Designing for Scale

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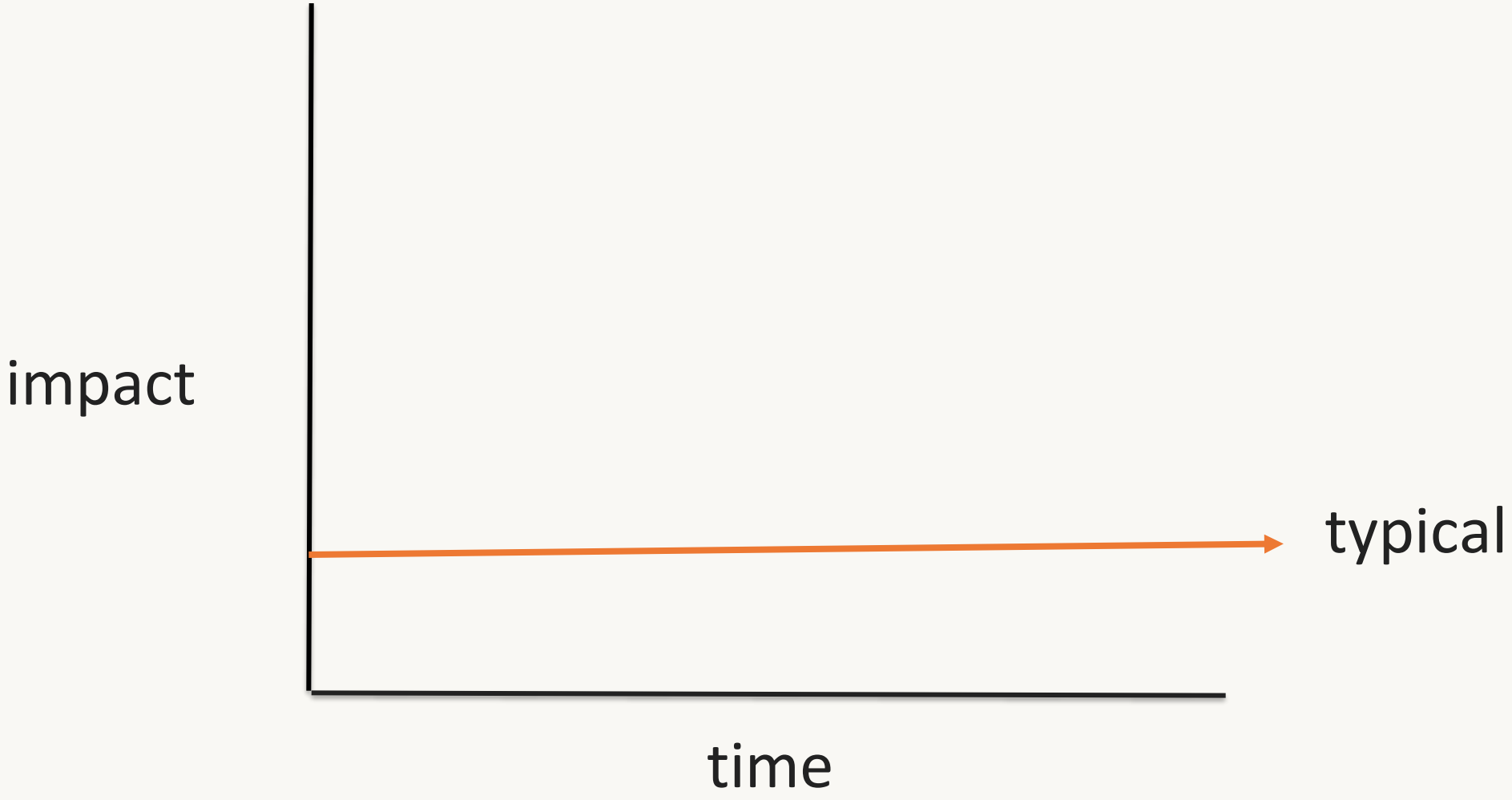

