



MAP 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.

Map the System is a process that continues throughout the project to ensure the system continues to grow.

DEFINE NETWORKS AND IDENTIFY LEVERAGE POINTS

Analyze the core issue

The first step in thinking systems on a given development issue is to decide to think broadly about the issue—the social, economic, governmental and environmental forces—surrounding it.

In SCALE+, doing the contextual analysis is called *mapping the system*. At project outset, the project defines known issues and challenges based on research and consultations with networks of donors and key leaders in the field. Because of its focus on building social capital, a project utilizing SCALE+ requires a different administrative and management configuration from conventional development efforts. SCALE+ relies on a team with strong communications capabilities trained specifically to support improved networking within the system, the **Systems Integration Team (SIT)**. This team should be formed during the mapping effort and continue through the remainder of the project.

The team maps relationships among key stakeholders within the system, noting where and how they are working, what issues concern them, and with whom they are already collaborating. Shared understanding of this wider context should grow during a project as the complex relationships in a system are revealed in greater detail and depth. This network information is captured in a database for purposes of knowledge sharing and also for monitoring change.

This initial mapping becomes the basis for identifying and inviting core stakeholders into the SCALE+ process. A voluntary **Cross-Sector Advisory Committee** is formed representing key groups across the network, as well as thought leaders informed about the development problem.

BROADEN OUTLOOK

Participation and perspective

The Cross-Sector Advisory Committee takes further ownership of mapping the system. One of their first tasks is to expand the related issues and stakeholders. Their knowledge, coming from different experiences and viewpoints as well as from different networks, allows knowledge about the system to expand in multiple directions, shedding light on the complexity of relationships and underlying challenges.

The Cross-Sector Advisory Committee considers not only stakeholders who are actively engaged in the issues, but new partners (media, influential personalities, religious leaders) who are important to any social change process. As the database grows, it also serves as an invitation list to the first formal event of the SCALE+ project: the **Whole-System-in-the-Room (WSR)** strategic planning retreat. The WSR (described under *Integrate the System*) is a participatory mapping experience to stimulate shared understanding and collective action.

HARNESSING THE SYSTEM

Project Implementation Team (PIT)

The team in charge of management for the overall project.

Systems Integration Team (SIT)

The team responsible for leading and implementing SCALE+ within the Program Implementation Team.

Cross-Sector Advisory Committee

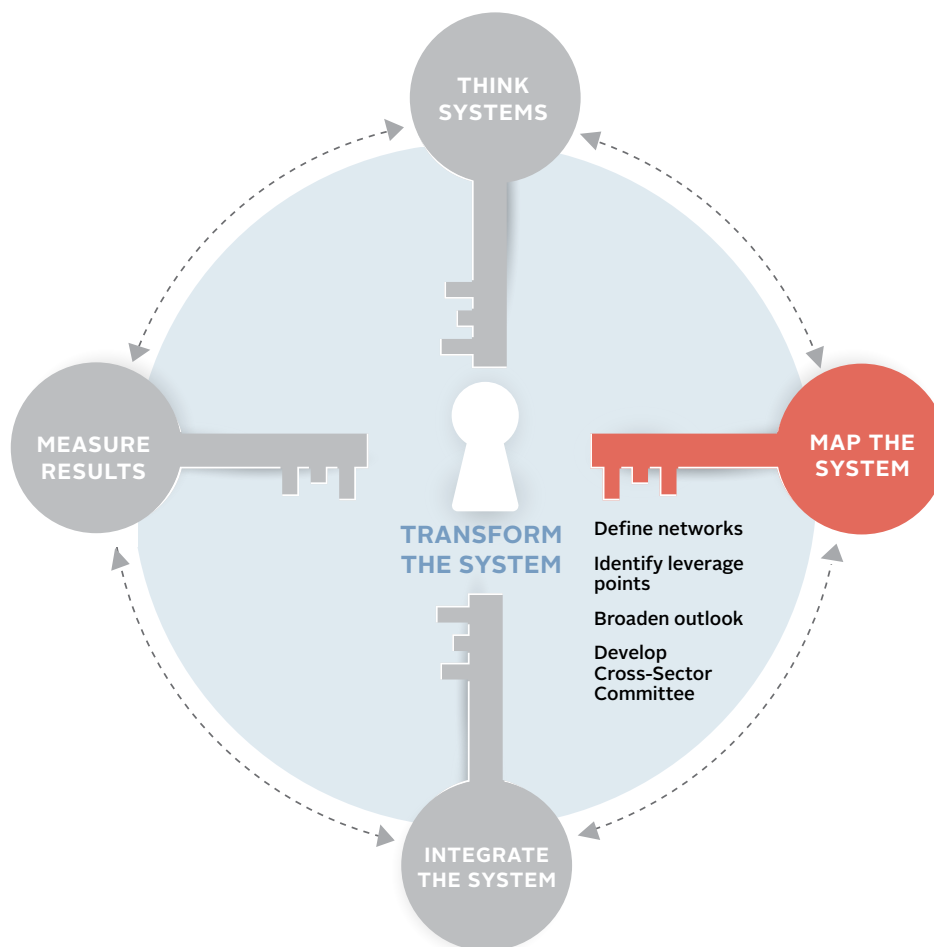
The volunteer stakeholder committee formed at the beginning of the project to advise, shape, and drive SCALE+.

Task Forces

Formed by volunteer stakeholders at the Whole-System-in-the-Room event to focus on a common goal.

SCALE+: Unlocking the Power of a Social System

Advancing technical excellence and evidence-based social change



APPLYING THE SCALE+ METHOD

1. Hire the Systems Integration Team. A larger team (3–6 people) can be hired temporarily at first to assist with start-up and with the Whole-System-in-the-Room retreat.
2. The SIT works with the Project Implementation Team to define and map known issues and challenges based on research and donor consultation. The teams also map relationships among key stakeholders within the network and creates an initial database.
3. Key in-country stakeholders are identified within the system. These stakeholders recommend other partners, including both those already involved and others who are important to any social change process (such as media, religious leaders).
4. Through one-on-one meetings with key stakeholders during the first weeks of the project, identify leaders willing to voluntarily represent their stakeholder group on a committee to prepare for the WSR. Include representatives of different sectors (such as environment, government, private sector, civil society, media) as well as the project implementer and the donor/client to be part of the Cross-Sector Advisory Committee.
5. The Cross-Sector Advisory Committee ideally consists of about 10 people but will vary depending on the size and scope of the effort.
6. The Cross-Sector Advisory Committee further maps the system according to their different perspectives to expand the network of stakeholders from disenfranchised groups to ministers.
7. Coordinate with FHI 360 SCALE+ experts on the supervision of the Systems Integration Team for first year. Junior professionals with skills in journalism, marketing, communications, tourism, business or public relations can be trained. Following the WSR, finalize a System Integration Team (2–4 people).

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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For more information on SCALE+: scaleplus.fhi360.org