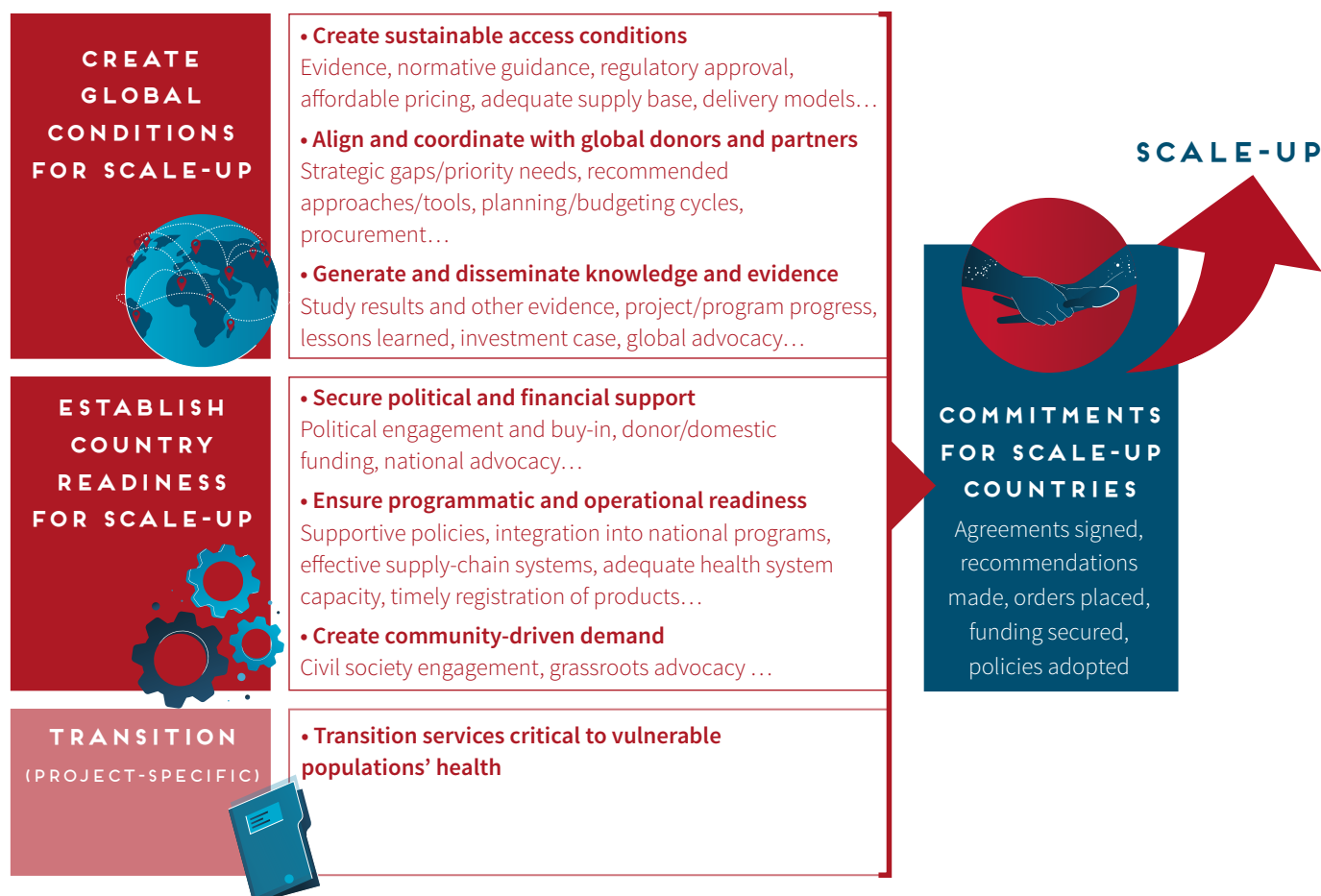


UNITAID'S SCALABILITY FRAMEWORK – GUIDANCE FOR APPLICANTS AND GRANT IMPLEMENTERS

GENERAL INTRODUCTION:

