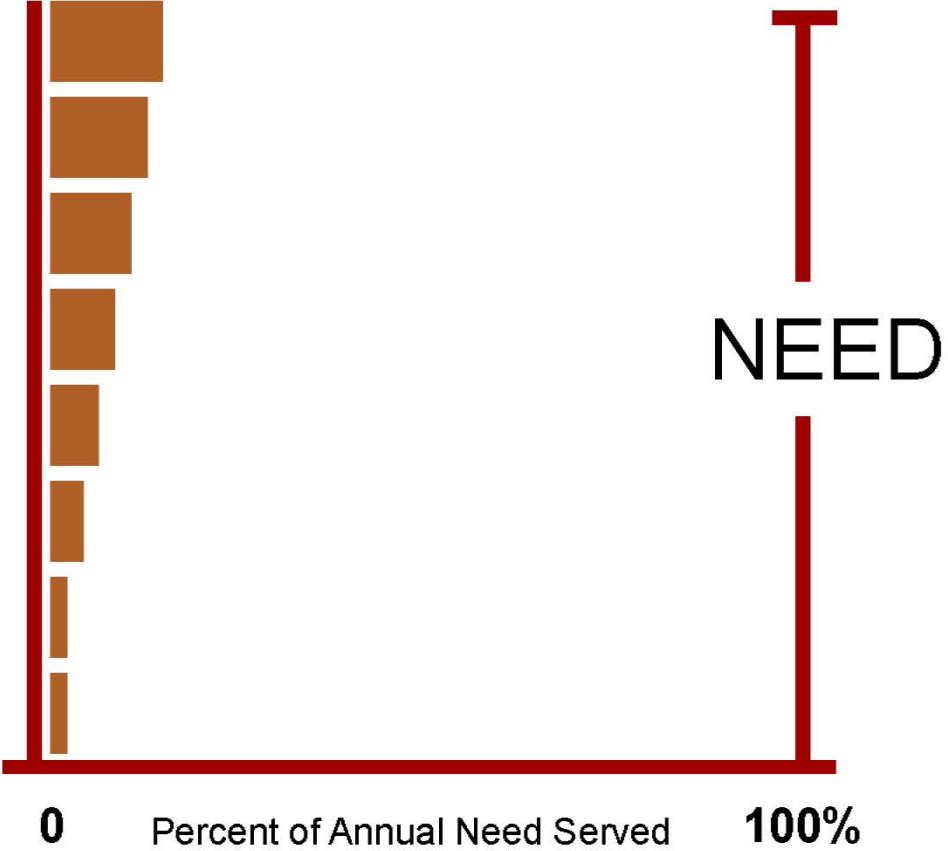


Planning With Scale in Mind

Larry Cooley

President Emeritus, Management Systems International

Problems have denominators



... and big problems require big solutions



But the numbers tell and different story....

