



MEASURE RESULTS

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.

Measure Results

of both sector-specific indicators and improved social capital throughout the project.

MONITOR IMPACT

Measure social capital and impact of technical interventions

The many paradigm shifts SCALE+ represents (in comparison to a conventional development project) are reflected in the way results are measured.

Donor-funded projects are accountable for measuring sector-specific impact. Because SCALE+ works across sectors and is not restricted in the type of social change interventions it may support, intermediate results are likely to be more varied than those found in a traditional results framework. In addition, because SCALE+ aims to increase social capital within a given system, a project will also specify indicators and develop tools to help evaluate progress toward stronger stakeholder relationships and improved social cohesion, as one central project goal. SCALE+ uses the systematic and routine collection of information to learn from experiences to improve practices and activities in the future and to promote empowerment of beneficiaries using participatory monitoring and evaluation (M&E) of process and impacts to encourage collaborative problem solving.

Assistance in designing indicators and supporting participatory M&E processes, as well as ensuring the donor is in agreement with these, is an important contribution of the facilitator organization.

PARTICIPATORY ASSESSMENT

Develop traditional and innovative indicators

Projects using SCALE+ typically carry out baseline and endline surveys using in-depth interviews and monitor the process of technical inputs to measure changes in sector-specific indicators. Because system impact requires a cross-sector approach (social, economic, environmental, governance), SCALE+ helps stakeholders assess the results of their activities and project interventions in multiple sectoral areas. The Cross-Sector Advisory Committee

and the Task Forces can shift resources on the basis of these assessments.

At the same time, projects that use SCALE+ collect information for social network analysis (SNA). SNA focuses on the flow of information within networks, on the strengths of ties between them, and on bridging across networks. Programs are able to graphically represent changes in the strength and nature of ties and in the density and cohesion of a system to illustrate the impact of the program on the enabling environment. SNA starts at the beginning of the project, preferably before or at the WSR retreat, to show connectivity in the system prior to project activities and then two or more times during the project. Collaborative actions are also tracked from the time of the WSR throughout the life of the project. The System Integration Team conducts monthly and quarterly interviews to monitor these actions and maintains a log that captures which organizations are involved and what assistance the project provided.

PROMOTE ADAPTIVE MANAGEMENT

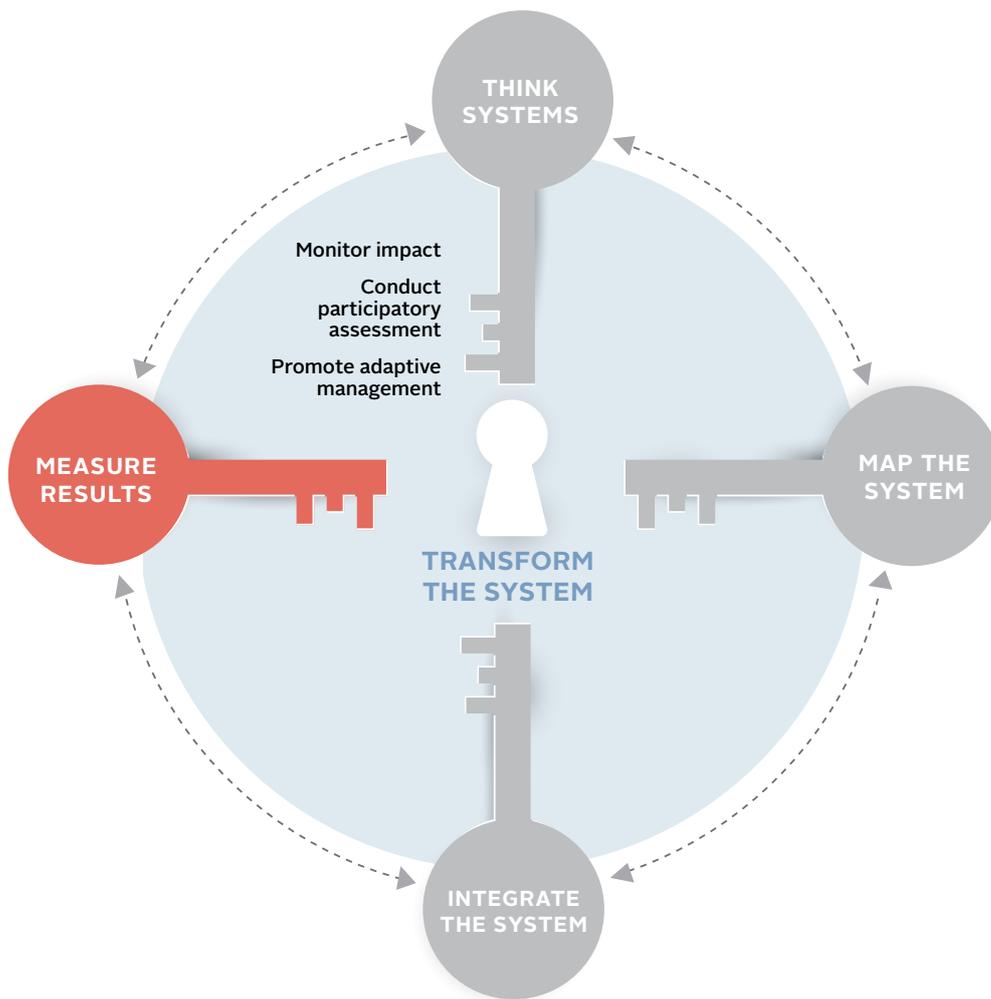
Infuse commitment, responsibility, and accountability

Accountability is important with SCALE+ and receives a different kind of attention than in conventional projects. Whereas program implementers are usually held accountable to a donor, SCALE+ emphasizes mutual accountability among stakeholders—to each other and to their publically shared commitments.

This sense of accountability, as well as the celebration of incremental successes, is also supported by the facilitator organization, especially by the System Integration Team. Their monitoring activities and sharing even small achievements through a newsletter and other forms of communication reward efforts and stimulate sustained involvement. Each act of sharing information, loaning equipment, volunteering on a Task Force or agreeing formally to support an effort shows that the system is healthy and growing.

SCALE+: Unlocking the Power of a Social System

Advancing technical excellence and evidence-based social change



APPLYING THE SCALE+ METHOD

1. In coordination with FHI 360 SCALE+ M&E experts, the Project Implementation Team reviews criteria for measuring project technical input and social capital strengthening. Indicators are reviewed and finalized with the donor/client.
2. Data collection begins early in the project and sectoral baseline surveys are carried out at the start of the project and also at the end with interim monitoring.
3. Each technical intervention will have its own monitoring and evaluation system with indicators and will be measured and included in determining the overall effectiveness of the effort.
4. The System Integration Team and data collectors trained in SCALE+ M&E techniques will gather data for SNA. Team members are expected to have strong interpersonal skills for meeting with stakeholders in person or over the phone.
5. The System Integration Team and data collectors enter the data and analyze social network activity and chart stakeholder relationships (documented in a graphic) every two years for the duration of the project.
6. SIT will collect data and track stakeholder collaboration each month for the duration of the project.
7. Share results with the client and all stakeholders via reports and newsletters.

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