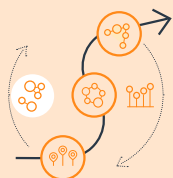




INVEST IN COLLABORATION PARADIGM SHIFT

SCALE+ is a local systems-driven methodology to accelerate broad stakeholder engagement and collective action addressing complex development issues.



SCALE+ includes 5 elements.
Invest in Collaboration demands that adopting a systems-thinking mindset underlies every component of the approach.

SOCIAL SYSTEM

The series of interrelationships existing between individuals, groups, and institutions and forming a coherent whole. The term draws a line to ecosystem, biological organisms, psychical systems and technical systems. They all form the environment of social systems.

—Merriam Webster

System-wide transformation is the goal

Systems are made up of interdependent parts that continuously affect one another. They are by nature dynamic. These two features are common in all systems including social systems, ecological systems, market systems, organizations and even family structures. A social system may be healthy or unhealthy in meeting the evolving needs of its diverse members or institutions, or it may be dysfunctional and unable to solve even the simplest of challenges. **Social capital fuels the functioning of a system to better tackle even the most vexing problems to improve the well-being of its members. Strong relationships of trust and connectiveness lead to collective actions capable of generating system-wide change.** For real transformation, a project should consider investing its resources and technical assistance at an entry point where social capital exists or is growing. Invest in Collaboration for SCALE+ means to:

- **Promote** a mind shift
- **Expand** perspectives
- **Harness** dynamic intelligence

Promote a mind shift

The whole system functions as a web of mutual relationships; therefore, transforming it requires more than a set of unilateral actions (even with unlimited financial resources). Applying a systems lens means reimagining the pathway to the greatest success with a full understanding of the processes of mutual causation and underlying determinants. It asks project leaders to adjust their focus from the narrow view of a single part of the system to the whole. Fundamental to SCALE+ is the idea that project strategies that increase cross-sector stakeholder participation in project decisions and support collective action are more capable of fostering systemwide transformation.

Expand perspectives

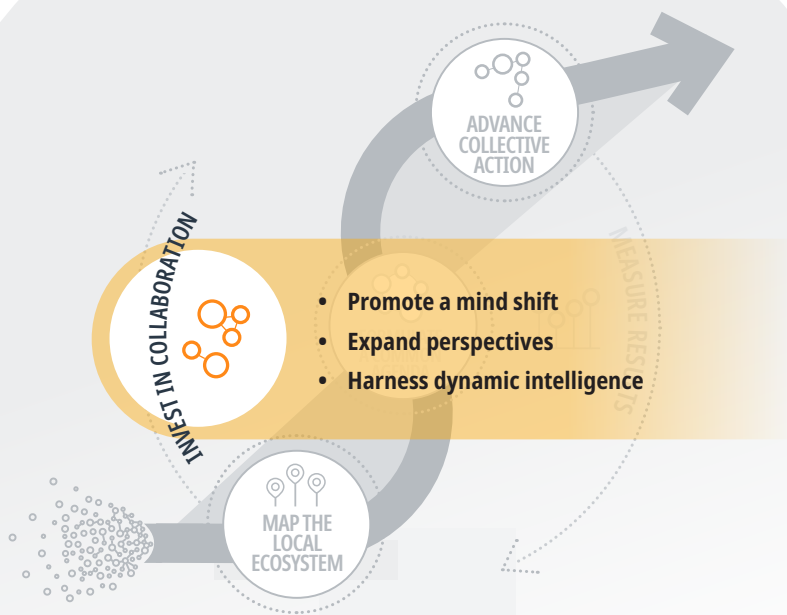
Projects typically are based on careful analysis of a specific problem. They often move from analysis to intervention targeting sector-specific. Although projects may seek stakeholder buy-in and favor participatory processes, most are driven by a narrow agenda and delivered by experts based on the intelligence of a handful of system actors, at most. **Instead of managing a project with several predetermined partners in a given sector, SCALE+ puts in place internal and external management structures to engage with hundreds of partners, assist them in identifying their common purpose, and facilitate new and increased collaboration.** This creates an enabling environment for the project to address intransigent challenges and extend the reach of project resources and technical assistance.

Harness dynamic intelligence

Projects are often initiated with a predetermined set of inputs, interventions, action plans, and expected outcomes. The priority is quick measurable results established by well-intentioned, often external, experts. SCALE+ promotes a strategy incorporating demand-driven assistance determined through collective thinking and planning. **SCALE+ generates dynamic intelligence by facilitating cross-sector dialogue about priorities, system needs, and common goals.** Government representatives, private-sector actors, civil society leaders, and all system actors comprise this dynamic intelligence so decision-making based on their input increases their commitment, responsibility, and trust in the project at a basic core level. Everyone will support what they have a hand in creating. Decisions made on collective thinking lead directly to greater participation in collaborative actions and, subsequently, more relevant and lasting change.

scale+: facilitating collective action

Advancing technical excellence and evidence-based social change



APPLYING THE SCALE+ METHOD: INVEST IN COLLABORATION

1. Promote a systems lens, mobilize support, and generate enthusiasm. Conduct consultative meetings to ensure the project team, donor (or client), and partners support and understand the implications of managing a project utilizing a systems approach.
2. Agree with project donor on systems approach and ways to expand cross-sector participation and outreach. Plan for the project results framework and monitoring and evaluation system to be enhanced and influenced by system analysis and stakeholder collective thinking.
3. Prepare for SCALE+ application by recruiting staff and allocating resources. The project must invest in building social capital, especially in environments where competition and survival have thwarted trust and cooperation.
4. Mobilize influential stakeholders around the idea that collaboration can offer creative solutions: financial capital is not as necessary as social capital to achieve big results. Increased uptake of technical assistance depends on profound relationships and strong networks to help amplify messages.
5. Through one-on-one meetings with the donor, key stakeholders, and nominated individuals during the first few weeks of the project, identify leaders willing to voluntarily advise the project in a non-formal way representing themselves or their stakeholder group.
6. Establish a non-formal Cross-Sector Advisory Committee (CSAC) to guide the project in maintaining a broad system focus. The CSAC should be made up of 8-10 representatives of key groups and thought leaders informed about the development challenge. Include representatives of environment, government, private sector, civil society, media, and other sectors related to the development challenge.

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. FHI 360 continues to produce, refine, adapt and apply the SCALE+ methodology, graphics, and associated materials to address development challenges worldwide.

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

