participatory Research at McGill; and the Bauchi State Primary Health Care Development Agency. It is funded under the Innovating for Maternal and Child Health in Africa (IMCHA) initiative, a research partnership between IDRC, the Canadian Institutes of Health Research and Global Affairs Canada.

Questions for plenary

Reflect and answer the following question:

- *How did the exercise go?*
- *How did the concept of scaling impact and the Playbook help you to think differently about projects?*
- *What challenges and opportunities can you identify for scaling impact in a research project?*

5. Key resources

The Scaling Playbook: A Practical Guide for Researchers

Authors: Hayley Price-Kelly, Leonie van Haeren and Robert McLean **Year:** 2020

Type of resource: Book

Publisher: IDRC

Summary

The *Scaling Playbook* is a practical resource to support application of the principles of scaling impact in a research project. It provides a brief background on scaling impact, including the four principles, and scaling science; a series of questions that guide researchers through scaling considerations that they should take into account during each stage of a typical research process; practical worksheets that researchers can use to document their responses to this series of questions on an ongoing basis; and case studies of two projects with scaling intentions and their responses to the questions. It is also available in French and Spanish.

Useful to

Support research teams with scaling intentions with integrating scaling science into their research process.

Fillable worksheet templates from *The Scaling Playbook* (English, French, Spanish)

Authors: Hayley Price-Kelly, Leonie van Haeren and Robert McLean **Year:** 2020

Type of resource: Tool, complement to the *Playbook*

Publisher: IDRC

Summary

Fillable PDF templates to document responses to the prompt questions in the *Scaling Playbook*. The template is also available in French and Spanish.

Useful to

Support research teams in documenting, revisiting and reflecting on their responses to the prompt questions in the *Scaling Playbook*.

