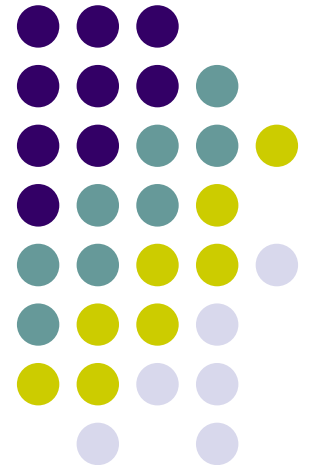


Going to Scale and Achieving Sustainability in Selected Early Childhood Programs of Latin America

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WB Background Study: general purposes



- Conduct an **exploratory study** to begin to fill a gap in knowledge about why and how certain ECD programs in LA have gone to scale and become sustainable
- Identify and analyze planning strategies; organizational and personnel structures; program contents; training and implementation processes; coordination systems; monitoring and evaluation processes; and financing approaches for achieving scale and sustainability while maintaining quality
- Identify barriers to going to scale and ways to overcome barriers
- Provide concrete guidance and recommendations to policy makers and practitioners on how to design, implement, evaluate, and fund sustainable ECD services of good quality

Some leading questions



- What types of policy leadership and policy-making environments are necessary to develop scaled and sustainable ECD programs?
- What are some characteristics of successful ECD programs, and especially those that have gone to scale?
- What have been the best and most effective ways to design and scale up national ECD programs of acceptable quality?
- How can we best assess the quality of large-scale ECD programs?



More leading questions

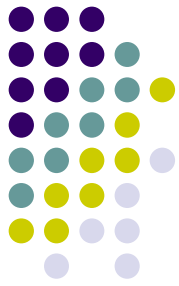
- What new funding systems might nations develop in order to finance large-scale ECD programs?
- What are the typical barriers that ECD programs face, and how have they overcome them?
- Why have pilot ECD programs of high quality been unable to go to scale?
- How might pilot programs be brought to scale in the future?
- How might the quality of pilot programs be preserved and costs kept within national resources while taking them to scale?

10 leading ECD-related programs in Latin America (LA) selected



- All had been evaluated for effectiveness and quality, several with control group designs
- 5 LA countries included
- 7 programs were national level in coverage
- 3 programs were large pilots
- 1 pilot had failed, and 9 continued. Evaluated pilot programs had tended to fail (Promesa, Kallpa Wawa and PIDI)
- Programs were not selected to be representative of all ECD programs in LA but rather to allow assessment of how/why programs went to scale and became sustainable -- or not

Programs



- **Chile**

- *Conozca a Su Hijo* (CASH) (pilot, com/home-based, consolidated with JUNJI)
- Fundación *Integra* (center-based)
- *Junta Nacional de Jardines Infantiles* (JUNJI) (center-based)

- **Colombia**

- *Familias en Acción* (CCT)
- *Hogares Comunitarios* (ICBF) (center-based)

- **Honduras**

- *Atención Integral a la Niñez Comunitaria* (AIN-C): Nutrition & Social Protection Project (health/nutrition services mainly)
- *Madres Guías* (CCF) (pilot, com/home-based)

Programs



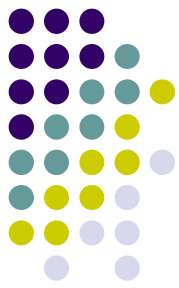
- **Mexico**

- CONAFE's *Educación Inicial* (center-based)
- *Progresar/Oportunidades* (CCT)

- **Peru**

- *Proyecto de Atención Integral a Niños y Niñas Menores de 6 Años de la Sierra Rural* (PAIN)
(center-based)

Methodology



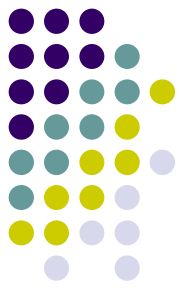
- Extensive literature review
- 2 rounds of detailed questionnaires emailed to programs
- Telephone calls and cross-checks
- Study limitations:
 - Resources unavailable for field visits and observations
 - Constraints regarding study of costs and finances
 - Lack of time for in-depth study of each program in the field
 - Turnover of 4 WB project managers

Study includes



- I. Introduction
- II. Brief program descriptions
- III. Comparative analysis of programs in terms of inputs, outputs and processes, impacts of external program contexts
- IV. Program directors' observations on reasons for program success, sustainability, barriers to achieving scale and strategies for overcoming them
- V. Comprehensive summary of study, tentative guidance and recommendations

1. Secure, maintain strong program leadership and policy support



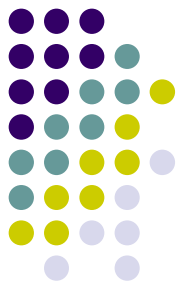
- Clearly designate and sustain innovative program leaders (avr. 16.8 years) Longest: NGO & presidential programs
- Select leaders who know how to consolidate programs
- Avoid political appointees - rapid turnover (2.4 yrs) OR develop career deputies, program coordinators
- Be open to partnerships, coordination and networking
- Build strong policy support for programs (6 of 7 large-scale programs) but avoid politicization
- Presidential programs require solid policy and legal foundations to endure; international contracts can help for short term

