



# INTEGRATE THE SYSTEM

## SCALE+ is a systems methodology

to accelerate broad stakeholder engagement in sustained collaborative action to address a complex development issue.

**SCALE+ includes 5 elements.** Some occur in sequence and others are supported continuously throughout a project and beyond.

**Integrating the system** is a continuous process within SCALE+, and is also a goal in itself for building social capital.

## BUILD SOCIAL CAPITAL

### Identifying and promoting social cohesion within the system

Donor-funded projects are accountable for measurable sector-specific results. SCALE+ specifies indicators to help evaluate progress toward improved stakeholder relationships and increased social capital. Social capital—or the strength of **bonds** within each group as well as the bridges to other groups within a defined network<sup>1</sup>—is essential for stimulating collective action within a social system and for sustaining that progress over time.

Following initial **mapping of system** relationships, a project using SCALE+ launches a major event called a **Whole-Systems-in-the-Room (WSR)**. The WSR begins the process of catalyzing coalitions and partnerships to integrate the system.

The WSR brings together from 50 to 100 participants from every relevant sector and viewpoint. Its first task is a large-scale, participatory mapping of the specific issue or problem, which adds significant depth to the preliminary work done by project staff. The experience is designed to stimulate shared understanding of the present system and a vision of change, including consensus on common goals. The WSR challenges stakeholders to define a limited number of goals with objectives that all can agree on despite their different interests and agendas. They are also challenged to commit to both individual and organizational 100-day (three months) and 1,000-day (three years) actions to support these goals. Although these actions may be modest, stakeholders must use their own resources. Most importantly, participants also agree on collaborative actions to reach the consensus goals. Agreed-on goals and the pledged actions become the basis for a preliminary project “work plan” that is documented and shared.

Establishing common goals allows stakeholders to invest more fully in actions that complement the actions of other participants. It allows them

to commit with the assurance that they are more likely to succeed because other groups are committing responsibly as well. Stating intentions in such a forum also plants the seeds of accountability.

## CATALYZE COLLABORATION

### Increasing connections, maintaining communication

Voluntary Task Forces are formed at the end of the WSR around each of the consensus goals. These Task Forces take responsibility for meeting regularly to refine plans and carry out agreed-on activities. The project team or **Systems Integration Team (SIT)** and **Cross-Sector Advisory Committee** monitors progress of the Task Forces. To stimulate momentum and the sense of shared accountability for goals, staff encourages continuous communication about efforts and successes.

