

## Main Themes for “Elements of Success”

- **A long-term perspective and evaluation plan is needed**
  - Need controls
  - Need to look at project effectiveness
  - Revisit ethical frameworks (e.g., including IRB protocols and acceptance)
- **A plan for financial viability is needed**
  - It is needed for scale-up and growth
  - Priorities between funder and communities need to be aligned
  - 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**
  - Success needs to consider financial viability
  - Success needs to include the ability to fail
  - 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**
  - Need plans for risk identification and management
    - Recognize that not all risk is manageable
  - Example: Plan for Bihar floods every 3 years
- **Implementation plans should be flexible and engage all stakeholders**
  - 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
  - Regular “design” meetings to assess how things are working
  - Innovation: out of the box solutions taking into account constraints
  - Good relationships between stakeholders are needed, especially between community and (intervener) provider are imperative
  - Examples: Community leaders, government agencies, health department, nutritionists
  - Main components: capacity building, donors/funding mechanisms, design, technology choice, social science

## All notes

- Regular “design” meetings to assess how things are working
- Innovation: out of the box solutions taking into account constraints
- Capacity
  - Has a component of capacity building
  - 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
  - Consult with fuel wood merchants build capacity to make the transition
  - Provides value to beneficiary, implementer, donor
  - Defines success at the outset of the project
  - More holistic studies (community based), experiment, integrated program
- Tech.
  - Provide appropriate technology for production briquettes locally
  - Fuel wood to briquette transition
- Social Science
  - Consult with households so the transition meets their expectations
  - Involves the community in defining project goals of smart success indicators
  - Direct and regular communication with local community
- Finance
  - Creates and ensures a financially sustainable model
- Government (next generation)
  - Create briquette club in local schools are part of environmental club activity
  - 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
  - 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
  - Realistic, reasonable utility tariffs, utility company profitable
  - Plan for Bihar floods every 3 years
  - Electricity sources: solar pumps, grid, micro grids (solar, diesel, biogas), some solar lights, coal, geothermal, advanced nuclear
  - Load managed in order to provide electricity at peak hours
  - Small enterprises
  - Need higher income to pay
    - Refrigeration chain (Long-term, low cost loans)
    - Cooperative processing
  - 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