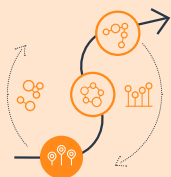




MAP THE LOCAL ECOSYSTEM

BROADEN OUTLOOK

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



SCALE+ includes 5 elements. **Map the Local Ecosystem** involves collaboration among the project team, the donor, partners, and the Cross-Sector Advisory Committee (CSAC) in determining the issues and stakeholders linked to the development challenge.

SCALE+ recommends continuously mapping frequently throughout the project to improve understanding and expand reach.

HARNESSING THE SYSTEM

Systems Integration Team (SI Team)

The SI Team is responsible for leading and implementing SCALE+ within the project. The SI Team serves as the secretariat or “backbone” of the system.

Cross-Sector Advisory Committee

The volunteer non-formal stakeholder committee formed at the beginning of the project to advise, shape and form the project’s SCALE interventions from a systems perspective.

Improving collaboration, trust, confidence, and action

Map the Local Ecosystem is a SCALE+ component designed to assist the project team to **better understand the development topic and appreciate the issues, stakeholders, interconnectivity, and leverage points in the system**. The CSAC helps the project team understand the ecosystem’s dynamic intelligence, existing resources, and potential cross-sector partners. CSAC knowledge, drawing from diverse experiences, perspectives, and networks, sheds light on the complexity of issues, interconnectivity, and underlying challenges. SCALE+ guides project leadership in consultation with the donor and the CSAC to:

- **Identify** existing and new stakeholders
- **Capture** system demands
- **Appreciate** interconnectivity and leverage points

Identify existing and new stakeholders

The project conducts a contextual analysis during Map the Local Ecosystem to **define challenging issues and system actors based on research and consultations with the CSAC, donor networks, and local leaders**. This encourages going beyond partnering with the “usual suspects” associated with donor assistance. By integrating moving parts within the system beyond direct beneficiaries, the project may unlock hidden solutions. SCALE+ fosters a broader thinking about the potential of new partners from other sectors (social, economic, governmental, and environmental) and offers useful techniques to identify and engage them.

Capture system demands

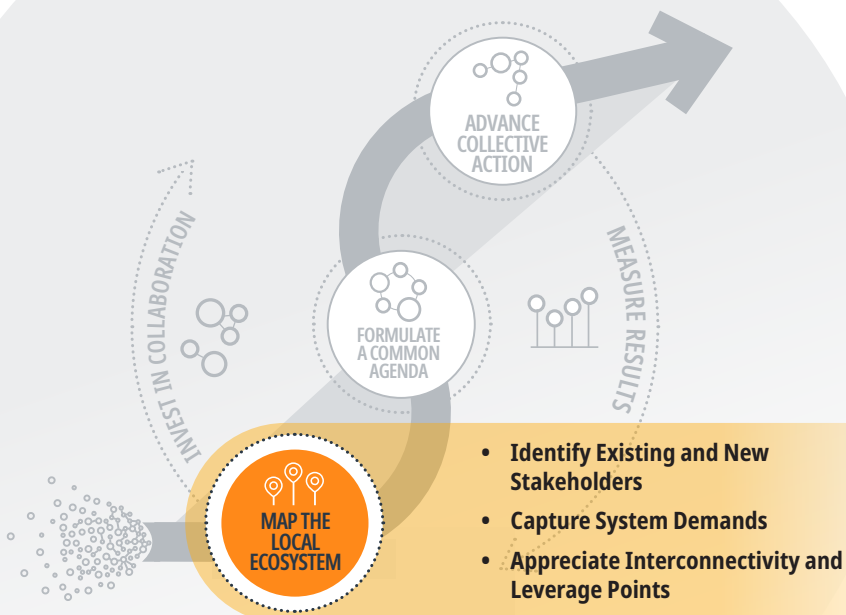
By applying a systems lens with the intention of pursuing impact at scale from the start, the project will **identify collective demands for assistance and make crucial choices about where to invest resources and technical assistance**. For these investments to contribute to system transformation, they must be driven by the demands of the system. During Map the Local Ecosystem, the project discovers where there is a shared need for assistance and greater potential for working more collaboratively. The CSAC keeps the project focused on system demands rather than the narrow needs of the few. A project can either develop its work plan based on these demands or if applying SCALE+ at a later stage can adjust, modify, and improve an existing and approved work plan accordingly.

Appreciate interconnectivity and leverage points

Mapping requires dedicated human resources and SCALE+ suggests the project assign this task to a group of communications specialists, often referred to as the Systems Integration Team (SI Team). The SI Team serves as a system secretariat or backbone entity to coordinate stakeholder collective actions and promote increased integration and information sharing throughout implementation. The SI Team continuously builds a project database of relevant coalition partners and captures critical information about where, how, and on what issues stakeholders are working. The SI Team uses social network analysis (SNA) to measure the depth of relationships among system actors: with whom they are collaborating and what roles they play in distributing information. SNA uncovers the complex relationships and leverage points in the system and informs strategies to invest in collective action and system transforming activities. The SI Team tracks this valuable information about stakeholders, which feeds into project monitoring and evaluation and strategic communications targeting system actors.

scale+: facilitating collective action

Advancing technical excellence and evidence-based social change



APPLYING THE SCALE+ METHOD: MAP THE LOCAL ECOSYSTEM

1. Designate staff or form a Systems Integration Team (SI Team) to serve as the system secretariat or “backbone”. This team is generally launched with up to four entry level or junior professionals with skills in journalism, marketing, communications, business, or public relations. Team members are expected to have strong presentation and interpersonal skills for convening and facilitating meetings with stakeholders in person or virtually.
2. Train and mentor the SI team in systems thinking, facilitation, data collection, and strategic communications with the support of FHI 360 SCALE+ experts.
3. Define and map known issues and challenges based on research and donor consultation. SCALE+ offers mapping and facilitation tools for the SI Team to work with project leadership and the CSAC.
4. Identify existing and new stakeholders related to the development topic who are important to any social change process without neglecting disenfranchised groups. Don't forget media representatives, religious leaders, influential citizens, and others.
5. Create an initial project database of stakeholders, issues, and relevant publications which grows through “snowball sampling” as the SI Team identifies more and more stakeholders.
6. Study relationships among key stakeholders through SNA. FHI 360 SCALE+ experts train the SI Team to conduct the SNA survey and analyze the data.

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

