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## Introduction

'Going to scale' is commonly understood as a process of growing impact to some wider level, which can be geographic, policy, partnership, demographic, social change or even at a commercial level (Termeer, Dewulf, and Lieshout 2016). Some strategies involve the replicability of innovative or successful findings (system, method, technique, programs, etc.) and others are non-replicable options and rather aim to be adopted by the 'right' stakeholders. Despite the rising interest in the process of scaling for researchers and research funders, few studies have addressed the challenges of bringing research results to scale while remaining responsive to gender objectives (Health Policy Project (2014)). In 2016, I initiated a qualitative, multiple case study research project with a view to uncovering how gender and scaling interact.

How do we embed complex but valued issues, such as gender, into a scaling strategy? How do we ensure our research-level gender analysis strategy extends to a full scaling strategy?

## Objectives

### General objectives

- Uncover, unpack, and critically examine and document successful strategies (active ingredients) that have worked to facilitate the integration of gender and research scaling strategies
- Enhance the understanding of the role of gender research strategies and tools in designing effective and constructive scaling strategies.

### Practical:

- Help research program managers and planners to design programs in a way that integrates gender across the pathway to scale.

### Theoretical:

- Explore the interconnection/integration of the concepts of scaling and gender within a gender transformative research approach.

## Analytical Approach

### Four Guiding Principles for Scaling Impacts of Research Projects

#### Coordination

Accept: Systems thinking

#### Optimal Scale

Challenge: 'bigger is better'

#### Moral Justification

Beware the 'scaling imperative'

#### Dynamic Evaluation

Seek-out and use: 'appropriate evidence'

IDRC Framework 2016

## Gender Transformative Framework

### Gender Equality Continuum

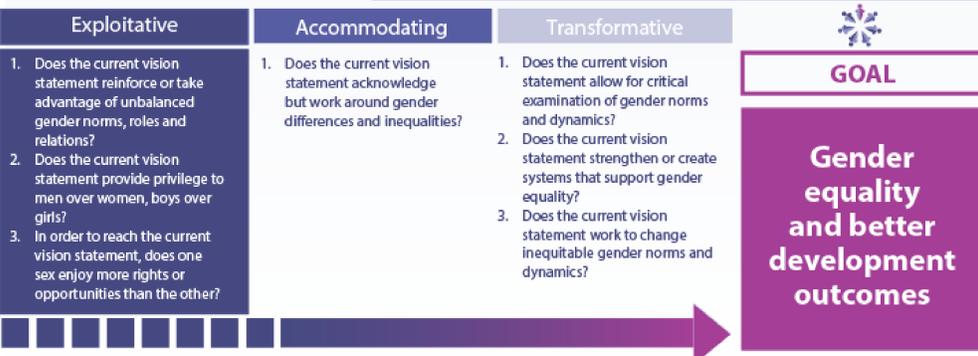
#### Gender blind ignores:

- The set of economic/socio political roles, rights, entitlements, responsibilities, obligations and associations with being female and male
- Power dynamics between and among men and women, boys and girls

#### Gender Blind

#### Gender Aware

Examines and addresses these gender considerations and adopts an approach along the continuum.



Interagency Gender Working Group (IGWG) 2016

## Case Study:

### Scaling a Survivor Centric Approach for Social and Legal Support in Maharashtra, India

#### Scaling Access to Justice for Survivors of Gender-based Violence

##### The Rahat Initiative & the Research Project

- Objective to document the journey of victims of Sexual violence through the criminal justice system.
- Action-based research methodology
- Key unit of investigation: Social Workers and Lawyers.
- Research team has followed up 490 cases (2012-15) and analyzed 140 judgments of trial courts (2011-12) to investigate trends in rape trials.
- Developed Standard Operating Procedures (SOP) to be followed by police officers in cases of Sexual Violence against women and Children.

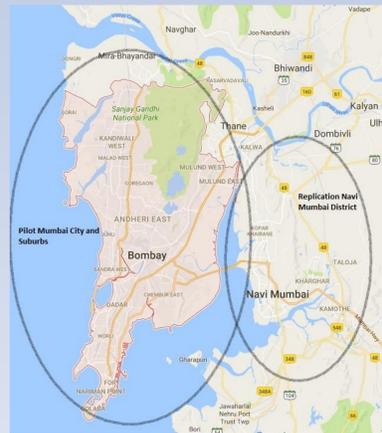
##### Survivor Centric Approach in Mumbai City and Suburbs

- Shift in referral from Nagpada Police Hospital to the Municipal Corporation of Greater Mumbai (MCMG) hospitals.
- Popularizing the concept of "Zero FIR" (First Information Report) and a 24 hour police response.
- 2000 police officers (including 100 women police officers) have been trained; further training of judges, public prosecutors, protection officers, and other legal-system actors.
- Implement a monitoring system to ensure state accountability.

#### 3 main Scaling Strategies

- Transfer the model to the state government (i.e. skill-trainings, etc.).
- Replicate (themselves or through partners) the model in pilot sites across the 36 districts of Maharashtra.
- Support behavior change at different levels of the legal system to improve the sustainability of the change.

Map 1: Pilot site for developing the Survivor Centric Approach



## Findings : How did the guiding principles apply in practice?

#### Optimal Scale

Researchers strived to maintain fidelity of the model, while understanding adaptation to context was critical. To stay relevant to victims' needs researchers had to continuously assess and re-assess the needs and adapt their approach to different types of vulnerability such as rural/urban conditions, class, ethnicity, religion, etc.

#### Coordination

Replication of the approach required strategic collaboration with State Agencies and legal-system actors. Also, mapping and coordinating with networks of organizations in each district was performed to avoid competition and duplication as the intervention expanded.

#### Moral Justification

Question who is making the decision to scale and who should inform the decision process? The decision to scale the approach gave voice to program stakeholders. External evaluators were asked to review the decision making process, by asking 3 questions: Why scale this model? How is the model relevant for other districts? Who is going to benefit from it?

#### Dynamic Evaluation

Varying levels of evidence for varying decision-making needs. Two very different evaluations were conducted: one internal process of needs mapping and review of expansion potential; one external evaluation of program results. The Rahat team incorporated in their approach a monitoring component to ensure state accountability and to document any weaknesses in law enforcement.

## Conclusions:

### Gender Accommodative and Transformative

Scaling a **model from one community to several communities** can result in different impacts on different or the same marginalized groups. To systematically integrate gender-sensitivity into a scaling process, one needs to consider context-specific gender barriers and articulate the role of gender at each stage of the research project process. In this case: design of the pilot phase, pilot testing, and development of the scaling strategy, partnering and collaborating with stakeholders, monitoring and evaluation. Both gender transformative and accommodative strategies might be used in a scaling process at different points in time, or with different participants or beneficiaries.

The **Rahat project's survivor centric approach is deeply gender transformative** as it seeks to challenge the way the justice system and the society look at women and children as victims and as survivors of violence. In short, the social and legal support offered through legal counselling, skills training, or job re-entry program aims to change their status from being a victim to being a survivor.

However, **to scale the survivor-centric approach the team used both gender transformative and accommodative strategies.** Behaviour change in state agencies and context appropriate replication required both approaches. Even if the general mandate of a project or an approach is gender transformative, researchers might decide to use **gender accommodative strategies** to scale their approach after analysing the gender barriers of the scaling process.

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