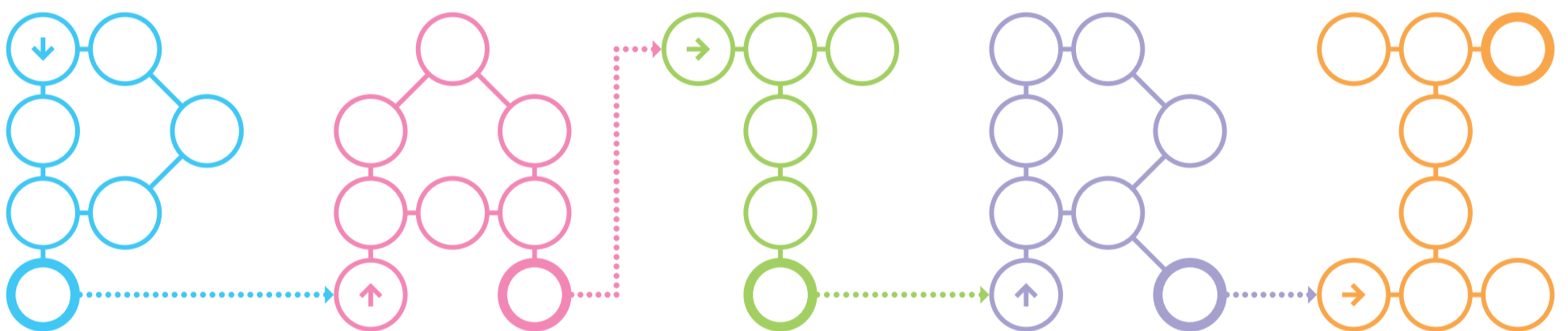


PATRI Framework for Scaling Social Impact

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Scaling

Scaling vs. Growth

Scaling essentially refers to a form of growth. However, there is an important distinction.

Growing typically involves adding resources at around the same rate as adding impact or revenue. The implications are primarily operational. If you've already increased reach to more people, more cities or even more countries, but your operating costs have gone up in a generally correlated way, then what you've really done is grown rather than scaled.

Scaling differs in that it involves adding impact at an exponential rate while adding resources at only an incremental rate. Although scaling is also commonly approached from an operational perspective, it typically has significant implications for design, not only in terms of the solution being scaled, but also for the way it is delivered.

In a sector where resources are scarce and very large numbers of people are affected by social issues, it is rarely practical to increase resources at the same rate as reach of impact. Hence why the sector focuses on scaling rather than growth, and why this framework does the same.

Growth is typically the first stage on the path to scaling. Once you've developed and proven a solution, then the next stage is to grow your reach in a direct and controlled manner in order to understand the process as well as the transferability of your solution.

Only when you've grown to a stable operational size and have understood what does and doesn't work in terms of both impact and operation, should you really start to think about scaling. This isn't necessarily what all organisations do, and many have scaled without taking this position, but the result is typically messier, less impactful and harder work than expected.

Scaling Challenges

Scaling is a critical shift in your ability to make a difference, and one that has significant implications for your organisation. There is a current trend towards rushing into scale, with a focus on quick wins, but this is a misleading and high risk approach in terms of both impact and organisational stability. Planning to scale should not be taken lightly, and it is important to put the right foundations in place if you want to ensure your ability to generate impact on a large scale without putting your organisation or the outcome at risk of failure.

The general assumption is that the main barrier to scaling lies with access to funding, when in fact financing challenges are often just a symptomatic outcome of underlying readiness and scalability issues.

There are actually five key reasons why organisations struggle to address the real scale of need around the world.

1. Lack of outcome oriented purpose with poor problem definition, which leads to failures in design and decision making
2. Inapplicable/Non-scalable impact methodology (solution), which limits the flexibility needed to address the varying needs of new environments and demographics
3. Non-systematic approaches to set-up and implementation, which limits replicability and decreases both efficiency and effectiveness
4. Inflexible organisational design and lack of operational readiness, which limits ability to deliver at scale
5. Poor implementation planning, and hence inadequate cost modelling, leading to challenges with raising funds or finance.

