



Scaling Community of Practice: Past and Future

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Scaling Community of Practice Annual Workshop

Plenary Session 3

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Origins



- **February 2015:** First meeting at MSI, some 40 participants, in-person, agreed on
 - Establishment of the CoP
 - Annual Workshops
 - Regular newsletters (now preparing #26)
 - 4 working groups (education, ARD, M&E, fragile states), meeting at intermittent webinars and at Annual Workshops
- **Purpose:** connect, inform, empower, promote scaling of development impact, with a cross-sectoral, cross-topic and global perspective
- **Membership:** open to all, voluntary, no-cost; but expectation that all share experience and knowledge for mutual benefit
- **Fiscal agent:** MSI as an in-kind contribution

Scaling the CoP since 2015



- **Members:** 2500 from 400+ organizations in 60 countries
- **Working groups:** 9 now (added health, nutrition, youth employment, social enterprises, climate change)
- **Annual Workshops:** 7 total, last 3 virtual (11-12 sessions, close to 1,000 participants each workshop)
- **Website (and social media):** set up with space for CoP and WGs to share information; active on Twitter and LinkedIn
- **Financing mobilized to date:** \$412,000 in cash and \$125,000 in kind; for admin, annual meetings and knowledge products; currently, 11 “sustaining members”
- **Knowledge products:** New scaling consensus and issues; Scaling and systems change; Institutionalizing scaling in governments; Mainstreaming scaling in funder orgs; Scaling principles and lessons
- **Impact:** timely contribution to putting scaling on the development map

Key elements of the new strategy



- **CoP Theory of Change:** Vision □ goals □ outcomes □ CoP activities
- **Impact:** sustained development impact at national and global scale
- **Goals:** quantum leap in
 - professionals with scaling knowledge
 - organizations with mindset and capacity to scale
 - funders who systematically support scaling
- **Achieved by these activities (and outcomes):**
 - connect development professionals on scaling
 - develop and disseminate knowledge on scaling
 - promote effective, systematic action on scaling
 - special effort to involve actors from the Global South

How will we get there: activities



- **Working groups:** rejuvenate lagging WGs, add limited number of new ones where there is a strong case and leadership
- **Annual workshops:** continue with enhanced quality, greater outreach, and more systematic follow up (started this year)
- **Newsletter:** explore revised, more agile approach
- **Intensify knowledge work:** new project started in 2023 on mainstreaming scaling in funder organizations; other initiatives to be considered (continue work on institutionalizing scaling; digital scaling; ME&L for scaling; scaling and SDGs/Paris Agreement targets)
- **Communication and promotion:** update website and intensify social media outreach; engage with thought leaders in the development space
- **Role of Global South:** expand membership and active engagement from Global South (including as working group chairs, as participants in knowledge products, etc.)

How will we know that we're making progress 2023-2025?



- Produced useful information and tools for practitioners
- Built a coherent narrative around scaling and connected actors from different sectors and fields to share knowledge and learning
- Promoted scaling mindsets and systematic application of scaling principles among development actors (esp. governments and funders)
- Actors from the Global South have a strong voice in the CoP and take strong interest in scaling solutions in their countries
- Our overall membership will have doubled

Note: Quantitative metrics are difficult to specify for most outputs, goals and impact, but we will work on refining the measurement of the goals above. Membership survey will be one tool to measure demand and uptake and collect feedback on performance.

Organization



- Sustainable scaling of the CoP's activities will require a change in organization and governance from the current informal and mostly volunteer approach to a more formal structure and governance:
 - The current informal **fiscal sponsorship** of MSI will be transferred to a specialized fiscal sponsor with responsibility for finance, HR and some aspects of administration.
 - We will move from no staff to a **small core staff** to consist of an Executive Director (ED) and a Program Manager (PM), either part- or fulltime, depending on resource availability.
 - **Working Groups** will continue to function as before.
 - **Membership** will remain open and free.
 - **Sustaining members** will continue to be expected to contribute at least USD 30K over two years in cash or in kind. **Contributing members** will be recognized as such if they contribute some amount less than USD 15K per year.

Governance



- **Governing Council (GC):**

- consists of working group chairs, sustaining members, Co-Chairs of CoP, all serving pro bono
- will govern CoP, appoint and supervise ED, endorse working group chair selection, set strategy and monitor impact, provide financial oversight, etc.
- meets 2-3 p.a., virtual or in person
- has three standing committees: Governance and Administration; Budget and Finance; Strategy and Program
- Adopts a set of by-laws
- the Executive Director serves as Secretary for the GC

- **Executive Committee (EC)**

- consists of the heads of the three standing committees and the CoP Co-Chairs
- guides and supports the ED in managing the day-to-day operations of the CoP

Budget and funding model



- **Resource requirements:** Est. at USD 350K p.a. for 2023 and 2024 (with part-time ED and PM), rising to USD 500K in 2025 (for fulltime staff); also includes resources to fund knowledge work.
- **Resource mobilization:**
 - 20 sustaining members (USD 15K p.a. or more)
 - contributing members (less than USD 15K p.a.)
 - 2 Institutional support grants (USD 100K p.a. or more, for two years); we are currently looking for a second such funder to match a first one already identified
 - restricted grants (earmarked for specific activities in the joint interest of the funder and the CoP)
 - In-kind contributions (staff time and services, direct payment of consultants or travel, etc.)

Next steps



- Place the videos, slides and summaries of Annual Workshop 2023 on the website; edit summaries for a “Proceedings” paper; present main take-aways in next Newsletter
- Reflect on today’s feedback from membership and adapt the strategy as needed
- Identify second institutional grant funder and continue mobilizing new sustaining and contributing members
- Set up new governance structure
- Identify and hire ED and PM
- Draft by-laws
- Identify fiscal agent
- Continue and expand the CoP knowledge program
- Reassess and update strategy in late-2023
- Brief membership on progress at Annual Workshop 2024



We welcome your questions and
feedback.

Thank you!