



Tool 1: Scaling Task Model

Table 2: Guidance Questions

**STEP 1:
Develop
a Scaling
Up Plan**

**Task 1: Create
a Vision**

- » What organizational, process and technical factors were critical to success on a pilot scale?

- » Can the intervention be simplified without undermining its effectiveness? Is it absolutely necessary to replicate all elements of the intervention on a large scale?

- » Does the organization that developed the intervention or carried out the pilot project have the desire and organizational capacity to expand its operations and deliver services on a substantially larger scale?

- » If not, which organization(s) are best suited and motivated to implement the intervention on a scaled- up basis or to serve as partners in implementing the intervention?

- » Should the scaling up effort include policy change by the government or rely exclusively on voluntary adoption by private and non-governmental organizations?

- » Is there is a need for one or more Intermediary Organizations to support the scaling up process? If so, what help is needed, and which organizations are best suited to performing these roles?

- » Along what dimension(s) should scaling up take place?

- » What would scaling up look like if it were successful?



**STEP 1:
Develop
a Scaling
Up Plan
(cont'd)**

**Task 2: Assess
Scalability**

- » Do relevant stakeholders, potential partners and intended beneficiaries perceive a need for this kind of intervention?
- » Has the intervention been documented, including the process component, and has its cost-effectiveness been objectively assessed? Does the evidence indicate that the intervention is more cost-effective than other approaches?
- » Are there obvious economies or diseconomies of scale?
- » How easily can institutional characteristics that were key to the outcomes achieved be replicated or enlarged?
- » Is there anything special or unique about the social or political context, or general circumstances of the intervention or pilot project (e.g., cultural, ethnic or religious values/characteristics; distribution of power; homogeneity; economic conditions) that would need to be present for the intervention to be replicated successfully?
- » Does the Adopting Organization have the appropriate organizational and implementation capacity, or the means to develop that capacity?
- » Does needed funding exist to replicate the intervention on a large scale?
- » Are the central mission, organizational culture and values of the proposed Adopting Organization sufficiently compatible with those necessary to adopt and implement the intervention successfully?

**Task 3: Fill
Information
Gaps**

- » What additional information or documentation is needed as a basis for planning and to address stakeholder concerns?

**Task 4: Prepare a
Scaling Up Plan**

- » Does the plan summarize the need, vision and evidence for scaling up the intervention?
- » Does the plan include a clear description of proposed actions, timetables, roles, responsibilities and resources?



**STEP 2:
Establish the
Preconditions
for Scaling Up**

**Task 5:
Legitimize
Change**

» What more needs to be done to persuade relevant decision-makers, funders and opinion leaders that new solutions are necessary and desirable?

» What more needs to be done to persuade relevant decision-makers, funders and opinion leaders that the proposed intervention is successful, cost-effective and feasible?

» Which spokespersons, conveners, messages and methods are most likely to have an impact on these audiences?

**Task 6: Build a
Constituency**

» Which organizations, organizational units or individuals are responsible for key decisions regarding the funding and implementation of scaling up? Who has the authority to make decisions within these organizations?

» What arguments, appeals or advocacy strategies are likely to be persuasive to these decision-makers?

» What are the most effective networks and alliances for carrying out this advocacy, and how can they be most efficiently mobilized and organized?

» How can buy-in from the leadership and staff of potential implementing organizations best be achieved?

**STEP 2:
Establish the
Preconditions
for Scaling Up
(cont'd)**

**Task 7: Realign
and Mobilize
Resources**

» What additional human, institutional and financial resources will be needed to support the process of “going to scale,” and what needs to be done to ensure these resources are available?

» What human, institutional and financial resources will be needed for “operating at scale,” and what needs to be done to ensure these resources are available?

» What new partnerships will need to be established, if any?



**STEP 3:
Managing
the Scaling
Process**

**Task 8: Modify
Organizational
Structures**

» What needs to be done to encourage and assist the Originating Organization to relinquish control and make the changes necessary for the successful transfer and scaling up of the intervention by the Adopting Organization?

» What changes need to be made in the organization expected to implement the intervention at scale?

» Which organizations are responsible for the transfer process, and what changes do they need in their own capacity--structure, staffing or operations--to do this successfully?

**Task 9:
Coordinate
Action**

» Are action plans and budgets in place for implementing the scaling up effort and, if not, what more needs to be done?

» Have responsibilities been clearly allocated and efficient mechanisms established to coordinate the scaling up effort?

» How will mutual accountability be established, and conflicts resolved?

**Task 10: Adapt
Strategy and
Maintain
Momentum**

» Are there adequate procedures for documenting the progress, lessons learned and impact of the scaling up effort?

» What mechanisms will most effectively ensure that this information is fed back to key stakeholders and the broader public and used to make necessary course correction?

