



# Mainstreaming scaling in governments and donors

Plenary 2 of the 6<sup>th</sup> Annual Workshop of the Global Community of Practice on Scaling Development Outcomes

November 10, 2021

#ScalingCOP



# Catalyzing and measuring institutionalization of innovation by national governments for impact at scale

## Speakers:

Larry Cooley, *Founder and President Emeritus at MSI, Founder and Co-Chair of the CoP and Co-Chair of the CoP's M&E Working Group*

Rajani Ved, *Former Executive Director at National Health Systems Resource Centre, Government of India*

Noam Angrist, *Executive Director and Co-Founder of Young1ove, Botswana*

## Moderator:

John Floretta, *Global Deputy Executive Director at J-PAL, Co-Chair of CoP's Monitoring & Evaluation Working Group*



# Mainstreaming a central focus on scaling in donor/funder organizations

## Speakers:

Johannes Linn, *Non-Resident Senior Fellow at the Brookings Institution, Founder and Co-Chair of the CoP*

Gwyn Hainsworth, *Senior Program Officer at Bill and Melinda Gates Foundation*

Rob McLean, *Senior Program Specialist at IDRC*

Elaine Tinsley, *Private Sector Specialist at World Bank, Co-Chair of the CoP's Social Enterprise Working Group*

## Moderator:

Laura Ghiron, *President of Partners in Expanding Health Quality and Access, Co-Chair of the CoP's Health Technical Working Group*



# How to mainstream the scaling agenda into donor/funder organizations?

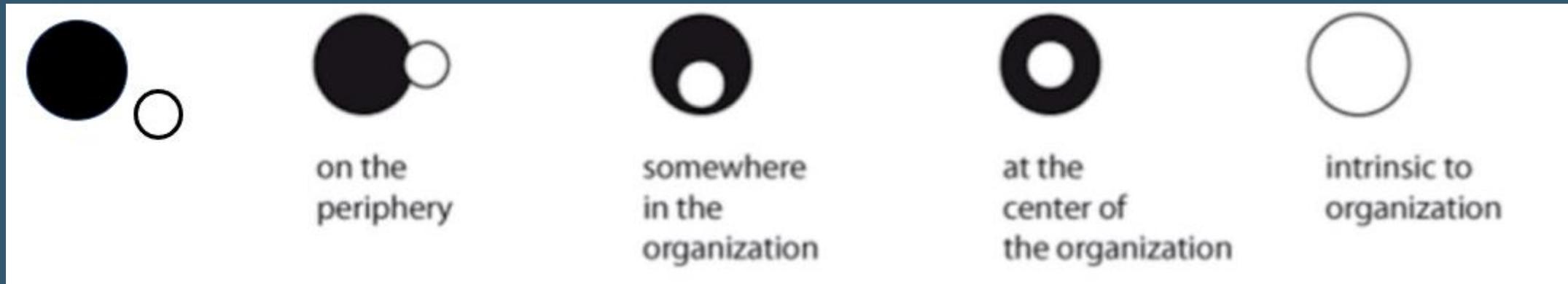
Johannes F. Linn, The Brookings Institution  
Scaling Community of Practice Annual Workshop  
10 November 2021

# The Imperative of Institutionalizing/Mainstreaming the Scaling Agenda



- Organizations are critical for scaling up
  - Innovating agencies
  - Implementing agencies
  - Funding agencies
- The idea and practice of scaling must go beyond a limited number of individual actors and be mainstreamed in the DNA of organizations
- This requires a focus on how organizations currently work and what must be done to adapt their organizational approaches to reflect the scaling up agenda; this is certainly the case for donor/funder organizations

# Where is the Scaling Agenda in Current Organizational Practice?



Global  
Innovation  
Fund (GIF)

