



TRANSFORM 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.

Technical assistance designed following the Whole-System-in-the-Room retreat targets key leverage points in the system and helps **Transform the System.**

ADVANCE TECHNICAL EXCELLENCE

Providing technical assistance for large-scale impact

During the Whole-System-in-the-Room retreat, stakeholders work together to identify the most pressing issues they face, their common goals, and also the major barriers to achieving these. These barriers may lie in the area of governance (for example, lack of regulations to prevent overfishing); they may be structural (absence of personnel or equipment needed to police a waterway); or economic and social (lack of options among indigenous groups to change livelihoods or advocate for their own safety). Low public awareness of an issue, inadequate technology, poor training, or organizational dysfunction may also be identified as problems.

As groups within the WSR discuss their differing perspectives and relative power (and resources) to influence these barriers, key leverage points in the system emerge as needing support. SCALE+ focuses technical assistance on selected leverage points or “gaps” in order to **catalyze system-wide change.** This represents a paradigm shift in comparison with most development projects, which begin with a predetermined technical assistance focus—usually in one sector and

in a specific area (training for a counterpart organization, mass media or community mobilization to change harmful practices). With SCALE+, technical interventions are designed according to “the system’s demands.” The project applies its own limited resources (or the donor’s/ client’s) to scale up and achieve the goals that are already owned by stakeholders. Interventions designed and delivered based on stakeholder demands rather than the advice of external experts have a much greater chance of large-scale uptake.

FUEL EVIDENCE-BASED SOCIAL CHANGE

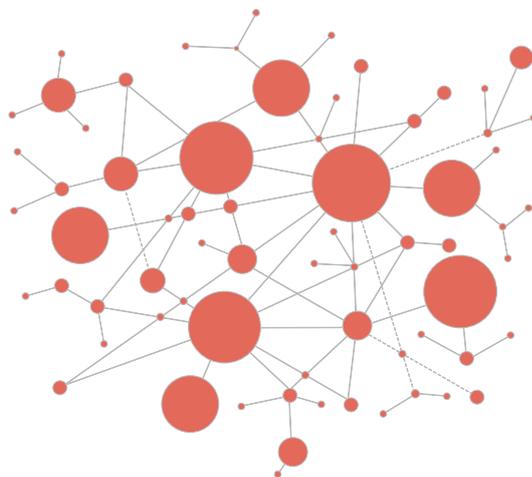
Launching multiple instruments

A second paradigm shift relative to the conventional development project is the opportunity to choose a combination of social change methodologies and tools to catalyze both “push” and “pull” forces within a system. Depending on the barriers identified, technical interventions may include policy reform/advocacy, social marketing campaigns, technical training (e.g., new agricultural or conservation techniques), or organizational capacity building. Specific intervention options are discussed by the Cross-Sector Advisory Group in consultation with the Project Implementation Team and the donor. As options are considered, new opportunities arise to bring in additional stakeholders with expertise, resources, or influence in these areas—these may be academic institutions, private companies, the media, or local community and religious leaders.

Once agreed upon, project technical assistance is integrated into the Task Force efforts and the overall project work plan. This plan should: 1) support the WSR goals and the stakeholder groups’ 100 and 1000 day action plans; 2) strengthen horizontal communication, relationships, and networks, and; 3) leverage donor financing and private sector investment to achieve results. A timeline and indicators are agreed on and the document is shared widely.

