JOURNEY TO SCALE WITH GOVERNMENT

Setting Out

THE MINDSET

THE JOURNEY

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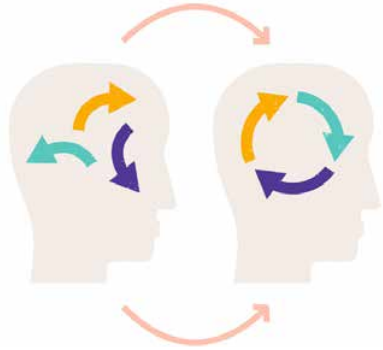
Interactive PDF clickable links throughout

THE JOURNEY TO SCALE WITH GOVERNMENT

An interactive tool to navigate towards government-owned solutions which have sustained impact at scale

SETTING OUT

Embarking on a journey of collaboration.



THE MINDSET SHIFT

Shifting mindsets to build partnerships that are transparent, equitable and mutually beneficial.

THE JOURNEY

Taking a purposefully collaborative approach by aligning on critical questions at each stage of the journey.

A COLLABORATIVE TOOL FOR SCALING WITH GOVERNMENT

THE CHALLENGE

Government is a critical player in ensuring that solutions reach communities at scale. Social impact organisations, governments and funders often share an ambition for government-owned solutions. But there are few examples that show how to successfully navigate the journey to this solution.

Too often, government priorities are not front and centre. This means that little attention is given to existing government systems and capacities, that there is no intentional approach to building government ownership and leadership, and that stakeholders have misaligned expectations regarding the time and resources required.

THE TOOL

The 'Journey to Scale with Government' tool provides governments, social impact organisations and funders with a foundation for stronger collaboration in developing solutions that can be sustained at scale. While there are many approaches to achieving government ownership and leadership, this tool focuses on the pathway in which government adopts* a solution, and integrates it into government systems. This tool has three sections:

- **Setting Out**
- **The Mindset Shift**
- **The Journey**

We encourage you to be part of the **Learning Network** as we continue to learn together.

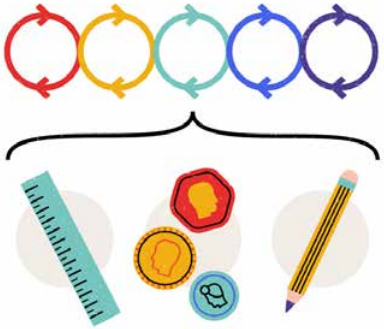
**Scaling Pathways: Leveraging Government Partnerships for Scaled Impact. Potential Government Partnership Goals for Social Enterprises, p.4.*

HOW TO USE THIS TOOL

This tool is meant to be shared and used in conversation with collaborators, at any point during a scaling journey with government. It is best used by a coalition of stakeholders committed to these concepts, and an intermediary may be helpful in supporting this process. It is yours to take apart, adapt and apply as you like.

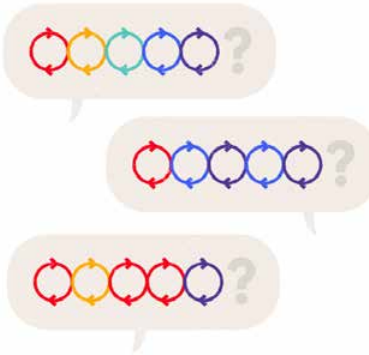
If you want to understand different perspectives of scaling solutions in the public sector...

Use the 'mindset shifts' as a conversation starter: asking your collaborators which aspects they agree or disagree with and why.



If you are in the early stage of developing a solution...

Use the questions from the journey as part of a workshop with key stakeholders – making sure that you have all the right collaborators in the room!