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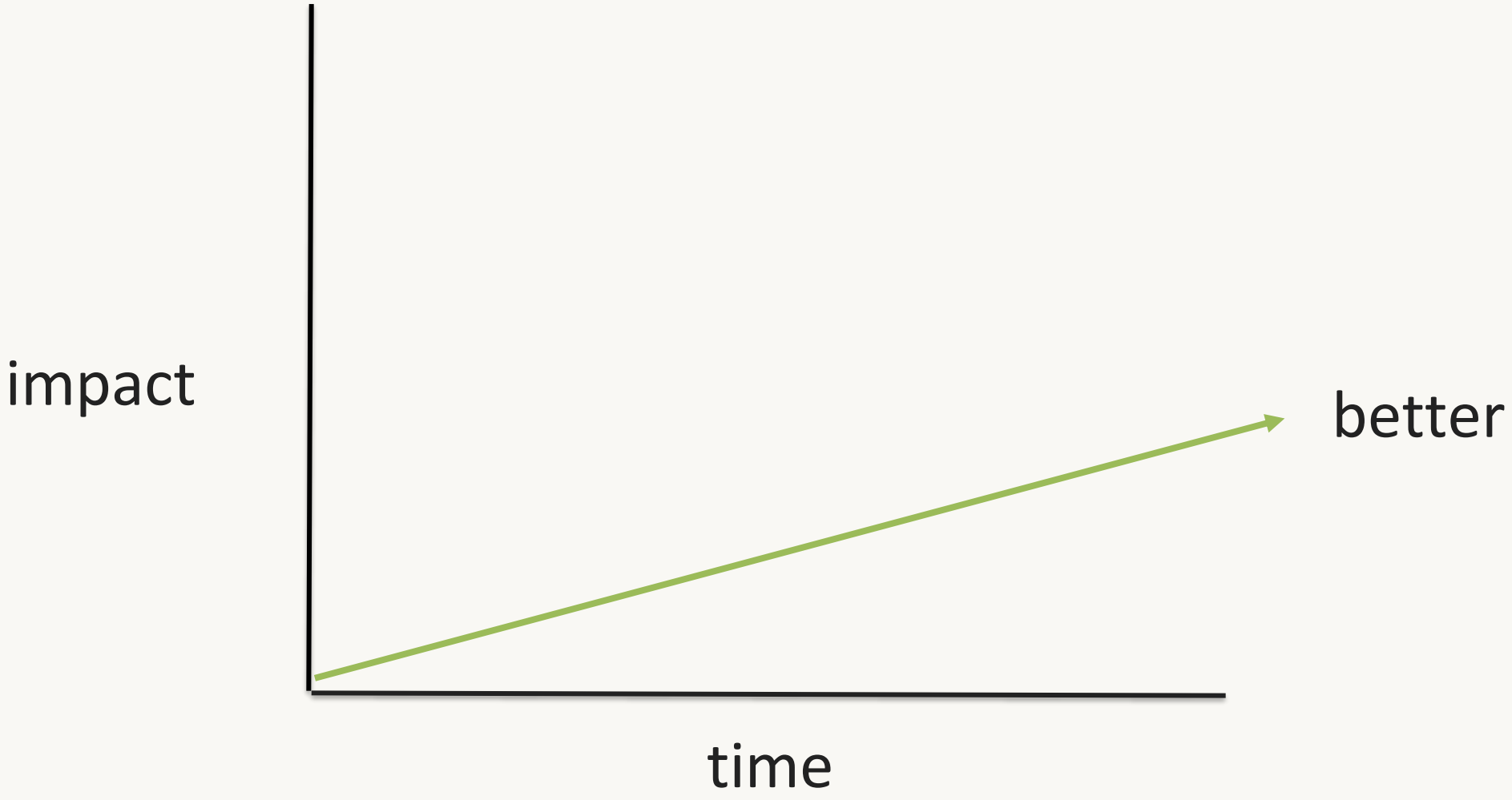

