

PASSAGES PROJECT

# Growing Up GREAT! Scale Up Plan



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2019

PREPARED BY  
SAVE THE CHILDREN



**USAID**  
FROM THE AMERICAN PEOPLE

**Passages**

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# BACKGROUND

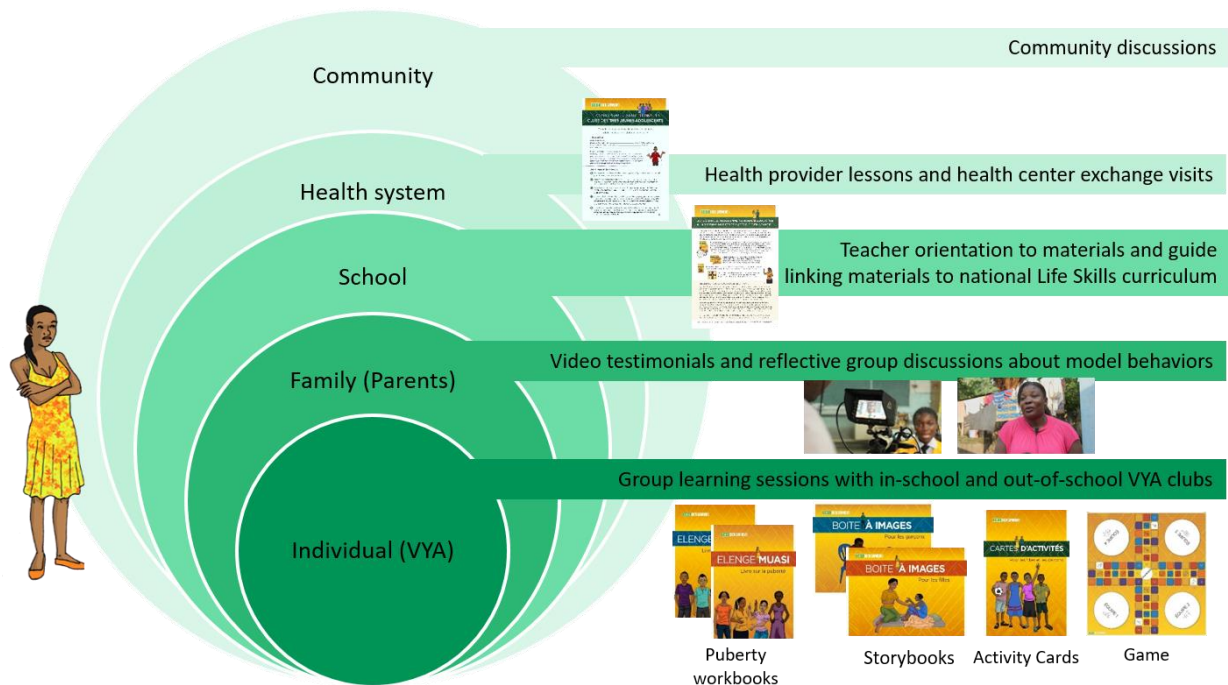
Funded by USAID and the Bill & Melinda Gates Foundation through the global Passages Project (2015-2020) led by the Institute for Reproductive Health (IRH) at Georgetown University, Growing Up GREAT!/Bien Grandir! is a social norms transformative intervention in Kinshasa, DRC that targets very young adolescents (VYAs) at a critical transition point in their life course. The intervention aims to increase VYAs' knowledge about and positive attitudes towards puberty and sexuality; self-efficacy related to sexual and reproductive health (SRH); safe sexual activity; use of adolescent SRH services; parent-child communication about sexuality and gender; and increase attitudes and behaviors relating to gender equality. Long-term, the intervention aims to instill and diffuse positive social norms leading to improved SRH outcomes, notably contraceptive use, in later adolescence and beyond.

Growing Up GREAT! was officially launched in 2016. A year-long preparatory period allowed for adaptation of the approach and creation of a consolidated package of materials before the intervention was piloted in 2017-2018. In November 2018, the Bill & Melinda Gates Foundation awarded a follow-on project that will provide an opportunity to scale Growing Up GREAT through government and community channels.

## The Intervention

Growing Up GREAT adapted three other evidence-based programs—the Gender Roles, Equality and Transformation (GREAT) Project, GrowUp Smart and Voices—to a new setting. During a formative phase in 2015-2016, Save the Children pre-tested materials and activities with VYA, their parents, and community members to contextualize these programs, all of which were designed and implemented in rural areas, for urban Kinshasa slum communities. Save the Children also convened a Technical Advisory Group (Groupe de Référence) of expert stakeholders to guide the adaptation and validate final materials. The intervention toolkit – including separate materials for in-school and out-of-school adolescents – was finalized in January 2017.