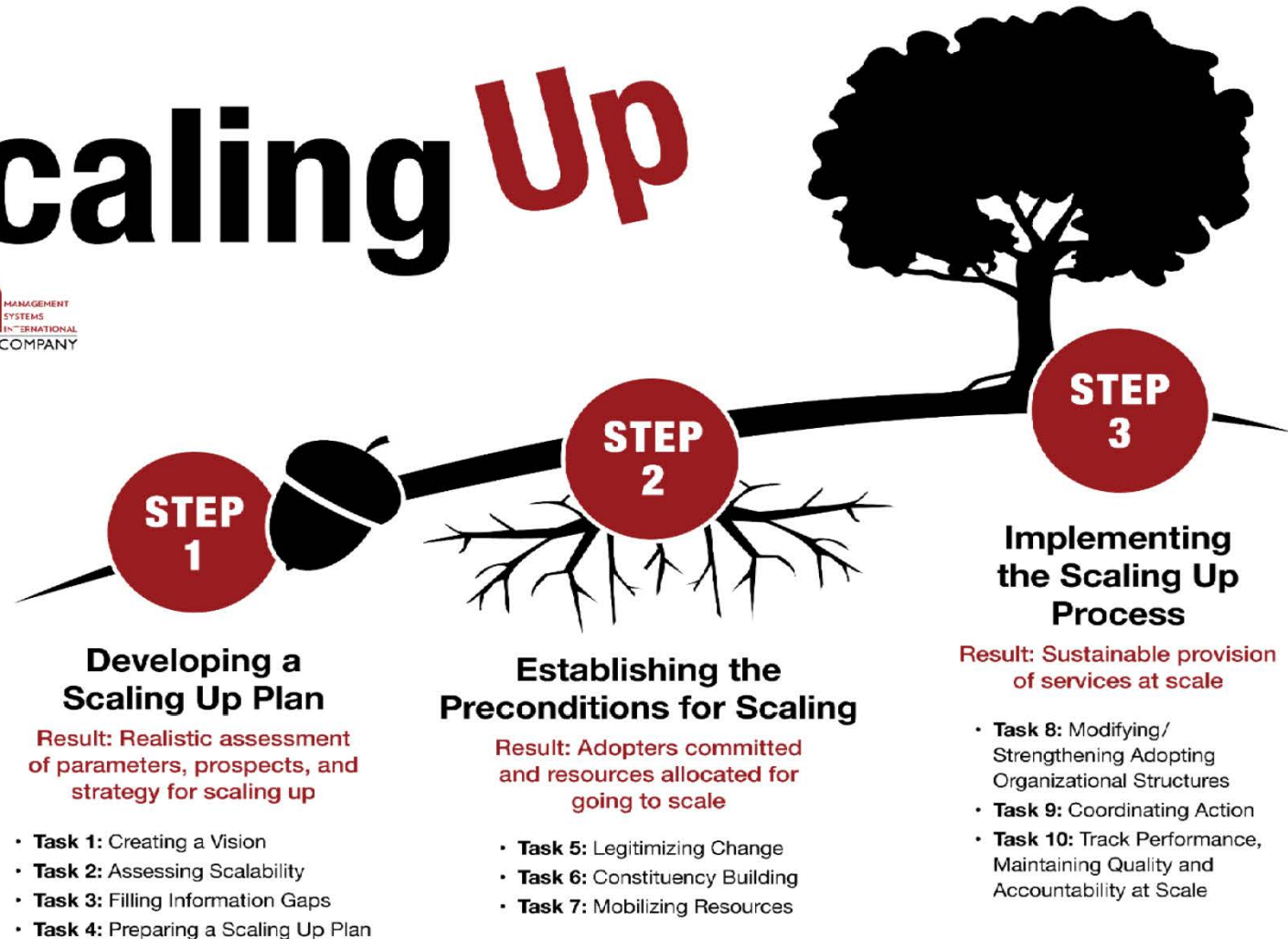
- Double, double; half, half
- 5%
- $1/35$
- 15

... and that's not all

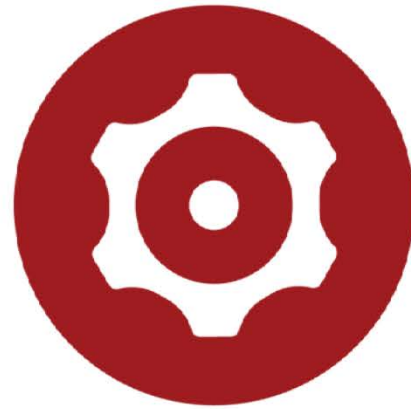
- Most investments that incorporate social or pro-poor objectives don't scale spontaneously.
- Few research projects are analyzed for scalability and even fewer are managed to maximize the likelihood of successful scaling.
- There are no fully commercial solutions in agriculture.
- A bad system will trump a good innovation every time.

Three Management Challenges: (1) Planning with Scale in Mind, (2) Assessing Scalability and (3) Managing the Scaling Process

