**Facilitator’s Guide: The Scaling Scan Virtual Workshop**

# **Introduction**

Scaling something that has shown success at small scale in (semi-) controlled project settings requires very different skills, partners and ways of working. Against common belief, not everything can and should be scaled, and many organizations and projects are not geared to scale. CIMMYT/GIZ1 and SNV Netherlands developed the Scaling Scan (SS) for project teams and partners to do a quick assessment of what scaling implies in their particular context, where bottlenecks and opportunities lie and what is within the sphere of control, influence and interest of the project team. It helps teams to agree on a scaling ambition that is responsible (“do no harm” and “leave no one behind”) and realistic given the context in which the project implements its intervention. At the core of the Scaling Scan is a scalability assessment where project teams score ten different scaling elements. An important outcome can be that participants need to invest time and resources to improve the situation of some scaling components such as Collaboration, Finance, Policy and Leadership. The project teams can repeat the Scaling Scan exercise each year to act upon new priorities, bottlenecks and opportunities.

This guide is intended to provide clarity to facilitators and project leaders of the GIC WG.

* **Facilitators:** 1-2 experienced facilitators
* **Participants:** GIC WG members per country and sustainable mechanization partners and allies.
* **Group size:** 10-20
* **Total time:** 6-8 hrs
* **Platform:** Microsoft Teams

Objective(s)

The Scaling Scan workshop can support different objectives such as:

* Strengthen participants’ knowledge and capacities on the most recent approaches to scaling
* Develop a shared understanding about scaling and particular scaling ambition(s) among GIC WG members.
* Help formulate a realistic, context-specific and responsible scaling ambition for a selected innovation of a particular country.
* Rapidly scan for bottlenecks and opportunities of a scaling initiative and generate immediate information to adjust strategies or identify needs for new collaborations.

Logistics

The workshop consists of three facilitated sessions and two group assignments. The length of the workshop period for participants is two weeks with a total time investment for participants of 6 to 8 hours.

**Table 1. Overview of sessions**

|  |  |  |
| --- | --- | --- |
| **Type of session** | **Duration** | **Target(s)** |
| Facilitated Session (1) | 2hr | Introduction to scaling and the Scaling Scan; andfacilitators provide guidance on how to construct a scaling ambition |
| Assignment | 1hr ≈ | Users build their own scaling ambition guided by tutorial videos and templates.  |
| Facilitated Session (2) | 2 hr | Users consolidate their scaling ambition; and facilitators provide guidance on the assessment of the scaling ingredients |
| Assignment | 1hr ≈ | Users assess their scaling ambition according to the scaling ingredients guided by tutorial videos and templates.  |
| Facilitated Session (3) | 2 hr | Users recognize opportunities and challenges to achieve their scaling ambition.  |

*Day 3: Thursday*

*Day 2: Friday*

*Day 1: Monday*

**Facilitated session (1)**

**Facilitated session (2)**

**Facilitated session (3)**

**Assignment**

**Assignment**

Q&A

Optional session

*Off-line*

*Off-line*

**Figure 1. Program of activities**

### **Materials**

|  |  |  |  |
| --- | --- | --- | --- |
| **Code** | **Name of file** | **Format** | **Description** |
| D01 | D01\_Participant’s workshop program | .pdf | Includes objectives, overview of the tool and calendar of activities |
| T01 | T01\_The Scaling Scan workbook | .pdf | Full workbook |
| V01 | V01\_Introduction to scaling | .mpx.ppt | Overview and justification of the scaling approach |
| V02 | V02\_How to construct a scaling ambition | .mpx.ppt | What is it, how to create it, and instructions |
| V03 | V03\_The scaling ingredients | .mpx.ppt | What are they, how to assess them, and instructions |
| T02 | T02- How to construct your scaling ambition | .ppt | Template to build scaling ambition  |
| T03 | T03\_The scaling ingredients template | .xls | Template to assess the scaling ingredients |
| T04 | T04\_Obstacles and opportunities | .ppt | Template to support control, influence, interest discussion, presentation (PPPT) of the analysis framework: control, influence, interest |
| P01 | P01\_Introduction\_Facilitated session\_1 | .ppt | Presentation of the facilitated session 1 |
| P02 | P01\_Step1and2\_Facilitated session\_2 | .ppt | Presentation of the facilitated session 2 |
| P03 | P01\_Step3\_Facilitated session\_3 | .ppt | Presentation of the facilitated session 3 |
| O01 | O01\_Virtual\_tool | Mentimeter /Kahoot | Energizer 1 |
| O02 | O02\_Virtual\_tool | Mentimeter /Kahoot | Energizer 2 |
| O03 | O03\_Feedback survey | Google Forms | Evaluation |

## **Design and planning:** Pre-workshop session with leadership

**Objectives:** to define objectives of the workshop and to identify target users as well as recognize the overall context of the project/program/initiative.

