

## **Qualitative study of scale-up – SNL case study**

**Introduction,** Thanks, Explanation of the 3 areas we want to cover in looking at scale-up (i.e. geographical expansion of an innovation *beyond a grantee's programme area*)

### **1 Decision making**

### **2 Delivery of innovation at scale**

### **3 Acceptance and update from communities**

We are using COMBINE as a case study of scale-up, now that it has become part of the government's CBNC programme.

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What is/was your involvement in **COMBINE**?

1. **Whether and how the COMBINE innovation was changed in any way, both over time *and* as it was scaled up through the CBNC - including whether there are differences between Save, L10k and the other implementing partners in terms of how the implement it?**
2. **Did COMBINE have any unintended adverse consequences that might affect scale-up? If so, what has been done to minimise them?**
3. What are the most important attributes of the COMBINE innovation that made it scalable (e.g. simplicity, cost, flexibility etc etc).
4. Have steps been taken to make the components of CBNC sustainable in the longer term within government programmes (beyond Phase 2)? Please describe. What is SNL's role in this?

### **Decision making**

**1a What persuaded the government to accept and adopt the COMBINE innovation within CBNC?**

**To what extent did SNL actively push to get their innovation scaled-up or were they more responsive/waited to be invited? Which approach is most appropriate in Ethiopia?**

Effective advocacy with government?

Presenting strong and relevant evidence? Was evidence a major part of the decision? Was SNL's evidence strong? How?

Working closely with /involving government?

Invoking key individuals and organisations to champion and network?

Harmonising coordination between development partners/ donors and implementers?

Alignment of coordination with government priorities, policies, programmes, targets etc.?

Designing COMBINE to be scalable (e.g. cheap, simple and adaptable)?

Embedding catalysing scale-up in programme design?

Building implementer capacity to scale-up?

What were the key steps/actions taken in moving from SNL's COMBINE trial to COMBINE being part of the CBNC?

What were the most critical moments/events in the process?

What is the role/importance of the Technical Working Group?

### **1b Barriers / enablers to persuading government**

**Was there any resistance to adopting and scaling up COMBINE sepsis case management within CBNC? If so, which actors/what happened?**

Are government rules and procedures barriers, or enablers to scale-up? How?

How does the government use evidence?

Is the government able to ensure that the economic resources for scale-up are available?

Does the turnover of government officials have an impact on scale-up?

What about the coordination of aid programmes/ donors/ externally funded implementers?

Government prioritisation of MNH?

### **Delivery of an innovation at scale**

**2a** Is SNL **supporting/ enabling government** to deliver COMBINE as part of CBNC at scale? If so, how?

- Strengthening government capacity to scale-up – institutions, staff
- Technical assistance for government/CBNC policy/ programme planning and design

What is SNL's role in **implementing** COMBINE as part of CBNC?

How has SNL **supported/enabled** national and regional government to scale-up COMBINE as part of CBNC? E.g. technical support, capacity strengthening.

**2b** Are there **barriers/ enablers to delivery at scale**? What are they?

Health system:

- Infrastructure?
- Human resources?
- Commodity supply?
- Governance (including management, accountability)?
- Information systems?
- Financing?

Coordination - working relations among implementing partners? Did they coordinate their activities? Did they support one another and share learning? And if so, how?

**\*\* Which model appears to be most effective - creating competition among grantees as a way to encourage them to innovate (more of a market model) or encouraging coordination/cooperation involving working together and sharing information/learning etc?**

### **Key messages and recommendations for other countries in which IDEAS is working, and for the Foundation**

Based on the experience of scale-up of COMBINE within the CBNC what are the key lessons/recommendations for governments of other countries – including the other IDEAS countries (India and Nigeria)?

Based on the experience of scale-up of COMBINE within the CBNC what are the key lessons/recommendations for donors including the Bill & Melinda Gates Foundation?

Any other key lessons or recommendations?

### **Community acceptance/uptake at scale**

**3a** Is SNL **stimulating the acceptance/ uptake** of the innovation by communities at scale? If so, how?

**3b** Are there **barriers and enablers to community acceptance/uptake**? What are they?