

GOVERNMENT END GAME TOOL

A tool to help you scale and sustain your
impact through government



SPRING
I M P A C T

WHY USE THIS TOOL?

Has your organization developed an impactful program that has the potential to change lives? Do you want the government to adopt your program because you believe it is best placed to scale and sustain the impact for its population over the long-term?

Spring Impact has designed this tool to help social impact organizations explore what government adoption really means for them in practice, and how to start taking steps towards it.

Our mission is to enable the successful and sustainable scale of social impact and we know that government adoption is often a critical path towards this. We want to help the sector make sustainable, impactful public sector adoption more achievable.

AIMS

THIS TOOL AND ACCOMPANYING WORKSHEET WILL HELP YOU TO:

Set sustainability objectives

which consider the impact you want to sustain, rather than just the program

Visualize your 'end game',

and set an ambitious but realistic 10-year goal for how each component will be delivered and funded

Identify the core components

of your program that will be essential to achieve this impact

Develop a systematic action plan

with a robust roadmap that takes you from where you are now, towards your future goals

FAQS

1 WHO IS THIS TOOL FOR?

Social Impact Organizations/Civil Society Organizations (SIOs/CSOs) aiming to scale and sustain their program's impact through the government/public sector.

It assumes that the intention is for government to eventually provide ultimate oversight or ownership of impact, but that other actors may still play a role in implementation.

This tool was developed to accompany Spring Impact's research on 'Scaling and Sustaining Adolescent Sexual Reproductive Health Programs in the Public Sector in Sub-Saharan Africa', but is designed to be applicable for social impact programs more broadly.

In developing this tool, Spring Impact was also inspired by the work of Global Development Incubator's 'What's Your Endgame?' report.

2 HOW SHOULD YOU USE THIS TOOL?

A workshop is the best way to use this tool, so you can bring together stakeholders to agree a shared vision of what sustainability will look like for your program 10 years in the future.

We recommend involving those at implementation and leadership levels in your organization, as well as donor and government partners.

3 HOW LONG DOES IT TAKE?

The tool is intended for use on an ongoing basis. It will likely take between half a day and one day to complete in the first instance, depending on the number of partners involved.

We suggest then revisiting it regularly—to consider whether any of your assumptions have changed or any activities should be adjusted.

FAQS

4

DOES IT COVER EVERYTHING?

This tool has been kept purposely simple, to help guide and structure your thoughts.

While we recognize there are many nuances to the challenge of sustainability that are not necessarily captured here, this tool should provide a useful starting point.

This tool is designed to complement existing tools for achieving scale of public sector delivery,

5

WHY DID SPRING IMPACT DEVELOP THIS TOOL?

From Spring Impact's research and practical experience, we have seen that impactful, sustainable government adoption can be difficult to achieve.

Although many SIOs/CSOs and governments recognize the benefits of government adoption to achieve sustainable impact at scale, too often the original impact decreases once programs are adopted by government.

We believe this is partly because SIOs/CSOs, and their partners, don't always consider sustainability of impact enough from the start.

We believe using this tool to create a vision of the program's 'end game', along with a systematic action plan to work towards it, can therefore help organizations achieve their government adoption goals.

BEFORE YOU START

▶ Be realistic about implementation capacity.

Government might be ready to take on some of the components that make up your program, but not others (e.g. service delivery but not demand-generation activities). Consider the capacity of your government partners and the best way to build capacity in the short, medium, and long term

■ Be realistic about how long donor funding will be required.

The assumption is often that government will take over funding of a program after donor funding ends, but this may be unrealistic for low-priority issue areas or in such resource-constrained environments. Consider how long donor funding will realistically be needed, while considering how it could be phased out on an ongoing basis

▶ Remember that it is likely to take longer than you think.

It takes time to build trusted relationships with government, and the process of transitioning to government ownership can take a considerable amount of time

■ Question what you can do to achieve your 'end game'.

Ask yourself how you can use your strengths as a SIO/CSO to support government partners. For example, supporting government access to short-term funding or carrying out innovation processes that may not be possible within government systems

▶ Challenge yourself to be as lean as possible.

Recognize that governments are often resource-constrained, so prioritize the program activities that are essential for impact

▶ Think outside the box.

This is a visioning exercise that projects into the future where you want to be once you've achieved your ultimate aims. The objective of sustainability is long-term, continuous impact. It may, but does not necessarily, mean the continued implementation of your program as-is, or sole implementation and/or funding by government

END GAME

We recommend completing your 'end game' in this format, either on a printed worksheet or drawing this out on a whiteboard for your workshop.