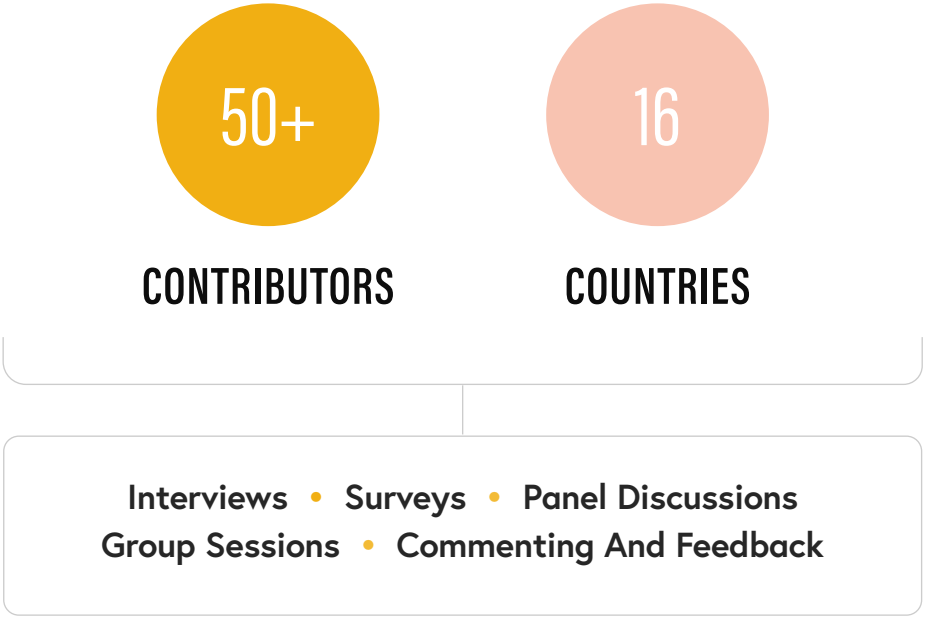


If you are already on the journey to scale a solution...

At each stage of the journey, consider the critical questions that will help you progress toward your goal. Assess your progress, operational plans or grant evaluation criteria against the journey stages to identify possible gaps.

HOW THIS TOOL WAS DEVELOPED

This tool was co-created by government leaders, funders and social impact organisations, and is designed to be used by government leaders, funders and social impact organisations.



WE ARE BUILDING ON AND HAVE BEEN INSPIRED BY THE WORK OF OTHERS, INCLUDING:

- ExpandNet: *Nine steps for developing a scaling-up strategy*
- ExpandNet: *Beginning with the end in mind*
- Scaling Pathways: *Leveraging Government Partnerships for Scaled Impact*
- SDG Partnership Guidebook: *A practical guide to building high impact multi-stakeholder partnerships for the Sustainable Development Goals.*
- USAID: *The 5Rs Framework in the Program Cycle*
- Scaling Solutions towards Shifting Systems Initiative: *Scaling Solutions Towards Shifting Systems*
- Scaling Solutions towards Shifting Systems Initiative: *Seeing, Facilitating and Assessing Systems Change.*
- MSI: *Scaling Up—From Vision to Large-Scale Change*
- The Ashoka Globalizer

JOURNEY TO SCALE WITH GOVERNMENT

Setting Out

Preparing for the Journey

Embracing Radical Collaboration

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SETTING OUT

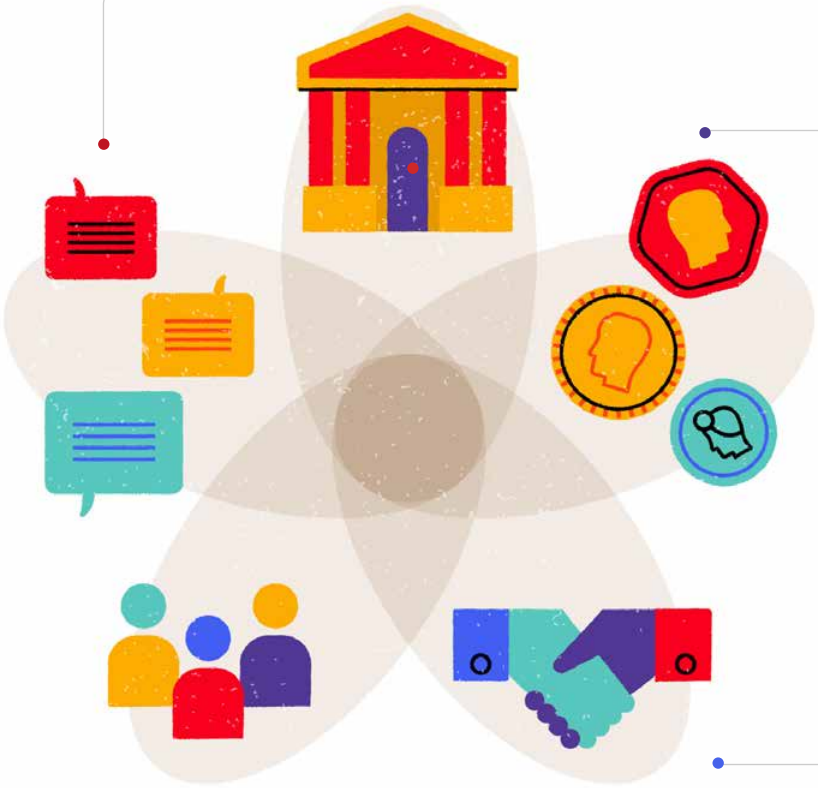
PREPARING FOR THE JOURNEY

If you are on this journey...

