

Challenges and opportunities for scale up

Different forms of scale up

- Organic / horizontal/ geographical (SASA!)
- Vertical – government involved & institutional change (WHO)
- Functional scale up - Integrating some activities to other programmes (IMAGE)

Challenges – intervention content

- Intervention fidelity/ maintaining quality
 - How to ensure it?
 - How to monitor it?
 - What are the interventions fundamentals/what is core? It is not clear what makes an intervention works
- Intervention sustainability when scaled up
 - How to sustain volunteerism?
- Platforms for scale-up
 - Insufficient efforts to identify existing national platforms (beyond schools)
 - Creating new platforms?
- Short-term follow-up

Challenges – intervention critical enablers

- Too much attention on content of intervention and not enough on “critical enablers”:
 - Selection and recruitment of facilitators
 - Management of the intervention
 - Accountability
 - Training
 - Technical support
 - Costing all aspects of scale up
- How to transition between researcher-driven intervention to a different vehicle for scale-up?

Challenges – stakeholders involvement

- Policy makers involvement
 - Research is not understood by policy makers; too many messages sent by different players; research is not translated in simple language (research uptake not integrated in research protocols); group not homogenous; lack of meaningful involvement of policy makers in the whole process
 - Limited resource allocation to prevention
- Donors involvement
 - Limited in time;
 - More interested in quantitative targets than in fidelity

Enablers

- Synthesizing and packaging research for different audiences (from local chief to international policy maker); balance science and politics
- National policy agenda/Global commitments: SDGs
- Cross-fertilization: Bringing people together
- Identifying fundamentals
- Arguments on cost-effectiveness of scaling up
- Including a vision on scale up during development of scale up
- Existence of platforms: School, NGO forum, economic empowerment programmes
- Anchoring intervention in existing platform or vertical scale up to ensure institutional sustainability

Emerging Lessons & Insights

- Understand that engaging with policy makers is a complex, and *messy* process
- Find ways and strategies to navigate the political process, understanding interests, limitations and non negotiables
- Recognise and respond to the diversity of policy makers in ways that reach them
 - Local versus national
 - Politicians versus administrators, where in administration
- Be technically sound
- Be strategic in how you package and disseminate research findings
- Recognise and build onto our own power as knowledge creators, in ways that do not inadvertently contribute to exacerbating inequalities
- Proactively engage with politics and in politics to shift the terrain of *who* has influence and power

Emerging Lessons & Insights

- Talk in ways that those who have influence will listen
- Use culturally appropriate examples, local language, engage with culture custodians
- Recognise the challenges that donor and policy maker allies have and vice versa e.g. targets
- Understand how government works
- Use economic arguments / value for money
- Operational research key for scale up
- Build relationships – it is all about relationships!