SPRING
I M P A C T

END GAME PLAN

Next review date: _____

INTENDED IMPACT: _____

10 year time frame

THE CURRENT SITUATION
of each essential core component

Core Component	Implementation	Funding	Our role

BARRIERS
between the current situation and end game

END GAME
Long term vision for sustaining each essential core component

Core Component	Implementation	Funding	Our role

ACTION PLAN
Objectives to address current barriers and agree roles

Barrier	Objective	Role

STEP 1

Consider the impact you want to sustain

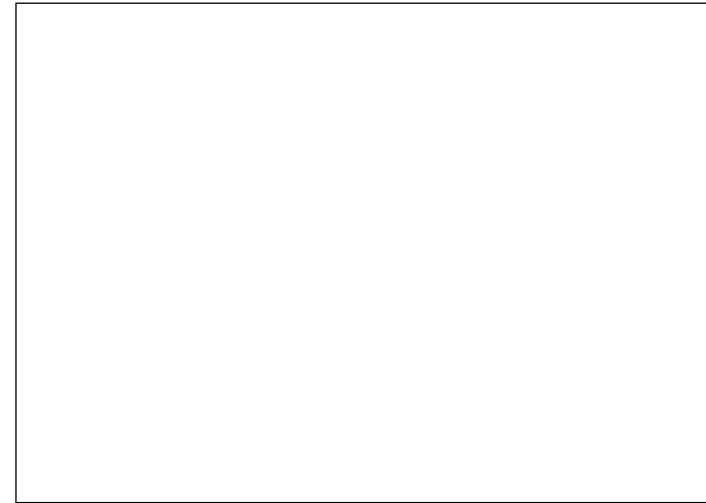
WHY?

Your intended impact is the starting point as that is what you are trying to sustain—the program is merely the means of achieving this impact.

ACTIONS

- 1 Use a 10-year time frame
- 2 Define the minimum acceptable intended impact for the program
e.g. 80% of the target population is regularly accessing services

INTENDED IMPACT



STEP 2

Identify the core program components that need to be sustained to achieve your intended impact. These will be used across the steps 3 and 4.

WHY?

Identifying the core components of your program that achieve this impact ensures you **sustain only what is essential**, rather than the nice-to-haves.

Consider if all components will be essential in 10 years' time, even if they are essential now, by questioning:

Is this essential to achieve the intended impact, or is it a nice-to-have?

Is it likely that the situation will have changed so it may no longer be needed?

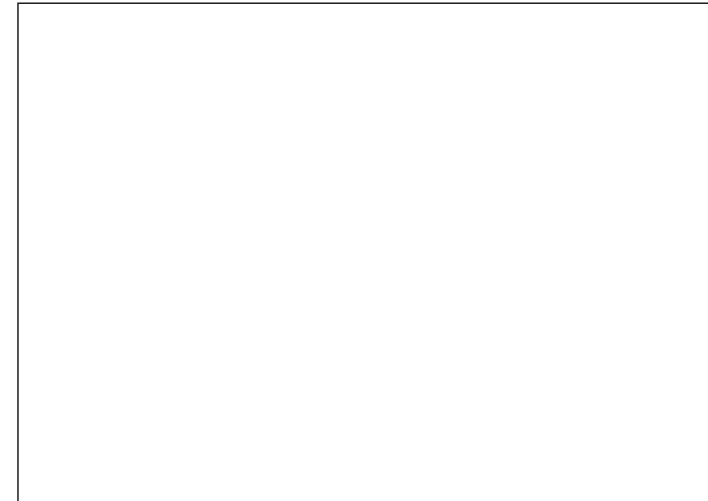
Is that backed up by evidence?

For example, perhaps cultural shifts will have created demand for a program's services so demand-generation components of the program will no longer be needed.

ACTIONS

- 1 Separate your program into its main activity components**
e.g. an Adolescent Sexual Reproductive Health program may include components of demand-generation through peer education and community outreach, service delivery at youth-friendly centers by trained providers, etc.
- 2 Define which of these components are necessary to achieve minimum impact, and separate out the nice-to-have components.**
Use your Theory of Change, impact data and evaluations to support your decisions.
- 3 Consider if the component needs to be sustained in the long term or whether it is required in the short term but may no longer be needed in the 'end game'**

CORE COMPONENTS



STEP 3

‘End game’: Create a long-term vision for sustaining each essential core component from step 2.

WHY?

By considering each component individually you will develop a more nuanced vision of sustainability, rather than a singular outcome for the whole program.

ACTIONS

1 Implementation

For each essential core component established in step 2, create a vision of how it will be implemented in 10 years’ time. Implementation options are not mutually exclusive or exhaustive, but include:

Government implementation
Government implements whole component (public sector delivery)

Shared implementation
CSO or private sector share implementation of component in the same area with government (i.e. tasks are divided, CSO provides supplemental staff to boost capacity)

Complementary implementation
CSO or private sector implements in areas where government is unable to

External implementation
CSO or private sector implements whole component (perhaps contracted by government)

2 Funding

Consider who will fund the component in the long term. Options include:

Government

Donors

Commercial revenue generation
- which may include user fees

‘END GAME’

Long-term vision for sustaining each essential core component

Core component	Implementation	Funding	Our role

3 Our role

Consider whether your SIO/CSO still intends to play a role in the future. Role options may include:

Knowledge/innovation hub
Conducts research to test and pilot new ways of delivering the component or develops tools for government

Quality assurer
Monitors the quality of implementation to ensure it delivers desired impact

Advocate
Ensures issues are at the forefront of government policy/budgets, and that government policies are evidence-based

Fundraise
Seeks funding, manages the funder reporting relationship, or supports the government to secure funding

Capacity builder
Builds capacity of public sector staff to deliver the component—for example through direct training or embedded support (e.g. staff secondment to Ministry of Health)

Advisor
Advises government on building systems and mechanisms for effective delivery of the component e.g. government trainings, M&E systems, accountability structures

Convener/coordinator
Brings stakeholders together, keeps the stakeholders focused on the ultimate ‘end game’ and drives the vision

STEP 4

Consider the current situation for each core component.