- You understand that solving big challenges in development is reliant upon complex systems.
- You have already determined that the path to scale for your solution is through the public sector.
- You believe that solving a problem at scale requires a systems-change approach.
- You are ready to embrace radical collaboration, working with a wide range of stakeholders towards your goal.
- You believe that there is a need to address power imbalances and incentive structures through learning and unlearning previous behaviours and approaches.
- You recognise that governments are systems comprising a wide range of individuals. Government actors will have distinct needs depending upon their role (e.g. political or technical), their department (e.g. health or finance), or their experiences and biases.

EMBRACING RADICAL COLLABORATION

No one actor can scale and sustain a solution in isolation: to be successful is to commit to radical collaboration.



As the government..
Commitment to solving a specific problem for communities, acting as the lead and key decision-maker to scale and sustain cost-effective, impactful solutions that progress strategic plans.

As the social impact organisation...
Commitment to assisting government to generate, optimise and adopt impactful solutions that solve a problem in the community, in alignment with national development goals, agenda and vision.

As the funder..
Commitment to providing resources and a collaborative, flexible approach to solving problems with appropriate, high-value solutions.

As a private sector company...
Commitment to transparently and responsibly managing, operating and/or co-funding a government-owned solution, or parts of that solution.

As the community...
Commitment to generating ideas and providing guidance, so that solutions will meet the most pressing needs and hold the government and partners accountable for their implementation.

Radical collaboration means going beyond an organisation's own self-interest to achieve a greater good. It starts with identifying key collaborators and working with them in a way that might be different to that which you are used to.

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Centring the role of Government

The Social Impact Organisation Mindset Shift

The Funder Mindset Shift

The Government Mindset Shift

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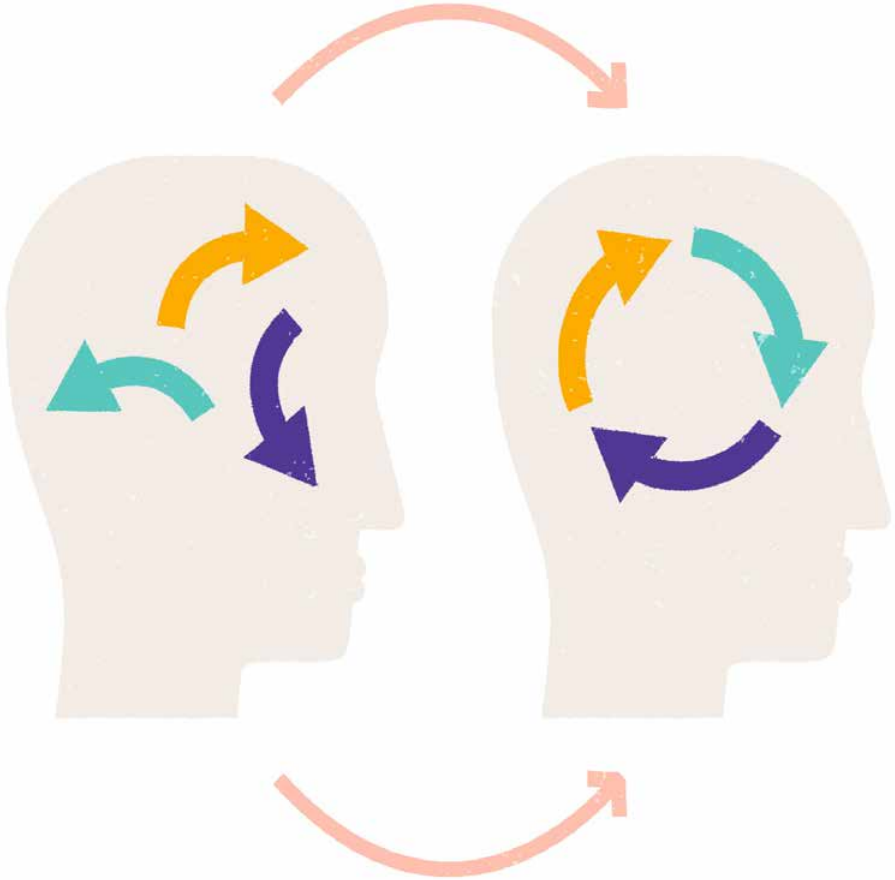

THE MINDSET SHIFT

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CENTRING THE ROLE OF GOVERNMENT

Funders and social impact organisations often initiate a solution, but bring in government and communities too late in the process. We believe that achieving government ownership requires centring the role of government as a partner and valued member of the system throughout the journey. To do so often requires a shift in mindset between government, social impact organisations and funders towards developing collaborations that are transparent, built on trust, equitable and mutually beneficial.

