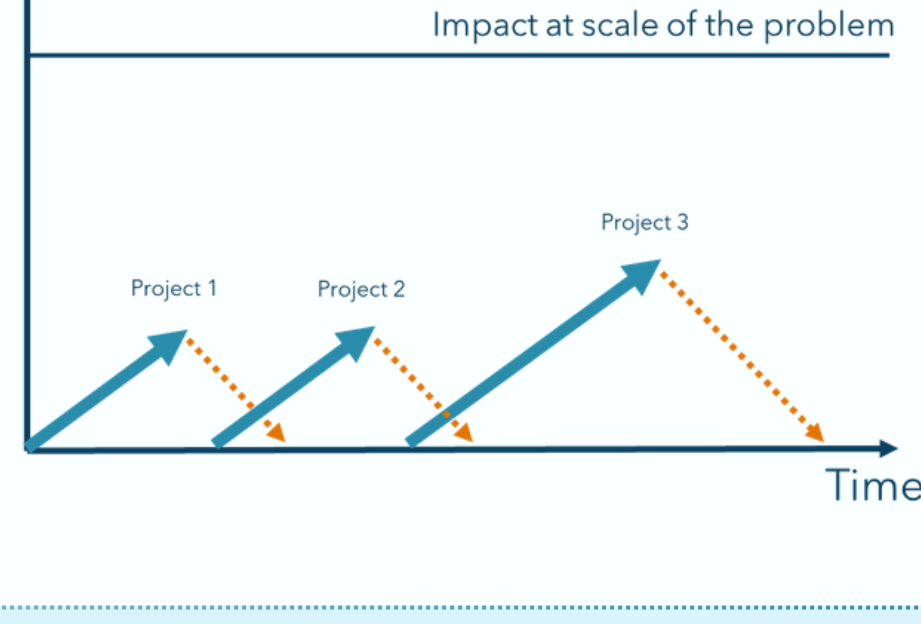




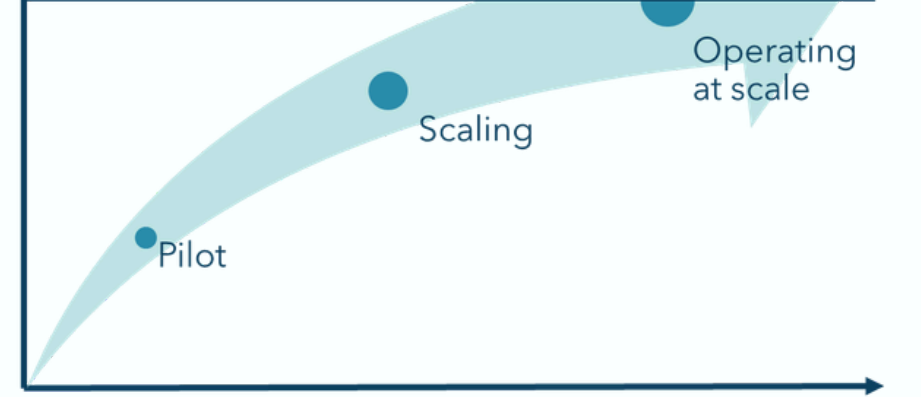
Annex 1 - The Why and How of Transformational Scaling: A Visualization

1. ALL TOO OFTEN: TRANSACTIONAL PROJECTS ARE "PILOTS TO NOWHERE"



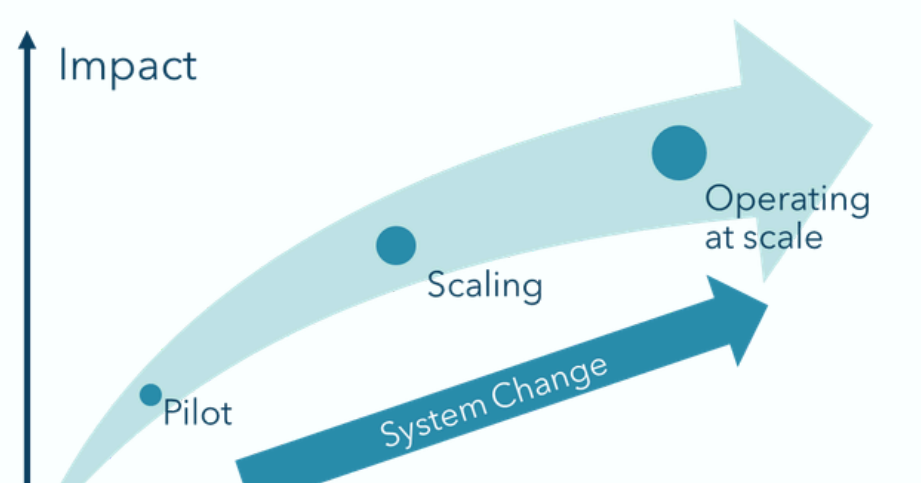
Transactional projects that are not sustainable and do not build on each other, have no or little lasting impact and certainly do not address the scale of the problem, even if they are bigger projects.

