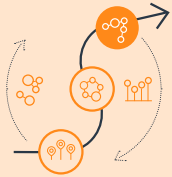




ADVANCE COLLECTIVE ACTION

ADVANCE TECHNICAL EXCELLENCE

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



SCALE+ includes 5 elements.

Advance Collective Action describes how a project team works with cross-sector stakeholders linked to the development challenge to implement collective actions, broaden collaboration, and expand the impact of project technical assistance.

While continuously investing in collaborative actions, mapping, and formulating a common agenda, the project continuously promotes and advances collective action throughout the system.

Technical assistance and social capital create sustainable impact

During the Whole-System-in-the-Room, participants identify the most pressing issues they face, common goals, and major barriers to overcome. These barriers may constitute a need for change in public policy or a structural improvement in how information flows throughout the system. In projects managed according to SCALE+ principles, technical assistance (TA) is demand-driven rather than expert-driven. This represents a paradigm shift in comparison with development projects that begin with a predetermined technical assistance focus—usually in a single sector and or subject area. In the Advance Collective Action Component of SCALE+, a project leads stakeholders to:

- **Coordinate and Collaborate**
- **Provide Demand-Driven Technical Assistance**
- **Apply Social Change Methodologies**
- **Improve Information Flow**

Coordinate and collaborate

The Systems Integration Team (SI Team) supports stakeholders in Collaborative Action Circles and task forces to move forward with agreed-upon activities. By acting as the system secretariat or backbone, the SI Team provides logistical and coordination support so that all stakeholders stay engaged and remain focused on their commitments to collective action. The SI Team helps create space for continued dialogue, organizes topical meetings, and continuously reminds the participants of their commitments to action while encouraging new actions and inviting new players. As stakeholder representatives commit their perspectives, priorities, resources, and relative power to influence barriers, key leverage points in the system emerge. In view of stakeholder commitments and in consultation with the CSAC, the project considers best use of its resources to provide TA where most needed to stimulate further collaboration, address gaps in collective capacity, and achieve results.

Apply social change methodologies

SCALE+ offers a project the opportunity to apply a combination of social change methodologies and behavior change tools to catalyze both “push” and “pull” forces within a system. Depending on the barriers identified, these methodologies may include advocacy, public policy reform, social marketing campaigns, conflict mediation, awareness raising through mass media, education, or organizational capacity building. Specific intervention options are discussed by the project leadership and the SI Team in consultation with the CSAC and donor to decide the most effective and essential interventions. SCALE+ success in rallying stakeholders behind common causes strengthens the potential of advocacy campaigns, fundraising efforts, and communications outreach to deliver results more broadly.

Provide demand-driven technical assistance

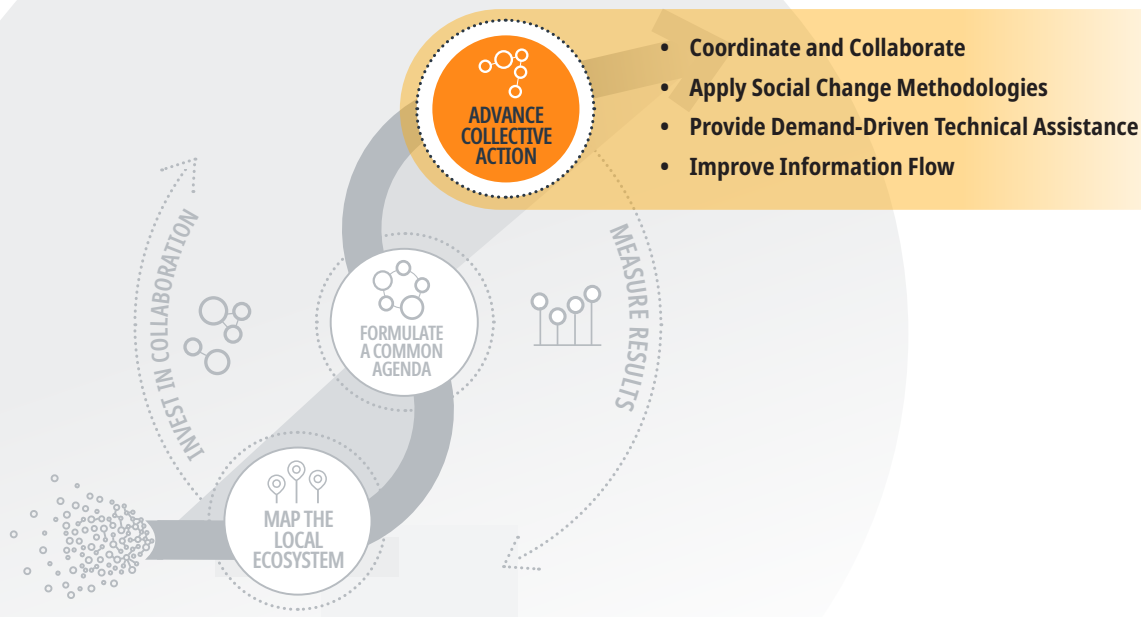
TA targeting cross-sector collective actions will deliver project results beyond expectations. SCALE+ identifies resources, energy, and support previously undiscovered in the system. Once agreed upon with the donor, specific examples of targeted, demand-driven TA can be integrated into the overall project work plan. Ideally, project work plans should: 1) support the collective goals and priorities of the cross-sector stakeholders and the stakeholder commitments to collective action; 2) strengthen horizontal communication, relationships, and networks, and 3) leverage donor financing and private sector investment to achieve results.

Improve Information Flow

With SCALE+, technical interventions are designed according to common objectives and where stakeholders are willing to collaborate most. The project applies its own limited resources to achieve its goals by aligning them, when possible, to the collective goals of cross-sector stakeholders. By continuously improving the flow of information among stakeholders and coalition partners, the project will be able to keep everyone focused on their common purpose. The SI Team will be able to shine a light on supplemental system resources and how collaboration leads to improved results. The project will never be able to fund all system demands but the SI Team can assist coalition partners to pursue alternative funding sources. Formalizing and improving how information is shared among stakeholders is an essential activity in supporting and continuing collaboration.

scale+: facilitating collective action

Advancing technical excellence and evidence-based social change



APPLYING THE SCALE+ METHOD: ADVANCE COLLECTIVE ACTION

1. The SI Team continues to support coordination and collaboration among cross sector stakeholders by assisting them in organizing Cooperative Action Circles and task forces.
2. The project makes use of a range of social change methodologies and tools (simultaneously) to support stakeholders in addressing any challenges they face in the Cooperative Action Circles and task forces. This could include advocacy, public policy reform, social marketing campaigns, conflict mediation, mass communications, education, and organizational capacity building.
3. The project directs its TA to collective actions of greatest potential to achieve results on a larger scale. In view of collective commitments and in consultation with the CSAC, the project considers the best use of its resources. Assistance should directly support strategies emerging from the Cooperative Action Circles and task forces to fill gaps in the capacity and resources within the coalitions.
4. Identify internal and external sources of technical expertise to support collective action. If possible, direct project grants programs and other resources from the system (donor projects, investors) to support joint ventures.
5. Engage as many partners and beneficiaries as possible in all system activities to promote increased awareness, expand the project's impact and foster sustainability.
6. Create information structures and tools to expand the reach of the project. As coalitions take action, identify and promote heroes within the system to keep momentum going. Let everyone know about the early adopters and pioneers.

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