If you don't think about sustainability and long-term government ownership from the beginning, everything will crumble after the pilot. Make sure to take the time, even though it requires patience.

Dr Martina Lukong Baye, Cameroon Ministry of Public Health

It's less about transitioning a solution and more about government co-designing it from the start. When you approach it that way, the transition is sort of automatic…it increases the likelihood of sustainability and [government] taking on [a solution] in the long run.

Nosa Orobaton, Bill & Melinda Gates Foundation

We need to challenge [social impact] organisations to come up with innovations to the problems we care most about. There are some brilliant innovations, but they are not in line with [government] strategic plans, so they go down the drain.

Dr Daniel Gebre-Michael Burssa, Ethiopia Ministry of Health

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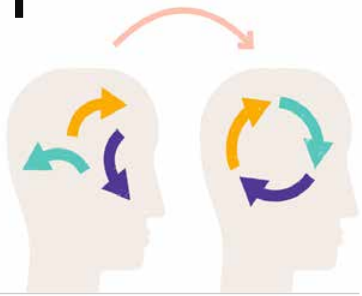
THE SOCIAL IMPACT ORGANISATION MINDSET SHIFT



I USED TO THINK...	NOW I THINK...
I want government to implement my solution.	I want to work with government in solving the most pressing problems in their country plans.
All this bureaucracy is getting in the way of innovation.	The solution needs to align with government systems.
We need to do it ourselves if we want it done right!	How can we build the capacity of government to support the solution?
Working with government is so slow.	It's a marathon not a sprint! Ultimately it will lead to long-term impact.
But we've already agreed to this!	I want to make sure our approach still makes sense given changing circumstances.

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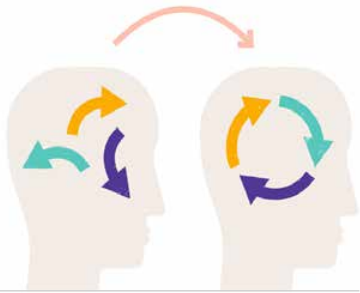
THE FUNDER MINDSET SHIFT



I USED TO THINK...	NOW I THINK...
How do I best support grantees to scale their solution?	How can we provide the support that enables government to solve the most pressing problems?
Government's role is to pick up the solution and implement it.	Government's role is to co-create the solution and eventually take full ownership of sustaining the solution.
Evaluations are driven by my needs.	Governments need evidence that the solution works before scaling. We should provide the time and financial resources to help build that evidence.
M&E is primarily about accountability.	M&E is primarily about learning and adapting.
Adding a new solution is the best way to solve a government's problem.	Focusing on integrating and strengthening existing solutions may be just as important as creating new ones.
Government is slow and bureaucratic.	Government takes time to engage and be responsive to a wide set of stakeholders.

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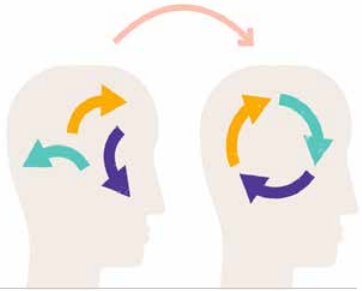

I USED TO THINK...	NOW I THINK...
I'm overwhelmed by partners who think they have a great new solution.	I need to help partners understand my strategic priorities and where innovation is needed.
The long-term impact of the innovation won't be realised during my time in office.	I'm committing to the sustainability of the innovation and will advocate for it across and within government departments.
How do I know which innovations will have impact at scale?	We need a strong evidence base that's tested within the government system before we commit to owning an innovation, and processes in place for ongoing monitoring.
The priority is to select the right technical solution.	Understanding the capability and capacity to absorb and manage the solution is as important as the solution itself.