Growing Up GREAT! applies an ecological approach to improve norms related to SRH and gender with VYAs, their families, and communities. For VYAs, mixed-sex groups use a set of interactive materials to discuss and reflect on norms related to gender, communication and SRH. Teachers also incorporate these activities in their classrooms alongside the family life education curriculum. Parents and caregivers participate in a set of discussion sessions with videos that feature testimonials from parents from their own neighborhoods who have already adopted positive and gender equitable behaviors. The program seeks to build linkages with the health system to support future use of services by inviting health workers to deliver a lesson to club members and then holding an exchange visit where club members visit the local health center. Finally, Growing up GREAT! engages members of the broader community through an adult version of the game that is played with the VYAs and through the same video discussion sessions that parents participate in. To date, Growing up GREAT! has reached 2000 boys and girls through clubs based in 80 schools, and 400 VYAs who are not currently in-school through community groups.



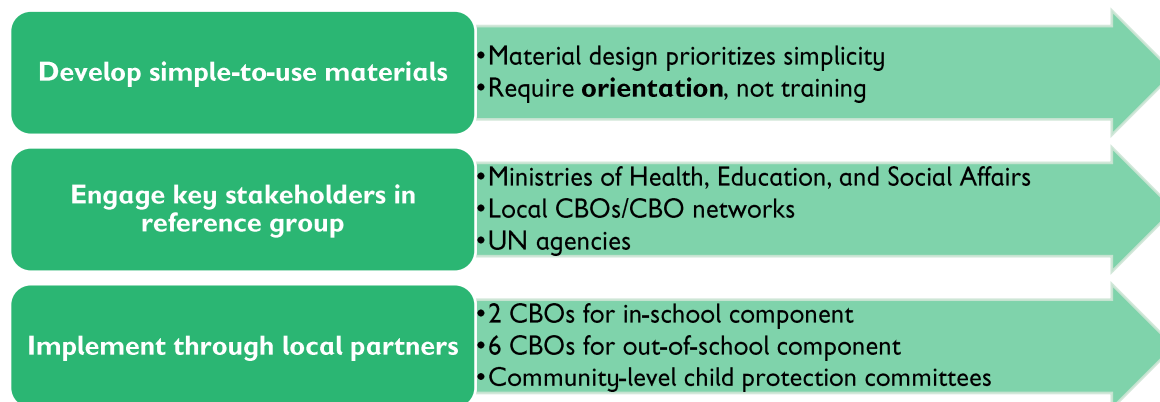
## Beginning with the End in Mind

The Growing Up GREAT! team has been laying the groundwork for scale-up since project inception. The intervention package includes a set of simple, complementary materials designed to be intuitive and flexible, and to avoid the need for extensive training and support. They are meant to be usable by staff after only a basic orientation.

Another key investment made from the beginning was the engagement of local stakeholders to build a foundation for scale-up throughout the life of the project. These stakeholders include government bodies, international and national NGOs and local community-based organizations (CBO) partners, many of whom implemented project activities during the pilot. In 2016, we convened a Stakeholder Reference Group (SRG) to engage in project development and implementation, provide high-level technical guidance, and begin identifying opportunities to integrate the intervention into other broad public health frameworks. In Year 1, the group's main role was to support the development and adaptation of Growing Up GREAT materials. In subsequent years, the SRG's role shifted to supporting project implementation through joint monitoring and supervision activities, participation in learning meetings and overall technical oversight. This same group is now providing support for strategic scale-up planning and will play the role of Resource Team during scale-up. Representatives from the Ministries of Education and Health have been particularly engaged in the SRG and have continually expressed their commitment to sustaining the approach. Identified focal points, including the Director of the PNSA and the national Family Life Education Directorate, are eager to move Growing Up GREAT! forward through support for institutionalization.

Growing Up GREAT! staff in Washington DC and Kinshasa have also participated in several scale-up workshops in Kinshasa, including an initial workshop in August 2016 in Kinshasa co-facilitated by ExpandNet and IRH. Subsequent workshops deepened scale up understanding and planning and the team's ability to troubleshoot issues that arise. During these workshops, Save the Children, completed a preliminary assessment of the readiness of Growing Up GREAT for scale-up. Results identified gaps and areas for improvement, including meaningful engagement of stakeholders in scale-up planning and establishment of cost assessment mechanisms, that were addressed through a series of learning and scale-up consultations in August 2017 and 2018, and a costing study.

**Figure 1: How Growing Up GREAT was designed with scale in mind**



## Adaptive Learning for Scale-Up

The first iteration of Growing up GREAT! was implemented from 2015-2018 in Kimbanseke and Masina, Kinshasa, DRC. The program has been adjusted throughout implementation using program monitoring data and implementation-focused evaluation activities. An initial “Learning Lab” in March-August 2017 tested activities, tools, and approaches in 40 schools in Kimbanseke and Masina. During this period, rigorous implementation monitoring and a qualitative mini-evaluation provided rapid feedback to identify needed improvements. Then, from October 2017 to June 2018, the revised intervention was piloted in 40 additional schools in different *quartiers* (local municipalities) of Masina and Kimbanseke. GEAS Wave 1 survey formed the baseline for this pilot phase and GEAS Wave 2 served as the endline.