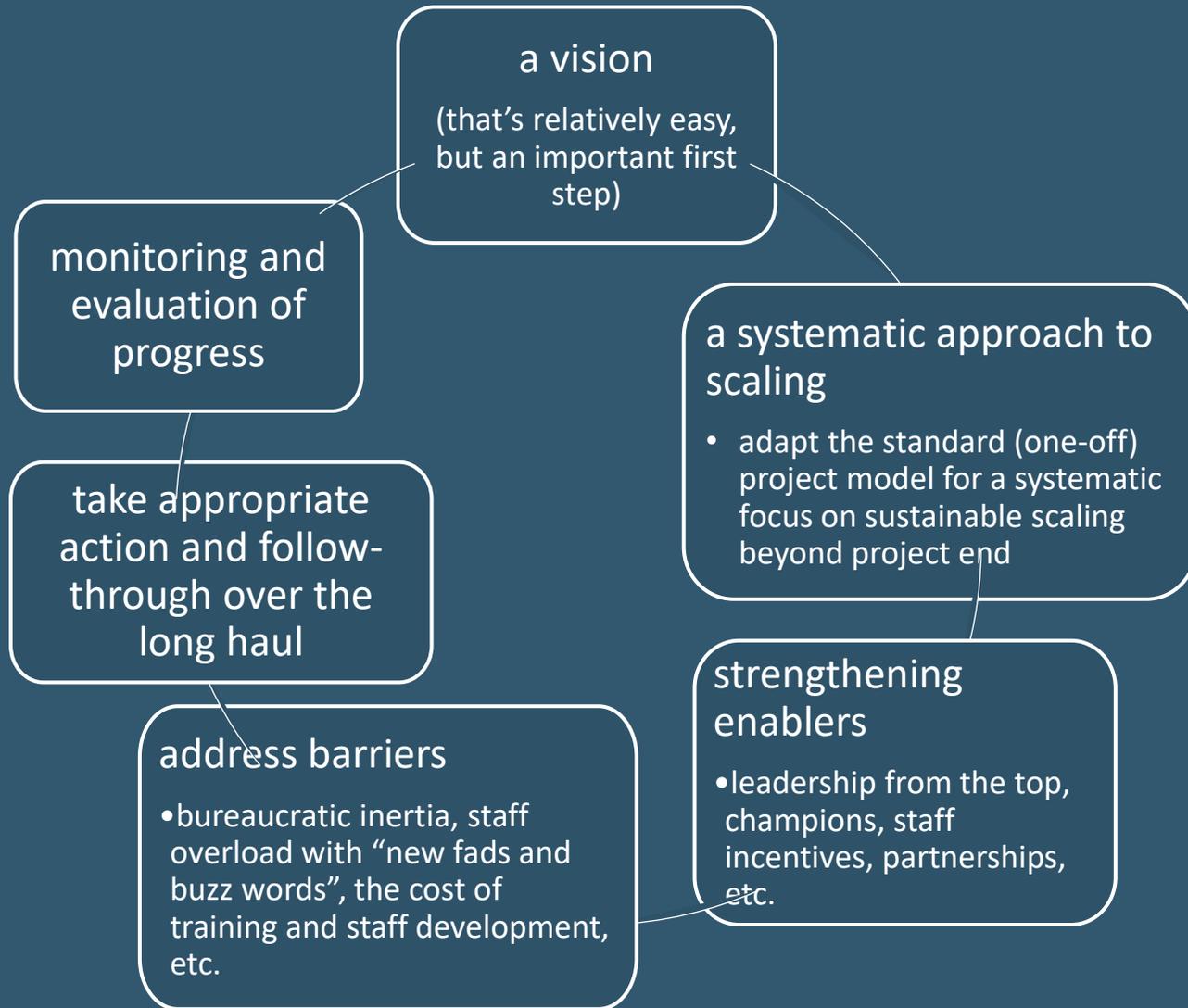
Innovation/  
accelerator  
labs (USAID,  
DFID,  
UNDP, WFP, etc.)