**Participants**: 1-5 participants – leadership of GIC country office

| **TIME** | **Description** | **additional info** |
| --- | --- | --- |
| 5’ | **Check in** | * Round of introductions
 |
| 15’ | **Frame the context and needs** (by leadership). Presentation of project/program including objectives, scope (geographic, $$, time, etc), staff, partners, progress, key innovations, lessons learned, opportunities, challenges and scaling needs.  | **Key questions:*** What is the scope/expertise of the project/program/initiative?
* What do they hope to achieve by paying more attention to scaling?
* What do lead users mean by “scaling”?

Insights in big changes over next 5-10 years? |
| 20’ | **Scaling and the Scaling Scan overview, including Q&A** (by scaling team). Brief explanation of concepts and approach.  |  |
| 35’ | **Define scope and objectives of the workshop**. First, usually, users select one or more of the below options or related:* facilitate discussion and develop capacities on scaling of a particular group or range of stakeholders.
* assess scalability of a particular innovation:
	+ help formulate a realistic, context-specific and responsible scaling ambition for a (pre-) selected innovation(s).
	+ rapidly scan for bottlenecks and opportunities of a scaling initiative and generate immediate information to adjust strategies or identify needs for new collaborations.
* check whether project proposals, implementation plans, and evaluations address important scaling elements.

Second, users need to define who will participate in the workshop. It is important to also include partners or stakeholders. In ideal maximum number of participants is 20. Ideal situation is very diverse set of stakeholders.Third, ask about particular past investments in improving particular scaling ingredients , anticipate strengths and weaknesses.  | **Selecting a core innovation(s) for a scaling ambition**. If users desire to invest time in defining innovations for the scaling ambition, we recommend focussing in one single innovation per working group…  |
| **Working groups.** Discuss with leading users how best can working groups can be formed. Ideally, each working group should be composed of 4-5 persons. The working groups can be divided by:* geographical expertise or working area (e,g, region, province, country).
* innovation of interest

Go through the scaling ambition questions with the leadership team to anticipate the diversity in responses per question (what, who, where, etc) **Key question:*** What is the purpose of the Scaling Scan workshop?
 |
| 15’ | **Define logistics of the workshop with leading users.** Define the program (see template in next page), schedule, virtual platforms, materials, roles and responsibilities, as well as resources. For the program, limit to max 2 hours each live session without break. The live sessions would be used to have a discussion with a panel of presenters. Info regarded scaling and the scaling scan should be pre-recorded and ask participants to view them „on their own time“.* **Schedule.** Identify the best hours for your users, ideally when they are not performing critical activities for their work.
* **Virtual platforms.** Select the platform that users feel more comfortable (e.g. Microsoft Team, Zoom, Google, etc.). This will be used for uploading, viewing, downloading files and for chatting, calling and video calling.
 | **Roles and responsibilities.** It is always recommended to share roles and responsibilities with the leading users. For example, we suggest that leading users are co-responsible of moderating activities such as direct communication with workshop participants, welcoming to the workshop, management of time, closure of sessions, note-taking, etc.* Who can help facilitate and coordinate?
* Which are the most known virtual tools by the participants?
 |
| 90’  |

## **Design and planning:** Preparation for the workshop

**Objectives:** to prepare materials and activities according to users’ expectations and scaling expertise.

**People**: Facilitators only

| **TIME** | **Description** | **additional info** |
| --- | --- | --- |
| 40’ | **1**. **Expectations and status survey.** This is important to know in advance the expectations of the participants, as well as their current knowledge/expertise on scaling. This is also a good opportunity to pre-identify the perceived innovations with a scaling potential. What are your expectations from this workshop? What do you hope to get out of it? | Use a platform such as Google Forms or Kobotoolbox, design a short survey of no more than 10 min. Include a deadline- 10-5 days before workshop or so, with one reminder. Some critical questions to include in the survey are:* For you, what does "scaling" mean? Select all the options that apply. …
* Please evaluate your experience about "scaling". Beginner, beginner with some practical experience or many years of practical experience
* How important is scaling in your current role? From very important, important, occasional importance, minimal importance, none.
* Mention the top 3 innovations/interventions with the greatest potential for scaling in their order of relevance.