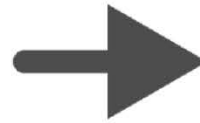
Scaling Up



If we're not careful, projects can become part of the problem

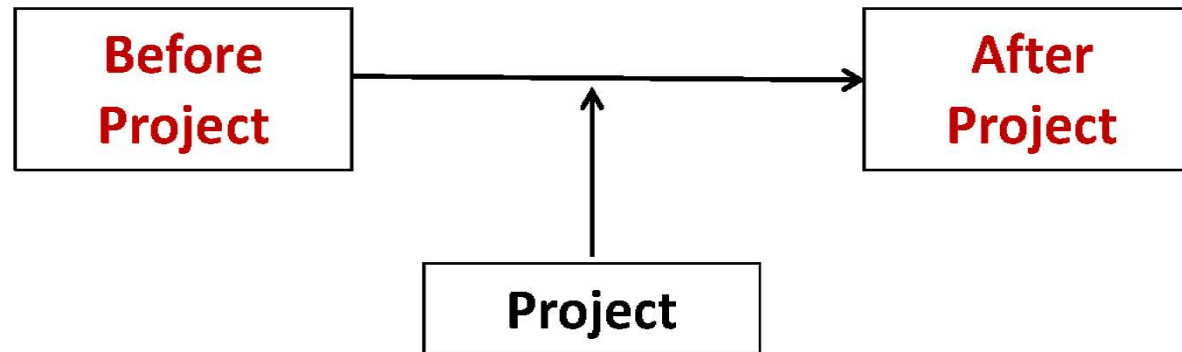


PROJECT

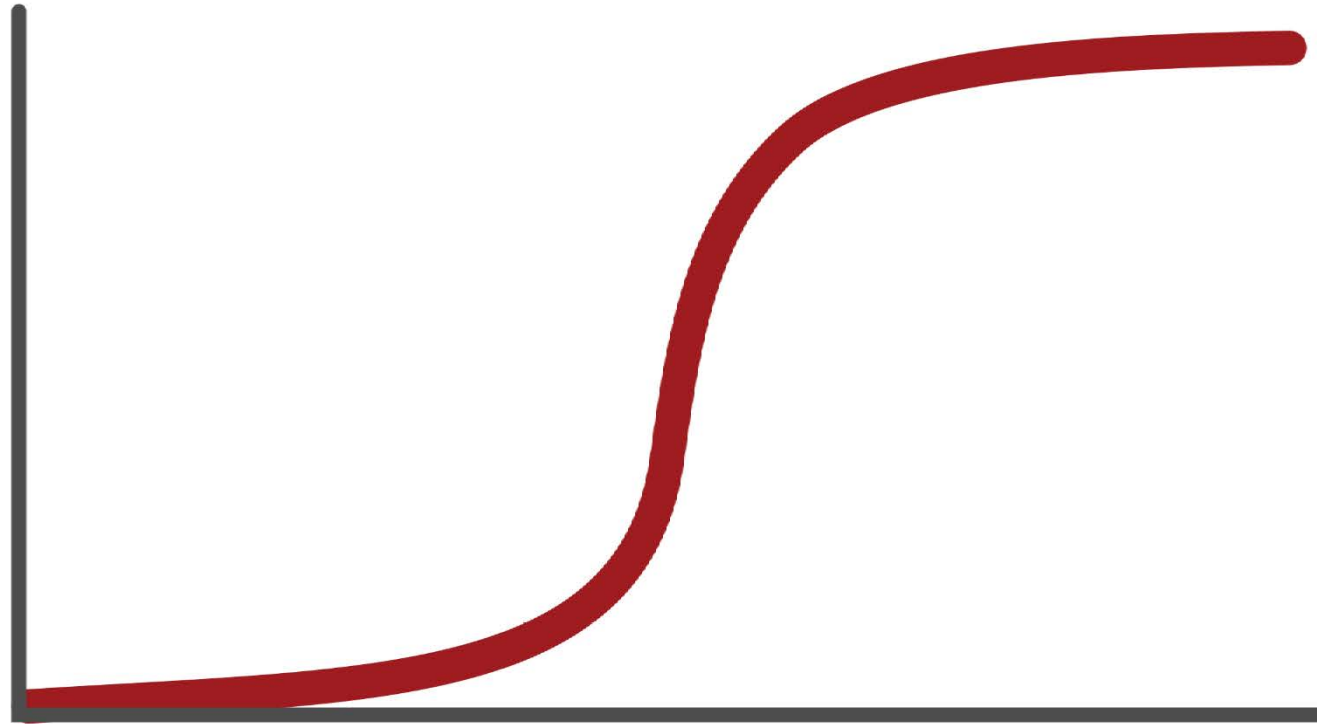


PROJECT

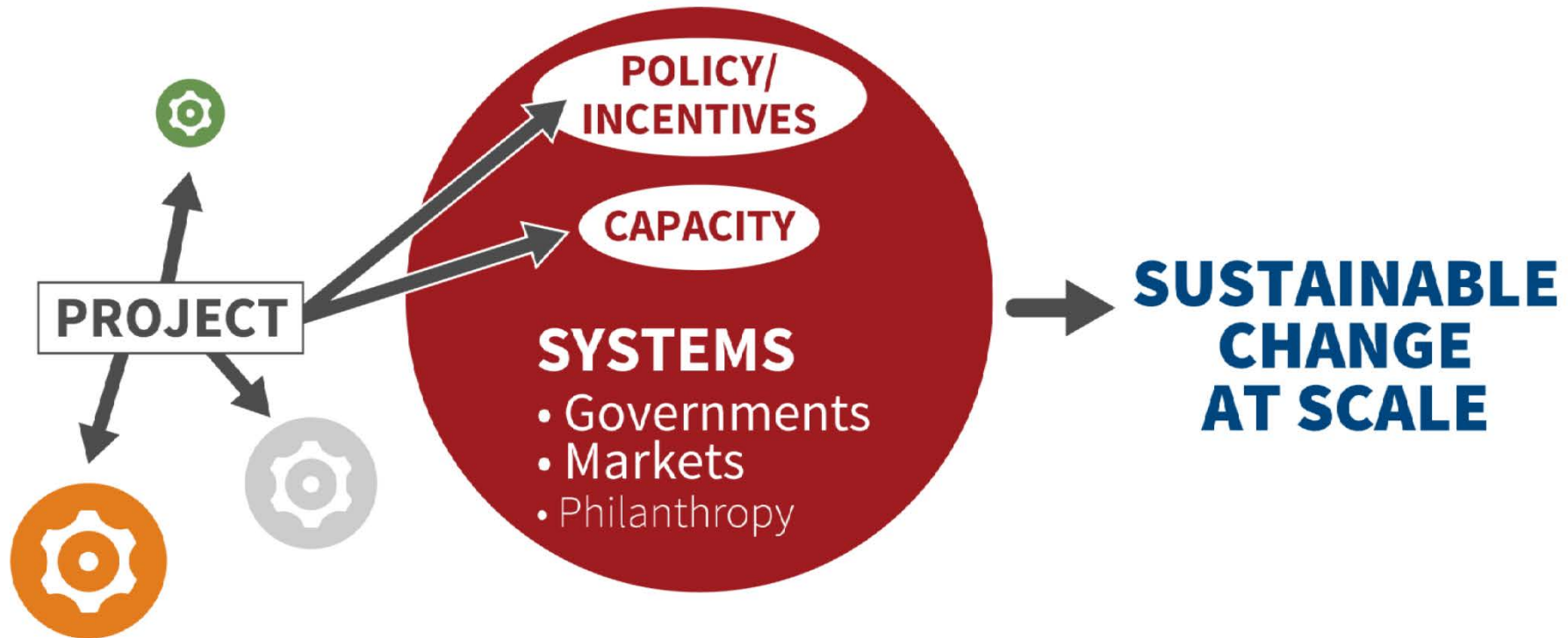
Development Project = A short term intervention designed to alter long-term processes and outcomes



Using projects and prototypes to achieve scale requires understanding what can make the “S Curve” go vertical, ...



...the link between projects and systems change,...



