Scaling up is key to improve development effectiveness all over the world yet it is difficult to achieve. This is an important issue for governments, the private sector, NGOs and the donor community. And each of these organizations has different ways to go about it.

Scaling up is defined in different ways in the literature, but in development it’s usually linked to the need to reach many more members or target groups for a particular development service or outcome. A program or an organization expands its size through larger membership base, larger constituency (for grassroots organizations) or a broader geographic area.

This cross-cutting issue occupies an important place in the thinking of governments, donors and NGOs because of persistent service delivery challenges. It is essential to achieve the Sustainable Development Goals (SDGs), to eradicate illness in the world, to educate billions so they can have a better life and to fight poverty at a global level.

Governments and donors can be very good at delivering physical investments, even very large ones like highways, bridges, hospitals, irrigation, etc. They are less successful in providing services that involve changes in human behavior, such as teachers showing up at school, patients cured, and farmers that receive water and technical help to improve their productivity. Many of such “wicked development problems” have been solved at a local level by organizations that are either owned by the poor or very close to them. Their struggle is to grow beyond the communities they serve. In spite of great success in both physical investments and local solutions to poverty, there is a large missing middle that neither top down nor bottom up approaches get to. This is the space that needs to
be populated for development solutions to solve some of the most difficult challenges we face today.

The questions this course is designed to address are: How is scaling up taking place in the development business? What is happening in the public sector on scaling development impact? What is the current economic framework and practice in the public sector for scaling up? How can we enrich this framework by learning from the private sector? What alternative ways of scaling up teach governments, donors and grassroots organizations? What does it mean for grassroots organizations and social entrepreneurs?

AUDIENCE

This course is designed to help the understanding of the challenges of scaling up. It will be most useful for students who have an interest in understanding how good ideas need to be tested and implemented to achieve large-scale impact. Students from the MPAID, MPP and MPAs, including Mason Fellows, are encouraged to consider taking this course. There are no pre-requisites to DEV-320M.

CLASS MEETINGS

The course will meet Tuesdays and Thursdays from 1:15-2:30 in the Weil Townhall. Class sessions will include lectures, discussions and presentations by guest speakers and students.

READINGS

There are 3 publications that cover a broad range of scaling up issues which will be important reference reading for this course. The first one is reserved at the library, the other two are available online:


All other required readings are included below within each session.
**SPECIFIC REQUIREMENTS**

**Assignments:** Students will be expected to complete two assignments:

1. **Memo:** Each student will write a 1500 word memo applying the framework used in class to an example of their choice (private sector/government/donor).

   The deadline for the Memo will be **November 2nd**.

2. **Group Assignment and Presentation:** Students will work throughout the semester in a pre-assigned team to present a proposal for scaling up an initiative that is achieving results at the Base of the Pyramid (grassroots or social entrepreneur). The group will explain where the institution is at now, what is the potential and what are the challenges. The team will work on recommendations to the organization, showing how they have used what they learned in the course to get there.

   Group Presentations will take place **November 21 and November 28**.

**Class Participation:** The course will rely heavily on class participation so it is very important that students come prepared to the class by reading the assignments for each session. Students will be evaluated on how they use the readings for the class discussion and how they build on them to bring innovative ways of thinking about the challenges of scaling up.

We will ask you to submit 2 web-postings during the semester. These postings will be used to complement the class participation rating.

**Determination of Grade:**

Class Participation and Web-Postings 33%
Research Note 33%
Group Presentation 33%

**Academic Honesty:** The papers submitted are presumed to be the student’s own original work that has not previously been submitted for credit in another course. Students may use words or ideas written by other individuals in publications, web sites, or other sources, but only with proper attribution.

**Learning Outcome:** By the end of this course the students will be able to have a framework to assess and understand scaling up challenges and link them to different paths for greater development impact.
**Course Outline:**

We will start by presenting an analytic framework for understanding scaling up and the reasons why this is important. Throughout the semester we will discuss specific cases of scaling up by the private sector, the government, international agencies, social entrepreneurs and grassroots organizations. We will then draw the lessons from these examples, including cross cutting issues they have in common and what they mean for service delivery and development effectiveness. Students will be asked to work on a scaling up challenge, applying the lessons from the different cases presented in class.