WHY?

Considering the current situation for each component will help you to identify how close or far away you are from your 'end game' e.g. is the component already being implemented as you intend in the 'end game' but funding needs to be transitioned, or are both implementation and funding different to your 'end game'?

ACTIONS

- 1 Identify how the component is currently implemented
- 2 Identify who funds the component currently
- 3 Consider the role your organization is currently playing

THE CURRENT SITUATION

of each essential core component

Core component	Implementation	Funding	Our role

STEP 5

Identify specific barriers for achieving each components' 'end game'.

WHY?

There will likely be a gap between the current situation and 'end game' for each component. Identifying specific barriers will enable you to create a plan of systematic activities to address these barriers.

ACTIONS

- 1 For each component where the current state and 'end game' differ, identify key barriers in achieving the 'end game'

Common barriers to transitioning to government implementation or funding include:

Cost of program is not suitable for government adoption

Complexity of program

Program incompatible with current government systems and structures (technology, staff roles, etc.)

Insufficient capacity within government

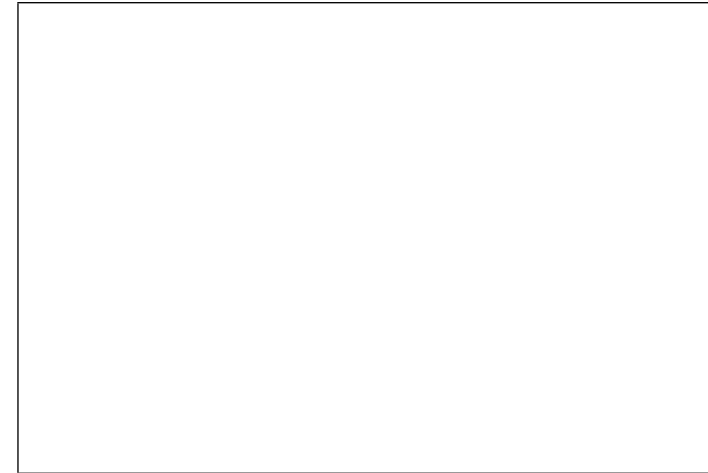
Insufficient buy-in from government leadership

No policy framework in place to support program

Insufficient evidence for the program and/or problem it is addressing

BARRIERS

between the current situation and 'end game'



STEP 6

Set achievable objectives to address barriers, and consider roles and responsibilities to achieve them.

WHY?

Setting achievable objectives against your barriers will enable you to identify focused actions to achieve your 'end game'. Breaking down responsibilities at this granular level promotes accountability for accomplishing activities and, ultimately, achieving objectives.

ACTION PLAN

Objectives to address current barriers and agree roles

Barrier	Objective	Role

ACTIONS

- 1 For each barrier in Step 4, identify tactics that will help overcome the barrier: for example, innovating program activities to reduce overall cost.
- 2 Consider whether there are existing resources that can help address the barriers: for example, evidence for the program in different settings that could be drawn on.
- 3 Clarify the roles and responsibilities of different stakeholders and how this will help to achieve the objectives: for example, seconding staff into a government ministry to build technical capacity, so focusing on knowledge transfer; or seconding staff to alleviate capacity issues, so focusing on implementation.

Barrier	Objective	Role
Insufficient evidence for government to commit resources and capacity to support program/components	Build evidence base in different contexts Support improvements to government data collection system	Full SIO/CSO implementation in 3-4 different contexts to develop the evidence base
Government routine data collection system is not compatible with program e.g. HMIS not disaggregated by age	Test whether program can be iterated to fit within current government staffing structures	SIO secondment to MOH to support in making changes to data collection system
Program incompatible with current government staffing structures		SIO and government collaborate to revise and test alternative staffing arrangements (e.g. task shifting to Community Health Workers)

Example

GOOD LUCK!

By following these steps and considering some of the tricky questions about what government adoption really means you should now have an exciting vision for your program in the future, and feel fired up about the actions you are going to take towards it.

We wish you luck on your journey towards sustainable impact at scale!

Remember

Barriers are dynamic, and it is difficult to assess how long it will take to address each barrier. Remember to regularly review your 'end game' and re-assess the barriers and objectives. In addition, with each objective achieved, you move closer to your 'end game' and will learn more information that will help refine your 'end game' and action plan.



Front cover image:
Courtesy of Jonathan Torgovnik/Getty Images/Images of Empowerment. Some rights reserved.