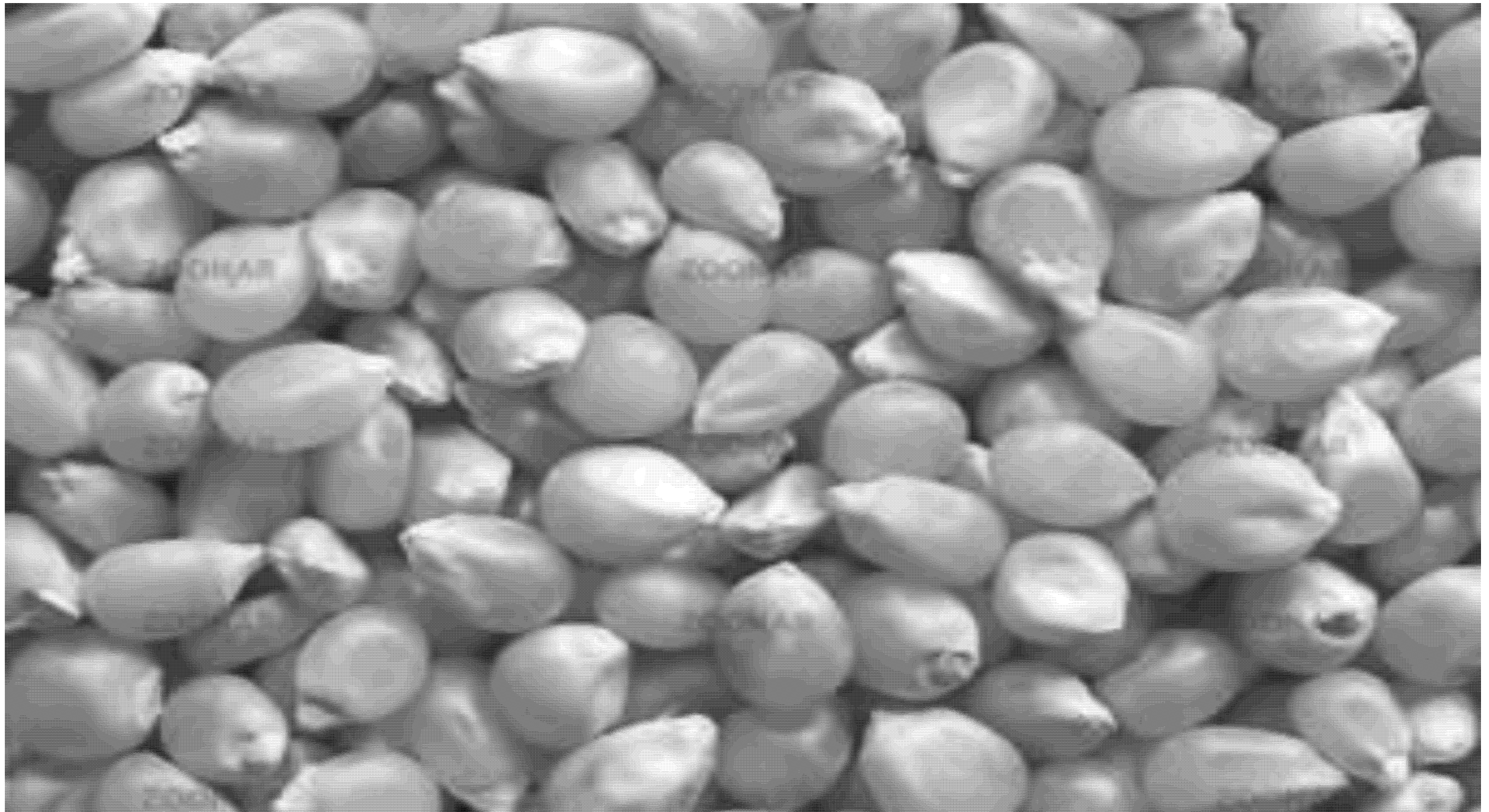
...and the most realistic scaling up pathway

- Methods distinguished by the degree to which the organization that developed the technology or managed the initial pilot – the **Originating Organization** – continues to control implementation as the model goes to scale:
 - **Expansion:** the Originating Organization retains control of implementation
 - **Replication:** the Originating Organization transfers control of implementation to another organization(s)
 - **Collaboration:** the Originating Organization shares control with one or more other organization(s)

Re-Thinking Research Investments, Prototypes and Pilot Projects



- Begin with an eye on scale and a strategy for achieving it:
 - Ensuring the research/pilot/prototype generate evidence for advocacy, simplification, and tailoring
 - Identifying, involving and working through the intended large-scale implementers
 - Focusing early on unit cost and implications for current providers
 - Identifying who will support the transition to scale (advocacy, capability and capacity building) and with what resources
 - Obsessing about the weakest link