2. WHAT'S NEEDED: TRANSFORMATIONAL SCALING



Transformational scaling involves a systematic pathway of interventions that build on each other and create the systemic conditions for eventual operation at scale over an extended period of time (10-15 years)

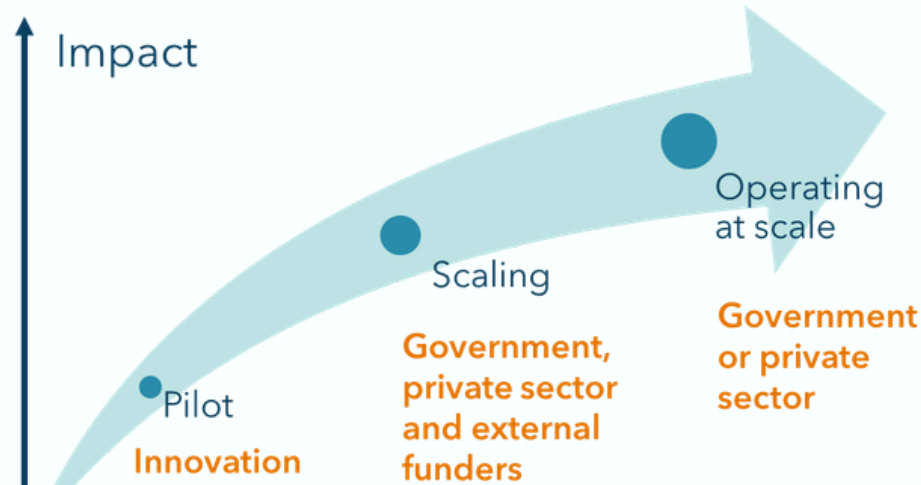
3. TRANSFORMATIONAL SCALING REQUIRES SYSTEM CHANGE



Transformational scaling involves system change to create the enabling conditions for scaling:

- Persistent leadership
- Institutional capacity
- Financing
- Policies and regulations
- Political support
- Monitoring, evaluation, learning and adaptation

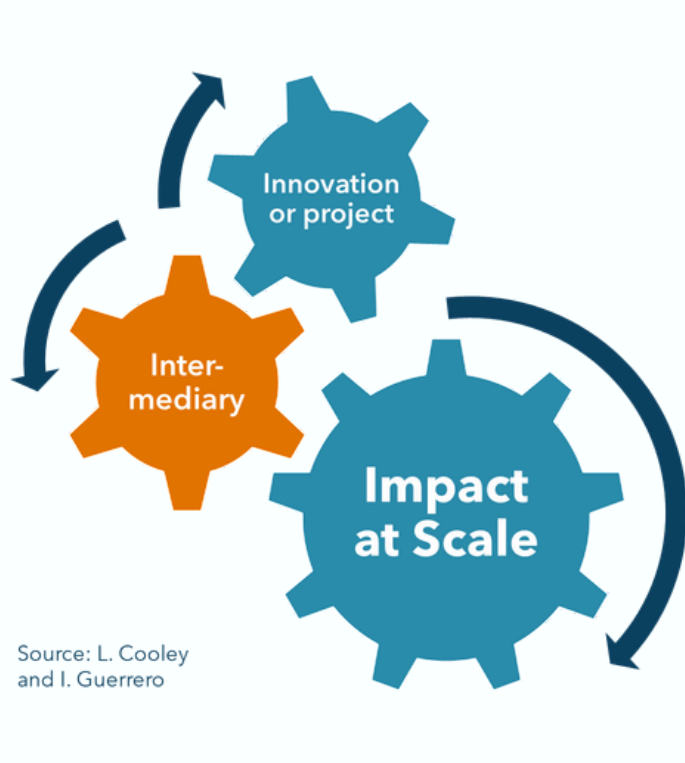
4. TRANSFORMATIONAL CHANGE REQUIRES SYSTEMATIC HANDOFF



Transformational scaling involves systematic handoff from one funder/operator to the next:

- Innovation funders hand off government, private sector with the help of external funders for scaling ("Localization")
- Scaling actors hand off to government or private sector for sustainable operation at scale