### I. A FRAMEWORK FOR SCALING UP

**Session 1 – October 17: Scaling up, what does it mean and why does it matter?**

**Definition**
- What do we mean by scaling-up?
- Scaling up mechanisms, Types and Paths, a Taxonomy

**An Analytic Framework**
- The missing middle
- Market Failures and Government Failure
- Organizational Change and the Intermediation Function

**Readings:**
- Teaching Note (Isabel Guerrero and Michael Walton)

**Optional**
II. SCALING UP IN THE PRIVATE SECTOR

Session 2 – October 19: How does the private sector scale up?

- Starbucks: “The fastest growing retail story of all times”
- Business model and values

Readings:


Session 3 – October 24: Framework for Scaling up in the Private Sector

- Finding a business model
- From Start up to Scale: different skills

Readings:

- The start-up owner's manual: a step by step guide to building a great company, Steve Blank and Bob Dorf, K&S Ranch, 2012, Chapter 1, Chapter 2. (pp. 1-50)
- Hypothesis-Driven Entrepreneurship: The Lean Startup, HBS 9-812-095, July 2013

Optional:

- Business model analysis for Entrepreneurs, HBS, 9-812-096, October 2014
- The lean startup, Eric Rise, Portfolio Penguin, 2011

III. SCALING UP GOVERNMENT AND DONOR PROGRAMS

Session 4 – October 26: Scaling-up through donors, lessons from succesful cases


Session 5- October 31: Scaling up through different governments in a country and to different countries

- Progresa-Oportunidades in Mexico and ripple effect in the rest of the world

Readings:
• Progress Against Poverty: Sustaining Mexico’s Progresa-Oportunidades Program. Santiago Levy, Brookings 2006
  Chapter 4, Program Institutional Design
• Mexico: Scaling up Progresa/Oportunidades-CCT’s . UNDP, November 2011.
  From Series: Scaling Up Local Innovations for Transformational Change.

Optional:

• Progress Against Poverty: Sustaining Mexico’s Progresa-Oportunidades Program. S. Levy. Chapters 2 -3

Session 6, November 2 - Scaling up a Government Program in Indonesia

• Delivery Challenges at Scale
• Community-based interventions and scaling at national level

Reading

• From Subsidy to Behavior Change. Learning How to Scale Up Rural Sanitation in Indonesia, Global Delivery Initiative, World Bank, 2016

Session 7, November 7 – Scaling up across the development community – Comprehensive Development Framework in Bolivia

Reading:


Optional:


IV. SCALING UP AT THE BASE OF THE PYRAMID

Session 8 – November 9: Aravind Eye Hospital
• What is a Social Enterprise and why do they matter?
• Case Discussion of Aravind Eye Hospital, an iconic case of a social entrepreneur that reached millions in India.

Reading:

• Rangan, V. Kasturi. "The Aravind Eye Hospital, Madurai, India: In Service for Sight" Harvard Business School Case 593-098, April 1993. (Revised May 2009.)

Optional:


Session 9 – November 14: BRAC, the world’s largest NGO

• How did they reach such a large scale?
• The story of BRAC
• The numbers today and their impact
• BRAC enterprises

Readings:

• HBS Case 9-504-013, BRAC and Aarong Commercial Brands
• Freedom from Want, Ian Smillie. Chapter 8 and 9 (pp. 91-115)

Optional

• BRAC, HBS Case 9-504-012. August 5, 2003
• Freedom from Want, Ian Smillie. Introduction, chapters 2, 3 and 4

Session 10 – November 16: A Policy Framework for Social Entrepreneurs and NGOs

• What is a Social Enterprise and why do they matter?
• A toolkit for Social Enterprises: creating an eco-system for Social Entrepreneurs

Readings:

• Government Support to the Social Enterprise Sector: Comparative Review
Optional:

- The fortune at the bottom of the Pyramid, C.K. Prahalad and Stuart L. Hart

Sessions 11-12, November 21 and 28: Student Group Presentations

Each group will use the course material to analyze a case of scaling up at the Base of the Pyramid. Students will be grouped in teams to work in one of the three following social enterprises: Bridge International Academy, the Poverty Stoplight or SEWA’s Trade Facilitation Center.

The task will be facilitated throughout the module by the course assistant (setting up groups, clarifying the task) and each group will explain where the institution is at now, what the potential is and what the challenges are. The team will work on recommendations to the organization, showing how they have used what they learned in the course to get there. Each team will receive comments from fellow students and the teacher, and will be able to include the comments before submitting a final presentation for grading.

Session 13 – November 30: Final Session – Take-aways and Evaluation