SIX DESIGN GUIDELINES

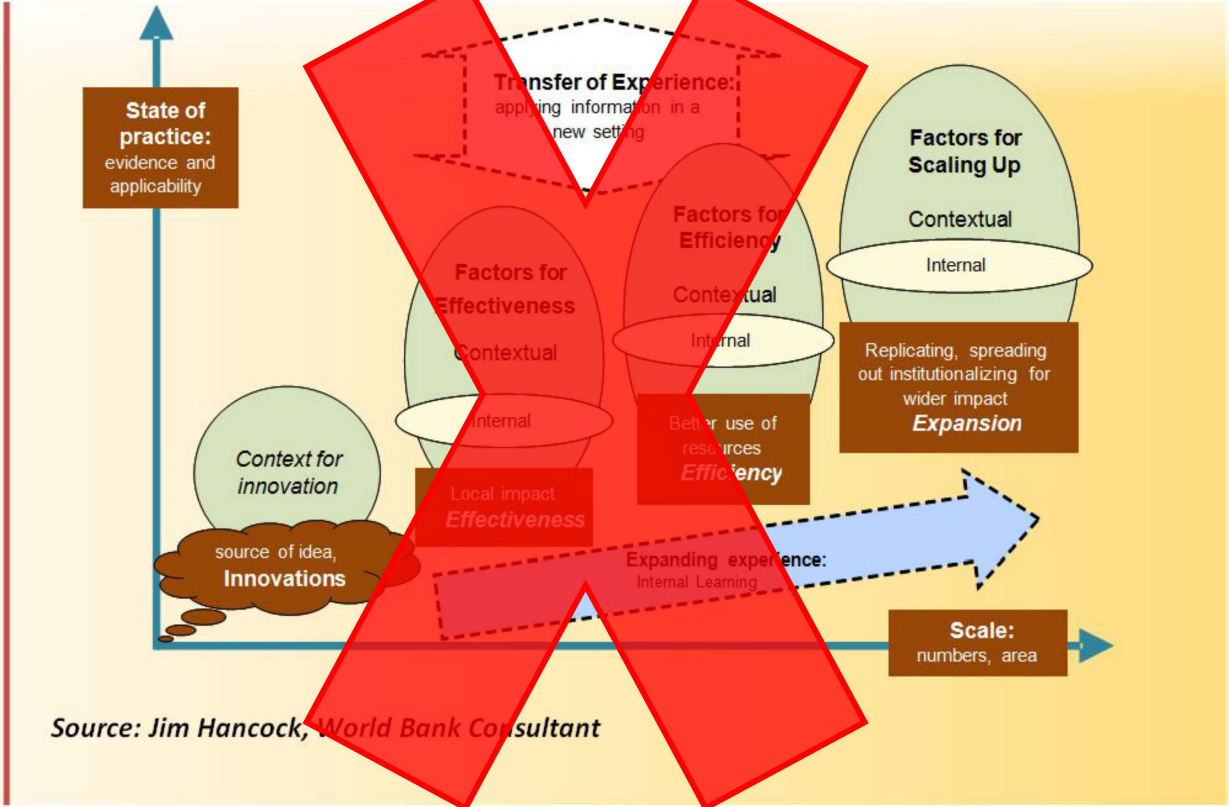
#1: Look Beyond the Glitter

“Bright objects that
hypnotize the
mind”

