Global Digital Health Forum
Toolkit Fair: Beyond Scale & Digital Principles

6 December, 2017

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Digital Impact Alliance

Beyond Scale:
How to make your digital development program sustainable
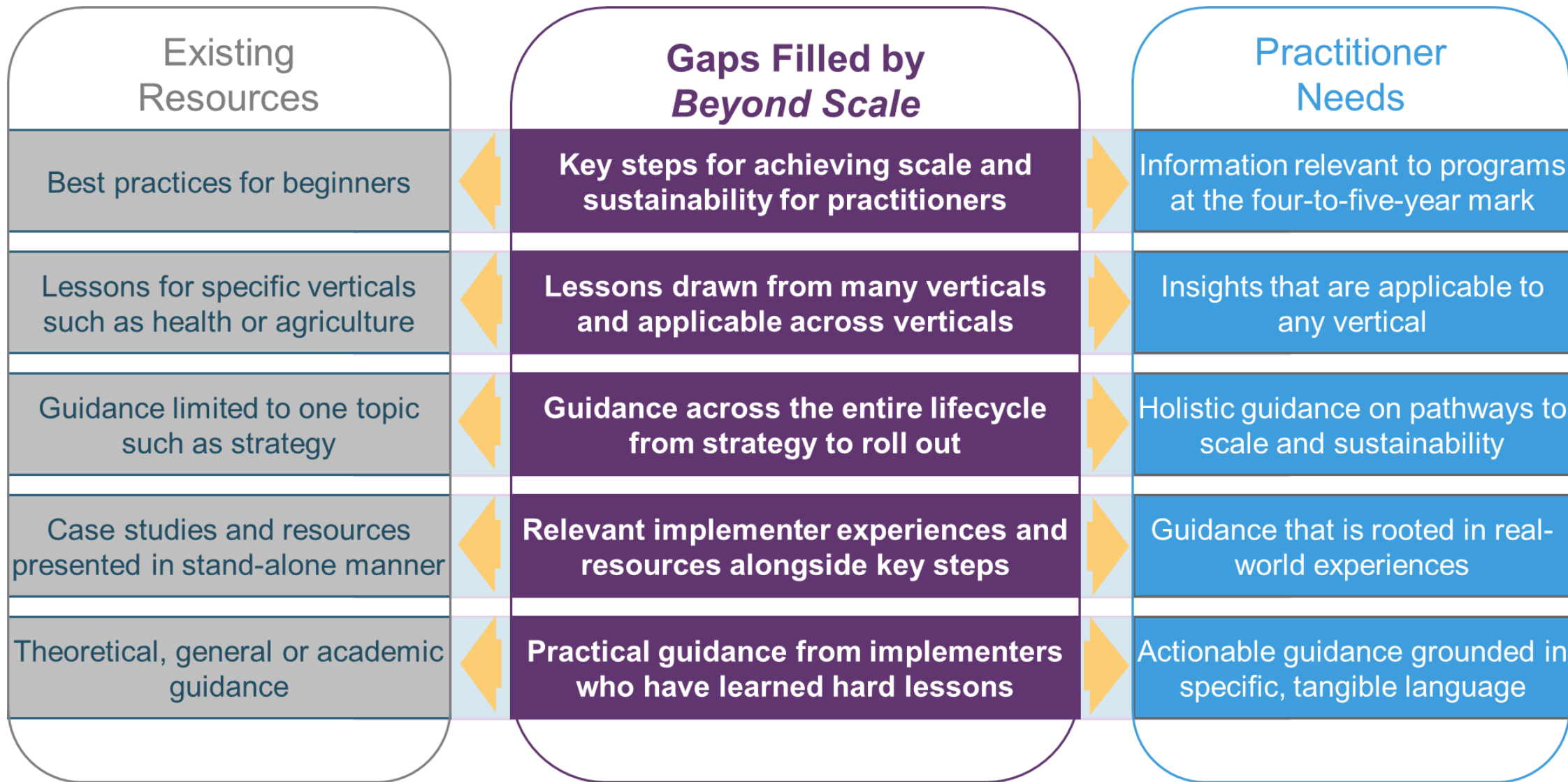
- Launched on December 4
- Inputs provided by BBC Media Action, Esoko, Vital Wave, & JHU's Global mHealth Iniative
- Addresses challenges faced by organizations at the 4-5 year mark