The goal of the PATRI framework is to help you scale your impact more effectively while avoiding these pitfalls.

The PATRI Framework

High Level Overview

At its highest level, the Framework consists of a corresponding set of five key questions that will help you scale successfully

1. Is your goal clear and well defined?
2. Is your design applicable at scale?
3. Is your model systematised and transferable?
4. Is your organisation ready to scale?
5. Is your implementation planning robust?

These questions can be applied to any scaling context. Even if you choose not to explore the detailed decision trees, simply ensuring that you have these five pieces reasonably well covered should be enough to improve your likelihood of scaling successfully.

If you aren't sure quite how to do this yourself, then each of the main Framework questions has been further broken down into more detailed questions, instructions and guidelines. These will lead you through a journey that covers the most important factors you will need to consider and evaluate when scaling.

How to Use the Framework

The first four stages of the framework are designed as decision trees, which lead you through the key questions you should be asking yourself and addressing in the run up to scaling.

With instructions that cover a 'yes', 'no' or 'don't know' response to each question, supported by guidelines where possible, the framework components are designed not only to provide you with an insight into the main considerations involved in scaling, but also to result in the following outputs that will help you achieve your scaling goals more effectively:

1. A comprehensive Scaling Plan for internal use that summaries and collates all your key scaling decisions, strategies and requirements (Appendix 1).
2. A more concise funder or partner focused Scaling Proposal that condenses the relevant aspects of your plan for external presentation (Appendix 2).

You can either work forwards from the Framework questions and build up these outputs, or work backwards from them if you are confident that you already have some of the sections covered.

In the interests of brevity, the framework employs a degree of jargon. A glossary has been provided to help with any terminology that may not be familiar or self-explanatory (Appendix 3).

Although you don't have to work through every piece of the decision trees, they are designed to give you an appreciation of the full range of considerations involved in scaling, and the potential increase in risk of impact failure, mission drift or operational stress that is represented by every step you skip over. If your goal is to fundamentally alter or eradicate the issue you have chosen to address, then it is worth taking the time to work through each step carefully and robustly.

- Note that each piece of the framework can stand alone, which means that there are some questions that you would automatically be able to tick off if you've worked your way through previous sections. This is done so that wherever you start within the framework, the format will push you backwards or forwards to ensure that nothing crucial is missed.
- Bold yellow arrows in each section represent the route of lowest risk and highest likelihood of being successful, both in impact terms as well as feasibility and viability.
- Due to their layout and density of content, the Infographics are best printed in A3.