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Re-Align

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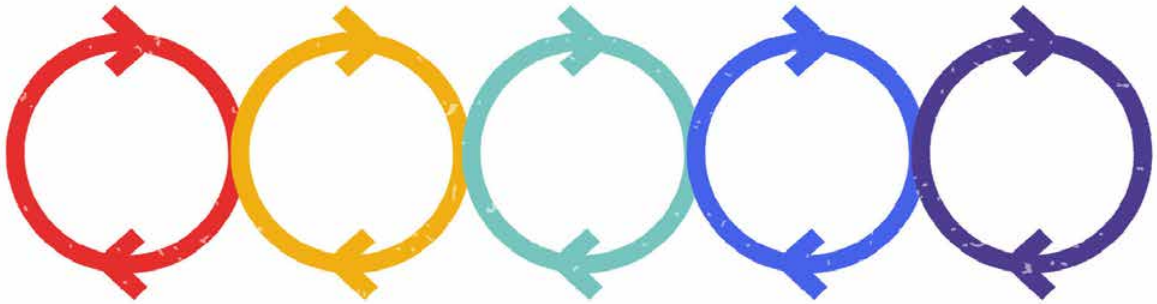

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GOVERNMENT OWNERSHIP IS THE JOURNEY'S GOAL

This journey explicitly works towards the goal of government-owned solutions which sustainably address a problem. The tool goes through five stages: Mobilise, Co-Create, Execute, Re-Align and Embed. To ensure that the journey stays focused on its goal, each stage highlights critical questions for you and your collaborators to align on. While these are shown as stages, this is not a linear journey: it requires iteration and adaptation.

If the goal is: Government-owned solutions which sustainably address a problem

Then this looks like:

- Government making the decisions, using evidence for decision-making.
- Policies and government systems support the solution's integration.
- Government balancing fidelity and adaptation of the solution to changing circumstances.
- Funders and social impact organisations have a secondary role in supporting government to lead.
- Government fostering a supportive environment where all stakeholders can work together to address the problem.
- Communities are invested in the problem being solved, and support accountability for implementation and impact.
- Government driving resourcing decisions, including allocating government resources and funding where possible.

THE JOURNEY TO SCALE WITH GOVERNMENT

The Goal: Government-owned solutions which sustainably address a problem

The Journey:

Mobilise

Mobilise collaborators to address a defined problem.

Co-Create

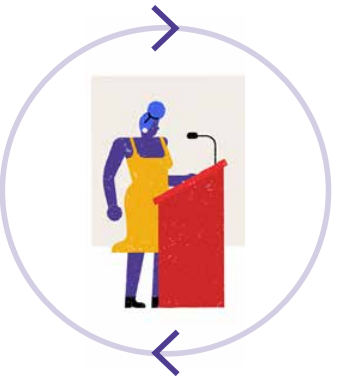
Co-create a solution rooted in strategic government plans and community needs, which is suitable for the country's constraints.

Execute

Execute the solution, adapting it to better achieve the intended impact and prove it is suitable for future scale.

Re-Align

Re-align on the solution's intended long-term ownership, funding and roles.



Embed

Embed the solution by increasing government ownership at all relevant levels (local, regional and national).

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MOBILISE

Mobilise collaborators to address a defined problem

What are we working towards?

- Shared understanding of the problem and its root causes.
- Deep understanding of the constraints that any solution must address.
- Engaged, open and collaborative partnerships, with trust and relationships built over time.
- Collaborators respect the knowledge and experiences of community stakeholders.

Have you and your partners considered these critical questions?

- Do we have a shared definition of the unmet need or problem and its root causes across all collaborators; if not, how can this be established?
- Is addressing the problem a shared priority for all collaborators; if not, is it feasible to increase prioritisation through advocacy or community engagement?
- Are all the right people at the table – government, funders, social impact organisations – to co-create a solution in the next phase?
- What is the political, economic and social context that any solution will need to be designed for? Are there existing solutions we could build on rather than developing something new?
- How are we helping to position and equip community stakeholders to advocate for their needs, and provide ongoing feedback related to the defined problem and potential solutions?
- As collaborators, how can we establish ways of working that practice the 'mindset shift' required to collaborate successfully and centre government voices? What are our agreed ways of working and clearly articulated roles for all collaborators?

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CO-CREATE

Co-create a solution rooted in strategic government plans and community needs, which is suitable for the country's constraints

What are we working towards?

- Solution co-created with involvement from all relevant stakeholders.
- Solution clearly mapped to government strategic plans, policies and existing or needed systems.
- Solution designed to address the needs prioritised by the community, and which work within contextual constraints.
- All collaborators share an understanding of the critical indicators which demonstrate that the solution is worth scaling up further.
- All collaborators align on the rigour of evidence needed for government decision making.
- Champions for the solution identified within all collaborators.

Have you and your partners considered these critical questions?

