

Scaling Up From the Start: Beginning with the End in Mind

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On behalf of:



Learning objectives:

- Participants will understand the importance of strategically and systematically approaching scale-up in order to increase the impact of tested innovations
- Participants will learn how and why frameworks help do this
- Participants will become familiar with how scale-up can be considered during three phases of implementing an innovation :
 - conceptualization/design of an innovation,
 - implementation of a pilot/demonstration project and
 - scale-up of a tested innovation.



Definition of scaling-up

“**Deliberate efforts** to increase the impact of health service **innovations successfully tested** in pilot or experimental projects so as **to benefit** more people and to foster policy and program development on a lasting basis.”

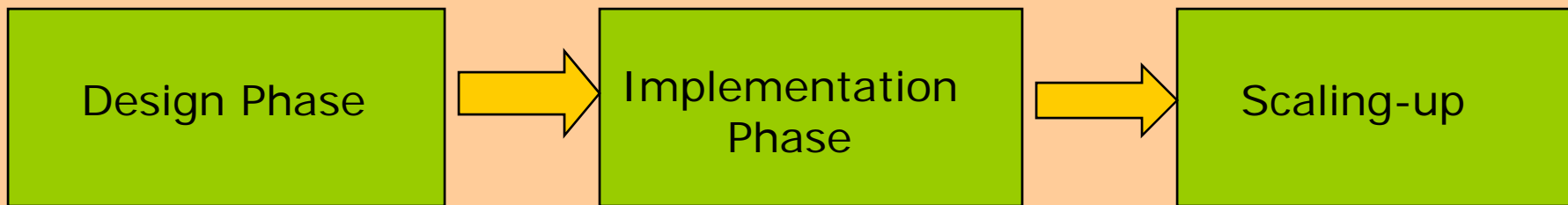
Resource: *Nine Steps for Developing a Scaling-Up Strategy*.
WHO/ExpandNet, Pre-publication version April 2009



Key principles of scaling-up

- Systems approach
- Sustainability
- Capacity
- Values
- Participatory learning approach
- Strategic planning and management
- Adaptation, flexibility in the process

Phases of implementing an innovation





Design Phase

- Using findings from formative research, assessments, initial field tests, to consider potential for scale-up
- CORRECT* model:
 - Credible
 - Observable
 - Relevant
 - Relative Advantage
 - Easy to install and understand
 - Compatible
 - Testable



Implementation Phase

- Process: adequate and appropriate documentation
- Cost data for decision-makers
- Stakeholder engagement to position the innovation for eventual scale up



Question:

**Should everything that
is piloted go to scale?**



Scaling-up

- Multiple organizations need to be involved
- Scale-up planning provides guidance and mutual accountability
- Regular implementation check-ups help identify challenges and how to resolve them



Case study exercises



Take-aways

- Scale-up is complex—art and science
- Pilot projects need to be designed with the end goal in mind
- Explicit scaling-up frameworks and plans help guide processes, engage stakeholders, and ensure momentum and sustainability
- Research should occur at all phases to inform scaling-up processes and related management decisions

Selected Resources

- **ExpandNet/WHO:** Framework, case studies, guide, presentations, bibliography and resources from other organizations (www.expandnet.net)
- **Management Systems International:** Framework (www.msiworldwide.com)
- **Implementing Best Practices in Reproductive Health:** Fostering Change Guide (www.ibpinitiative.org)
- **Duke University/CASE:** framework, case studies, research articles (<http://www.caseatduke.org/>)