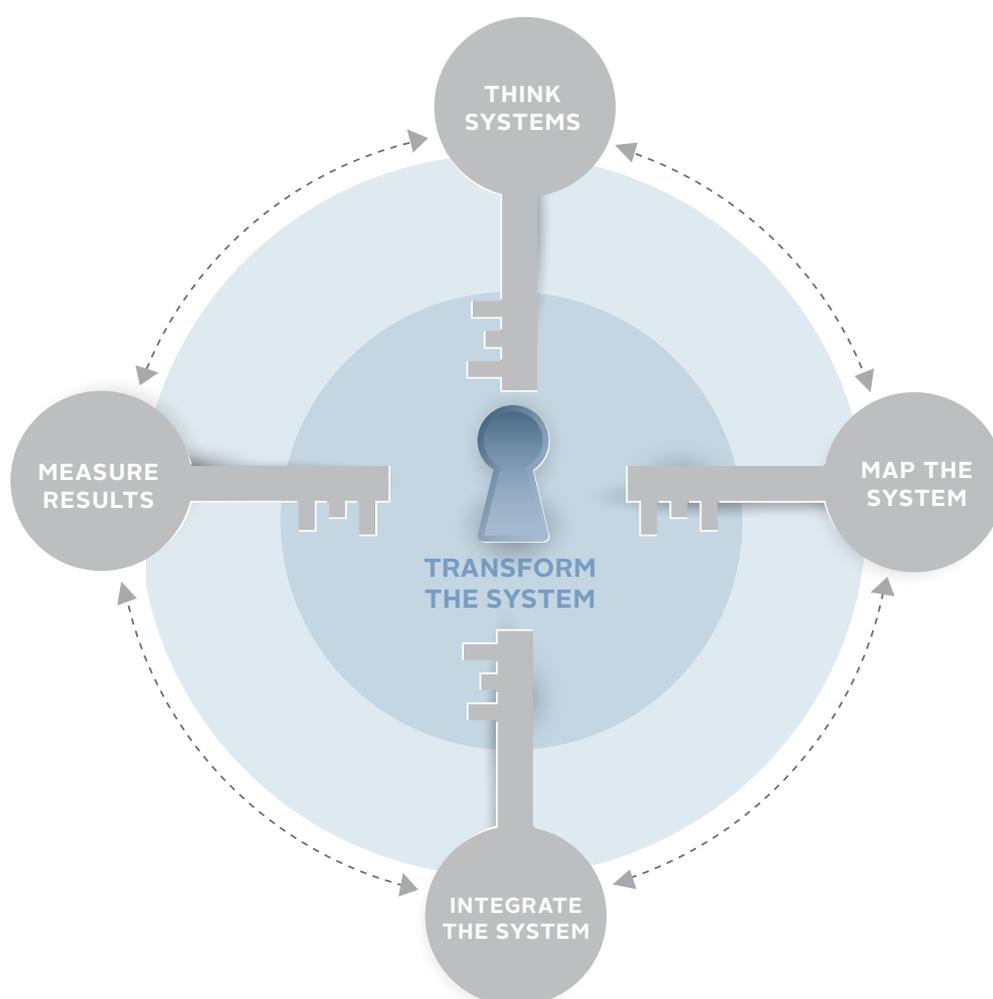
“SCALE practitioners are unique in attempting to develop an indicator system to systematically measure the effectiveness of governance and social networks across a range of different projects. This effort not only promises to provide useful performance indicators for USAID and other funding agencies, but can be instrumental in helping answer outstanding social science research questions in environmental sciences.”

— Mark Lubell, PhD
University of California – Davis



SCALE+: Unlocking the Power of a Social System

Advancing technical excellence and evidence-based social change



APPLYING THE SCALE+ METHOD

1. Within a few weeks of the WSR retreat, begin supporting bi-weekly or monthly Task Force meetings to move forward with agreed-on activities in support of consensus goals.
2. In view of Task Force commitments and in consultation with the Cross-Sector Advisory Committee, consider best use of technical assistance. Assistance should directly support Task Force strategies and fill gaps in coalition capacity and resources.
3. Consider a range of social change methodologies and tools (to support policy reform, public education/awareness-raising, and behavior change of institutions and individuals as necessary).
4. Identify internal and external sources of technical expertise.
5. Based on the individual Task Force work plans, finalize a system-wide work plan.
6. Conduct targeted technical assistance and social change efforts (such as mass communication, civil society mobilization, advocacy with policy makers, social marketing, organizational development, and conflict resolution) to achieve specific results.
7. As coalitions take action, identify and promote heroes (early adopters/pioneers) within the system to keep momentum going.

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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THE SCIENCE OF IMPROVING LIVES

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