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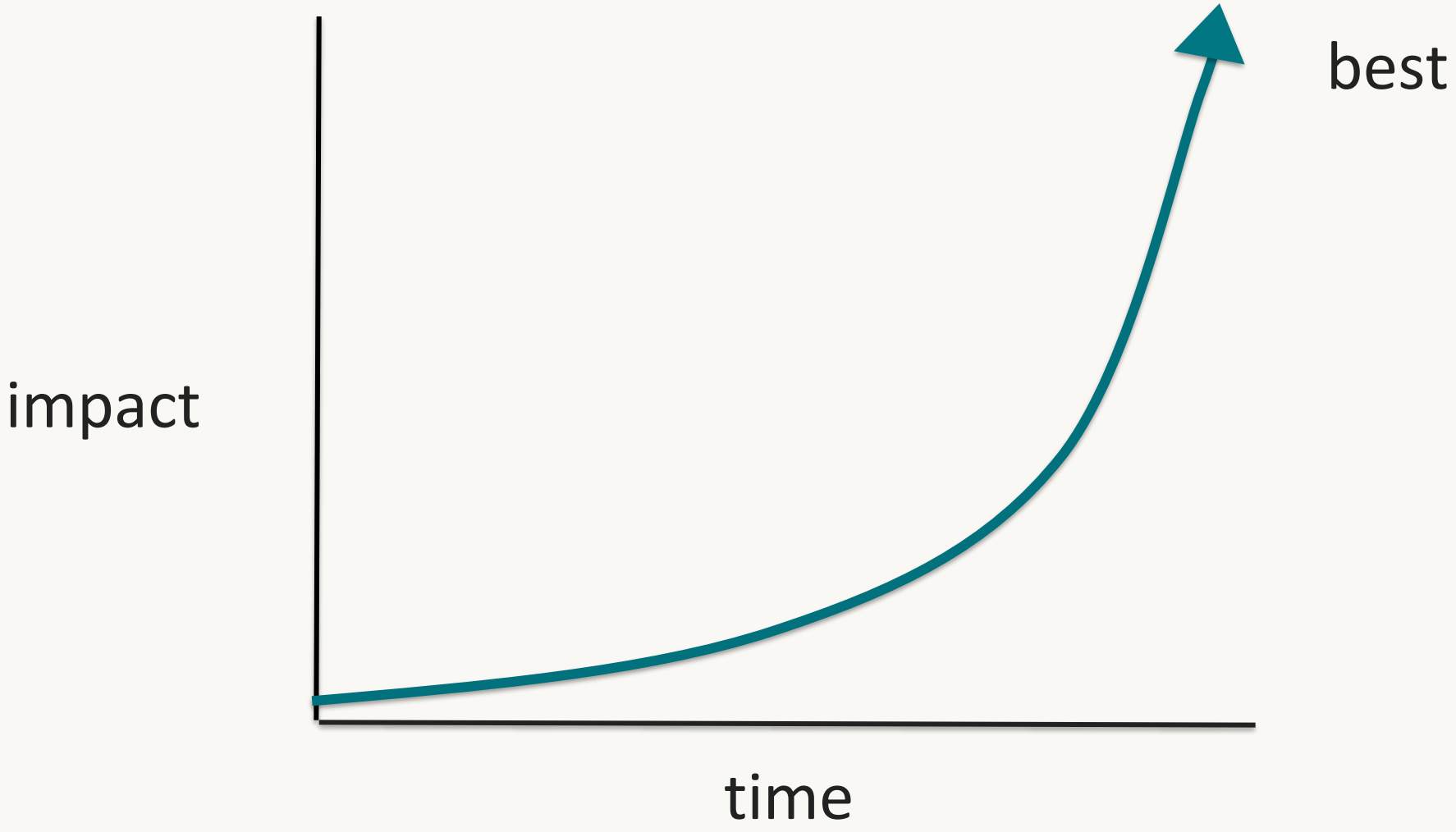

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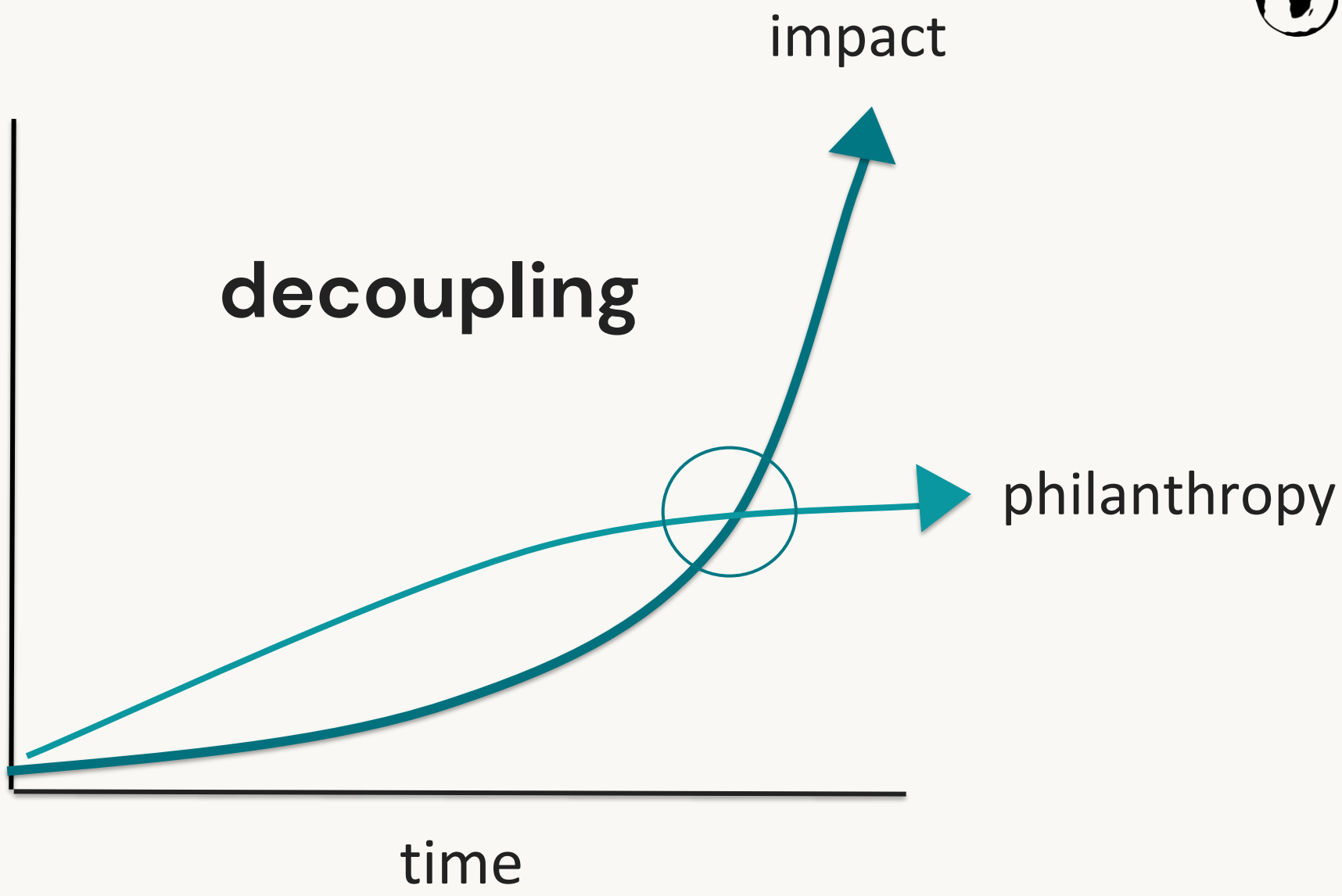