- How can we ensure community engagement is sufficiently meaningful such that the solution addresses community need and the community is positioned to hold government to account in the future?
- How can we design the solution to be compatible with existing government systems? If that is not possible, is it feasible and realistic to adjust those systems over time?
- How can we ensure the solution maps to government's priorities as outlined in their strategic plans? If not, who are the champions that can help drive prioritisation in plans and policies in the future?
- What are our agreed indicators of costs and benefits to demonstrate the solution would be worth scaling up and has the solution been designed with these in mind? Some examples include: percent change (for impact), cost per user (for sustainability) and acceptance by public service providers (for scalability)
- How can we engage with a wide range of stakeholders to understand how our solution fits with other efforts?
- What is the solution's user and/or recipient, geographical scope – and do all collaborators have a shared understanding of these?
- Do we have a shared understanding of the intended scale for the solution, and has the solution been designed with this in mind?

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EXECUTE

Execute the solution, adapting it to better achieve the intended impact and prove it is suitable for future scale

What are we working towards?

- Based on initial execution of the solution and agreed critical indicators, collaborators agree whether or not to proceed with scale up of the solution.
- Solution is adapted to better achieve the intended impact and be suitable for future scale and sustainability.
- Evidence that meets the levels of rigour required for government to scale beyond the initial implementation.
- Solution components and initial and ongoing costs that are clearly documented and shared between collaborators.
- Relevant stakeholders are made aware of and buy into the solution's potential impact.

Have you and your partners considered these critical questions?

- Based on initial execution of the solution, are we confident that it addresses the specific problem it was designed for, and will provide outcomes that advance the government's strategic plans?
- Can we make further adaptations to the solution to better achieve our objectives and prepare for future government ownership?
- How might we ensure that our impact evaluation provides sufficiently rigorous evidence (baseline, endline, third-party), considering the level of evidence required by government?
- Are the solution's program elements clearly documented, with associated cost estimates?
- Which government entities and stakeholders should be involved in or kept updated on the solution's potential impact in order to build increasing government ownership?
- Do we anticipate any political challenges with the solution's intended long-term ownership, funding and roles, and is there anything we can do to address these challenges?
- Are we sufficiently confident in the evidence of the solution's impact to move to the next stage, or are there reasons to go back and adapt the solution or abandon it entirely?

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RE-ALIGN

Re-align on the solution's intended long-term ownership, funding and roles

What are we working towards?

- All collaborators aligned on roles and responsibilities for ongoing long-term ownership, funding, management and operation.
- All collaborators aligned on the target long-term scale of the solution, and roles for driving further scale up.
- Commitment from all collaborators to achieve the target ownership, funding and scale by a certain date.
- Existence of a shared plan to support government systems and the capacity strengthening necessary for government ownership of the solution.
- There is a government-led governance mechanism in place to oversee the solution's progress.

Have you and your partners considered these critical questions?

- What is our shared vision for further scale-up of the solution, and who will be responsible for the scale up?
- How will those within government – specific ministries, departments and levels – implement and manage each aspect (ie programme elements) of the solution in the present and in the long run, which may include the government managing implementation by a third party?
- What is the plan for financing solution operations, and what must be in place to ensure that this funding is sustained in the long run?
- How will the relationship between different levels of government and collaborators be structured to ensure successful implementation?
- Do we have a shared understanding of the milestones and key actions needed to achieve our end-state, and at what points will all collaborators come together to review progress and address challenges?
- Do we have a government-led governance structure in place to oversee progress against plan, and how can we ensure that the right stakeholders are involved in this?
- Is there an agreed way to evaluate ongoing solution impact and adapt it to changing circumstances?

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EMBED

Embed the solution by increasing government ownership at all relevant levels (local, regional and national).

What are we working towards?

- Government personnel are in place to own, manage or operate the solution at each relevant level (local, regional and national).
- Ongoing funding for the solution is in place, partially through sustainable funding sources.
- Government leads aspects of measuring the solution's impact and managing quality.
- Solution is adapted to ensure it remains fit for purpose and can respond to changing circumstances over time.

Have you and your partners considered these critical questions?

- Is the plan developed in the Re-Align stage still suitable, or does it need to be updated in light of experience or contextual changes?
- How are we progressing towards the roles set out in that plan? Can we take further steps towards this, such as transitioning further ownership to government or shifting other collaborators into advisor or contractor roles?
- Are there government skills, systems and structures that need to be further strengthened to support the solution; if so, how can stakeholders adapt to support this strengthening? How can we ensure ongoing training and sustainable capacity rather than one-off skill transfer?
- What policies still require changing or enforcing?
- Are there agreed measures in place to monitor and adapt the solution (e.g. via ongoing training) as needed?
- How are we continuing to work together to ensure the solution is integrated into current and future strategic plans and budgets?
- Is the community successfully advocating to government for their needs, and holding the government accountable to address the problem that the solution addresses? If not, how can we support the community to do so?