-Elizabeth Bishop



#2: Think Scale Early



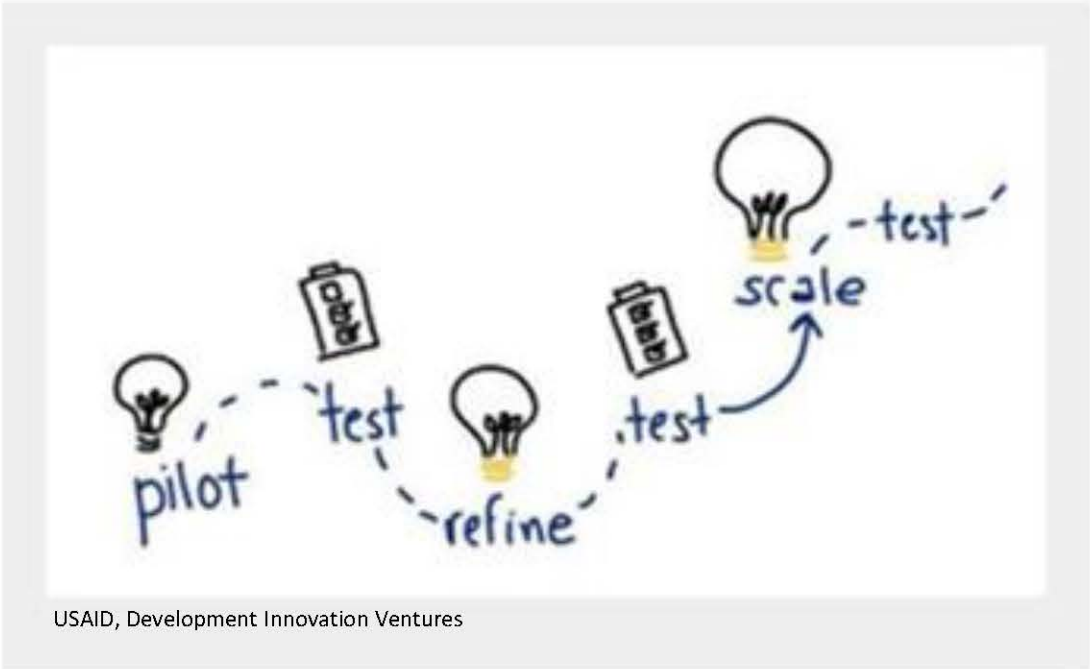
#3: Think Subtraction, Not Addition



#4: Link Scale and Sustainability

