

# HOW TO ASSESS Scaled-Up Impact

- INCREASE IN MAGNITUDE OF BENEFITS
- EXPANSION OF GEOGRAPHICAL AND SECTORAL AREAS GENERATING BENEFITS

Sustainable Financing  
Policy Framework & Operating Guidelines  
Individual & Institutional Capacities  
Multistakeholder Interactions & Partnerships  
Systematic Learning Mechanisms  
Incentives & Disincentives  
Participatory Mechanisms  
Knowledge & Information Dissemination

Long-term outlook  
Support of Influencers  
Political priority  
Work through Existing Long-term Structures  
Continuity of staff  
Structure for local & Global Interaction  
Leveraging Contextual Conditions  
Ownership  
Evidence of benefits

SUSTAINED SUPPORT FOR SCALING

LEARNING FOR ADAPTABILITY & COST-EFFECTIVENESS

ADOPTION OF INTERVENTION

HOW DOES THE PROGRAM HELP CREATE OR STRENGTHEN THESE ENABLING CONDITIONS?

HOW DOES THE PROGRAM LEVERAGE OR HELP DEVELOP THESE FACTORS?

WHAT IS EVIDENCE OF THESE THREE BEHAVIORS HAPPENING?

# ADOPTION OF INTERVENTION

THE RELEVANT STAKEHOLDERS MUST BE WILLING TO IMPLEMENT THE INTERVENTION THAT GENERATES IMPACT.

DEVELOP A SENSE OF OWNERSHIP FOR INTERVENTION ← -- 2 TYPES OF CONTRIBUTING FACTORS →

In at least 12 out of 20 cases, buy-in to the intervention is attributed in part to participatory activities or mechanisms e.g. public consultations during project preparation, village committees, and community-based natural resource management agreements.

Adopting an intervention can have the synergistic effect of both creating gains and avoiding losses. In Macedonia, a cheaper alternative for PCB decontamination together with the risk of penalties for non-compliance created mutual reinforcement for private companies to decontaminate their equipment. Switching to sustainable land management resulted in both biodiversity protection and higher incomes for farmers in China and Brazil, among other benefits.

MAKE EVIDENCE OF BENEFITS OF ADOPTING INTERVENTION CLEAR

In all successful cases, stakeholders were motivated to adopt the intervention because they had evidence of the benefits of doing so, e.g. gains like higher income, cost savings, new business opportunities; avoiding losses like penalties and legal liabilities, or decreasing income due to a degraded natural resource base.

In at least 5 cases, specific pilot activities were not successfully scaled up because the gains were not sufficient to overcome the costs of changing the status quo. One project introduced the planting of buffer strips and pasture rehabilitation as part of managing nutrient pollution in the Danube River. The pilot was successful, yet did not scale in a subsequent project, in part due to state subsidies that left little incentive to include forestry activities in land management. Other components of the project that demonstrated benefits, such as reduced manure in waterways, were successfully scaled up and continue to be scaled up without GEF support.

## SUSTAINED SUPPORT FOR SCALING-UP PROCESSES

SUPPORTING INSTITUTIONS MUST SUSTAIN THE ENABLING CONDITIONS FOR STAKEHOLDERS TO IMPLEMENT INTERVENTIONS.



This evaluation and other research have found that in most cases, support has to be sustained for 10 to 20 years before scaling-up takes place.

4 FACTORS TO ENSURE LONG-TERM SUPPORT → SCALING-UP BECOMES A POLITICAL PRIORITY  
→ POLITICAL & ECONOMIC INFLUENCERS SUPPORT SCALING  
→ SUPPORTERS HAVE A LONG-TERM OUTLOOK  
→ WORK IS DONE THROUGH EXISTING, LONG-TERM STRUCTURES

WHERE DOES SUPPORT NEED TO BE FOCUSED? See the 8 types of enabling conditions on the reverse page necessary for scaling-up to happen, as found in the GEF experience (see figure on reverse).

 CAN BE INFLUENCED BY PROGRAM ACTIVITIES OR CHOICES OF PEOPLE & INSTITUTIONS TO WORK WITH!

If not already present, these enabling conditions may be established as part of a program's activities. They can increase not just the implementation of an intervention by relevant stakeholders, but also support for scaling-up activities from institutions, in a positively reinforcing cycle.

## LEARNING FOR ADAPTABILITY & COST-EFFECTIVENESS

FOR SCALING-UP PROCESSES TO BE SUSTAINED, SUPPORTING INSTITUTIONS HAVE TO LEARN FROM SYSTEMATIC FEEDBACK THAT WILL ALLOW THEM TO ADAPT THE SCALING-UP PROCESS TO CHANGING CONTEXTS AND MAKE IT MORE COST-EFFECTIVE.

Most of the assessed cases had some form of learning during project implementation, resulting in interventions being scaled up more cost-effectively and making it easier for stakeholders to adopt the intervention.



Systematic learning mechanisms may be in the form of knowledge exchange networks and regular multistakeholder meetings. Midterm reviews and terminal evaluations can also help improve the scaling-up process, as cited in at least five cases.

In the Romania International Waters case, learning led to a shift from an expensive concrete-based agricultural waste management platform to a cheaper and equally efficient plastic alternative, allowing more farmers to benefit from the funds.

Part of the RERED project's design was to pilot different energy access schemes simultaneously in Bangladesh. As the national demand for solar home systems grew, the project put more focus on scaling up this component. The project also utilized M&E data from the field to incorporate new features such as LEDs to better serve lower-income households, which in turn made solar home systems more attractive to a larger population.