

COMPARISON OF REPLICATION TO KNOWLEDGE TRANSFER STRATEGIES

CHARACTERISTIC	REPLICATION	KNOWLEDGE TRANSFER
IN A WORD...	Prescriptive	Interpretive
Definition	A program or project that applies the values, objectives, form, standards and outcomes of an existing program in a different location or context.	The processes by which knowledge and ideas move from the source of knowledge to other potential users of that knowledge to achieve a particular impact or outcome.
Key purpose	<ul style="list-style-type: none"> • Build on/increase success of proven initiative. • Minimize start up costs and process through a proven process. • Quick start program. • Generate specifically prescribed results. 	<ul style="list-style-type: none"> • Build capacity (community or organizational) for social innovation. • Build on local success. • Learn from others and grow base of knowledge from adaptations. • Create broad-based momentum for change.
WHEN BEST TO USE:		
Complexity of initiative	<ul style="list-style-type: none"> • When there is a compelling and accurate data that the model works and is appropriate to most locations. • When demographics of population served are similar. • When the standards can be codified and are appropriate to all locations. • When the model is not likely to evolve significantly. • When success indicators can be applied across the board. • When outcomes are predictable and on-going innovation is not an expectation. 	<ul style="list-style-type: none"> • Where the model is complex. • Where there is a high degree of connectivity and interdependence. • When demographics of population served are different from original initiative. • When stakeholders are different. • When the standards cannot be codified for all circumstances. • Where outcome is not predictable and therefore there is potential and expectation for innovation and evolution. • Where success may be assessed somewhat differently in each project.
Driving force/ownership	Funder or funded intermediary.	<ul style="list-style-type: none"> • Community network, local leadership, arm's length organization.
Branding	Program or project to be replicated has a recognized name, brand or reputation that requires quality control and consistency. (Examples: United Way, Terry Fox)	Program or project requires local brand equity. (Examples: community foundations, women's shelters)
Stakeholder engagement	Where the key stakeholders have similar interests, compatible styles, resources and a commitment to the purpose and goals.	When key stakeholders are multiple and varied and may have different objectives, styles, resources and levels of commitment.
HOW BEST TO USE:		
Key strategies	<ul style="list-style-type: none"> • Identification of methodologies and other core elements that must be preserved. • Funding criteria requires adherence to model. • Development of materials and resources to promote and support the development of model and standards. • A clear logic model with common details. • Key messages and communications tools to maintain integrity and consistency of initiatives. 	<ul style="list-style-type: none"> • Funding focuses on outcomes and enabling adaptation. • Provision of research, policy knowledge and other tools intended to encourage adaptation and learning. • Clear logic model allows for some variation in inputs and measures of success. • Locally targeted messaging and communications tools compatible and reinforcing larger movement.
Role of centre	<ul style="list-style-type: none"> • Provides model. • Provides tools, manuals and standards. • Provides guidance on development of organizational systems. • Provides training and network development, support. • Monitors process, provides on-going support. • Speaks for the whole group politically or publicly. 	<ul style="list-style-type: none"> • Provides examples of models. • Provides tools, manuals, examples of standards. • Provides assistance in development of organizational systems. • Training, network development opportunities. • Supports mutual sharing of learning. • Supports optional local advocacy or policy work that is consistent and reinforces common goals.

COMPARISON OF EVALUATION STRATEGIES OF REPLICATION TO KNOWLEDGE TRANSFER

CHARACTERISTIC	REPLICATION/SCALE UP	KNOWLEDGE TRANSFER
IN A WORD...	Traditional	Developmental
TYPE OF EVALUATION	<ul style="list-style-type: none"> • Summative evaluation. • Formative evaluation. 	<ul style="list-style-type: none"> • Appreciative inquiry. • Developmental building on learning and insights generated.
ACCOUNTABILITY/QUALITY CONTROL	<ul style="list-style-type: none"> • Agreed upon process and deliverables. • Common measures of success. • Funder evaluates local initiatives. • Focus on what worked and what did not work related to agreed-upon measures of success. 	<ul style="list-style-type: none"> • Some common measures of success, some unique to enterprise. • Funder evaluates local initiatives. • Funder evaluates the program in addition to local initiatives. • Local initiatives evaluate centre. • Greater focus on why something worked or did not work.
TIMING OF EVALUATION	<ul style="list-style-type: none"> • Timing prescribed based on funding schedule. • Definitive dates based on process/activities anticipated. 	<ul style="list-style-type: none"> • Ongoing, organic. • Learnings crystallize and shared as they are generated.
RESPONSIBILITY	<ul style="list-style-type: none"> • Limited to person responsible for implementing the program. • Some input from program participants related to quality, experience, and individual impact. 	<ul style="list-style-type: none"> • Everyone engaged in reflecting and learning. • Participants integral to learnings and discussion. • Impact focused on enterprise-wide questions. • Striving to assess broader, community-wide and social impact.
LOGIC MODEL	<ul style="list-style-type: none"> • Clear and linear 'cause and effect': specific indicators of effort and impact. 	<ul style="list-style-type: none"> • Clarity in ultimate outcome, more focus on process, capacity and evolution.
KEY DIFFERENCES	<ul style="list-style-type: none"> • Evaluates progress against indicators of success. • Generalizable findings. • Accountability to funder. • Leveraging learning between local initiatives. 	<ul style="list-style-type: none"> • Focus is on feedback, learning from progress. • Look for new measures of success. • Findings related to context. • Mutual accountability, accountability to stakeholders. • Looking for unexpected results. • Seeking new ways of doing things. • Reflecting on how learning can be leveraged more broadly.