

# Scaling-Up

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- ***“Small is beautiful but big is necessary”***

*Motto attributed to BRAC*

- ***“We have to discover how to move from our feel good successes, how to scale up these initiatives to a depth and breadth where we can really have an impact on poverty”***

*James D. Wolfensohn*

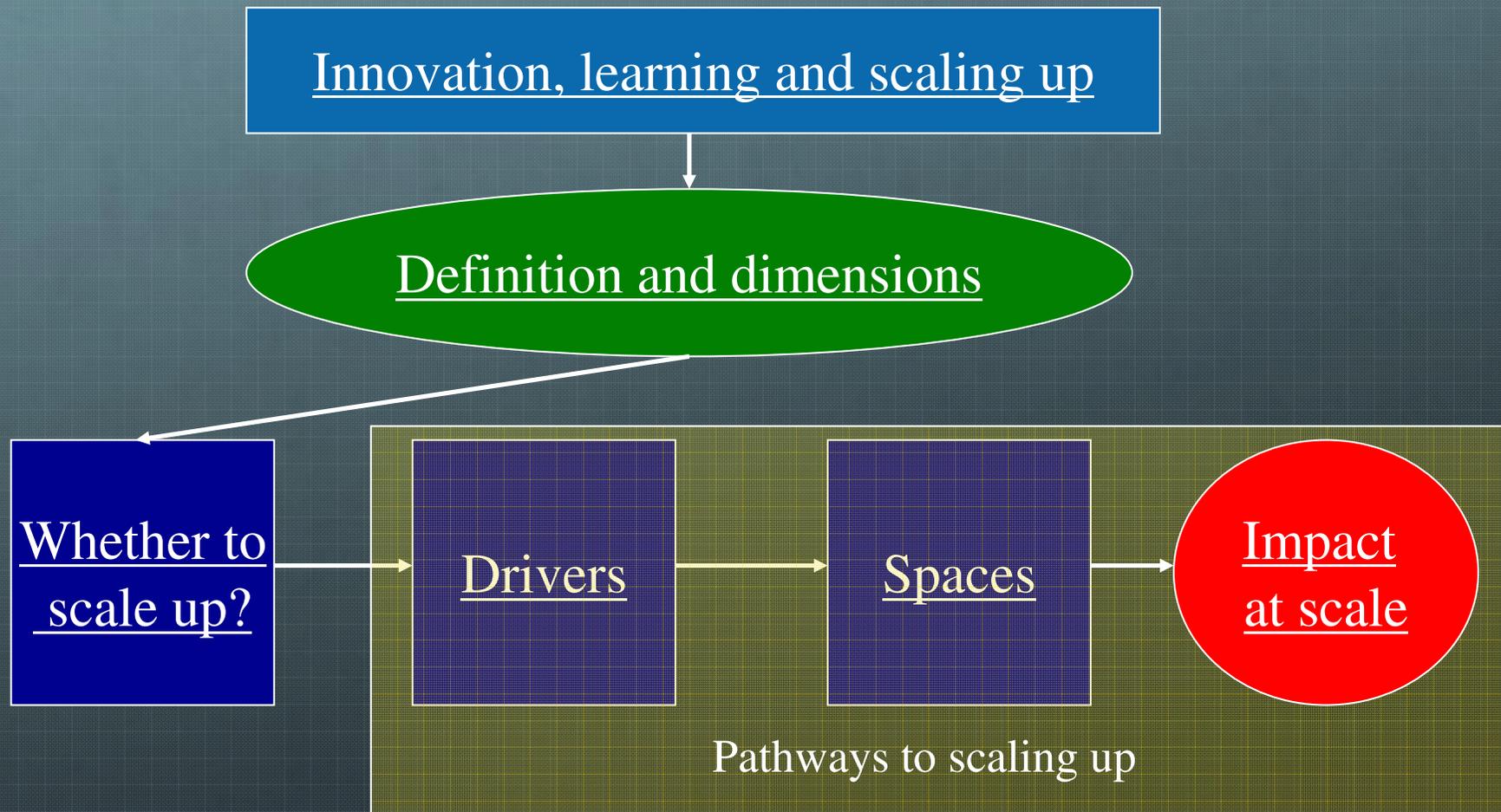
# Why is it an Issue?