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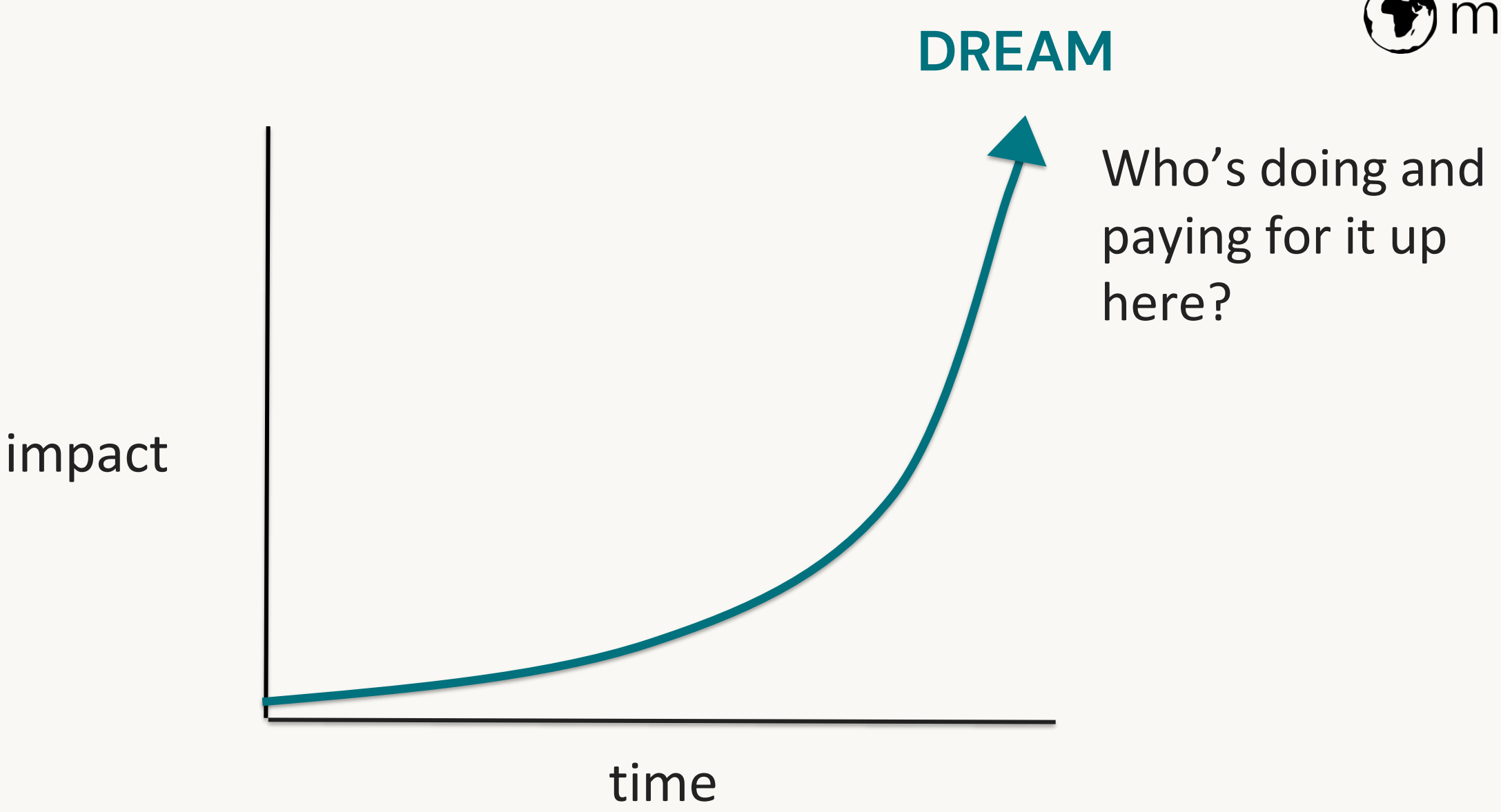

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The most important aspect of scale?