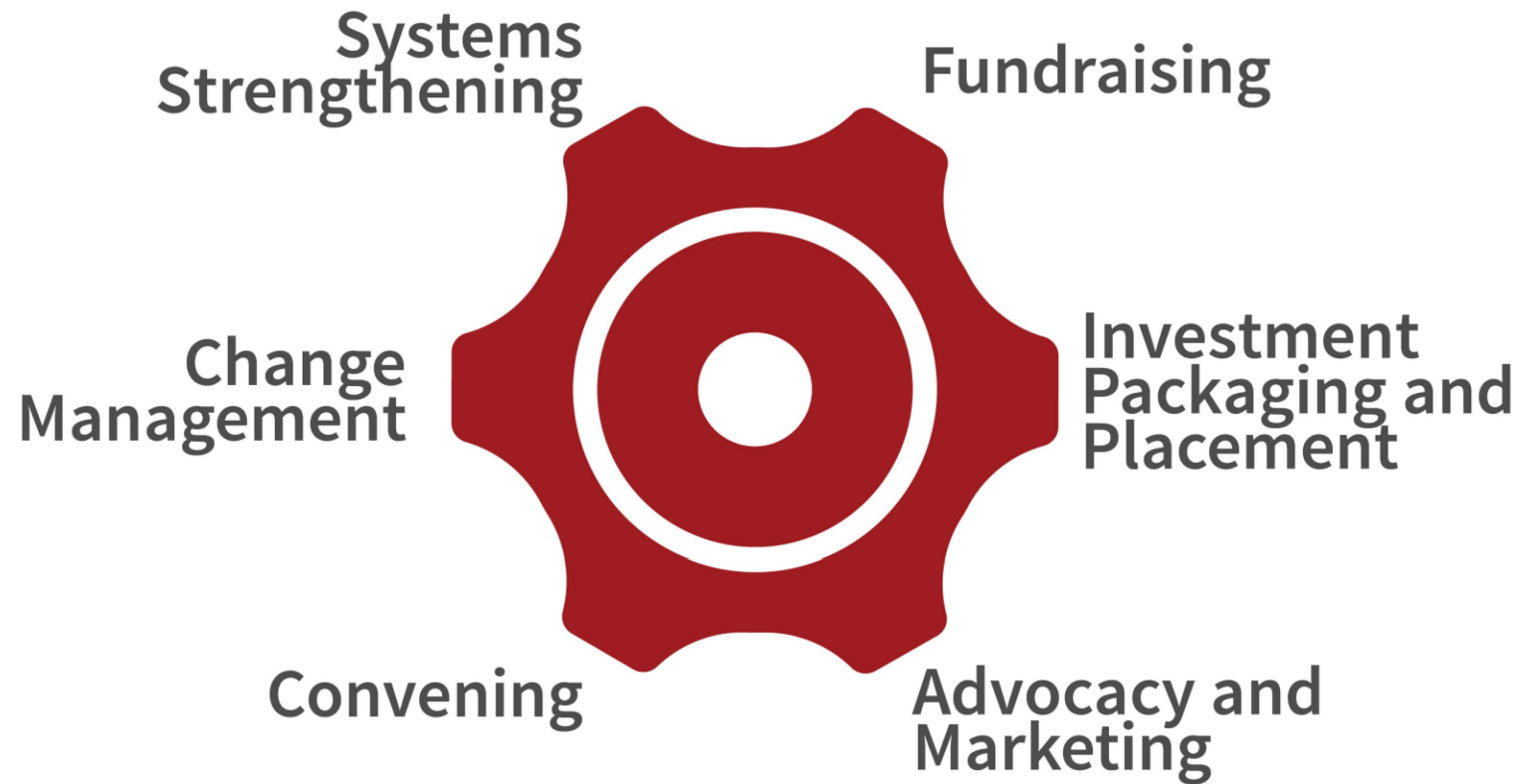


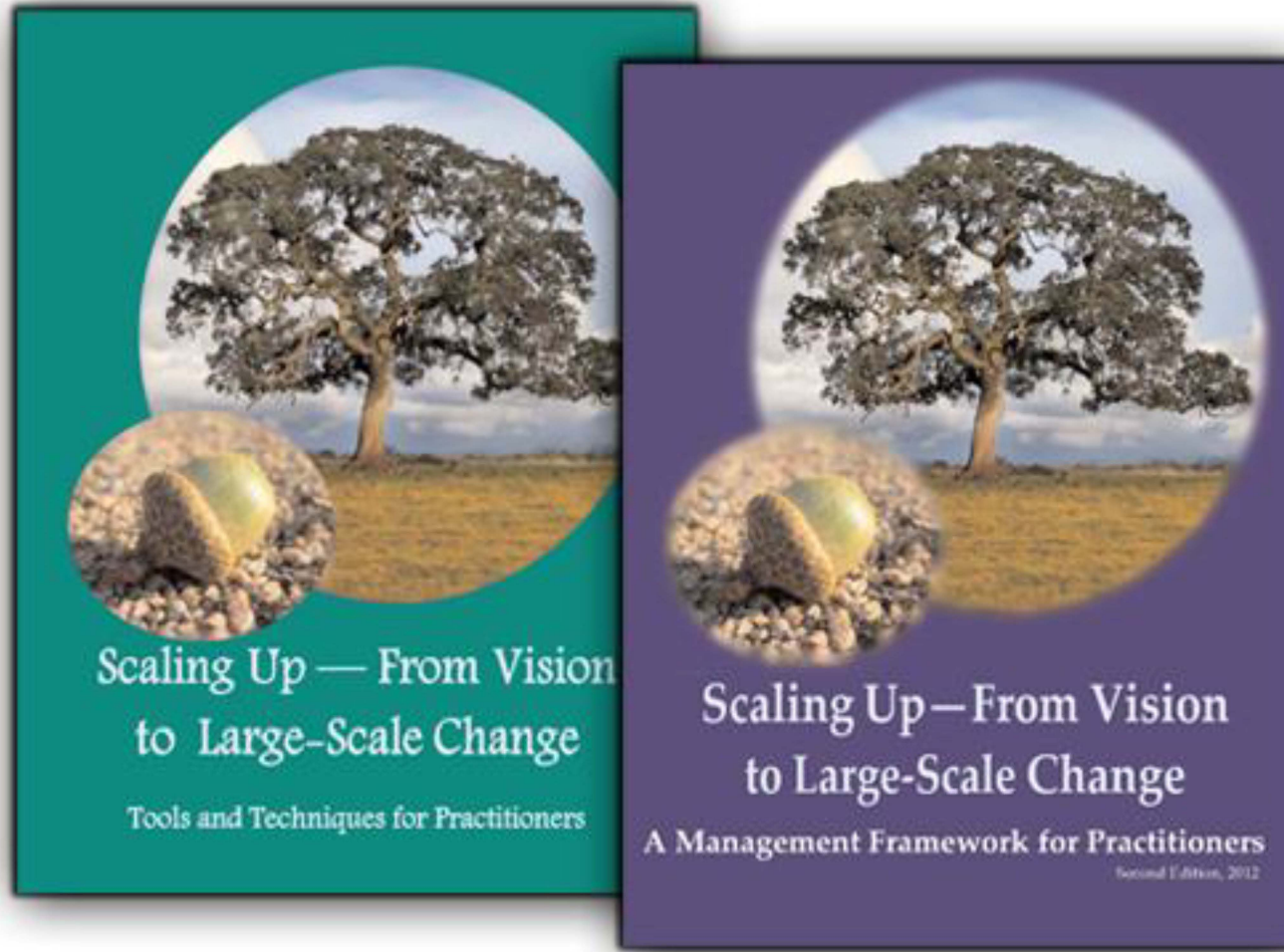
#5: Get Beyond the Prototype/Evidence/Rollout Paradigm



#6 Focus on the other “I”







THANK YOU