

## Qualitative study of scale-up – ETS case study

### Catalysing scale-up – decision making

- Could you talk us through the **decision making** to scale-up ETS within Adamawa?
  - Explore a) the decision for Comic Relief to fund ETS in Adamawa; b) getting agreement/support to work in Adamawa
- What/when were the most critical **moments/events** in the process?
- Who were the critical **actors** - organisations and individuals in the process?
  - E.g. Federal/state government; Comic Relief and other donors/development partners; civil society organisations; traditional rulers; professional associations incl. NURWT
  - Which actors **supported** the decision? Was there any **resistance** – whom? How?
- What actions did **did Transaid** take to catalyse the decision to scale-up? Explore for example:
  - Effective **advocacy**:
    - Presenting **evidence**
      - Type of evidence, strength/relevance of evidence
      - How evidence was communicated
    - Invoking key actors as **champions** and supportive **partners**
      - Gates foundation role in catalysing scale-up
      - Development partners
      - CSOs and traditional leaders
    - Strong **coordination**
      - Alignment with government priorities, policies, programmes, targets
      - Working closely with /involving/engaging government
      - Harmonising with development partners/ donors and implementers
  - Effective **planning**:
    - Was scale-up **hardwired** into (**planned/resourced**) the grant for evolved later?
    - What **resources/capacities** did Transaid have to catalyse scale-up / (human resources, reputation, resources, flexibility...)?
  - Developing a **scalable innovation**:
    - What was it about the ETS innovation that made it **scalable** (e.g. cheap, simple, adaptable)?
    - What steps were taken to ensure the innovation would be scalable/suitable for scale-up? Explore e.g. – who was involved in the design; steps to evaluate and reflect etc
  - **Timing**
    - Was **timing** an issue in catalysing the decision to scale-up?
    - Did the grantee **push** hard for the decision or was more **cautious**?

## Enabling implementation at scale

Could you talk about the experience of **implementing/rolling out** ETS within Adamawa?

- What are the **major activities/steps** required to scale-up into Adamawa?
- What **roles do Transaid and SFH having in implementing at scale?**
- What roles do **other actors** have in implementing ETS in Adamawa/how do Transaid and SFH work with other actors? E.g.
  - NURWT
  - State government
  - Healthcare providers

### Steps to encourage drivers to enrol on programme

#### Effective and sustainable scale-up

- Have steps been taken to make ETS **high quality/effective** at scale?
- Have steps been taken to make ETS **sustainable** in the longer term - e.g. as part of government programmes?
  - What is Transaid's role – what is it doing? E.g. strengthening government capacity; technical assistance?
  - What are the main issues or challenges? E.g. Government capacity, donor dependence
- How does the ETS Adamawa programme fit in with wider efforts to scale up across other Nigerian states?

## Barriers and enablers

- Are there **barriers/challenges** to scaling ETS within Adamawa? What were the main **enabling factors?** What are they? Explore for example:
  - Policy making/economic/government priorities/government rules and procedures
  - Issues of donor coordination
  - Health systems strengths and weaknesses - Infrastructure; human resources; commodity supply; governance (including management, accountability); information systems; financing
  - Sociocultural issues – including gender relations
  - Other operating constraints – including driver incentives, driver availability etc
  - Security issues in NE states
- Do different **geographic areas** of Adamawa have different barriers and enablers? Is Adamawa different to Gombe and other Nigerian states? How?
- Have these barriers been overcome? How?

## Key messages for other grantees

- What are the **most important steps** externally funded grantees can take for catalysing scale-up of their innovations?
  - Explore advocacy, planning, scalable innovations, timing.
  - Explore enabling implementation at scale
- Is there a particular **formula** (set of steps) for catalysing scale up or quite a lot of luck?
- Is it about **planning** in advance or flexibility / adapting to change?
- Is it about **individuals/personalities** or organisations?

## Key messages for donors and government

- What are the main messages for the **Foundation and other donors** based on the ETS experience in Nigeria?
  - What should the foundation do to support grantees to catalyse scale-up? E.g.
    - Direct catalysing effects by foundation – Program Officers and co-Chairs
    - Hardwiring scale-up into grants (scale-up = costed project deliverable)
    - Longer term grants?
    - Promoting harmonisation and alignment – including information sharing.
- What are the main messages for **Nigeria federal/ state governments** – what should government do to maximise the value of externally funded innovations such as ETS?