Design for your Doer and Payer

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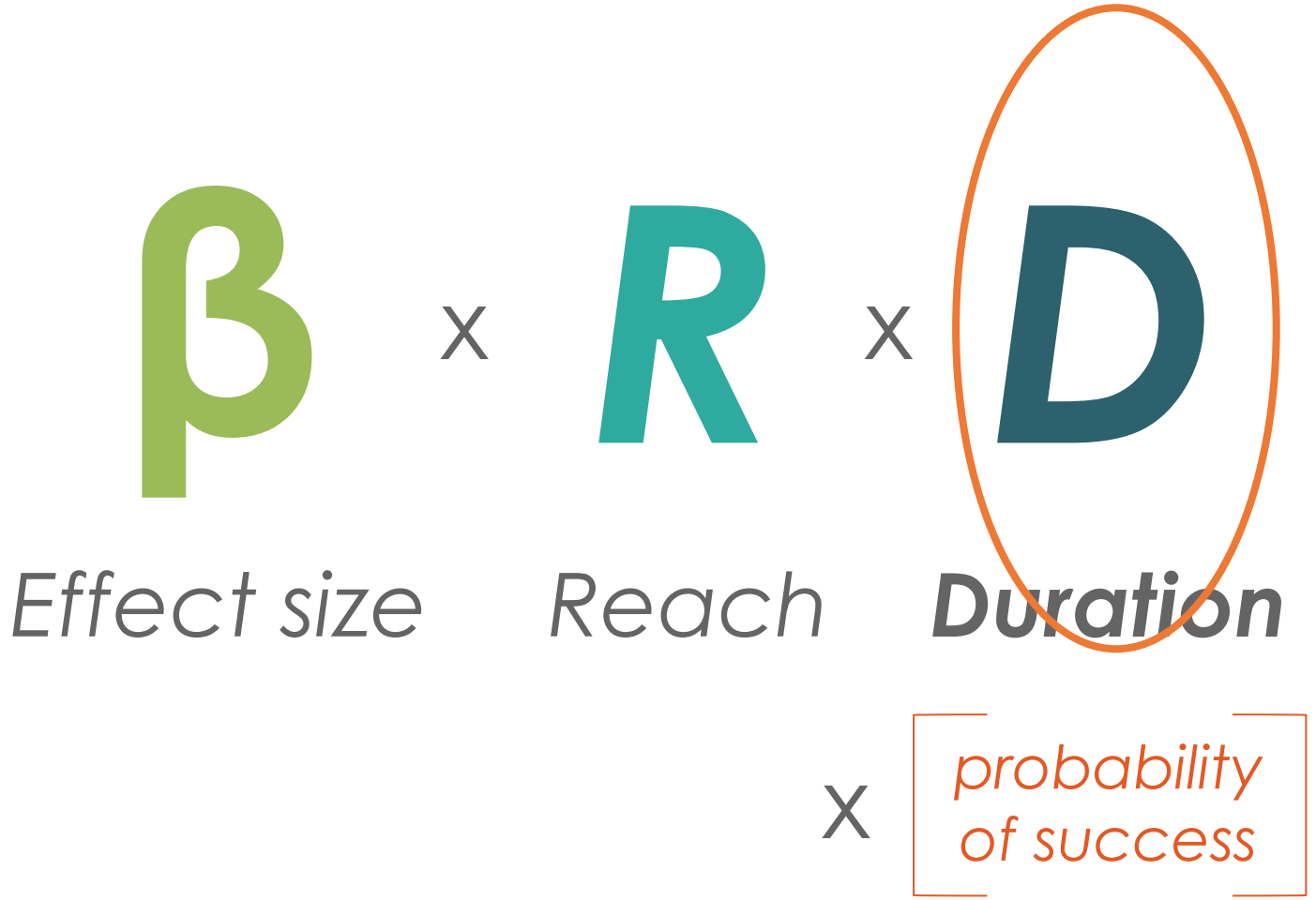
DOER	PAYER
~~You~~	~~philanthropy~~
governments	government
~~lots of NGOs~~	~~Big Aid~~
lots of businesses	customers

Impact

with Government as Doer / Payer



Fika

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HELVETAS

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Big Idea:
Last-mile Trail Bridges

