

# SCALING-UP

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## What is "scaling-up?"

"Scaling-up" is the process of reaching larger numbers of a target audience in a broader geographic area by institutionalizing effective programmes.

While there is no precise definition identifying the amount of increased programming or coverage required for scaling-up, scaled-up programmes usually reach (or providing access for) much of the targeted population within a specified area.

Scaling-up had positive effects on the public policy climate - scaled-up programmes' visibility and effectiveness help shift social norms and foster greater acceptability and support.

## Why is scaling-up important?

In view of limited resources, and because the reproductive health needs of young people are so great, it is important to plan programmes that reach as many of the targeted population as possible. The reality of HIV/AIDS has made this need even more urgent.

In most project locations, the government is most likely to be the only institution with the capability to scale-up activities in educational and health service programmes.

## What are the approaches to scaling-up?

Adequate planning is an important component of the scaling-up process. Policy support, leadership, networks, and cost all relate to the feasibility of "going to scale." Many of these factors can be identified in advance, during both initial project planning and also during the pilot phase. It is critical that all organizations and "players" who will be counted on to move the

programme to scale must be involved from the start to best support expansion efforts. For example, many activities have been designed as pilot or demonstration projects, but have not considered the requirements of translating such activities to a broad scale. Thus, even if such projects prove effective, a process is not in place to expand or scale-up. As a result, projects that are evaluated and show impact are often "boutique" projects - that is, they involve few participants at high costs and are unlikely candidates for effective scaling-up.

The FOCUS on Young Adults Program identified four key approaches to scaling-up project activities. These included:

**Planned expansion** - expanding the number of sites and the number of people served by a particular programme model once it has been pilot tested and shown to be successful.

**Association** - expanding programme size and coverage through common efforts and alliances across a network of organizations.

**Grafting** - adding a new initiative to an existing programme, such as adding sex education to academic school programmes or making family planning programmes originally created for adults more "youth friendly."

**Explosion** - implementing at a large scale at once, usually with the support of high-level policy.

Policy support, leadership, networks, and cost all relate to the feasibility of going to scale.

## What are the principles and lessons learned in scaling-up?

Over time, a variety of principles and lessons learned have emerged that are useful for guiding scaling-up activities.

- Programmes intended for scaling-up should be pilot-tested, evaluated and assessed to determine whether expansion is feasible. This includes cost assessments.

- Policy support is a critical foundation for scaling-up.
- Partnerships and networks providing the infrastructure, support and leadership for going to scale should be involved from the beginning of programme design and planning.
- Effective scaling-up typically requires existing institutions and infrastructure on which to build the expansion.
- The more developed the programme design and experience prior to expansion, the more durable the programme will be as expansion occurs.
- Programme designers and managers should anticipate and plan for a restriction in human and financial resources per activity unit as the programme expands. (The pilot phase often attracts more funds and human expertise than the later replications do.)
- Scaling-up has positive effects on the public policy climate – scaled-up programmes' visibility and effectiveness help shift social norms and foster greater acceptability and support.

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### What are the implications of scaling-up for AYA?

Most scaling-up within AYA will involve a combination of association and grafting, which are discussed in greater detail above. Using planned expansion for AYA scaling-up efforts would prove too costly without an infrastructure to build on and expansion would require significant financial and political commitments that are not currently feasible.

AYA also faces challenges to its scaling-up efforts. Some AYA projects intended for scaling-up have not yet completed the pilot phase and as a result have not demonstrated their effectiveness and political feasibility. Moreover, in most of the AYA countries there are few non-governmental organizations (NGOs) that have the capacity to take projects to scale. As a result, in most project locations the government is most likely to be the only institution with the capability to scale-up activities in educational and health service programmes. It is also

important to recall that taking a project to scale benefits from changing the enabling conditions (policy support) and interventions that prepare staff before they begin their professional work (for example, training teachers and healthcare providers in school that is, pre-service, rather than in-service, training). Such interventions are more efficient and help to reinforce and sustain the new intervention.

Partnerships and networks providing the infrastructure, support and leadership for going to scale should be involved from the beginning of programme design and planning.