Note: If possible, avoid open questions, try to provide multiple choice responses and options for others.  |
| 60’ | **2. Prepare materials and platform structure**. Verify and if necessary, adapt templates of the Scaling Scan too (e.g. Excel format, scripts, the scaling pyramid, presentations, etc). | **Materials**: Pay attention to examples, try to provide good examples relevant for the users. Ensure that participants have all the materials in advance for each session.  |
| 20’ | **3. Send introductory tutorial video about meaningful scaling and workshop program to all participants.**  | Participants must watch the video before the first facilitated session. |
| 120 ’ |

## **Facilitated session (1):** Introduction and the scaling ambition

**Objectives:** Introduction to scaling and the Scaling Scan; and facilitators provide guidance on how to construct a scaling ambition

**People**: 10-20 participants (GIC WG members per country and sustainable mechanization partners and allies)

| **Preparation for participants before facilitated session.** |
| --- |
| **TIME** | **Description** | **additional info** |
| 20’ | * Participants must watch in advance the tutorial video about meaningful scaling and read the workshop program
 | Materials will be available in the Scaling Scan Webpage |
| **DURING FACILITATED SESSION.** |
| **TIME** | **DESCRIPTION** | **ADDITIONAL INFO** |
| 20’ | **1. Introduction to the workshop*** Welcome and agenda overview.
* Presentation of workshop objectives, program and live session rules
* Presentation of facilitators and participants
* Invitation for (2) volunteers: taking notes of the main messages of the session.
 | **Materials:** D01, P01, T01 |
| 10’ | **2. Justification of the workshop.** Leading users should expose to participants the relevance of the topic and workshop for their work. |  |
| 30’ | **3. Introduction to scaling and the Scaling Scan*** Presentation about scaling approach and methodology
* Video testimonial. How this approach has been useful?
* Discussion/feedback based on a game (the traffic light).
 | **Material:** O01 |
| 45’ | **4. The Scaling Scan, Step 1 -** **Construct your scaling ambition*** Activity “Image yourself in 2028”. Build future empathy.
* Introduction to Step 1, mainly provide guidance on how to construct a scaling ambition.
* Reflection on the Why and What to scale.
 | If necessary, to provide guidance to focus on a core innovation, present expectations’ survey results and framework structure (e.g. ven diagram, jenga, or dif. Innovations (core and supportive), etc.). |
| 10’ | **5. Ways to collaborate.** Open discussion on ways to collaborate with participants, facilitator must moderate discussion and provide minimum requirements for a strong scaling ambition | Discuss and agree with participants suggested working groups.  |
| 5’ | **6. Closure.** Take-away messages. | Volunteer will present them.  |
| 2 hrs |

## **Assignment:** Construct your scaling ambition

**Objective:** Users build their own scaling ambition guided by tutorial videos and templates

**People**: 4-5 participants per working group (GIC WG members per country and sustainable mechanization partners and allies)

| **TIME** | **Description** | **additional info** |
| --- | --- | --- |
| 15’ | **1. Material review.** Review activity instructions and see tutorial videos.* Participants must read and see all the materials provided to perform the working group activity. Participants are free to make the necessary adjustments based on their needs and availability
 | **Materials:** V02, T02, D3 |
| 35’ | **2. Group activity.** 1. Brainstorming. Members of each group discuss about the 7W of the scaling ambition
2. Agreement and summary of findings.
3. The Responsibility Check
 | To be carried out by each working group in their most convenient time. |
| 10’ | **3. Filling template** (T02) * The filled template has to be end to facilitators before the live session.
 | A team representative will have 10 minutes to present findings during the facilitated session. |
| 1 hr |

## **Facilitated session (2):** Consolidated your scaling ambition, and overview of the scaling ingredients

**Objectives:** Users consolidate their scaling ambition; and facilitators provide guidance on the assessment of the scaling ingredients

