

About the Program

Effectiveness

- Are the program and the purpose it serves worthy of support? Do they respond to a clear and significant need in society?
- Has the program fulfilled that purpose? What is the evidence that it has?
- How does this evidence compare with what's known about the effectiveness of other programs serving the same purpose?

Explaining Effectiveness

- Is there a convincing explanation that the program, and not other factors, has caused the performance being attributed to it?
- Is this explanation grounded in accepted theory?
- If not theory, is there a clearly stated and logical set of assumptions explaining how the working of the program produces the results associated with it?

Speed

- Does the program last long enough to yield important outcomes?
- Does the program operate quickly enough to produce interim results (on the way to final outcomes) that will be persuasive to funders, policy makers, and others?
- Does the program generate interim performance measures to show program staff how they are doing?

Specificity and Coherence

- Is the program's design specific and coherent enough for an adopter to understand, implement, and operate it without significant difficulty?
- Is the design specific and coherent enough to support the development of standards by which to assess the quality of the program in the different sites adopting it?
- Are the program's staffing requirements spelled out and clearly related to its design?
- Do the specificity and coherence of the program prevent it from being implemented anywhere?

About the Program's Developer

Set-Up Capabilities

- Does the program's developer have strategic planning capability? Do they demonstrate sufficient awareness that their main task ahead is to create an organization capable of supporting the successful expansion of the program?
- Does the developer have advanced capabilities in program design?
- Has the developer demonstrated capability in translating the program into manuals,

guidelines, examples, etc.?

- Is the developer able to talk in a coherent and easily understood way about the program?

Support Capabilities

- Has the developer designed a disciplined approach to selecting sites for the program? Does this approach help prospective sites make an informed decision about whether to pursue the program or not?
- Has the developer designed training that will enable adopters to envision clearly how the program works as a sequence of interrelated activities? Does the training enable adopters to understand why the program is supposed to work the way it does?
- Are plans for technical assistance to adopters well thought out? Do those who will provide technical assistance have the necessary expertise to customize their help to meet the particular needs of particular sites?

Assessment Capabilities

- As the program is replicated, will it be possible to determine whether it is reproducing in new sites the outcomes that made it a candidate for replication to begin with?
- Does the design of the program include regular indicators of performance which adopters can track to see how they're doing?
- Is the developer ready and able to show adopters how to use effectively the data they collect from the program?
- Is there, or are there serious plans, for an information system linking the developer and the network of sites that adopt the program?

Leadership Capabilities

- Is the program dependent on the leadership of a charismatic founder? Whether charismatic or not, is the leadership capable of managing the variety of relationships on which the program's successful expansion will depend?
- Is the leadership willing and able to invest the personal energy needed to raise the funds for expansion, especially early on when the challenges are greatest?
- Is the leadership savvy about the staffing challenges associated with scaling up and willing and able to take the steps necessary to build a strong organization?
- Is the leadership willing and able to manage a growing network of sites? Is the leadership willing and able to be influenced by sites' experiences and views?
- Is the leadership willing and able to market the program to the variety of audiences whose support or acquiescence is necessary for the program to expand?

About the Environment

Demand

- Are the values embodied in the program an explicit part of its apparent appeal? With which audiences are these values apt to be congruent?
- Which appears more important to the program's replicability: its values or the evidence for its effectiveness?

- Are there features other than values and effectiveness that might spur demand for the program?
- Is the developer willing and able to modify the design of the program in response to demand? If such modifications were made, what effect would this likely have on the ability of the program to realize the outcomes at which it is aimed?
- Are likely adopters in a position to obtain, on their own, most or all of the funds needed to operate the program?

Interdependence

- What other organizations will the program depend on for its effective operation in new settings?
- What strategies does the developer have for managing these interdependencies to assure that the program embeds successfully where it is adopted?
- Is the program designed to last long enough to have a good chance of being accepted in a new setting?

Resources

- Is the program addressed to a more institutionalized market? Are there dedicated funding sources in that market to support the program's expansion? Will institutional rules help or hinder the program's efforts to grow?
- Is the program is for a less institutionalized market, what mix of funding sources appears most likely to be appropriate in supporting the program's expansion? Is the developer prepared to undertake the effort necessary to access successfully these diverse sources?
- Does the program face competition from other programs? Is its market accepting of such competition? Is the program's developer willing and able to adapt to the market's relative tolerance or intolerance of competition?
- Can the kinds of settings and organizations likely to adopt the program acquire the staffing and other resources necessary to operate the program well?