- Scalability is one of Unitaid’s strategic objectives and refers to “creating the conditions for scale-up.”
- While Unitaid seeks scale-up and long-term impact through all its grants, it does not itself scale up innovations. In its catalytic capacity, Unitaid—with implementers and partner organizations — creates the conditions that encourage and facilitate scale-up by others (e.g. countries, donors) of an innovation (be it product, mechanism or approach).
- The Scalability Framework (**Figure 1**) is not introducing scalability as a new concept but is rather a tool to ensure implementers and Unitaid systematically plan for future scale-up at the onset of a grant and monitor progress during implementation.
- It is not meant to be a prescriptive document. Not all conditions presented in the framework will apply to every grant. Rather it is meant to be used as a guide to facilitate the planning and tracking of progress towards scale-up.
- All projects should include activities related to scalability – these may be integrated as part of other project outputs (e.g., an output on *evidence generation* or *dissemination*) or in a standalone *scalability* output (in cases where they do not neatly fit into any of the other outputs).
- Each grant should include indicators (in the logframe) and/or milestones (in the Gantt chart) that will allow implementers and Unitaid to track progress towards scalability over time.

Figure 1. Unitaid Scalability Framework



DESCRIPTION OF THE SCALABILITY FRAMEWORK:

- The scalability framework outlines three main levels leading to tangible commitments by donors and governments to scale up evidence-based interventions at country level: global conditions, country readiness and transition. These are outlined in more detail below.

Create Global Conditions for Scale-Up:

- The scalability framework outlines several global conditions grouped into three domains: i) create sustainable access conditions; ii) align and coordinate with global donors and partners; and iii) generate and disseminate knowledge and evidence. **Table 1** provides a short description of each global condition.
- Some conditions for scale-up are universal. Two examples of this are a) policy and normative guidance from WHO (or other relevant standards-setting organization) and b) affordable pricing to enable sustainable access.
- Other examples of “global” conditions for scale-up include a) broad awareness (by other relevant actors) of the knowledge and evidence generated by the project, including study results and lessons learned, and b) alignment on strategic priorities with other global stakeholders (international organizations, donors, civil society groups, thought leaders).
- Unitaid grants primarily address the global conditions for scale-up in project and non-project countries; grant implementers must ensure that their Unitaid-funded work contributes to creating the global conditions for scale-up.

Establish Country Readiness for Scale-Up:

- The scalability framework presents a number of country conditions grouped into three domains: i) Secure political and financial support; ii) ensure programmatic and operational readiness; and iii) create community-driven demand. **Table 2** provides a description of each country-level condition.
- Grant implementers have a responsibility to understand the context in both 1) countries where the grant operates and 2) non-project countries/areas that are targeted for scale-up.
- This includes, for example, understanding financial requirements for readiness (e.g., multilateral donor support, a dedicated national budget line), programmatic readiness (e.g., trained staff, supply chain capacity) and/or political readiness (e.g., inclusion in national strategy and policies).
- The conditions captured here may require longer-term investments that are outside the scope of the project or cannot be fully addressed during the lifetime of a grant. What Unitaid seeks from implementers in this case is that their work seeks to advance progress across these dimensions in tangible ways (e.g., developing an investment case to help inform MOH budgeting decisions).
- Unitaid and other global and country-level partners can cultivate country-level conditions for scale-up. The framework facilitates discussion about the work required, the division of roles and responsibilities, and about any remaining gaps to be filled.

Transition:

- Unitaid views transition as a step on the way to scale-up; however, it should not be viewed as the end goal.
- In specific cases, however, transition of investments would need to be prioritized even if no scale-up is expected. This would include, for example, grant-funded services that were critical for vulnerable populations’ health.

Commitments for Scale-Up:

- With the relevant conditions for scale-up in place, a tangible commitment by the relevant donor or country (e.g., agreement signed, policy adopted) is the necessary next step to making scale-up a reality.
- Implementers do not have a direct role to play at this stage, but in certain instances may be able to support with information where the enabling environment for a commitment might be ripe.