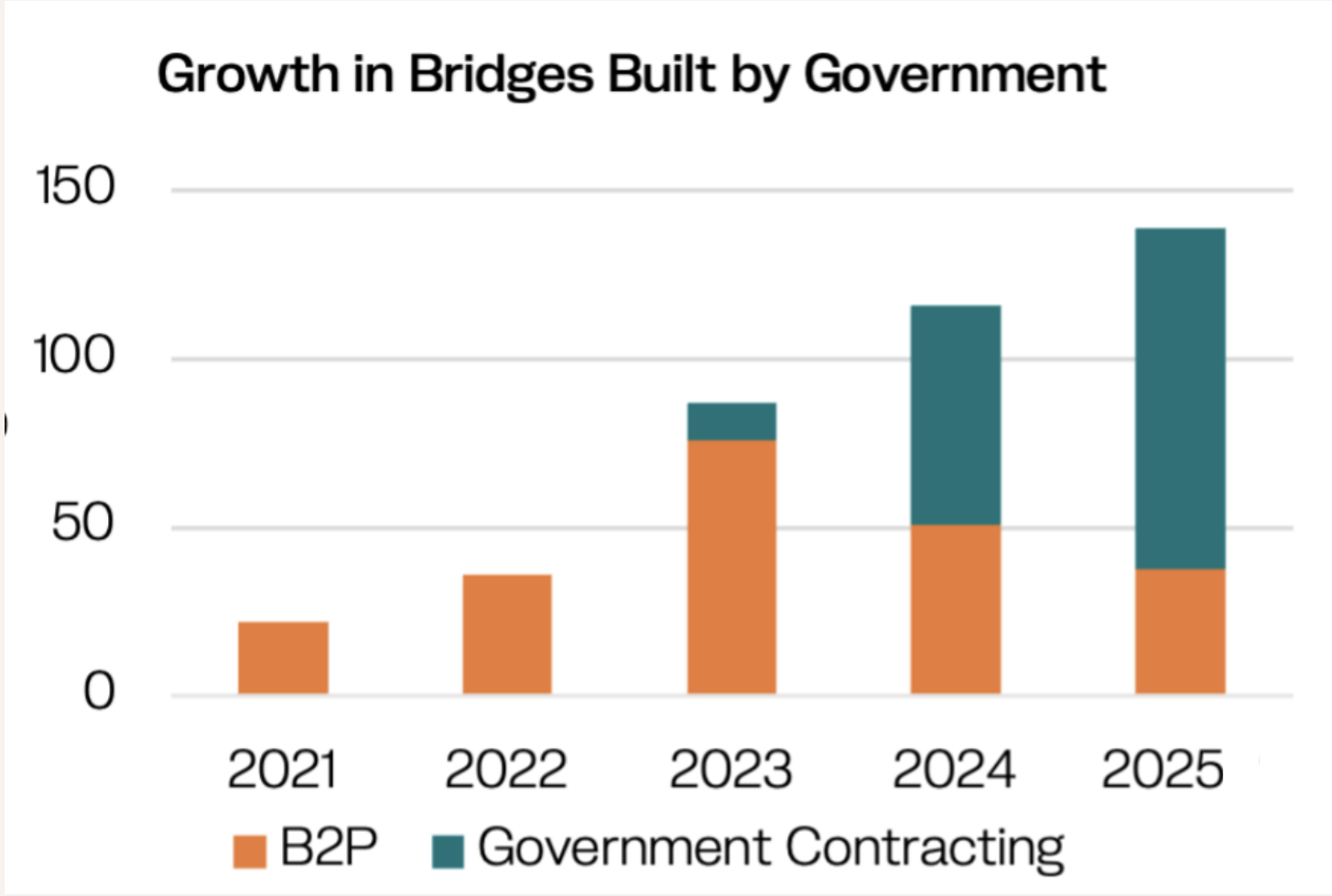
Doer: Government (procuring contractors to build)

Payer: Government (Ministries of Public Works)

The Model

1. **Site:** AI mapping tools for gov's to ID sites with the highest impact potential
2. **Design:** co-develop bridge designs, include in gov' standards
3. **Finance:** Portfolio of projects, with right procurement laws
4. **Maintain:** Develop protocols for systematic proactive inspection and repair

Getting Doer (Gov') to Do



impact

β= 29%

Effect size at scale

Increase income gain / per HH

R= 5.4 million

Reach

People as of 6/2026

D= 30 years

Duration

Each bridge

+ Gov keeps building

Getting Payer (Gov) to Pay

Pre 2019 — **Co-financed** project by project

2020 — **Rwanda** — National scale

Gov 50% | **Philanthropy 50%**

2022 — **Ethiopia** — Pilot

Gov 80% | **Philanthropy 20%**

2025 — **Ethiopia** — Scale up

US$35M trail bridge investment in the Ministry of Urban & Infrastructure and the World Bank's RCFSP — **373 bridges by 2029**.

2025 — **Zambia** — Pilot

Co-financing strategy secured **15 bridges** in year one; cocreating **US$10M+** climate-financing proposals with government.

Healthy Learners

Big Idea: Teachers as Health Workers

Doer: Government (teachers on payroll)

Payer: Government (Ministry of Education)

The Model

A solution that works and can scale.

