# New Program Development Process

## Stage 1: Screening
- Is the intervention effective, low-cost, and supported by robust evidence?
  - 2-page brief on the state of existing evidence
  - Literature tracker

  **Timeline:** 1 day

## Stage 2: Rapid Review
- Is the intervention worth serious consideration for implementation?
  - Evidence Review, including Theory of Change and assessment of burden
  - Research agenda
  - BOTEC CEA

  **Timeline:** < 2 weeks

## Stage 3: Deep Dive
- Should the intervention be scoped? If so, where?
  - In-depth evidence review
  - Expanded CEA
  - Intervention strawman
  - Project scorecard
  - Scoping trip preparation

  **Timeline:** 1 month

## Stage 4: Scope & Design
- Should the intervention be launched? If so, where?
  - Program design
  - Trip report(s)
  - Updated CEA
  - Monitoring framework
  - Evaluation design outline

  **Timeline:** ~6 months

## Stage 5: Launch
- Put all operational and administrative requirements in place a begin implementing.
  - MOUs
  - SOWs
  - Host country requirements
  - Long term funding proposals

  **Timeline:** program dependent

## Stage 6: Test at Scale
- Is the program cost-effective at scale?
  - Evaluation design and results
  - Plans for scale-up
  - Updated CEA, based on program data

  **Timeline:** program dependent
Some important principles to the process

**Hold formal gating meetings before each stage**
We take deliberate, scheduled pauses to discuss the viability of each program. These gating calls are held before — and often within — each stage to determine whether or not a program deserves continued consideration.

**Prioritize decision-relevant information**
Additional research is only helpful insofar that it informs the objective of a given stage. To remain efficient, we try to acquire just enough information to make a decision.

**Act with measured urgency, often with a bias towards action**
We have to accept some level of uncertainty if we’re ever going to take Evidence into Action. We shouldn’t expect to have all the answers, before deciding to act.

**Earlier country engagement**
Collaborate with country teams to actively solicit intervention ideas and conduct in-country scoping to reality test feasibility and government alignment earlier in process (COVID permitting)

**Devi ate from the process as needed**
Our process isn’t written in stone – we won’t follow the process for process sake. We often deviate from the process, especially when it means acting on decision-relevant information or time-sensitive opportunities.