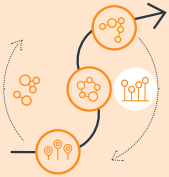




MEASURE RESULTS

MONITOR IMPACT

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



SCALE+ includes 5 elements. *Measure Results* examines outcomes in relation to sector-specific indicators, changes in social capital, and the impacts from collective action on the system as a whole.

Measuring 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 outcomes. 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 of **SCALE+**'s emphasis on increasing social capital, a project will also specify indicators and develop tools to evaluate changes in stakeholder relationships and social cohesion. **SCALE+** routinely and systematically collects information to engage beneficiaries using participatory monitoring and evaluation (M&E). This encourages collaborative problem solving. **SCALE+** helps in designing indicators and supporting participatory M&E processes to:

- **Monitor** collaboration
- **Reassess** Social Capital
- **Highlight** Successes

Monitor Collaboration

Projects using **SCALE+** typically carry out baseline and endline surveys using in-depth interviews to monitor technical implementation and measure changes in sector-specific indicators. Because systemwide impact requires a cross-sector approach (social, economic, environmental, governance), **SCALE+** helps stakeholders assess the results of their activities and project interventions in multiple sectors. The System Integration Team (SI Team) conducts weekly interviews to monitor actions and maintains a log to capture which organizations are involved and what assistance the project has provided. This informs project leadership and the donor with a birds-eye view of system movement and stakeholder energy to improve adaptive management.

Reassess Social Capital

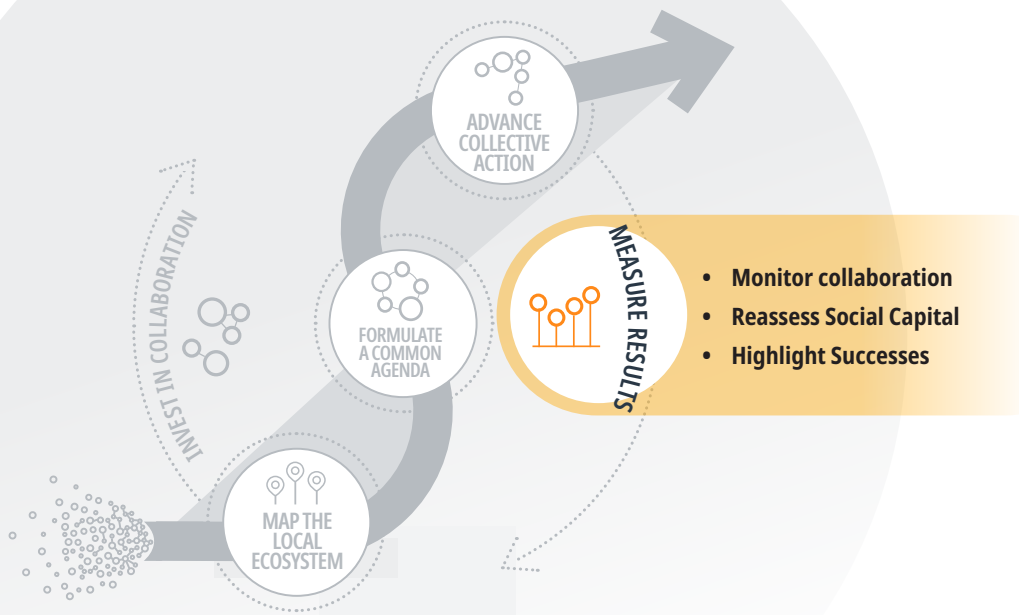
Projects using **SCALE+** conduct ongoing social network analysis (SNA). SNA focuses on the flow of information within networks and on the strength of bonds and bridges among diverse system actors. SNA applications are able to graphically represent changes in the strength and nature of relationships and the density and cohesion of a system to illustrate the impact of the project on the enabling environment. SNA starts at the beginning of the project, preferably before or during the WSR retreat, to establish a baseline prior to project activities and then two or more times during the project. Collaborative actions are also tracked throughout the life of the project to highlight impact and reinforce mutual accountability.

Highlight Successes

The project encourages the sense of accountability and seeks to preserve the momentum of collective action in part by acknowledging and celebrating incremental successes. The SI Team monitors activities and shares even small achievements through a monthly newsletter and other forms of communication to highlight and reward efforts, encourage more collaboration, and stimulate sustained involvement. Each collaborative act of loaning equipment, volunteering on Collaborative Action Circles or task forces, sharing information, integrating a work plan, donating resources, or agreeing formally to support an effort shows that the system is healthy and growing. The project underscores how collaboration and collective actions lead to greater results in the system and serve the common purpose of all. Stakeholders need to realize the results of collaboration to continue to invest in it.

scale+: facilitating collective action

Advancing technical excellence and evidence-based social change



APPLYING THE SCALE+ METHOD: MEASURE RESULTS

1. In coordination with FHI 360 SCALE+ M&E experts, project leadership 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, or at the beginning of using SCALE+, 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 project.
4. The SI Team and data collectors gather data for SNA after being trained in SCALE+ M&E techniques.
5. The SI Team and data collectors enter the data and analyze social network activity and chart stakeholder relationships (documented visually) every year for the duration of the project.
6. The SI Team will collect data and track stakeholder collaboration on a weekly basis for the duration of the project.
7. Project leadership shares results with the donor/client and all stakeholders via reports and newsletters. The project leadership and partners will also use SI Team reports to improve management decisions and impact.

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