Existing Resources	Gaps Filled by *Beyond Scale*	Practitioner Needs
Best practices for beginners	**Key steps for achieving scale and sustainability for practitioners**	Information relevant to programs at the four-to-five-year mark
Lessons for specific verticals such as health or agriculture	**Lessons drawn from many verticals and applicable across verticals**	Insights that are applicable to any vertical
Guidance limited to one topic such as strategy	**Guidance across the entire lifecycle from strategy to roll out**	Holistic guidance on pathways to scale and sustainability
Case studies and resources presented in stand-alone manner	**Relevant implementer experiences and resources alongside key steps**	Guidance that is rooted in real-world experiences
Theoretical, general or academic guidance	**Practical guidance from implementers who have learned hard lessons**	Actionable guidance grounded in specific, tangible language

STRATEGY

BEYOND SCALE:
How to make your digital development program sustainable

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STRATEGY

MODULE SUMMARY

If you've been running a digital program for several years and it has shown potential for large-scale impact, you may be reaching a turning point where you need to step back, look at the big picture and determine your strategy for the next phase of the journey. Scaling your program to new users through replication or diversification of the products and services that it offers can necessitate major strategic shifts. A transition of the program's ownership, the end of its initial funding, or changes in the regulatory environment, market demand or the competitive landscape can also require fresh approaches. A renewed strategy is essential for aligning internal and external stakeholders with your digital program's new vision and for mapping changes in areas such as financial and business management, solution design and human capacity.

Before exploring the steps in the next six modules, some foundational questions need to be holistically considered. What are the internal or external changes that will shape your digital program in its next phase and what do these changes mean for your ability

STEP 2 ▶▶▶

ANSWER STRATEGIC QUESTIONS ABOUT YOUR DIGITAL PROGRAM

Replicate or diversify: define your expansion pathway

At this juncture, based on the assessment you conducted in Step 1, a fundamental question needs to be answered: do you plan to expand your digital program in the next phase? If the answer is yes, **replication** and **diversification** are the two major pathways to consider. Replication entails the roll out of your existing digital program in new vertical markets and new geographies. In the contrast, diversification involves the development and addition of new services to your existing program.

Each pathway has implications for your program's strategy in the next phase. For example, replication in a new geography may involve relatively few changes to your digital solution (in terms of user experience) but big shifts in your business model, partnerships, technical solution design, and legal and human capacity requirements. Diversification in your current market, by contrast, might involve complementing your existing service with new services. This could entail fairly small changes to your sales and marketing channels but major changes in areas like solution design, business model and human capacity requirements. Many organizations will try multiple approaches, either in parallel or sequentially, to meet their strategic goals. See the graphic in the following section for more information.

Public or private sector: assess whether your business model might impact your legal status

Regardless of which expansion pathway you choose, you'll need to assess whether your business model can generate enough income to cover your operating costs, a process explored in depth in the Business Model module of this guide. Doing so involves answering another fundamental question: Who is going to pay for your program's expansion? While there are many potential sources of income for digital development programs, most fall into two broad categories: private sector or public sector. Be aware that donor funding is important for many programs in their initial phase, but it is rarely sufficient for digital programs aiming for long-term sustainability. Each of these routes has implications for your digital program's legal status and structure.

In practice | BBC Media Action

What we've learned from travelling outside our comfort zone

As a British charity, our digital programs in countries such as Bangladesh and India have frequently taken us outside our comfort zone. Launching educational mobile services at scale has relied on complex partnerships with the public and private sector, including six MNOs.

Negotiating partnerships with MNOs has been challenging. We have had to learn an entirely new language, becoming fluent in the ABCs of the commercial mobile industry. We have learned to accept that MNOs see the beneficiaries of our digital programs as 'customers', and that they will not partner with us unless we present compelling commercial business cases.

In hindsight, reaching scale was much less challenging than achieving financial sustainability. We have tried both private and public-sector routes.

We tried to make our services sustainable by charging the end users of our digital services (though at reduced rates), and sharing revenue with our MNO partners and aggregator, as is standard commercial practice. Our objective was to cover MNO costs of running our digital services so that they remained interested in providing them for as long as possible.

The revenue that the MNOs earned from the 'sale' of our digital content and services to their subscribers was small, and was directly invested back into our digital program to fulfill our development objectives. But unfortunately, it did not cover the costs of managing, supporting, maintaining and marketing our digital services.

We then followed an alternative, public sector pathway to sustainability – i.e. making our digital services toll free to users to enable universal access to mobile phone users, and transitioning responsibility for costs to government. The road has been long and bumpy, but we've managed to achieve a significant degree of sustainability, including transitioning most on-going costs to government for three mobile health education services. This has involved significant organizational change, including hiring people with experience of working with government.

