

INTRODUCTION

COMPENDIUM AIM AND AUDIENCE

The compendium is intended to 1) link the scale-up theory discussed in the [briefing paper](#) to field-based practice; 2) provide tools, ideas, and guidance for designing and implementing robust systems for monitoring processes and evaluating outcomes of scaling up innovations in an accessible, practical format; and 3) share IRH lessons learned on what worked well and not so well in the process. Where feasible, generic data collection tools are presented which can be adapted for use with other SRH innovations. Key references to additional materials and resources are also included. As such, we hope this compendium will be useful to program planners, researchers and evaluators, and practitioners who support scale-up efforts.

SCALE-UP MLE PLANNING & IMPLEMENTATION: SUGGESTED STEPS

MLE of scale-up provides more than an assessment of whether scale-up is achieved in terms of outcomes and/or impact. It also provides data to guide a scale-up process that is occurring at multiple levels (central, district, facility, community) with diverse partners (MOH, INGOs, NGOs) over several years. If information is not shared regularly, stakeholders can lose sight of the big picture and fail to address critical issues. Regular sharing of M&E information with partners maintains stakeholder momentum and accountability in a complex environment and fosters learning.

The steps outlined below lay out a process for planning a scale-up MLE system that is participatory in engagement of scale-up partners and thoughtful in defining goals and indicators to monitor processes and evaluate scale-up. This process serves as a reminder not to forget critical steps that are unique to scale-up MLE.

Suggested steps for designing and implementing MLE of scale-up with helpful tips as applicable:

DEFINE THE INNOVATION: Take time to articulate the essential innovation and system elements needed to support expansion rather than rushing to scale-up without adequate definition of the practice.

LOOK INWARD FIRST: Build the capacity of staff to plan, monitor, learn from, and evaluate scale-up efforts with a “scale-up” rather than “project” mind set.

Tip: Develop and use simple, flexible monitoring systems with user-friendly tools to engage stakeholders, guide scale-up processes, and aid in developing better practices to meet the multidimensional challenges of achieving universal coverage of a new practice.

BEGIN MLE DISCUSSIONS WITH THE END IN MIND: Work with stakeholders to define the process and outcomes of scale-up and establish benchmarks (knowing that these may change over time). Identify,

negotiate, and select evaluative criteria and standards of performance, establish a learning agenda for the innovation, and decide what will constitute credible evidence of performance for key stakeholders.

Tip: Formulate project and evaluation goals that reflect the scale-up vision of stakeholders and contribute to shared understanding between policy makers, program managers, staff and other participants.

OPERATIONALIZE SCALE-UP INDICATORS: Define and contextualize indicators. Contextualization helps create a roadmap of the scale-up process. For example, the following indicators, when operationalized, clarify progress goals and performance benchmarks.

- 'Innovation is included in all key normative policies' (which policies, exactly?)
- 'Percent of coverage' (of health zones or service delivery points?)
- 'Extent innovation is implemented with fidelity during scale-up' (focus on service quality? values? training of service providers?)

SYSTEMATICALLY TAKE INTO ACCOUNT THE ENVIRONMENT: Track contextual factors including those external to the immediate program that is scaling up the innovation. For example, presidential elections and MOH health systems finance policies may greatly influence a scale-up process. Align scale-up indicators and reporting with national HMIS; this will allow use of existing MOH data (eg. new FP users) for scale-up monitoring and can increase harmonization (joint attribution) and sharing of MLE results more broadly.

Tips:

- ✓ Reflect on the political and economic factors that play important roles in facilitating or inhibiting the scale-up processes.
- ✓ Consider the politics of scale-up and manage the competing interests of donors, partners, and other stakeholders to understand or facilitate discussion of the costs of unfavorable results during monitoring and evaluation.

CHOOSE MLE DESIGNS AND METHODS: Align existing data sources and necessary, additional data sources with timing of implementation. Some data are needed during planning, others during implementation, and yet others for evaluation. Consider potential designs and methods that will provide critical and credible scale-up systems information.

PROCESS MONITORING: Systematically track and document the inputs and processes of the innovation to assure processes are in accordance with the innovation's design and expansion goals.

Tip: Conduct periodic systems assessments to maintain accountability and build systems evaluation capacity.

QUALITY ASSURANCE MONITORING: Measure indicators of adherence to fidelity standards during scale-up, e.g. quality of the service, correct use, and satisfaction by end-users.

VALUES MONITORING: Integrate and measure gender and other values indicators inherent to the innovation to ensure they remain once the innovation is offered at scale. Policy-makers, managers, providers, and users all ascribe value to an innovation. Understand and monitor such values, as they can influence the ultimate success of scale-up.

Tip: Integrate gender equity reflections in the MLE process and use gender/social analysis and formative research to identify *actionable* gender-equity practices and outreach strategies and messages for women and for men.

CONTINUE TO SHARE MLE INFORMATION REGULARLY WITH SCALE-UP STAKEHOLDERS, KEEPING THE END IN MIND: Maintain regular formal and informal contact with key stakeholders throughout the scale-up process to share progress and use data for decision making.