Implementation learning from the pilot phase of Growing up GREAT! has already informed some revisions to the intervention, including changes to the VYA toolkit and video discussion guides for parent and community sessions. Many of the materials in the VYA toolkit were improved with adjustments to language and addition of content to improve usability and comprehension. Video discussion guides were revised to include a focus on practical skills-building for communication with VYAs and non-violent discipline, a topic frequently requested by participants during pilot implementation.

In addition, preliminary findings from the GEAS Wave 2 survey were made available in April 2019 and the team is currently reviewing the findings to identify additional needed revisions to the Growing up GREAT! approach. The team also plans to use forthcoming results of several rapid studies led by IRH. A first study with teachers and school leadership in the 40 pilot schools will provide a deeper understanding of the frequency and quality of activities in school clubs versus classroom lessons, while also providing information on how teachers are using materials to complement the national family life education curriculum. A separate assessment will examine the feasibility, utility and potential for scale of health exchange components, including provider lessons and clinic visits, from the perspective of health providers and implementing partners. Finally, the parent/caregiver evaluation promises to provide critical information about who participates, what caregivers take away from the sessions and how to improve their effectiveness.

## Scale-Up Criteria

As part of scale-up preparation, the Growing Up GREAT! team reviewed the intervention against the seven scale-up criteria proposed by ExpandNet. These criteria were first evaluated by the joint leadership team in Washington, DC (Save the Children, IRH) at a Scale-Up Visioning Workshop in



January 2018 and later by the Stakeholder Reference Group in DRC at a Scale-Up Workshop in August 2018. Participants in both workshops discussed at length whether Growing Up GREAT! met each of the criteria, or could meet the criteria prior to scale-up launch. The combined results summarized below are very positive and reveal an intervention that is genuinely relevant to VYAs, acceptable to partners and communities and unique in its aim. Conversations and consultations with the government and partners since 2018 have allowed us to progress to developing a complete and detailed scale-up plan.

Criteria	Status	Notes and Comments
Approved by stakeholders	✓	The Ministries of Education and Health have been engaged from the beginning, recognize the contribution of Growing Up GREAT to the national family life curriculum, and wish to see the project's reach expanded.
Feasible with existing structures, capacity, and resources	Partial ✓	With modifications, the individual, school, and health systems components can be integrated into existing structures. Further exploration is needed around the parent/caregiver and community components.
Easy to use	✓	Tools have been adapted to the Kinshasa context and have been used by VYAs and CBO facilitators. Small revisions following the pilot have improved the formatting and usability of VYA and parent tools.
Acceptable to partners, communities & government	✓	Growing Up GREAT is acceptable to communities, partners, and various government stakeholders. This is evidenced by requests for expansion and extension of the project by community members and participants.
Effective	✓	Preliminary findings from GEAS Wave 2 show mixed improvement in gender attitudes and SRH knowledge. Findings from the participatory evaluation also showed changes in attitudes, practices, and behaviors that suggest normative change among target populations.
Pertinent	✓	Growing Up GREAT aligns with and contributes directly to PNSA and EPSP priorities
Relative advantage	✓	No other interventions target social norms transformation among VYAs in the DRC.

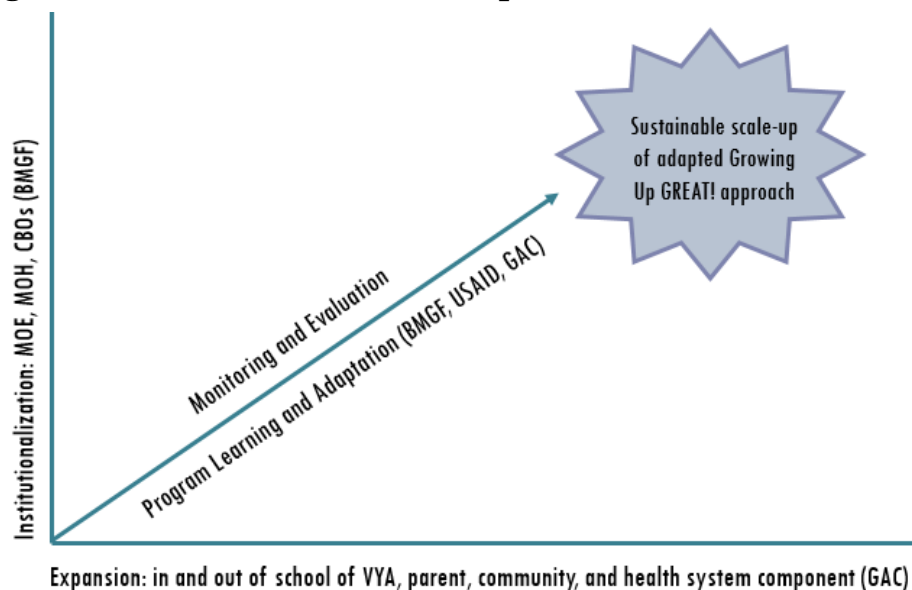
# VISION FOR SCALE-UP

We have used the ExpandNet framework to guide our scale-up planning and visioning. Using this framework, we envision that Growing up GREAT! will be institutionalized (i.e., vertically scaled-up) in MOE, MOH, and local organization systems and expanded (i.e., horizontally scaled-up) to reach more adolescents, families, and communities (see Figure 2).

