Main Themes for “Elements of Success”

• **A long-term perspective and evaluation plan is needed**
  o Need controls
  o Need to look at project effectiveness
  o Revisit ethical frameworks (e.g., including IRB protocols and acceptance)

• **A plan for financial viability is needed**
  o It is needed for scale-up and growth
  o Priorities between funder and communities need to be aligned
  o Example of entrepreneurship and sustainability: buy 20 pigs, then NGO gives out 2 pigs (1 pregnant female, 1 male) to each of 5 farmers. They each have to bring back 4 piglets each year, so that the NGO has growing supply of pigs to give out each year and each recipient also has growing supply.

• **Success need to be (re)defined**
  o Success needs to consider financial viability
  o Success needs to include the ability to fail
  o Redefine success for academics
    ▪ Companion issues for Engineering and social journals
    ▪ New Journal or special issues dedicated to failure stories and stories of successfully “putting yourself out of business”

• **Risk needs to be better understood and there needs to be risk management plan**
  o Need plans for risk identification and management
    ▪ Recognize that not all risk is manageable
  o Example: Plan for Bihar floods every 3 years

• **Implementation plans should be flexible and engage all stakeholders**
  o Tradeoffs and constraints should be identified
    ▪ Example for electricity:
      • Central grid: feasible but difficult; electricity companies lose money when they add customers
      • Micro grids – less electricity, maybe less reliable
  o Regular “design” meetings to assess how things are working
  o Innovation: out of the box solutions taking into account constraints
  o Good relationships between stakeholders are needed, especially between community and (intervener) provider are imperative
  o Examples: Community leaders, government agencies, health department, nutritionists
  o Main components: capacity building, donors/funding mechanisms, design, technology choice, social science
• Regular “design” meetings to assess how things are working
• Innovation: out of the box solutions taking into account constraints
• Capacity
  o Has a component of capacity building
  o Analyze current development projects – intervening between donors/funders, implementers, and recipients to understand what success means to them for the project and those outcomes are being measured
• Donors
  o Consult with fuel wood merchants build capacity to make the transition
  o Provides value to beneficiary, implementer, donor
  o Defines success at the outset of the project
  o More holistic studies (community based), experiment, integrated program
• Tech.
  o Provide appropriate technology for production briquettes locally
  o Fuel wood to briquette transition
• Social Science
  o Consult with households so the transition meets their expectations
  o Involves the community in defining project goals of smart success indicators
  o Direct and regular communication with local community
• Finance
  o Creates and ensures a financially sustainable model
• Government (next generation)
  o Create briquette club in local schools are part of environmental club activity
  o Get government to include briquette making as part of vocational education
• Politics and power govern –empathic understanding is missing
• Technology is not the issue (the silver bullet isn’t tech based)
• Funders have goals – this is what needs to be addressed
• Universal service obligation
  o Example: electricity provided with micro or macro grid?
• Central grid: feasible but difficult; electricity companies lose money when they add customers
• Micro grids – less electricity
• Solution
  o Realistic, reasonable utility tariffs, utility company profitable
  o Plan for Bihar floods every 3 years
  o Electricity sources: solar pumps, grid, micro grids (solar, diesel, biogas), some solar lights, coal, geothermal, advanced nuclear
  o Load managed in order to provide electricity at peak hours
  o Small enterprises
  o Need higher income to pay
    ▪ Refrigeration chain (Long-term, low cost loans)
    ▪ Cooperative processing
  o Plan for
- Bihar floods every 3 years
- General system management

- Stakeholders
  - Good relationships are needed
    - Relationship between community and (intervener) provider are imperative
    - Community level study/community stakeholders
    - Community leaders, government agencies, health department, nutritionists
- Control
- Low birth weight & stunting; children 5 and under
- Combinations of interventions
- Cost assessment
- How much does concrete cost? Who will install it?
- Example: partners (i.e., Rwanda dirt to concrete floor NGR addressing diarrhea)
- Nutrition/health intervention
- Aligned funding priorities with community priorities
- Barriers include cost and scale
- Housing assessment, architectural considerations
- Examples
  - Nutrition education
  - Water
  - Calorie sufficiency during pregnancy and breastfeeding
  - First 2 years
- Care groups in villages can be a platform for nutrition based education

- Long-term perspective and evaluation
  - Need controls
  - Need to look at project effectiveness
- Start with plan for financial viability
  - Example of entrepreneurship and sustainability: buy 20 pigs, then NGO gives out 2 pigs (1 pregnant female, 1 male) to each of 5 farmers. They each have to bring back 4 piglets each year, so that the NGO has growing supply of pigs to give out each year and each recipient also has growing supply.
  - Understanding of risk
    - Manageable and unmanageable risk
- Redefine success
  - Success needs to consider financial viability
  - Redefine success for academics
    - Companion issues for Engineering and social journals
    - New Journal or special issues dedicated to failure stories and stories of successfully “putting yourself out of business”
- Revisit ethical framework (e.g., including IRB protocols and acceptance)
- How to determine elements of success? Look at project effectiveness
- Long term evaluation with controls to understand impact of intervention