## KEEPING IT NEUTRAL FOR EFFECTIVE MANAGEMENT

### Commit to common goals

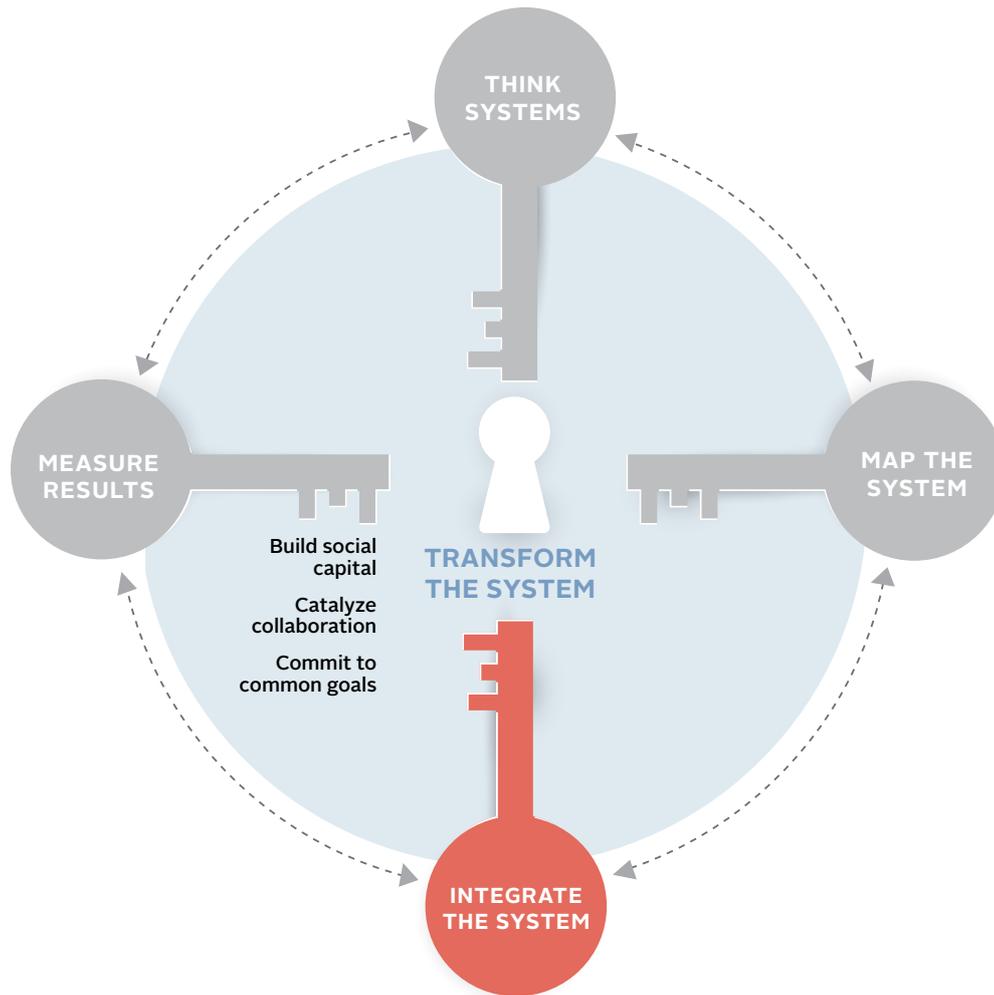
The Systems Integration Team serves management and donors by handling many of the tasks related to partnership coordination and relationship building. The SIT remains “neutral” while facilitating the flow of information among sometimes competitive stakeholders representing diverse interests and agendas. Team members maintain contact on a weekly basis with all stakeholders and assist them in organizing events, sharing information, and remaining focused on their commitments to collaborative actions. In this way they also support and promote accountability for meeting pledged targets. Sharing and even publicizing the fulfillment of these promises helps build collective enthusiasm and momentum.

Later, they continuously provide a macro-level scan of system movements—“finger-on-the-pulse” daily updates on stakeholder relations. The System Integration Team monitors linkages (bridges and bonds) among key stakeholders, assesses the strength of coalitions that are forming and monitors the completion and success of collaborative actions.

<sup>1</sup> <http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTSOCIALDEVELOPMENT/EXTSOCIALCAPITAL/0,,contentMDK:20642703~menuPK:401023~pagePK:148956~piPK:216618~theSitePK:401015,00.html> and <https://blogs.worldbank.org/publicsphere/bonding-and-bridging>

# SCALE+: Unlocking the Power of a Social System

Advancing technical excellence and evidence-based social change



## APPLYING THE SCALE+ METHOD

1. The Cross-Sector Advisory Committee, with support from the SIT, prioritizes participants for the Whole System in the Room retreat according to criteria decided by the committee. (Examples might include: influence within the system, technical expertise, issue expertise, ability to leverage others, commitment, interest, gender, proximity to issue, or civil society leadership). Include the media as participants as well as religious leaders, local celebrities and sports heroes (among others) who could eventually rally popular support.
2. The Cross-Sector Advisory Committee identifies a theme
3. The Cross-Sector Advisory Committee invites up to 100 representatives of as many as 10 stakeholder groups (equal numbers in each group) to attend the WSR retreat. Invitations are signed by the Cross-Sector Advisory Committee, which also helps champion the effort by making phone calls and securing buy-in of key stakeholders ensuring the right people are in the room.
4. The Systems Integration Team facilitates the WSR, bringing representatives from stakeholder groups to visually map the system together; define common ground goals, and commit to 100-day and 1,000-day goals as well as collaborative actions toward the common ground goals.
5. At the end of the WSR, Task Forces are created to work on the common ground goals to coordinate actions, including a preliminary work plan, which is documented and shared.
6. Task Forces begin to meet regularly (on a monthly basis). The Systems Integration Team facilitates contact and meetings to share information and maintain focus on commitments.

**Origin of SCALE+:** SCALE+ was inspired by SCALE, which was first conceived of in 2004 and developed under the USAID-funded Environmental Education and Communication Project (GreenCOM II IQC, 2000-2006) implemented by AED. In 2011, the assets, projects and property of AED were combined with those of FHI to become FHI 360. Since then, FHI 360 continues to produce, refine, adapt and apply the SCALE+ methodology, graphics and associated materials to address development challenges worldwide.

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