As a result, our internal equilibrium has shifted, from an organization focused primarily on strategic, creative social and behavior change communication, to one experienced in navigating government systems and supporting government processes. These two skill sets are complementary, but culturally very different, and sometimes this change has been challenging to manage. We've lost people, who felt ground down by the relentless tenacity that public sector engagement can require, but we've also retained and gained people thanks to our shared, personal commitment to the longevity and continued impact our work.

www.digitalimpactalliance.org/**beyondscale**/

Principles *for* Digital Development

- Design with the User
- Understand the Existing Ecosystem
- Design For Scale
- Build For Sustainablilty
- Be Data Driven

- Use Open Standards, Open Data, Open Source and Open Innovation
- Reuse and Improve
- Address Privacy and Security
- Be Collaborative

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Updated Guidance for Implementers

The Principles

Design With the User

Understand the Existing Ecosystem

Design for Scale

Build for Sustainability

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Use Open Standards, Open Data, Open Source, and Open Innovation

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Be Collaborative

Project Lifecycle

Project Lifecycle

The following recommendations, tips and resources are drawn from the digital development community to give you options for applying this Principle during each phase of the project lifecycle. This guidance is not meant to be exhaustive, but rather to suggest actions you can take to apply this Principle in your work. If you have other tips, resources or comments to add, please share them with the community at the Digital Principles Forum.

ANALYZE & PLAN	DESIGN & DEVELOP	DEPLOY & IMPLEMENT	CROSS-CUTTING: M&E

Analyze & Plan

Designing a successful initiative means first identifying users' needs. During the Analyze & Plan phase, you learn about users' priorities, motivations and challenges. User adoption of technology is one of the largest barriers to a successful and sustainable initiative, so understanding comfort levels with different technologies is critical. Users can help you determine if a digital tool makes sense for their situation – it may not – and if it would address the underlying need; users can also identify existing technologies they already use that you can take advantage of.

- Allow enough time to partner with users. Include time to analyze and plan with users, as well as several opportunities to gather and incorporate users' feedback during the Deploy & Implement stage. Determine how many weeks or months will be required at each stage based on the complexity of your initiative or environment, and incorporate this timing into your work plan.

- Understand the context. Be knowledgeable of the ecosystem where the tool will be

Tips & Resources

- Tip: The Collaborative Requirements Development Methodology (CRDM) is a way to develop functional requirements with users. It was developed by the Public Health Informatics Institute.

- Resource: The mAgri Design Toolkit: User-Centered Design for Mobile Agriculture, GSMA and Frog Design.

- Resource: The Collective Action Toolkit, Frog Design.

- Resource: Framework for Context Analysis of Inclusive Technologies in Social Change Projects, Social Impact

Resource Library

CASE STUDY

African Strategies for Health (ASH) Project mHealth Compendiums (Editions 1-6 & Infographic)

The mHealth Compendiums document a range of mHealth applications being implemented primarily in Africa. This series was initially published in November 2012. The series contains case studies organized within five programmatic...

GUIDE

Principle 9: Be Collaborative

Being collaborative means sharing information, insights, strategies and resources across projects, organizations and sectors, leading to increased efficiency and impact. This Principle brings all the others together in practice. People...

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Principle 8: Address Privacy & Security

Addressing privacy and security in digital development involves careful consideration of which data are collected and how data are acquired, used, stored and shared. Organizations must take measures to minimize...