2. Design ECD programs to go to scale from the outset



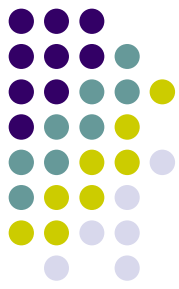
- National-level programs were designed to go to scale rather than pilots later taken to scale
- None of pilots have been able to go to scale; CASH by joining JUNJI is going to scale
- Ensure complete program development processes are used
- Develop appropriate and flexible objectives to allow program to evolve over time
- Establish quality assurance systems and standards
- Pursue public sector support
- Pursue public - CSO/NGO partnerships
- Seek support from Ministries of Planning & Finance

3. Prepare and implement well-targeted, comprehensive and culturally appropriate ECD programs to enable attaining scale



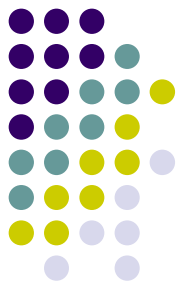
- Begin with prenatal to 3 services (6 of 10), 3 others begin shortly after birth
- Target the vulnerable child (10)
- Use mapping and reliable statistics to target (10)
- Develop comprehensive services: child-oriented/parenting (8), child-oriented (1), parent-oriented (1), integrated services (6), only 2 have ECI
- Develop screening, assessment & tracking systems (tend to be weak)
- Promote strong parent, community participation, and ensure cultural competence (10)
- Develop well-articulated personnel, volunteer and coordination systems (7 large scale only) (horizontal/vertical)
- Develop own grid for decentralization (6), and use national sectoral systems (10)

4. Include internal, external program monitoring, evaluation, accountability, reporting and program revision



- Develop internal monitoring and evaluation systems, get TA (10)
- Implement a system of reporting and revision, get TA
- Include participants and communities in program oversight (8 used community members as monitors or evaluators)
- Conduct periodic external evaluations (9)
- Use supervisors as in-service trainers and monitors (8)
- Assess cultural competence; include relevant indicators (10)

5. Prepare a sound investment plan for going to scale and achieving sustainability



- Secure public sector support (8) (exceptions: CCF, ICBF)
- Ensure public support is stable, non-fungible (PAIN)
- Provide large national counterpart for international funds (2 precarious: AIN-C, Familias en Acción)
- Prepare financial plan and diversify funding, including private (however, most used only 2 or 3 main sources)
- Develop effective, timely transfer & purchasing systems
- Evaluate costs (often poor, esp. non-monetized, in-kind)
- Keep administrative costs low: 3% - 15%
- Develop effective accounting and financial systems and link with other systems

6. Prepare to face typical barriers to achieving program expansion and quality by studying other programs' experiences.



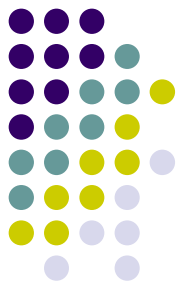
- Pilot programs lack policy, political and financial support to go to scale.
- Pilots' top/down administrative structures can limit their ability to develop decentralized systems
- Develop parallel administrative/coordination structures parallel or nested within ministries
- Avoid frequent personnel transfers (levels/sectors)
- Develop effective career ladders and training
- Deal rapidly with administrative barriers
- Institute effective communications systems
- Use community personnel and develop own materials to help ensure cultural competence and good outreach

7. Develop partnerships with pilot CSO and private sector programs to achieve scale and cultural competence



- Pilots were large: 3,900 - 9,700 participants but could not grow for reasons noted above
- Some ways for pilots to grow:
 - Develop contractual relations and partnerships with government (CASH consolidated: common vision; use JUNJI grid; cost savings)
 - 4 of 7 large programs contract with NGOs, CSOs, private groups)
 - Forge common vision and build new coordination systems with public sector -- sell TA services, training services, materials, provide services and access to communities served
 - Seek government and international support for expansion along with training, materials, eval, etc. for quality assurance

Directors' reasons for their success

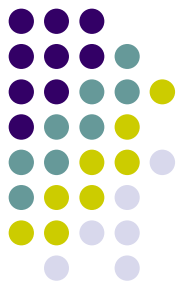


- Fulfills mission; community handles resources and implements program; program is based on previous successful program results; competencies for preschool transition; program dissemination at all levels; educational materials unite personnel and participants; and financial continuity. (1)
- Sound organizational structure; clearly defined program policies; simple, easy to understand tools for use in communities; women's learning outcomes; local management plans; and promotion of innovation. (2)
- Government priority and confidence in program; technical support of personnel; curricular design; curriculum evaluation; creation of community networks; and systematic feedback and activity follow-up (3)

Directors' observations on the reasons for their success



- Personnel seniority, knowledge and retention; internal and external evaluation; and assess child learning outcomes (4)
- Quality services; personnel training; dedication of personnel; flexible adjustment of program; and community-based strategy (5)
- Focus on quality improvement; personnel quality; and cultural adaptation (6)
- Program responds to needs of target population (7)
- Only 1 mention of financial continuity!



Final observation

- “When addressing issues of scale and sustainability, many commentators refer mainly to the level and types of financial and political support. However, characteristics intrinsic to the programs themselves, in terms of inputs, processes, outputs and outcomes are just as important.”