The primary channels for implementation of Growing Up GREAT! at scale will be the MOE (school-based components, including VYA school clubs and classroom lessons), the MOH (health linkage components). Other components, in particular activities with out-of-school VYAs, will be scaled up through new organizations – local CBOs that will integrate the intervention into their programming with support from Lead CBOs (previous implementers). Close collaboration among a variety of stakeholders will be required to coordinate scale-up of different components via multiple platforms. The Resource Team, which includes representation from each of those platforms, will play this coordinating role.

The Bill & Melinda Gates Foundation and USAID investment in Growing up GREAT! : The Way Forward will complement efforts to extend the geographic scope of the project under Bien Grandir Plus! a three-year investment from Global Affairs Canada through Save the Children Canada. Bien Grandir Plus! will expand all components of the current intervention to new schools and *quartiers* in the current project communes of Kimbanseke and Masina and into a neighboring commune, Ndjili. It will also adapt materials from the GREAT toolkit for older adolescents (ages 15-19) and launch activities with in-school older adolescents through secondary schools and with out-of-school older adolescents through community-based clubs. Finally, to bridge the gap between adolescent demand for and limited access to contraceptive services, Bien Grandir Plus! will work with MoH facilities to strengthen the quality and availability of contraceptive and gender-based violence services for adolescents.

**Figure 2: Institutionalization and Expansion for Sustainable Scale-Up**



Combined, these institutionalization and expansion efforts will result in sustainable scale-up, in line with the ExpandNet framework. Concurrent learning and documentation of the scale-up process and approach (see **Scale-Up Monitoring and Learning** below) will provide important insights regarding the most appropriate approaches for institutionalization in the DRC context as well as quality and impact of this dual-pronged scale-up approach.

## Key Partners

*Ministère de l'Éducation Primaire, Secondaire et Professionnelle (EPSP)* – The Ministry of Education has primarily been involved with Growing Up GREAT through its Family Life Education

Directorate, however in preparation for scale-up we have engaged with the Secretary General's office on the development of a policy for the creation and supervision of school-based extracurricular clubs. The policy, which draws on existing laws, policies and guidelines previously published by the EPSP, will be tested with in collaboration with the EPSP and EVF during the 2019-2020 school year.

*Direction de l'Éducation à la Vie Familiale (EVF)* – The Family Life Education Directorate sits under the Ministry of Education and has been one of partners and greatest advocates since we completed joint program design. Until the present time, we have primarily engaged EVF at the national level via the Director and Bureau Chief, but numerous representatives of the Provincial Division have participated in activities, notably the teacher trainings and joint supervisions during pilot. We anticipate engaging Provincial Division and District Sub-Division EVF representatives in school-based components to a much greater degree during scale-up since these levels are directly involved in EVF program management (Division) and teacher supervision (sub-Division).

*Programme National de Santé des Adolescents (PNSA)* – The National Adolescent Health Program, which sits under the National Reproductive Health Program at the Ministry of Health, has also been a critical partner and ally of Growing Up GREAT! In large part, we have engaged the PNSA directly through its National Director, but the Provincial Division has also been very involved via the Stakeholder Reference Group and joint supervision visits. We anticipate greater engagement with representative at the Provisional Division, who supervise all activities at the health zone level, and with Health Zone Leadership Teams, which supervise health facilities.

*Réseau des Adolescents et Jeunes Congolais en Population et Développement (RAJECOPOD)* – This CBO implemented school-based activities in Kimbanseke during the pilot period and will serve as a Lead CBO during scale-up.

*Réseau des Associations Congolaises des Jeunes Contre le SIDA (RACOJ)* – This community-based organization is currently implementing the intervention package under Bien Grandir Plus (funded by Global Affairs Canada and led by Save the Children Canada) and will serve as a Lead CBO during scale-up.

*New user organizations* – While we have not yet made the final selection of community-based organizations to scale-up Growing Up GREAT!, these new user organizations will be responsible for scaling up activities with out-of-school VYAs and, potentially, with parents and community members. New user organizations will be selected from among a list of pre-vetted CBOs who expressed their interest in Growing Up GREAT! via an open call last year.