1

Teachers as Health Workers

Recruit, train & equip teachers as School Health Workers (SHWs)

2

Health Room

A dedicated space at each school with basic health amenities to see sick students

3

Tech for Diagnostics

SHWs use tablets with predictive software to guide consultations & track kids

4

Student Education & Buddies

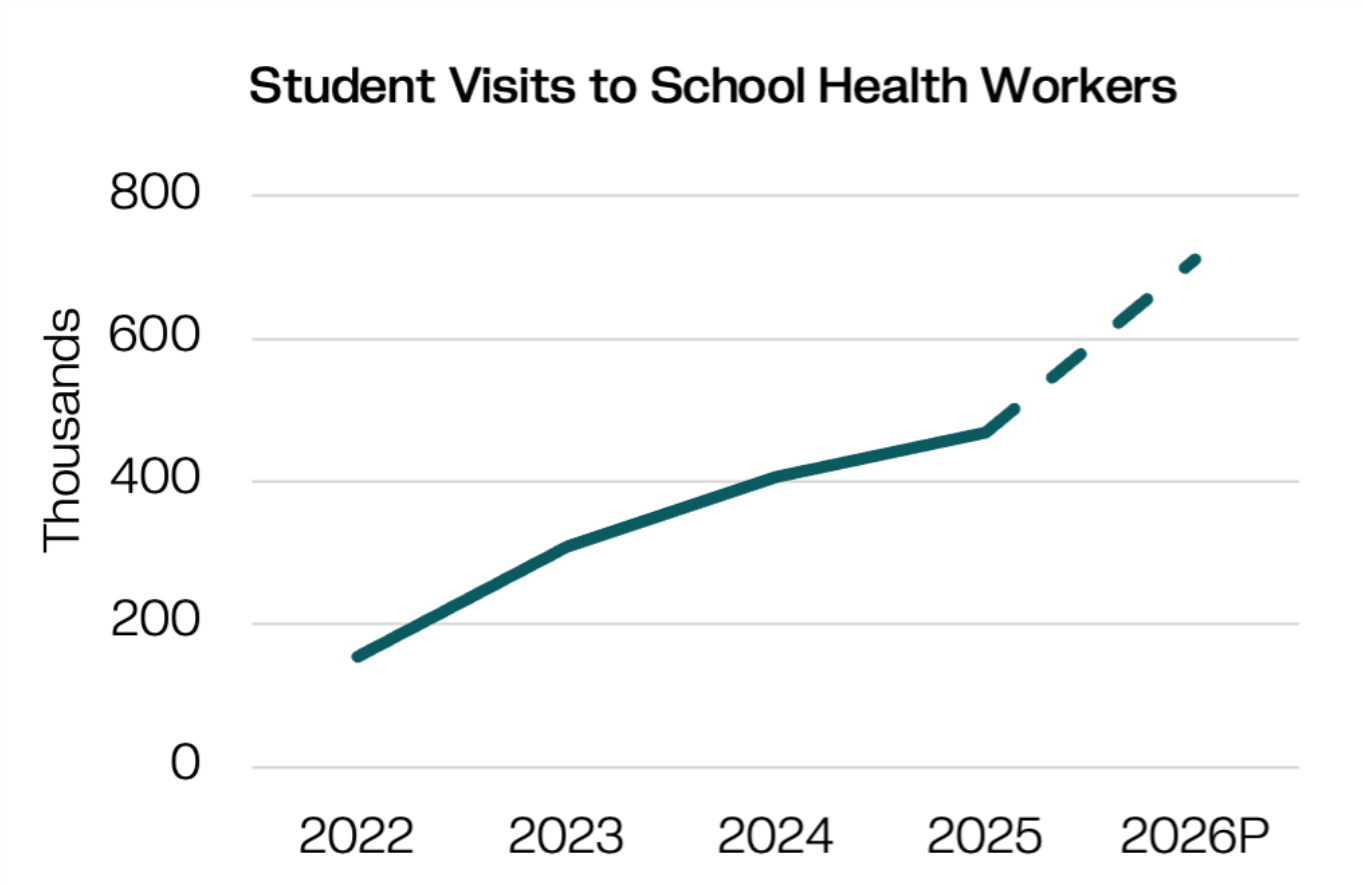
Bite-sized self-screening lessons plus a buddy system to stay connected

5

Fast-Tracked Referrals

Serious cases referred to nearby clinics where students are seen quickly

Getting Doer (Gov') to Do



*Matched-control study, Harvard (2019); education-outcome RCT results expected 2027

impact

β= 38%*

Effect size at scale

Reduction in all cause morbidity

R= 1.2 Million

Reach

Kids in Zambia

D= ?? years

Duration

How long will governments keep the program?

Getting Payer (Gov) to Pay

2013–14 — **Founded inside government**
Teachers trained as School Health Workers — government-owned from day one.