- Interventions highly fragmented
- Micro Macro Disconnects
- Development countries full of pilots never scaled up
- Poverty objectives require interventions at scale
- Not everything is contextual; define the replicable components

# Whether and when to scale up?

-  Not every intervention/model can or should be scaled up:
  - Natural limits in time, space or function
  - Private versus public
  - Objectives of the actor
  - Not successful
-  Evaluation, preparation needed before scaling up
-  Sometimes limitation, scale-back or exit may be best

# Outline of a framework



# Definition and Dimensions of Scaling Up

## Definition:

- 🌐 “Scaling up means expanding, replicating, adapting and sustaining successful policies, programs or projects in different places and over time to reach a greater number of people.”

## Scaling up is usually a multidimensional process:

- 🌐 Quantitative: increasing the number of beneficiaries
- 🌐 Functional: increasing the scope of activities
- 🌐 Political: engagement in political process to assure scaling up
- 🌐 Organizational/institutional: expansion/adaptation of implementing institution or involvement/creation of new institutions

# “Drivers” and “spaces” define the pathways for scaling up

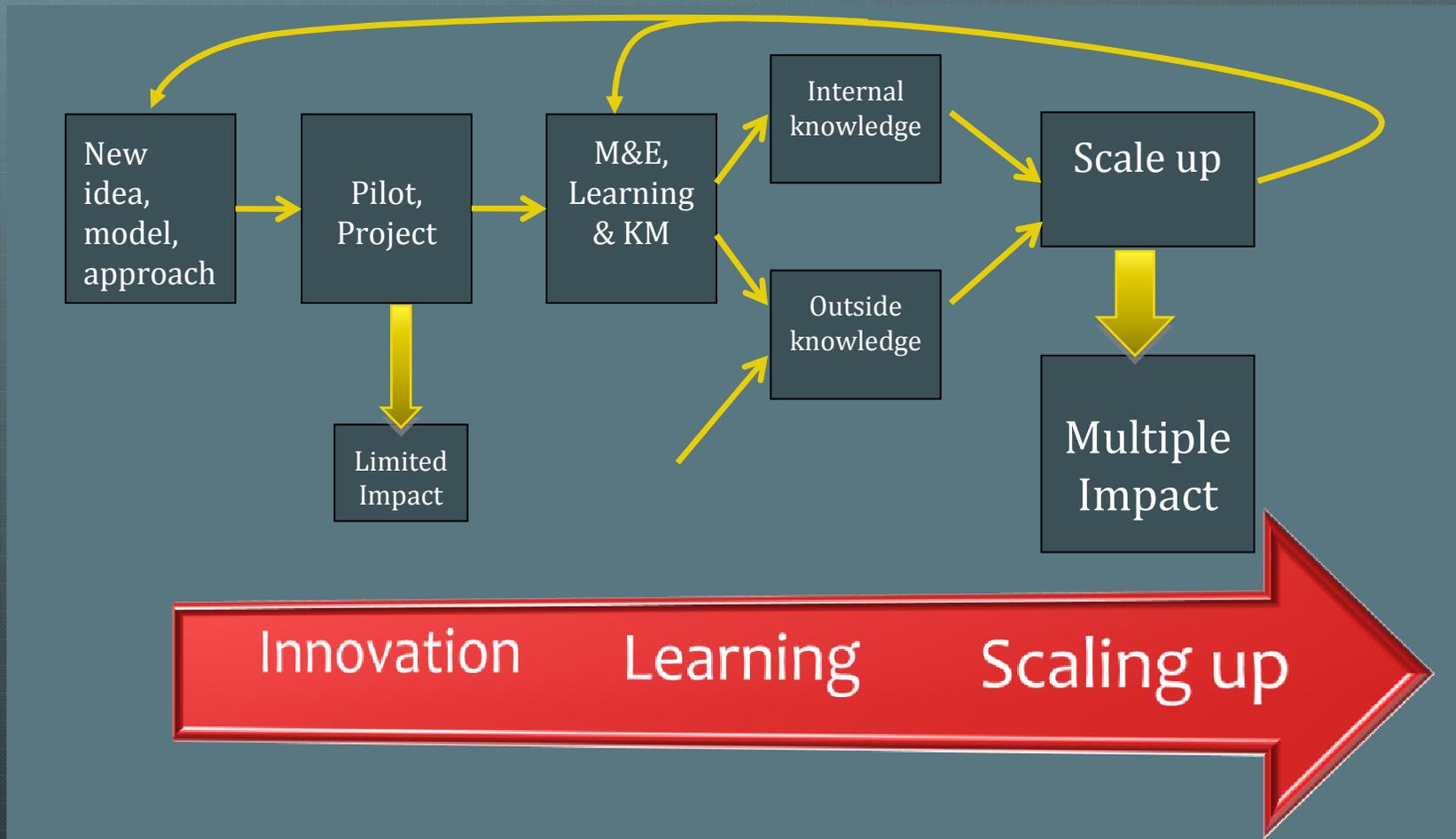
## Drivers

- 🌐 Innovative ideas
  - 🌐 link to research, KM
- 🌐 Vision
- 🌐 Leadership/champions
- 🌐 External catalysts
- 🌐 Incentives and accountability
  - 🌐 M&E
  - 🌐 Competitions
  - 🌐 Performance/results metrics
  - 🌐 Rewards

## Spaces

- 🌐 Fiscal and financial resources
- 🌐 Natural resources
- 🌐 Organizational (institutional and human resources)
- 🌐 Policy
- 🌐 Political
- 🌐 Cultural
- 🌐 Partnerships
- 🌐 Learning

# Innovation, learning and scaling up



# 7 key lessons from success stories – scaling up needs:

1. leadership, vision and values
2. political constituencies
3. supportive policies
4. institutions willing and able to support change
5. incentives and accountability
6. effective monitoring and evaluation
7. a focus on implementation and a “stick-with it” attitude

# Issues for Project Design

- Projects are building blocks on scaling up pathway
- Time horizon has to be longer than 5 years
- Institutional mechanisms need to be sustainable and suitable for scaling up
- Through projects open spaces (partners, policy framework, political, fiscal)
- Monitoring and evaluation not of projects only. Identify components relevant for scaling up