Scaling initiatives  
at World  
Bank, AfDB,  
UNDP, GIZ

IDRC (?),  
CGIAR

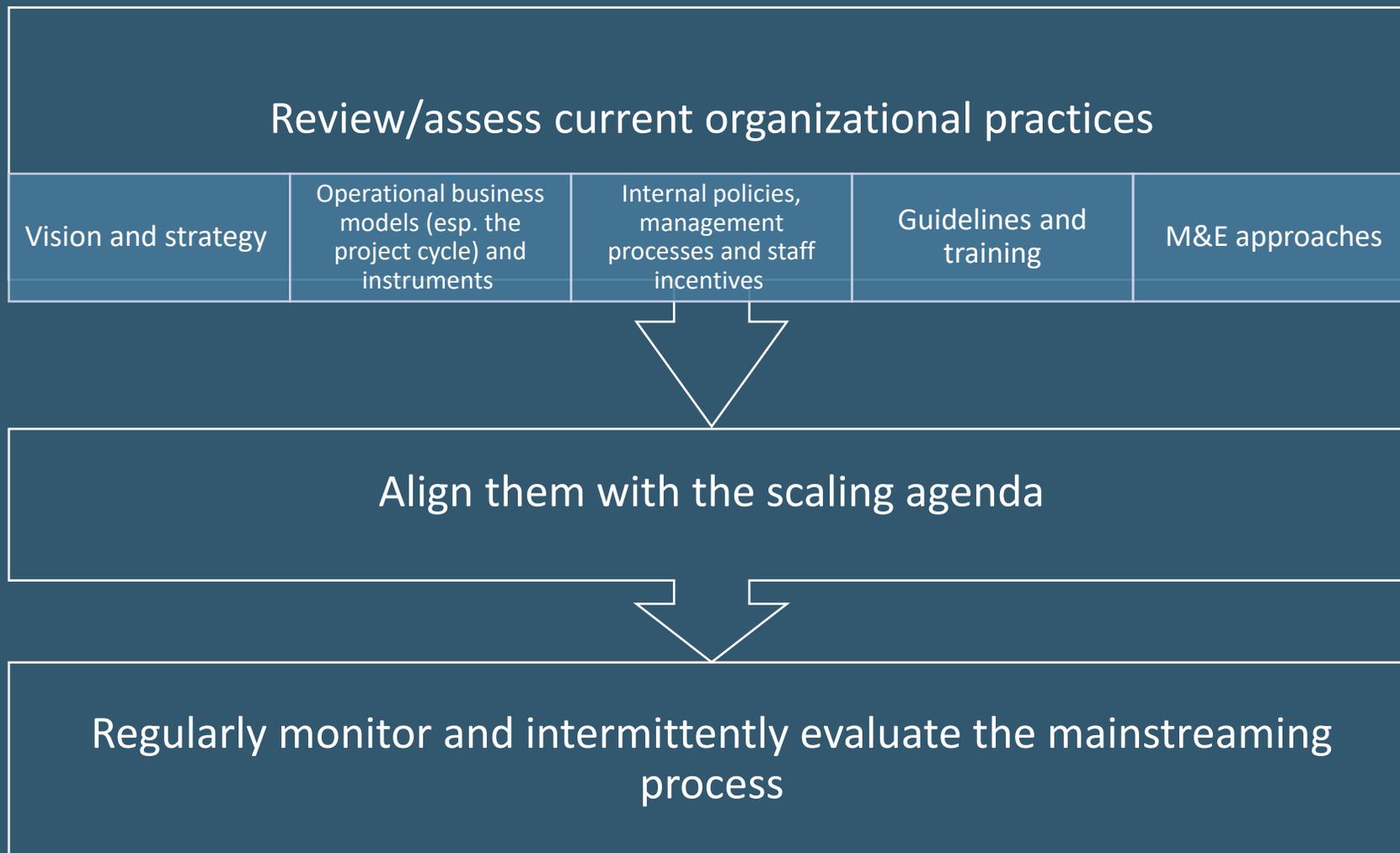
Eleanor  
Crook Foundation,  
Vertical Funds  
(GF, GAVI, GFF,  
SOFF), IFAD (?)

# Organizational Mainstreaming of Scaling Up is in Effect a Scaling Up Process



*It takes time,  
persistence and  
faces risk of  
discontinuity  
(especially with  
changes in  
leadership)*

# How to Approach the Mainstreaming Process



*Example: IFAD did this over 10 years (see Annex)*

# Some Common Objections in Organizations to a Systematic Mainstreaming Effort



We're big  
and  
already  
doing it

Yet another fad  
best ignored; other  
fads come along  
with every  
management  
change, diverting  
my attention

Don't tell me  
what to do –  
why would you  
know better?

We're too  
small

My management/  
board/authorizing  
environment only  
cares about project  
impact, not the  
longer term impact  
at scale

We don't have  
the budget;  
our front-line  
is already  
overloaded

Your methods/  
operational  
guidance are too  
generic/  
complex/  
burdensome

# Key Lessons



- Focus on changing the mindsets of managers and staff by showing them that a systematic approach to scaling will help them achieve shared development objectives (e.g., SDGs) more effectively – actually the front line staff are very open to the idea
- Remember that scaling is about more and better development impact, not necessarily about more money or bigger organizational footprint
- Develop an approach that responds to specific needs of the organization (drawing on alternatives available and experience to date, with own managers/staff in the lead)
  - Focus on integrating scaling into the project cycle
- Provide practical guidance and training to staff (and consultants)
- Bureaucratic processes need to be kept as simple as possible
- Allow more risk taking, recognizing that lack of success in projects is an opportunity to learn, rather than a failure
- Link up with clients, partners and funders in pursuing the scaling agenda
- Monitor and evaluate with a focus on the scaling process
- **Stick with it!**

# Annex: IFAD's Mainstreaming Scaling Up



IFAD Scaling-up Initiative 2008-2018 – a long-term effort:

1. Internal evaluation and in-depth study by Brookings (2008-12)
  - Development of a systematic approach and recommendations for operationalization
2. Scaling-up introduced into IFAD corporate strategy (“Scaling up is mission critical for IFAD.”) (2012)
3. Explicit commitment to scaling up in replenishment consultations (2011 u. 1014)
4. Innovation, learning and scaling up are considered a key principle of engagement in its Strategic Framework 2016-2025
5. Introduction of scaling principles into operational practice (2012-18)
  - Guidelines and knowledge products (incl. subsectoral approaches and Operational Framework)
  - Country strategies
  - Project design, quality assurance and implementation
  - Country program and project assessments and independent evaluations
  - Staff training
  - Networking (lead role in the ARD Working Group of the International Scaling Up Community of Practice)
6. Independent evaluation of IFAD's scaling up efforts (2017)
  - Examples of successful scaling up (e.g., India, Peru, Tanzania)
  - Progress with operational mainstreaming but still not fully integrated in the work of IFAD country teams
7. New senior management since 2018 – not clear to what extent scaling remains on IFAD's strategic agenda.