Table 1. Description of Global-Level Conditions for Scale-up

GLOBAL LEVEL DOMAINS AND CONDITIONS	DESCRIPTION
CREATE SUSTAINABLE ACCESS CONDITIONS	
Evidence	There is sufficient, rigorous evidence supporting the safety, feasibility, effectiveness and cost-effectiveness of the product/intervention at global level (critical to enable normative guidance)
Normative guidance	The product/intervention is recommended in policy and normative guidance from WHO (or other relevant standards-setting organization)
Regulatory approval (quality & availability)	The product/intervention must meet, or aim to meet, appropriate quality standards, such as WHO Prequalification status or approval from a recognized regulatory authority. In addition, where relevant, the product must be registered and/or have obtained a marketing authorization from the relevant authorities in relevant LMIC
Affordable pricing	The product/intervention must be available at an affordable price for LMIC, at least to public-sector purchasers
Adequate supply base	The product/intervention must be supplied in adequate quantities in a timely manner in relevant LMIC to prevent stock-outs. The supply base should be diversified to ensure supply security and promote competitive pricing, whenever levels of demand are sufficient to sustain multiple suppliers
Appropriate delivery models	There are appropriate delivery models in place to effectively and efficiently deliver the product/intervention to those in need within existing health systems in relevant LMIC
ALIGN AND COORDINATE WITH GLOBAL DONORS AND PARTNERS	
Strategic priorities/needs	There is broad agreement among major global donors, implementing partners and government on the strategic priority for scale-up of the product/intervention, as evidenced by inclusion in global policy/strategy documents, donor specific plans, etc
Recommended approaches/tools	Quality, field-tested resources (training materials, SOPs, treatment algorithms, monitoring tools, etc) are available to support scale-up of the product/intervention that can be tailored/adapted for various contexts and health systems
Planning/budgeting cycles	The product/intervention is included as part of regular donor and government planning and budgeting cycle to secure adequate resources for scale-up
Procurement	The product/intervention is available in sufficient quantities through major procurement channels
GENERATE AND DISSEMINATE KNOWLEDGE AND EVIDENCE	
Study results/other evidence	Rigorous results from Unitaid-funded research, evaluation and other studies are widely disseminated to key stakeholders to support scale-up of evidence-based products/interventions
Project progress/lessons learned	Lessons learned from Unitaid-funded projects on implementation feasibility and what is needed to facilitate successful scale-up within a range of health systems are synthesized and shared with global and national stakeholders
Investment case/Global advocacy	Evidence from Unitaid-funded projects and other sources is used to generate compelling investment case to support donors and governments to prioritize scale-up and increase investment in the product/intervention

Table 2. Description of Country-Level Conditions for Scale-up

COUNTRY READINESS DOMAINS & CONDITIONS	DESCRIPTION
SECURE POLITICAL AND FINANCIAL SUPPORT	
Political engagement & buy-in	Critical decision-makers at country-level are meaningfully engaged and demonstrate political support for national scale-up of the product/intervention
Donor funding	Major donors at country level actively collaborate and allocate funding to enable national scale-up in a coordinated manner
Domestic funding	National governments demonstrate/signal support for scale-up by allocating resources (e.g. national budget line for product/intervention)
National advocacy	National scale-up of the product/intervention is advocated for by a broad range of stakeholders
ENSURE PROGRAMMATIC AND OPERATIONAL READINESS	
Supportive policies	The product/intervention is recommended in national and sub-national health policies
Integration into national programs	The product/intervention is appropriately integrated into relevant national programs and health systems to support sustainable, equitable scale-up
Effective supply chain systems	Timely and adequate availability of the product/intervention for national scale-up is ensured through an effective and efficient supply chain
Adequate health systems capacity	The national health system has adequate trained staff, supplies and other resources to enable quality, equitable scale-up of the product/intervention
Timely registration of products	The product/intervention is registered and/or has obtained a marketing authorization from the relevant national authorities
CREATE COMMUNITY-DRIVEN DEMAND	
Civil society engagement	Civil society groups are meaningfully engaged and strengthened to actively demand equitable access to the product/intervention
Grassroots advocacy	Communities and grassroots organizations are meaningfully engaged and strengthened to actively demand equitable access to the product/intervention