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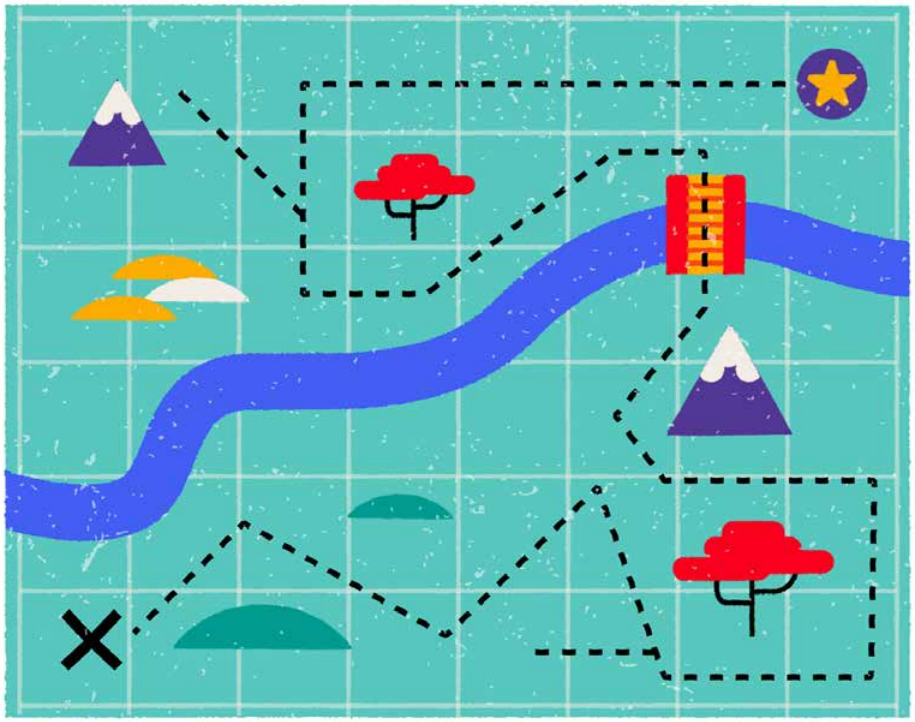
IT'S A JOURNEY, NOT A LINEAR PROCESS

The five stages help to understand progress towards the ultimate goal, but the reality is that this journey will not be linear. Each context is unique, and as collaborators change or more information is gained, partners will need to revisit different stages.



You need to be flexible. And to really realise that if [government, funders and social impact organisations] want to work together and achieve the common good that each of them thinks would be for the good of all [...] then you will need to be adaptable, open and flexible in your approach.

Joram Patrick Mugisha (Moogy), Uganda Ministry of Science, Technology & Innovation

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KEEP LEARNING

As you embark upon your journey together with collaborators, continue to reflect on successes and failures. By sharing our journeys and the successes and challenges along the way, we can continue to develop best practices to help sustainably address more problems with government.

GIVE FEEDBACK

What could make this tool better?

1 min feedback survey

LEARN MORE

Want to keep learning about scaling with government?

Join the Learning Network

CONTRIBUTORS TO THE TOOL

THE LEARNING NETWORK

VillageReach and Spring Impact, with the support of a coalition of funders, have established the Learning Network to share best practices in transitioning solutions to governments. The goal is to increase the likelihood of solutions in low-resource settings reaching sustained impact at scale with government ownership.

We hope that this tool will be shared, adapted and applied by anyone aiming to collaboratively navigate the journey to sustained impact with government ownership.

Government and UN Organisations

Cameroon Ministry of Public Health: Dr Martina Lukong Baye, coordinator of the National Multisector Program to Combat Maternal, Newborn & Child Mortality.

Ethiopia Ministry of Health: Dr Daniel Gebre-Michael Burssa, Senior Technical Advisor to the Minister, Ethiopian State Minister's Office.

Malawi Ministry of Health & Population: Nedson Fosiko, Deputy Director of Clinical Services.

Mozambique Ministry of Health: Célia Chirindza, Expanded Program on Immunization; Rosa Maendaenda, Former Chief Medical Doctor, Tete Province; Célia Tomás Mutemba, Health Technician; Joaquim Pensando, field coordinator.

Sierra Leone Ministry of Health & Sanitation: Alpha Bangura.

Uganda Ministry of Science, Technology & Innovation: Joram Patrick Mugisha (Moogy), assistant commissioner of Innovations and Intellectual Property Management.