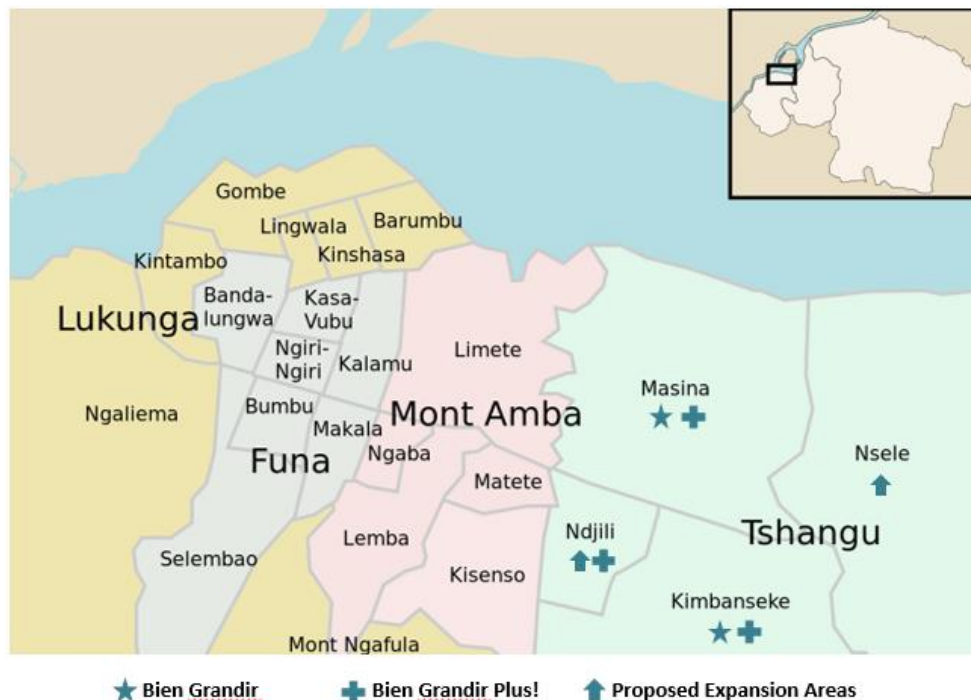
## Geographic Reach of Scale-Up

Scale-up will take place in Tshangu District in Kinshasa. Tshangu is comprised of five (5) communes – Kimbanseke, Maluku, Masina, Ndjili and Nsele – which have a combined population of over 2.2 million inhabitants. Growing Up GREAT! was piloted in Kimbanseke (est. population 946,000) and Masina (est. population 485,000), and Bien Grandir Plus! is active in those communes as well as a third commune, Ndjili (est. population 442,000). Pilot activities were concentrated within a limited number of *quartiers* in each of the two communes, both to facilitate diffusion of social norms within a concentrated area, and to simplify transportation between intervention schools and facilitate efficient implementation of activities. Bien Grandir Plus! is implementing activities in different quarters of Kimbanseke and Masina; there is no geographic overlap with Growing Up GREAT! implementation zones. There are also a number of *quartiers* that are not eligible for implementation due to their selection as control *quartiers* for the GEAS evaluation of Growing Up GREAT! or for the Bien Grandir Plus evaluation.



Tshangu was selected for scale-up for both programmatic and practical reasons. As the map in Figure 3 shows, Tshangu is one of the largest districts in Kinshasa and contains a disproportionately large population of urban poor. Additionally, we have cultivated close and collaborative relationships with District level education and health representatives in Tshangu over the course of the past four (4) years which we will be able to leverage as we scale-up. Finally, both Lead CBOs and the majority of potential new user organizations are active in different communes of Tshangu.

**Figure 3: Growing Up GREAT!, Bien Grandir Plus! and Proposed Expansion Areas**



To avoid overlap or redundancies, activities in year one of scale-up (2019-2020) will focus on reestablishing sustainable platforms for the intervention in *quartiers* and schools where the Learning Lab took place, and expand into one new quartier in Ndjili commune. In the second year of scale-up (2020-2021), we will either work in new quartiers of Ndjili commune or expand into one of the two remaining communes of Tshangu. However, it is also possible that our work to create a cadre of Master Trainers and resource organizations and to integrate programming into existing training and supervision systems will result in additional scale-up reach beyond the limits of our direct support. For example, Master Trainers from the Ministry of Education may train teachers in other districts or provinces without direct support from Save the Children, or new user organizations may take up the intervention in new areas of the capital where they have other programming.

### Technical Support for Scale-Up: The Resource Team

An important part of our scale-up vision is the creation of a Resource Team that can provide technical and operational support for those scaling up Growing Up GREAT!, including both government ministries and new NGO users. The core membership of this team is identical to the current Stakeholder Reference Group, which has been advising us and participating actively in technical oversight and joint supervision since the materials development stage. Therefore, we have decided to retain the current SRG as our Resource Team, with the addition of two Lead CBOs – community-based organizations selected based on their technical expertise (resulting from their participation in the Growing Up GREAT! pilot) or their overall organizational capacity. The current

Terms of Reference of the group will be revised to include their shifted roles and responsibilities during the scale-up phase.