2019 — **Prove it's worth scaling**
38% ↓ disease morbidity and **52% ↓ stunting** (Harvard matched-control study).

2021 — **Full-district ownership**
All Lusaka public primary schools — ~250k kids at ~$2.50/child.

2022 — **National mandate**
MoU with Ministries of Health & Education; adopted into national School Health & Nutrition Guidelines.

2023–24 — **Legislature & budget**
Parliamentary Caucus on School Health formed; school health enters **national budgets** for the first time.

2026 — **Government pays**
Health rooms built into all newly build **CDF-funded schools**

Startup ~$8/child still philanthropy-funded

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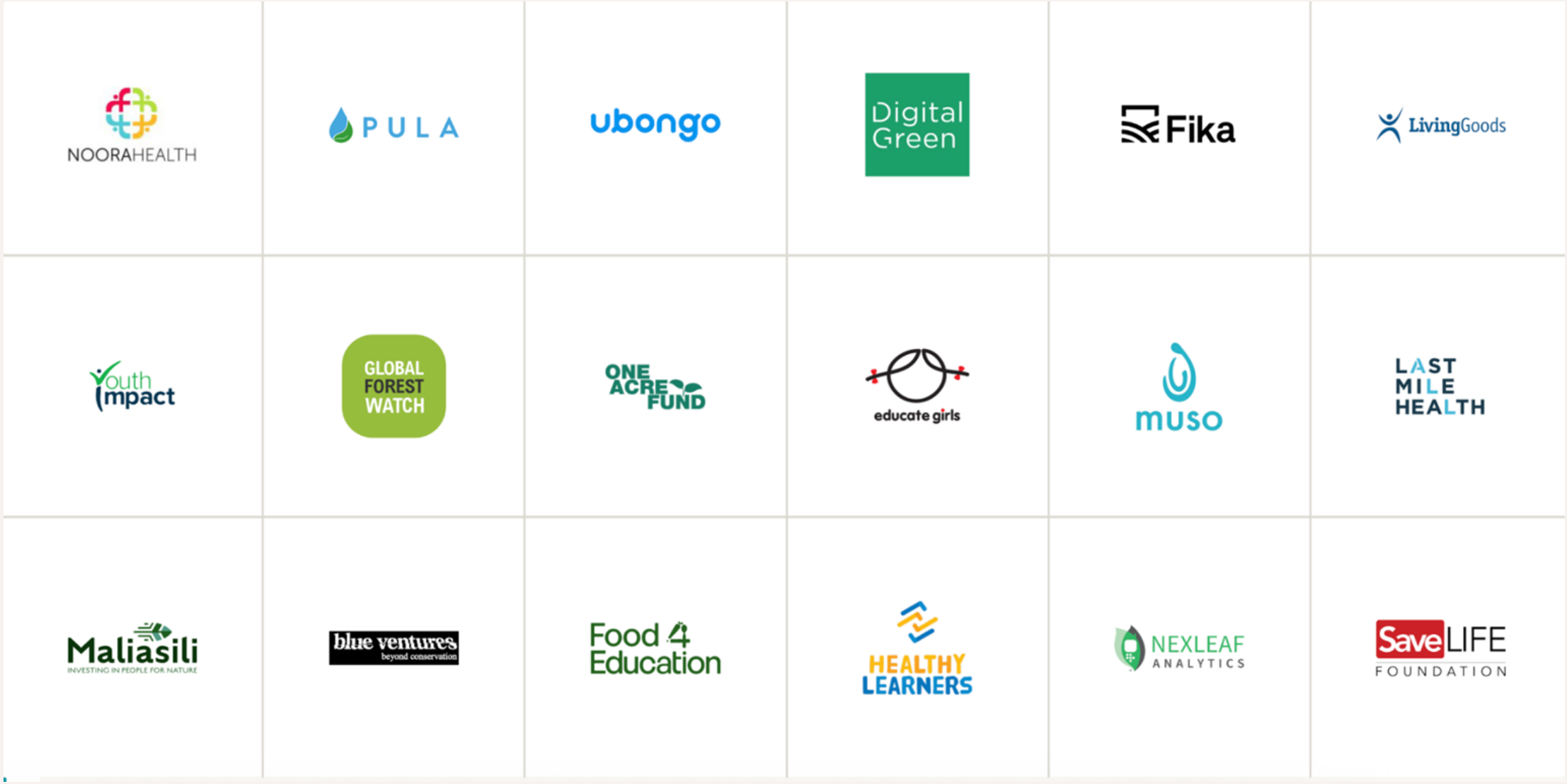
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Digital Green
Fika
LivingGoods
Youth Impact
GLOBAL FOREST WATCH
ONE ACRE FUND
educate girls
muso
LAST MILE HEALTH
Maliasili
INVESTING IN PEOPLE FOR NATURE
blue ventures
beyond conservation
Food 4 Education
HEALTHY LEARNERS
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