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Process
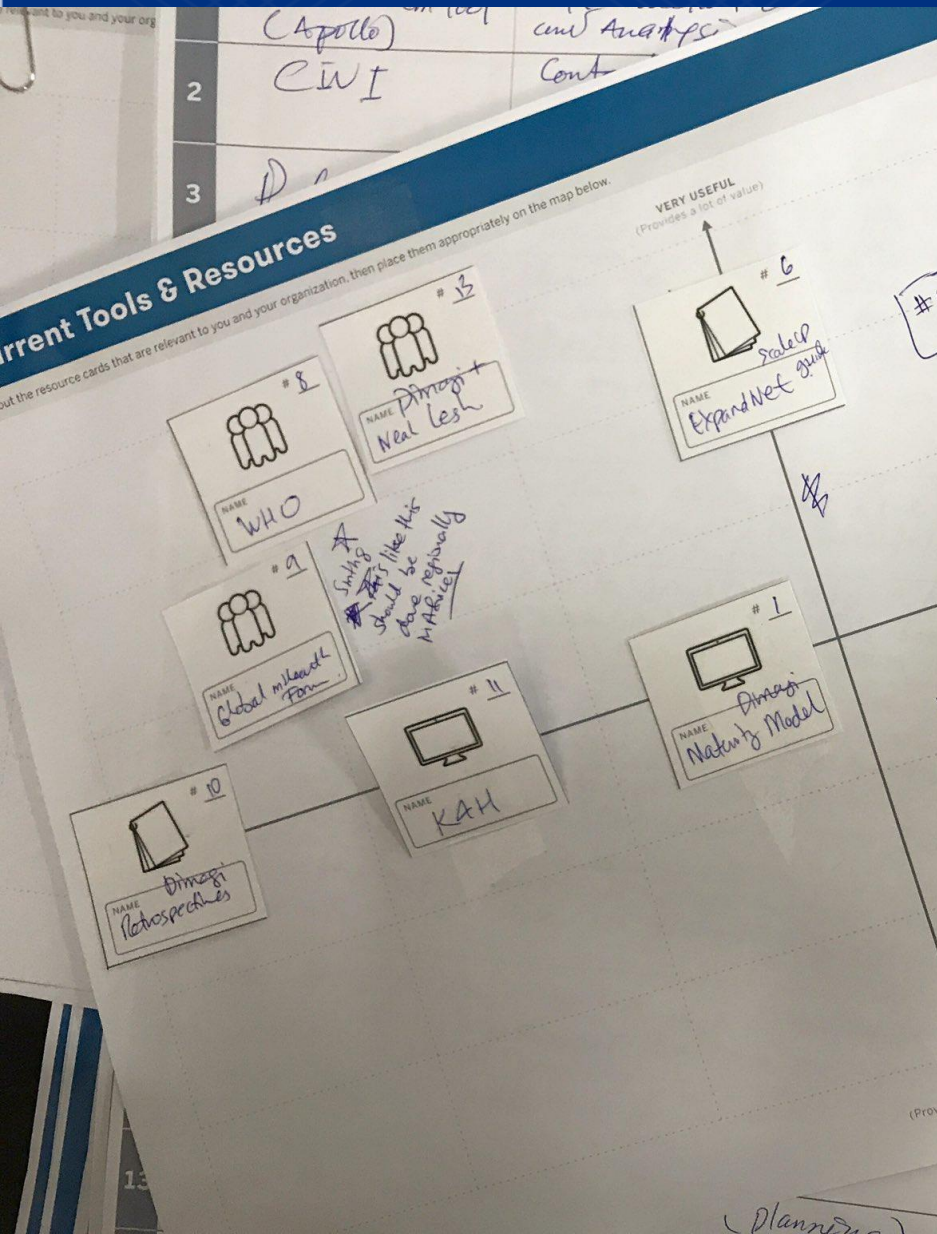
- Beginning in mid-2016
- 4 workshops
- Over 50 interviews
- Over 70 practitioners in Peer Review Group
- Public feedback and comment (over 50 respondents)
- Launched on October 12, 2017
- Continuous iteration

Digital Principles Forum

The Digital Principles Forum is a place to share ideas on the evolving #ICT4D sector and engage in discussion and debate on The Principles for Digital Development.

Welcome! We are glad you are here. Some things to get started:

- Read the community guidelines ⌨️
- Create your account and claim your old posts ✉️
- Add a profile picture and introduce yourself to the community 👋
- Read our category descriptions to learn where posts go 🧐

all categories ▶ | **Categories** | Latest | New | Unread (1) | Top | ➕ New Topic

Category	Topics
Principles Talk Discussion of The Principles for Digital Development, next steps, practical guidance, and relevant Principles-adjacent topics.	80
Events & Resources Relevant events and resources for the technology, development, and #ICT4D communities.	39
Questions & Problem Solving Your questions, hairy problems, and other inquiries for the community go here.	15
Opportunities & Jobs Business-oriented messages relevant to technology in development - including open staff positions, requests for proposal, consulting gigs, and new funding opportunities.	23

Latest

📌 Welcome to the Digital Principles Forum	1	Oct 2
Professional development on the Principles **Principles Talk**	0	3d
Advocacy for Principles in Education (LMICs) **Principles Talk**	0	3d
Next week: Global Digital Health Forum 2017 in DC **Events & Resources**	2	6d
📌 Introductions thread: What makes you tick? 6	17	8d

Thank you

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