Current members of the Stakeholder Reference Group/Resource Team include:

- Family Life Education Directorate – National Director, Division Chief
- National Adolescent Health Program – National Director, Provincial Director
- Provincial Health Department (Kinshasa Province)
- Health Zone Division Chiefs (7 health zones)
- Ministry of Social Affairs – National Director, Urban Division Bureau Chief
- Ministry of Gender, Family and Children – Representative
- Ministry of Youth – Representative
- UNFPA
- UNESCO
- Passages Project Partners – Institute for Reproductive Health, Kinshasa School of Public Health
- Lead CBOs (Growing Up GREAT!/Bien Grandir Plus!) – ABEF, AFIA MAMA, APDF, RAJECOPOD, RACOF
- International NGOs – Pathfinder, Chemonics/Accelere Project, Centre de Coopération Internationale en Santé et Développement/ASSK Project

## School-based VYA Component

### Platform - Ministry of Primary, Secondary and Professional Education

Activities with in-school VYAs, including those led by teachers during regular class time and those facilitated by VYA leaders during school club meetings, will be taken up by the Ministry of Primary, Secondary and Professional Education's Family Life Education (EVF) Directorate. This Directorate has been deeply involved in and supportive of Growing Up GREAT! since the beginning of the project and has a clear vision of how they can integrate the intervention into their programming. Proposed benchmarks for institutionalization include:

- ✓ Save the Children leads Training of Trainers to create a cadre of qualified Master Trainers to train other EPSP stakeholders at the Province/sub-division levels and teachers in the EVF curriculum and Growing Up GREAT! approach and tools. These Master Trainers will include EVF staff at the Kinshasa Province satellite office, Cell Chiefs and Inspectors at the sub-division level and the heads of each of eleven (11) parochial school networks in Kinshasa.
- ✓ EPSP, in collaboration with Save the Children, completes joint selection of schools for scale-up of school-based activities. Schools will be selected based on need (i.e. those with highest drop out rates), with priority given to public schools over parochial and private schools.
- ✓ Save the Children provides technical assistance to EPSP for integration of Growing Up GREAT!'s participatory methodologies and materials into the national training guidelines for EVF teachers and the teacher's manual, a new resource document for teachers which is currently under development.
- ✓ Master Trainers lead cascade trainings for teachers, with support from the Resource Team, in select scale-up schools during the summer break. This training will use a fully integrated training package that presents Growing Up GREAT! materials as integral support documents to the existing curriculum rather than separate or supplemental materials.
- ✓ Trained teachers (with support from school leadership) form and maintain VYA school clubs, following new guidelines developed by EPSP and Save the Children, in select scale-up schools. The Resource Team, especially Lead CBOs (previous implementers) provide technical assistance to schools/teachers.
- ✓ Trained teachers facilitate selection of VYA school club peer leaders and orient them on Growing Up GREAT! materials with technical assistance from the Resource Team.

- ✓ Save the Children provides technical assistance to EVF for development of a tool to supervise EVF classes that includes Growing Up GREAT! content and materials.
- ✓ Master Trainers lead cascade trainings for Inspectors at the national and provincial levels, who are then poised both to provide supervision and quality oversight of classes and to train Inspectors at the local level.
- ✓ Save the Children with EVF advocate to EPSP for inclusion of Family Life Education in the list of priority subjects for supervision by Inspectors.
- ✓ Save the Children and Resource Team members provide technical assistance for regular supervision of EVF classes by Inspectors.
- ✓ Save the Children provides EVF/EPSP all necessary information on cost and human resource requirements to successfully plan for future implementation and to advocate for additional funding where necessary.

## Expected Reach

During scale-up we will reach an additional hundred (100) schools with school-based components. This includes the 40 Learning Labs schools plus an additional 40-60 new schools over the course of the next two school years. In each school reached, one VYA club will be formed and between 3-4 teachers will be trained on the Family Life Education curriculum, including linked Growing Up GREAT! materials. Given this scope, we anticipate reaching approximately 10,000 VYAs through school-based activities, including 2500 VYAs through school clubs and an additional 7500 through classroom lessons, and between 300-350 teachers.

## Community-based VYA Component

### Platform – New User Organizations

During the pilot, community-based activities for out-of-school VYA were implemented by six (6) CBOs with direct management and assistance from Save the Children. We also worked closely with the Ministry of Social Affairs to ensure activities were meeting the needs of our sub-population of out-of-school VYAs (those living with family). However, the programs supported by this Ministry are primarily focused on social protection and remedial education and there are not appropriate platforms into which to integrate Growing Up GREAT! activities for out-of-school VYAs. During scale-up, we will shift to a new structure whereby these activities are led by new user organizations (i.e., local CBOs), with technical assistance from Lead CBOs, previous implementers and key members of the Resource Team who will serve as sources of in-country expertise, providing provide technical assistance and capacity-building. Lead CBOs are large national NGOs with significant institutional capacity, staff trained in the Growing Up GREAT! approach and materials, and experience supporting other organizations. Nevertheless, we will continue to engage the Ministry of Social Affairs via the Resource Team and to ensure continued collaboration for referrals, when necessary.

New user organizations were selected via an open call for partners issued last year. All applicants were evaluated on their organizational viability and capacity, internal systems and safeguards, staff capacity and technical expertise and other criteria in order to identify a short list of potential new users. In total, twenty (20) organizations were vetted and pre-approved; we will select four (4) of these to take on additional scale-up activities with out-of-school VYAs. Proposed benchmarks include:

- ✓ Lead CBOs orient key project staff and organizational leadership at new user organizations on the scale-up vision and partnership. (All new user organizations have already been trained on the intervention approach and components through their involvement in Bien Grandir Plus!)