# Scaling up in aid: The story to date

- 🌐 Aid has an important role to play to support the scaling-up agenda in developing countries
- 🌐 The upside:
  - 🌐 There are some real success stories
  - 🌐 The Paris Agenda was a good start
  - 🌐 Some institutions have scaling up in their mission
  - 🌐 Some institutions have developed instruments
- 🌐 The downside:
  - 🌐 The success stories appear to be the exception
  - 🌐 The Paris Agenda is fraught with continued fragmentation and doesn't specifically focus on scaling up
  - 🌐 Still little systematic institutional focus on scaling up
  - 🌐 Evaluations don't focus on scaling up of successes

# Risks of inadequate consideration of key scaling up factors

-  Opportunities for scaling up may be missed (“Type 1 error”) or scaling up may be done badly (“Type 2 error”).
-  Not paying attention to costs risks creating “boutique” approaches that only work in the small.
-  Setting up special purpose entities (e.g., PIUs) rather than working through ministries may limit institutional options later.
-  Working with limited financing mechanisms, not identifying policy constraints and working with small implementing partners (such as NGOs) may limit the potential for scaling up later.
-  Lack of effective, timely M&E may lead to poor decisions in scaling up.

# Why a Need for Scaling Up Strategies

## Because

-  scaling up requires a pathway which typically do not develop by itself
-  Just adding projects will not create a pathway
-  The drivers and spaces shaping the scaling up pathway need to be actively managed
-  Scaling up pathways are long term. They need a compass

# Strategies

**Provide a Compass for  
Scaling Up Pathways**

# Strategies are needed

-  To appropriately design the instruments (project designs and program designs)
-  To focus on key issues for scaling up during supervision, monitoring and evaluation
-  To design the appropriate institutional frameworks and supporting policies

# Strategies are important for:

-  To establish institutional incentives which support scaling up
-  To convince donors to stick with an agenda and provide funding
-  To seek partners and build consensus
-  To convince politicians to support the pathway

# Strategies for scaling up

Often will call for choices and trade offs between

-  Short term efficiencies and scaling up objectives
-  Design features for one time interventions and designs suitable for scaling up
-  Short term visibility and long term sustainability at scale
-  Site specificity and scalability

**THANK YOU**