RETHINKING HOW WE DO BUSINESS
to Support Sustainable Scale-up

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[Photo credit: Chris Hook, USAID]

DISCUSSION OBJECTIVE:

Identify issues to consider as donors/implementing organizations move forward to support:

The scale-up of evidence-based practices (EBP); and monitoring, learning & evaluation (MLE) efforts to:

- **Maximize effectiveness and efficiency of scale-up efforts**
- **While also contributing to the knowledge base**

USING THE EXPANDNET FRAMEWORK

- Identify a framework from the beginning; commitment by all stakeholders, including staff, toward utilization

- Add a "weaning period"

- Add a more intensive pre-planning phase

- Consider local interest in the practice – govt/missions/ private sector

- Consider potential for continued resources post-project

GIVEN TIME FRAME AND RESOURCES:

1. Determine an end that is "do-able"
2. Avoid over-ambitious goals

A FINE BALANCE

VERTICAL FACTORS

- **Ultimately achieve sustainability**

- **Enable potential for larger horizontal reach**

HORIZONTAL FACTORS

- **Build consumer demand toward "tipping point"**

- **Ultimately influence sustained institutional vertical change**

CHALLENGES IN BALANCING HORIZONTAL & VERTICAL

HORIZONTAL

- Easier to collect data
- "Comfort Zone" – long history of counting for reports
- Donors (including Congress) want big numbers

VERTICAL

- More difficult to measure; incentives less palpable
- Takes more time
- Especially vulnerable to environmental shifts like government turn over, 'champion' attrition, shift in government priorities, coups

HOW MUCH "SYSTEMS" CHANGE?

Policy change is **necessary, but may not be sufficient** without Systems change

Considering available resources and realistic potential for change:

HOW MUCH "HSS" TO TACKLE? Can/will it be sustained?

Implications:

- *Cross-agency/cross-sector coordination*
- *Potential for linking funds – FP and HSS*

DECIDE TO COMMIT TO SUSTAINABILITY – OR NOT!

Define "sustainability" specific to the EBP and context

– Continued funding via CA? Govt? Private sector?

– Reaching "tipping point" of consumer demand?

– Sustainable structural factors?

Identify and collect data on indicators reflecting steps toward achieving sustainability

SUSTAINABILITY

DETERMINE DATA NEEDS

- **To guide corrections**
- **To expand knowledge base – local, national, global**

[Photo credit: IRH]

MLE MIGHT INCLUDE ANY OR ALL…

- **Monitor implementation process/inputs/outputs**
- **Document evolution of the intervention**
- **Determine uptake**
- **Assess quality**
- **Identify "challenges" toward achieving results**
- **Assess the "do-ability" of current plans/goals**
- **Monitor demand**
- **Monitor change in assumptions**
- **Develop, test and use indicators to monitor vertical scale-up**
- **Determine direct effect of adaptations to the practice**

COLLECT AND USE DATA

Post-project data collection to determine sustainability:
Who and how to fund?

Determine how long/how much data to collect at various phases of scale-up

- Will the data, indeed, be used? By Whom?
- Will there be funds for data collection?
- Is there adequate flexibility for midcourse corrections?
- Is there support for acknowledging and responding to "failure"?

[Photo credit: IRH]

COLLECT AND USE DATA

THINGS CHANGE AND EXPERIENCE TEACHES WHAT IS REALISTIC (OR NOT)

1. **TAKE STOCK**
2. **REASSESS**
3. **REVISE AS NEEDED**

[Photo credit: IRH]

Incorporate space/time/funds to make change

(with implications on workplan and funding flexibility)

FLEXIBILITY

DETERMINE:

whether 5 year (or X-year) project is enough
to achieve stated goal

RE-ASSESS:

Stated goals and/or time period

(including initial assessments; start up; weaning period)

Implications re:
- *Bureaucratic constraints*
- *Fostering complementary efforts and partnerships*

PROJECT TIME PERIOD

[Photo credit: Chris Hook, USAID]

COORDINATION/ COMPLEMENTARITY

Seek partnerships for short and long-term

Identify opportunities through early/regular communication

- Intra/inter USAID/USG – Hdqs/missions/cross sectors (including HSS)
- With and Among CAs
- With other implementing organizations
- With governments

IMPLICATIONS

- *Synchronize agendas* across the Agency for commitment to complementarity re: expanding method choice

- *Strengthen mechanisms to share information earlier*/more consistently within Agency to enhance short/long term commitment and coordination

- *Strengthen mechanisms to identify partnerships* with other donors, government, etc.

- *Identify links between organizations* implementing scale-up and research entities/funding

COORDINATION/ COMPLEMENTARITY

[Photo credit: Chris Hook, USAID]

TEAM CAPACITY

TEAM ABILITY & COMMITMENT are key to igniting scale-up

Recognize and support evolving roles of team members throughout SU process

- From adapting materials and conducting training

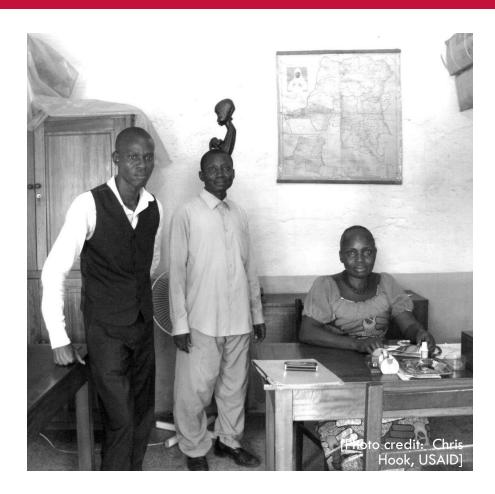- To quality assurance and systems integration

- And more….

UNPREDICTABILITY is the most predictable factor as scale-up progresses

Recognize balance between:
- Creativity, persistence, problem solving, flexibility, diplomacy, leadership AND
- Technical capacity

Formidable requirements:
- How to find and support/nurture/grow/maintain the team?

[Photo credit: Chris Hook, USAID]

TEAM CAPACITY

TO BE
CONTINUED...

[Photo credit: IRH]