- ✓ Save the Children and Lead CBOs support new user organizations to develop individual action plans for integration of Growing Up GREAT! into programmatic portfolio and implementation of activities
- ✓ Lead CBOs provide guidance and technical support for new user organizations to identify and recruit out-of-school VYAs in select scale-up *quartiers* and form VYA community clubs
- ✓ Lead CBOs provide targeted technical assistance to new user organizations for implementation of regular VYA club activities
- ✓ Save the Children and the Resource Team engage in continued partnership building with the Ministry of Social Affairs for oversight and service referrals

## Expected Reach

During scale-up we expect Growing up GREAT! to reach an additional seven hundred and fifty (750) out-of-school VYAs via fifty (50) new community-based groups.

## Parent & Community Components

### Platform - Ministry of Public Health / New User Organizations

Activities with parents and community members will be scaled up by the Ministry of Public Health or by new user organizations. As part of our efforts to ensure sustainability, we hope to pilot a new implementation approach for these activities during the first year of scale-up. This new approach would engage *relais communautaires* (community health workers) to facilitate video sessions with parents and community members. This approach presents a number of advantages. First, *relais communautaires* are part of the formal health infrastructure; they receive periodic training and are supervised by the Health Zone Leadership Team. Second, the scope of their work, which includes many community-based sensitization activities, is well suited to the group-based discussion format of the video sessions. In short, working through *relais communautaires* would provide a unique opportunity to achieve institutionalization of the parent component of Growing Up GREAT!

However, working with these providers also presents risks, namely that they are generally underpaid and overworked and may not be willing to take on a new package. Conversations with the Ministry of Public Health's National Adolescent Health Program are currently underway to discuss the specific steps that would be required to plan and test this new approach, but several illustrative activities are proposed below:

- ✓ Save the Children, in consultation with the PNSA and Resource Team, selects two to three (2-3) health zones in which to pilot the new implementation approach.
- ✓ Save the Children engages Master Trainers from within the Ministry of Public Health to train key members of the Health Zone Leadership Teams in selected health zones (notably the *Animateurs Communautaires*, who oversee *relais communautaires*) on the Growing Up GREAT! approach and parent and community materials.
- ✓ Save the Children distributes video projection materials to Health Zone Leadership Teams.
- ✓ Health Zone Leadership Teams, with support from Master Trainers and Save the Children, train *relais communautaires* on the Growing Up GREAT! approach and parent and community materials (videos, game).
- ✓ Lead OBCs and Save the Children support *relais communautaires* to implement parent and community sessions.
- ✓ Save the Children and Health Zone Leadership Teams complete monthly joint supervision visits to monitor quality of implementation and document challenges and considerations.
- ✓ Save the Children and Resource Team review results of this pilot with Health Zone Leadership Teams and Provincial Health Department to determine if the platform is viable for long-term implementation.

If it is not possible to implement parent and community activities with *relais communautaires*, we will work with new user organizations, following the same planning process as for activities with out-of-school VYAs.

## Expected Reach

During scale-up we anticipate reaching approximately 2500 parents and 3000 community members in scale-up *quartiers* via monthly video sessions and the community game. If the Ministry of Public Health agrees to pilot this approach through *relais communautaires* (community health workers) we will also reach a number of those health personnel directly with training and supervision activities.

## Health Linkage Components

### Platform - Ministry of Public Health

Health linkage activities will be taken up by the Ministry of Public Health's National Adolescent Health Program (PNSA). The PNSA is a vocal champion of Growing Up GREAT! and has just formalized their support for the approach by writing it into their Strategic Plan for 2019-2022 as the flagship activity for reaching VYAs with health information and services. Program staff identified three principal ways to ensure strong and sustained institutionalization:

- ✓ Save the Children partners with PNSA conduct Training of Trainers to create a cadre of Master Trainers to orient facility-based health providers to the health exchange materials (provider lesson plan and health center visit guidance). Master trainers will include representatives of the Health Zone Leadership Teams that supervise facility-based providers.
- ✓ Save the Children provides technical assistance to PNSA for development of a supervision framework to monitor quality of health services for VYAs, including Growing Up GREAT! health exchange activities, including:
  - Development of a supervision tool for facility-based youth-friendly focal points (Chief Doctor and Nurse)
  - Testing of the tool with Provincial level PNSA Coordinators and Health Zone Leadership Teams
  - Technical assistance from Save the Children and the Resource Team members for regular supervision of facility-based providers
- ✓ PNSA leads regular Working Group sessions with all partners working in adolescent health (including EVF and other members of the Growing Up GREAT! scale-up Resource Team) to ensure linkages and synergy across initiatives and programs. This Working Group will also serve as a critical coordinating mechanism to ensure that school-based clubs are linked with nearby health centers.
- ✓ Save the Children provides PNSA all necessary information on cost and human resource requirements to successfully plan for future implementation and to advocate for additional funding where necessary.