**People**: 10-20 participants (GIC WG members per country and sustainable mechanization partners and allies)

| **TIME** | **Description** | **additional info** |
| --- | --- | --- |
| 10’ | **1. Introduction to the session.** Welcome and agenda overview.* Invitation for (2) volunteers: taking notes of the main messages of the session.
 | **Material:** P02 |
| 80’ | **2. Consolidation of the scaling ambition.** Moderated discussion based on peer-feedback on presented findings by working groups. 1. Presentation per working group (15 min)
2. Energizer:
3. Group feedback (20 min). At the end of the presentations, show the overall scaling ambitions together and have a group feedback for all of them.
 | **Material:** O02**Note:** Feedback should be taking into account by working groups to make appropriate adjustments to their ambitions.  |
| 25’ | **3. Overview of the scaling ingredients*** Presentation of the basics to assess the scaling ingredients.
* Reflection
* Q&A
 |  |
| 5’ | **6. Closure.** Take-away messages. |  |
| 2 hrs |

## **Assignment:** Checking the scaling ingredients

**Objective:** Users assess their scaling ambition according to the scaling ingredients guided by tutorial videos and templates.

**Participants**: 3-5 persons per working group (GIC WG members per country and sustainable mechanization partners and allies)

| **TIME** | **Description** | **additional info** |
| --- | --- | --- |
| 15’ | **1. Material review.** Review activity instructions and see tutorial videos.* Participants must read and see all the materials provided to perform the working group activity. Participants are free to make the necessary adjustments based on their needs and availability
 | **Materials:** V03, T03, D3 |
| 35’ | **2. Group activity.** 1. Analysis of the scaling ingredients. Each team member will respond based on their experience and within the framework of the previously identified scaling ambition. If possible, it is suggested that working groups members answer together to discuss the questions.

Note: The excel template should clearly show who participated as part the working group (i.e., change the label of “participants n” for the name/organization of each respondent). 1. Identify strengths and weaknesses. As working group, identify the 3 ingredients considered as strengths, and 3 ingredients considered as obstacles to achieve your scaling ambition.
2. Summary of findings. Summarize findings and prepare presentation according to instructions
 | A member of the working group will have 5 minutes to present findings during the facilitated session. |
| 10’ | **3. Filling template** (T03) * The filled template has to be end to facilitators before the live session.
 | A team representative will have 5 minutes to present findings during the facilitated session. |
| 1 hr |

## **Facilitated session (3):** Identify points of attention for achieving your scaling ambition

**Objectives:** Users recognize opportunities and challenges to achieve their scaling ambition

**People**: 10-20 participants (GIC WG members per country and sustainable mechanization partners and allies)

| **TIME** | **Description** | **additional info** |
| --- | --- | --- |
| 10’ | **1. Introduction to the session.** Welcome and agenda overview.* Invitation for (2) volunteers: taking notes of the main messages of the session.
 | **Material:** P03 |
| 40’ | **2. Presentation of the results of scaling ingredients assessment.** Moderated discussion based on peer-feedback.1. Presentation per working group (5 min)
2. Group feedback (20 min). At the end of the presentations, show the overall scaling ambitions together and have a group feedback for all of them.
 | **Note**: Feedback should be taking into account by working groups to make appropriate adjustments to their ambitions.  |
| 45’ | **3. Identify points of attention for achieving your scaling ambition*** Presentation of the analysis framework: control, influence, interest (10 min).
* Reflection
* Breakout rooms/ virtual post-its?
* Select 3-5 priority challenges based on the scaling ingredients findings and discuss what’s under participants control, influence, and/or interest.
* To wrap-up module, ask “with all the above mentioned, is your scaling ambition achievable?
 | **Material:** T04 |
| 15’ | **6. Closure.** Take-away messages and (potential) next steps by the leading users.  |  |
| 10’ | **Feedback survey.** Some critical questions to include in the survey are:* Was the objective of the workshop achieved?
* On a scale of 0 to 10 it is “not likely” and 10 is “extremely likely”, how likely is it that you would recommend the Scaling Scan tool to a friend or colleague?
* What part of the workshop did you find the most informative, relevant or interesting? Why?
* Please rate the extent to which you agree or disagree with the following statement: "This workshop enhanced my ability to generate responsible and sustainable change at scale"
* How will you incorporate findings or lessons learned into your current work?
* Do you think that something needs to be improved in the workshop?
* Please rate the extent to which you agree or disagree with the following statement: "The facilitator adequately moderated the workshop sessions"
 | **Material:** O03 |
| 2 hrs |