

# EFFECTIVENESS OF TITLE II PROGRAM EXIT STRATEGIES:

## INTRODUCTION AND CONCEPTUAL OVERVIEW

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## Exit Strategy Study Overview

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## Study Rationale

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- Title II programs closing in non-priority countries
- Little systematic knowledge of whether program impacts are maintained and how to maintain them
- Effectiveness of Title II programs depends on both short-term impact and long-term sustainability
- Immediate and long-term impact may be trade-offs

## Study Objectives

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1. Determine the extent to which activities, outcomes, and impacts of Title II programs were sustained.
2. Identify program characteristics that make it possible to sustain program activities and effects after the program shuts down.
3. Assess how the process of “exiting” affects sustainability.
4. Provide guidance to future programs on how to exit while ensuring sustainability.



## Key Concepts

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### □ Sustainability

- Sustainability of impacts among program participants
- Diffusion of impacts to new populations
- Sustainability/ expansion of activities



### □ Exit

- From specific activities
- By the Title II Awardee from the area

## Key Concepts: Exit Strategy/ Sustainability Plan

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- Explicit plan for transition from program support to exit
- Often called “sustainability plan” in agency documents
- Specifies approach to exit: phase over (to whom), phase out (of resources)
- Should include timeline and allocation of responsibility for ensuring progress

## Study Methods Overview

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1. **Qualitative** picture of exit strategy implementation around time of agency exit
2. **Qualitative** inquiry one year after exit: to explore the success of exit strategy in leading to sustainable service provision (where applicable) and beneficiary uptake
3. **Qualitative and quantitative** data two years after exit to assess sustainability of impacts and outcomes
4. Compare **quantitative follow-on data to agency endline survey** data to determine sustainability and link to exit strategies

## Analytic Strategy: Associating Exit Strategy with Sustainability of Impacts

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- Agency evaluations did not include control groups for attribution of impact
- **Associations based on:**
  - Testing Implementation Pathways
    - Sustainability of desired behaviors and impacts
    - Continuation of service provision and utilization
    - Implementation of an exit strategy
  - Use of Secondary Data
    - To serve as a point of comparison for survey results

## Study Locations

- Kenya
- Bolivia
- Honduras
- India

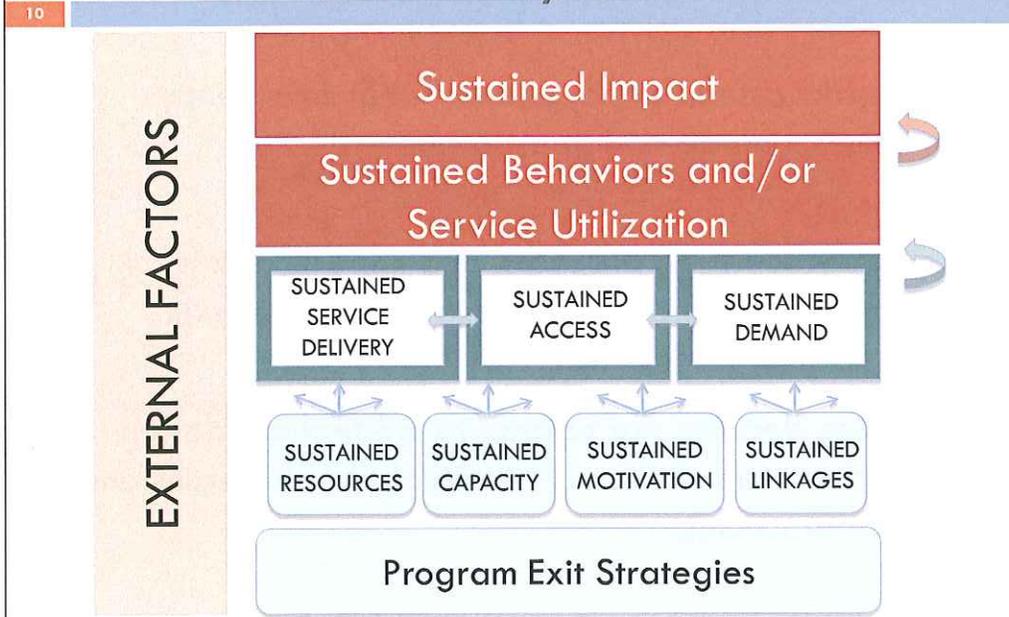


## Selection Criteria

- Programs achieved key impacts on food security and malnutrition
- Programs implemented exit strategies
- Close-out coincided with study time frame

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## Conceptualizing Sustainability and Exit



## Conclusions

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- Impact at exit does not consistently predict sustained impact two years later.
- There are specific ways to increase the likelihood of sustainability.
- Provision of free resources poses risks to sustainability.

## Impact Assessment at Exit Can Be Misleading

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- Impact assessment at exit does not consistently predict impact two years later.
- Many activities, practices, and impacts across sectors declined over the two years after exit.
- These declines are related to inadequate design and implementation of sustainability strategies and exit processes.

## Specific Ways to Increase the Likelihood of Sustainability

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- Sustaining service provision and beneficiary utilization of services and practices depends on three critical factors:
  1. **Resources**
  2. **Technical and Management Capacity**
  3. **Motivation**
- There are often synergies among these three elements.
- Best practice models have emerged for each – and they are often sector-specific.
- The relevance of linkages is sector-specific.
- Gradual exit and independent operation are necessary (though not sufficient) for sustainable results.

## Provision of Free Resources Poses Risks to Sustainability

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- Withdrawal of free food rations or any other free input (as incentive) jeopardizes sustainability without consideration of substitute incentives.
- Provision of free food rations risks creating unsustainable expectations.
- Consideration of alternative incentive structure must be incorporated into program design.
- Beneficiaries receiving free inputs to support program activities may not be willing or able to replace them once project ends.

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