A notable gap in the health exchange scale-up activities is the lack of youth-friendly health services training for providers at health centers serving VYAs in scale-up zones. Given the lack of resources for these trainings in the scale-up budget, we will attempt to cluster scale-up schools and communities near health centers supported by Bien Grandir Plus! to ensure that VYAs have access to safe, confidential and respectful care. We will also make efforts to collaborate with other NGOs working in the same health zones, especially those funded by the Bill & Melinda Gates Foundation, as per Tulane's "Qui fait quoi où?" mapping.



## Expected Reach

During the first year of scale-up implementation (2019-2020) we will collaborate with twenty (20) health facilities in a total of three (3) health zones to organize health linkages activities. All but three (3) of these health facilities are directly supported by Bien Grandir Plus!, which means that VYAs reached by scale-up activities under this investment will also benefit from provider capacity-building activities under that project. Additional health facilities will be selected in year two of scale-up implementation (2020-2021) once *quartiers* and schools have been confirmed.

Additionally, we anticipate that health linkage activities will reach all VYAs in school-based and community-based clubs. This means that approximately 3250 VYAs – 2500 from school-based clubs and 750 from community-based clubs will participate in a provider-led club session and visit a health center to become familiar with the information and services available to them there.

# SCALE-UP MONITORING AND LEARNING

Scale-up will also include establishment of systems for monitoring, learning and evaluation, and frequent opportunities to review data related to the scale up of Growing Up GREAT. Rapid but rigorous data collection and careful and participatory application of results to revise the intervention as needed, shape and refine implementation and scale-up strategies, and monitor and evaluate scale up is essential to successful expansion. The activities included below will allow us to understand what is and is not working during scale-up and use this information to adapt the intervention and guide scale-up management decisions. They will also provide important learning on how to implement gender transformative programs for early adolescents to achieve sustained change at scale.

## Monitoring and Learning

Monitoring the new schools and communities where expansion is occurring is critical to assess the pace of expansion and institutionalization, the quality of the program offering by new user organizations and address new issues that may arise with targeted implementation studies. A results-based, participatory approach will be used to monitor scale-up progress, document adaptations, and capture learning on a regular and timely basis. Participation in this process will build the capacity of key stakeholders in ML&E and adaptive management, and strengthen feedback mechanisms and collaboration amongst partners, stakeholders, and donors. Together with stakeholders, we will establish the activity monitoring system to collect information to be used for learning and decision-making on when and how to adjust the scale-up process. Monitoring data collected may include:

- ✓ Quality of implementation by new user organizations and their changing capacity to implement Growing Up GREAT! without technical support;
- ✓ Pace of expansion;
- ✓ Achievement of overarching benchmarks that will be established in the different components discussed earlier.

An initial meeting/s will be held with Growing Up GREAT! managers and staff to review the current monitoring system and indicators to decide what should be retained during scale-up. In addition, the Resource Team in collaboration with new user organizations and Ministries will establish benchmarks for expansion and institutionalization activities. Once the system has been established, we will convene regular meetings of project implementers and with a larger set of key project stakeholders to discuss data and implementation experiences in light of the scale-up plan:

- The core learning and action functions for program management will take place during the quarterly **Program Implementation Group** meetings. During these meetings, implementation actors will review data, discuss progress and propose program adjustments, using the Implementation Mapping Tool (IMT). The IMT is a simple tool developed by ExpandNet to facilitate the process of monitoring project implementation and scale up and documenting significant changes on an ongoing basis, allowing for regular opportunities to make course corrections. We will use the IMT to document the overall process of expanding and institutionalizing Growing Up GREAT!, engaging key stakeholders in a one-to-two hour reflective process during quarterly program implementer meetings. Participants will discuss and record key learning emerging from implementation in a simple tabular format on the IMT. Stories from the field will also be documented in the tool to illustrate lessons related to project implementation that are often forgotten and not widely shared. Use of the IMT will support a participatory, consultative conversation drawing out critical changes, events or milestones and lessons being learned with a focus on successes and failures.
- At a policy level, **Resource Team Meetings** will bring together Ministry officials and key staff from Lead CBOs quarterly to assess progress integrating intervention components into work plans, budgets, training, supervision and other policies.
- Data utilization workshops will be held twice a year with Program Implementation Group members, immediately before or after quarterly learning meetings. During these workshops, participants will focus on results of scale-up ML&E data and any operations research results to assess progress and make any midcourse corrections needed to support sustainable scale-up. A summary of key points and decisions made during these meetings will be presented and vetted during the Resource Team Meetings.
- Additionally, a learning meeting will be held annually to share GEAS survey results with implementers and stakeholders and help the Resource Team identify any necessary changes to the intervention or implementation strategy.

## Operations Research

In addition to the assessment of the parent/caregiver component currently underway, IRH in collaboration with the Kinshasa School of Public Health will conduct one to two (1-2) additional rapid program-focused studies to support the scale-up learning agenda. Analysis and results will be presented and discussed at Data Utilization workshops accompanying regular Program Implementer Group meetings. One potential opportunity for operations research that has already presented itself is a study to assess the proposed approach to support the parent video sessions using *relais communautaires*.