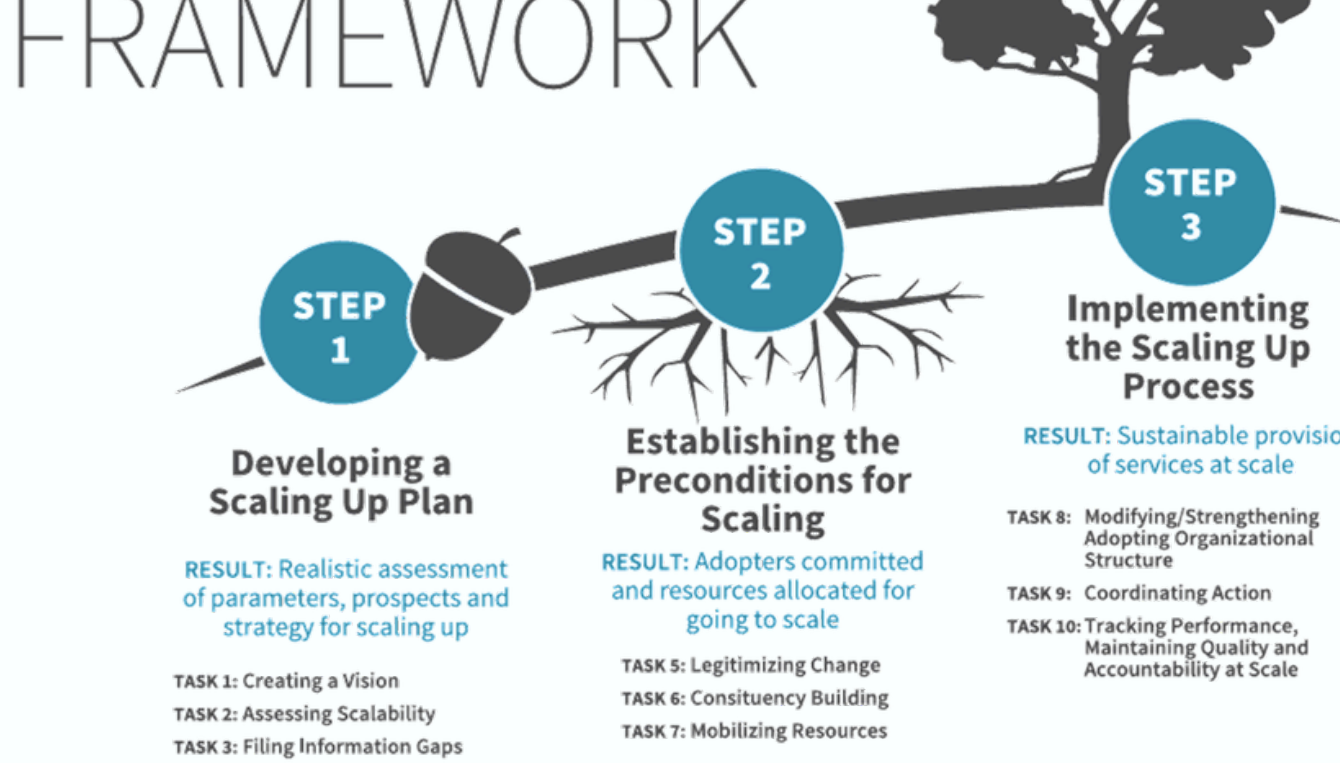
5. TRANSFORMATIONAL SCALING REQUIRES INTERMEDIARY ORGANIZATIONS



Source: L. Cooley and I. Guerrero

Transformational scaling needs to be supported by intermediary organizations that provide technical and financial support, monitoring and evaluation, and advocacy. They can be external entities (funders or INGOs) in the early stages, but eventually domestic intermediaries need to take over.

6. TRANSFORMATIONAL SCALING NEEDS TO BE SYSTEMATICALLY PLANNED AND IMPLEMENTED



Source: MSI 2021

Transformational scaling does not happen spontaneously in the public nor in the private sector. It needs to be systematically planned and implemented by developing a scaling plan and assessing scalability, establishing the preconditions for scaling, and implementing the scaling process.

7. FUNDER ORGANIZATIONS MUST MAINSTREAM SCALING SYSTEMATICALLY IN THEIR ORGANIZATIONAL DNA

Based on an action-research program involving 18 funder organizations, the Scaling Community of Practice identified eight key factors that determine the mainstreaming of transformational scaling in funder organizations. Progress has been made, but more needs to be done, esp. by the large official funder organizations.