UN Resident Coordinator's Office: Ruben Vellenga, SDG Partnership Specialist.

WHO: Dr Moredreck Chibi, Africa Regional Advisor for Health Innovation.

Social Impact Organisations

Ashoka Globalizer: Olga Shirobokova, Systems Unit Co-Lead.

CARE International: Jay Goulden, Consultant and former Assistant Country Director for CARE Zambia.

Emerging Public Leaders: Yawa Hansen-Quao, Executive Director.

Last Mile Health: Josh Albert, Chief of Staff; Mallika Raghavan, Director of Country Engagement; Nan Chen, Managing Director of Health Systems.

NexLeaf: Nithya Ramanathan, CEO and Cofounder; Natalie Evans, Strategic Partnerships and Fundraising Manager.

Noora Health: Edith Elliott, CEO and Cofounder.

Possible Health: David Citrin, Director of Evidence to Policy.

Splash: Mike Kollins, Director of Programs.

Spring Impact: Martha Paren, Director of Health; Nora Dettor, Managing Consultant; Amy Ragsdale, Senior Consultant; Meg Armishaw, Consultant.

Strong Minds: Frank Harle, Country Director of Strong Minds Zambia.

United World Schools: Tim Howarth, Chief Executive Officer.

VillageReach: Emily Brancroft, President; Melissa West, Director Advocacy & Communications; Carla Blauvelt, Director Programs; Joseph Roussel, Director Private Sector Engagement; Upile Kachila, CCPF Program Manager; Álvaro Lopes, National Supply Chain Officer.

Water for People: Kim Lemme, Director of Program Learning & Influence.

PRONTO International: Heidi Breeze-Harris, Executive Director.

Partnerships and Coalitions

The Aspen Management Partnership for Health (AMP Health): Kiribakka Tendo, Deputy Director, Country Support (former Management Partner for Sierra Leone); and Robert Newman, Director of AMP Health.

Catalyst 2030: Jeroo Billimoria, Co-Founder.

Collective Impact Forum: Robert Albright, Director of Programs.

Community Health Impact Coalition (CHIC): Madeleine Ballard, Executive Director.

ExpandNet Secretariat: Laura Ghiron, President of Partners in Expanding Health Quality and Access; Peter Fajans, International Health Consultant.

International Development Innovation Alliance (IDIA): Tom Feeny, Innovation Program Director, Results 4 Development.

Initiatives on System Change (CYFI): Jeroo Billimoria, Founder and Managing Director.

Medicus Mundi Switzerland: Martin Leschhorn Strebel, Director.

Million Lives Club: Olivia Elson, Program Officer, Results 4 Development.

Funders

Bill & Melinda Gates Foundation: Nosa Orobaton, Deputy Director, Maternal, Newborn & Child Health.

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ): Martina Kress, Team Leader.

Eleanor Crook Foundation: Chytanya Kompala, Technical Lead.

ELMA Philanthropies: June Lee, Director of Monitoring and Evaluation.

Fondation Botnar: Ursula Jasper, Policy Officer; David Suhr, Strategic Learning and Evaluation Manager.

Gavi: Anne Cronin, Head Partners' Engagement Framework; Adrien de Chaisemartin, Director of Strategy, Funding & Performance.

The Global Fund to Fight AIDS, Tuberculosis and Malaria: Matt MacGregor, Senior Manager of Sustainability, Transition and Co-Financing.

Grand Challenges Canada: Karlee Silver, Co-Chief Executive Officer.

Hewlett Foundation: Dana Hovig, Director, Global Development and Population.

Mulago Foundation: Kevin Starr, Managing Director.

Open Road Alliance: Franklin Mora, Investment Officer.

Rockefeller Philanthropy Advisors: Heather Grady, Vice President.

Skoll Foundation: Donald Gips, Chief Executive Officer; Liz Diebold, Principal; and staff.

UBS Optimus Foundation: Marissa Leffler, Health Program Director.

USAID: Lorin Kavanaugh-Ulku, Scaling Pathways Project.

Vitol Foundation: Sarah Jeffery, Head of Health.

Academic Institutions and Consultants

Bertha Center for Social Innovation and Entrepreneurship, University of Cape Town: Katusha de Villiers, Senior Project Manager.

Center for Advancement of Social Entrepreneurship (CASE) at Duke University: Kim Bardy Langsam, Senior Program Director.

Strategy and Scale: Dr Richard Kohl, Strategy and Scale Consultant.

Jimma University: Tsinuel Girma, head of the Department of Paediatrics and Child Health.

M-Space Consulting: Dr Sada Danmusa, Chief Executive Officer.

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