

Lecture: Applying the SEED SCALE Model - Lessons from Gaza, Mozambique

Learning Objectives

By the end of the session the participants will be able to:

1. Understand the challenges in meeting stakeholder needs and preferences in scaling up successful community initiatives
2. Describe some mechanisms for sustaining program performance as donor commitment declines or phases out
3. Identify mechanisms and understand the importance of advocacy in getting acceptance of research findings by the scientific and donor community

Focusing Paragraph

A SCALE Squared Center for Action Learning and Experimentation of sustainable community approaches has been established in Chokwe District, Gaza province, Mozambique following the USAID funded Child Survival Project described in the readings. Several training sessions have been conducted and there have been numerous field visits from donors and PVOs, and community and government officials.

However the high profile recognition imposes additional expectations. There is increasing pressure to expand in building on success and take on new programs. This is in addition to the inherent challenges any organization faces to sustain quality while they continue to manage people and money with limited infrastructure. Validating effectiveness of impact requires rigorous research processes, monitoring and evaluation. It requires continuing effort and investment to have academic and scientific communities endorse any impact achieved.

The Care Group Model demonstrated in Chokwe is now being scaled up by other PVOs through the donor contributions in seven other provinces with some modifications. In Gaza, opportunities are increasing for improving economic viability of communities with expanded agricultural projects and micro enterprise initiatives generating growing interest. Challenges remain in sustaining motivation and interest in the health education initiatives. Demand for help to services in neighboring communities and other target groups pose additional constraints on the project's limited human and financial resources. Increasing and varied expectations of community, government, church and multilateral donor agencies like USAID and UNICEF requires integration into regular programs.

Achievement of continuing measurement is also expected using appropriate indicators to satisfy performance based contracts and demonstrate program sustainability. Vertical programs from outside such as PEPFAR, PMI further exacerbate the organizational challenges and don't specifically fit with SEED Scale ideology.

Reflective Questions

1. How do you successfully integrate the SCALE Squared model onto an ongoing successful community program?
2. Creating strategic partnerships with stakeholders and balancing their conflicting priorities remains a challenge when there is a recognized success. What mechanisms can be adopted to adequately sustain the positive motivation of these stakeholders?
3. Validating the findings of data collected and analyzed by community personnel require supporting evidence employing rigorous field trials. How can this be achieved and supported in programs that are not led by JHSPH Alumni like the Arole's or Bang's? Discuss the issues of data validity such as the use of community personnel vs professionally trained enumerators for data gathering.