Funder organizations need to integrate transformational scaling in their organizations, including in their:

- Leadership
- Vision
- Instrument, policies and processes
- Localization
- Tools and knowledge
- Monitoring, evaluation & learning (MEL)
- Internal incentives and resources
- Planning and sequencing

Annex 2 - Selected Resources and References

Basics of Scaling

- Cooley and Linn (2024). "Scaling Fundamentals." <https://scalingcommunityofpractice.com/wp-content/uploads/2024/05/Fundamentals-Updated-11.2024.pdf>

Mainstreaming Scaling in Funder Organizations

- Scaling Community of Practice (SCoP): International development funder scaling case studies (2023-2025). <https://scalingcommunityofpractice.com/mainstreaming-initiative/#case-studies>
- Cooley, Kohl, Linn (2026). "Synthesis Report" for the Mainstreaming Initiative. <https://scalingcommunityofpractice.com/wp-content/uploads/2026/03/FINAL-Mainstreaming-Initiative-Synthesis-Report.pdf>
- Cooley, Kohl, Linn (2026). "Policy Brief" for the Mainstreaming Initiative. <https://scalingcommunityofpractice.com/wp-content/uploads/2026/02/FINAL-Mainstreaming-Initiative-Synthesis-Policy-Brief.pdf>
- Beugnot (2026) <https://scalingcommunityofpractice.com/playing-the-long-game-scaling-as-a-necessary-endeavour-for-solidarity-and-sustainability-driven-investments/>
- OECD-DAC (2024). "DAC Guidance on Scaling Development Outcomes." https://www.oecd.org/en/publications/dac-guidance-on-scaling-development-outcomes_621810cc-en.html

The Scaling Campaign 2026-2030

- Carey et al. (2025). "From crisis to sustainable impact at scale." <https://www.brookings.edu/articles/from-crisis-to-sustainable-impact-at-scale-rethinking-global-development/>
- SCoP (2025). "Scaling Campaign 2026-2030." <https://scalingcommunityofpractice.com/wp-content/uploads/2025/11/SCoP-Scaling-Campaign-2026-2030-Brochure-Final-Nov-2025.pdf>
- SCoP (2025). "Scaling Campaign Initiatives." <https://scalingcommunityofpractice.com/wp-content/uploads/2025/12/SCoP-Campaign-Initiatives-Dec-2025.pdf>

Transformational Country Platforms

- Linn (2026). "Country Platforms and Scaling." <https://scalingcommunityofpractice.com/wp-content/uploads/2025/12/FINAL-Revised-Note-on-Country-Platforms-and-Scaling.pdf>

Tools

- MSI 2021. Scaling Up: Tools for Practitioners. https://www.msiworldwide.com/wp-content/uploads/2023/09/ScalingUp_toolkit_2021_v5_0.pdf
- MSI 2021. Kohl and Cooley (2025). "Mainstreaming Tracker Tool." <https://scalingcommunityofpractice.com/wp-content/uploads/2025/03/Final-MTT-Abridged-1.pdf>

Transformational scaling as an emerging model

- World Bank. "Health Works." <https://www.worldbank.org/en/programs/health-works>
- World Bank. "Mission 300." <https://www.worldbank.org/ext/en/energizingafrica>
- World Bank. "Water Forward." <https://www.worldbank.org/ext/en/water>
- Global Energy Alliance. <https://energyalliance.org/>
- African Climate Foundation. "Appraising Country Platforms." <https://africanclimatefoundation.org/wp-content/uploads/2026/03/801152-ACF-Country-Platform-WEB.pdf>

New World Context

- Yuen Yuen Ang (2026). "AIM (Adaptive, Inclusive, Moral) Political Economy: Introduction and Applications." Yuen Yuen Ang <https://www.tandfonline.com/doi/full/10.1080/13660818.2026.2622283>

Fragmentation

- World Bank (2025) <https://www.worldbank.org/en/news/immersive-story/2025/07/17/ida-role-in-aid-architecture>

ODA Flow Data

- OECD-DAC. [https://data-explorer.oecd.org/vis?fc=en&df\[ds\]=DisseminateFinalDMZ&df\[id\]=DSD_DAC1%40DF_DAC1&df\[ag\]=OECD.DCD.FSD&df\[vs\]=1.7&av=true&pd=%2C2025&dq=DAC..1010%2B11010...USD.V&ly\[rw\]=MEAS.URE&ly\[c\]=TIME_PERIOD&to\[TIME_PERIOD\]=false&vw=tb](https://data-explorer.oecd.org/vis?fc=en&df[ds]=DisseminateFinalDMZ&df[id]=DSD_DAC1%40DF_DAC1&df[ag]=OECD.DCD.FSD&df[vs]=1.7&av=true&pd=%2C2025&dq=DAC..1010%2B11010...USD.V&ly[rw]=MEAS.URE&ly[c]=TIME_PERIOD&to[TIME_PERIOD]=false&vw=tb)