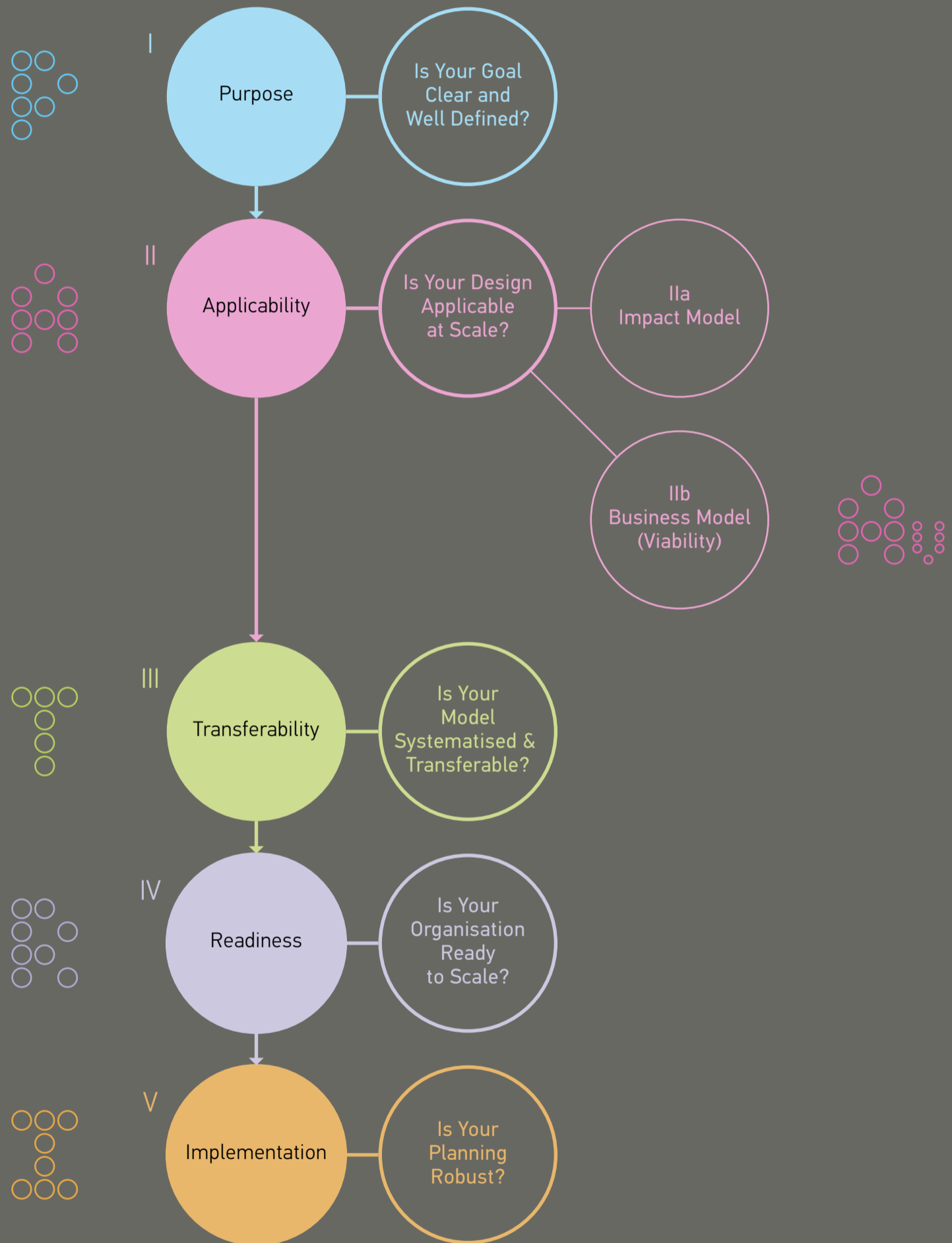
Pre-Conditions

A key point to note here is that this is not a framework for designing impact solutions from scratch. It is specifically designed to help you scale an existing impact solution and corresponding organisational structure. The framework therefore has a number of preconditions for use:

1. The problem, need or issue is well understood and characterised on a local level, with outcomes benchmarked for your current environment and beneficiary demographic.
2. You have a corresponding and meaningful vision with outcome targets based on those benchmarks.
3. The solution to be scaled has proven impact (with data) and a tested ability to achieve these targets.
4. You have grown your impact to some degree already, and have some understanding of what it takes to replicate your solution.

Caveats

1. Scaling is a multi-dimensional and complex activity. There is no magic one-size-fits-all process that will apply across the board. The frameworks may thus need a degree of adaptation to fit your own specific context.
2. Real life is rarely a perfectly linear process, and neither is scaling. While the framework is necessarily presented in a linear fashion, you can work through the different pieces in parallel or separately, dependent on your in-house capability and familiarity with scaling.
3. Many of the supporting guidelines reflect how suggested activities would ideally be done. Practicalities and resource limitations may dictate otherwise. It is left to your discretion to manage the sometimes necessary risk of using rough approximations.
4. This framework is focused on scaling rather than growth. If you are looking to incrementally set up operations in another location or enter another market, then this framework will still offer you value, but many aspects of it may only be applicable a bit further down the line.
5. The framework is designed primarily for mid-sized impact organisations with proven multi-dimensional solutions worth scaling. If you are more product focused, haven't reached this stage, or have passed it already, you may have to pick and choose what applies to you.



I Clarity of Purpose

The implementation aspect of scaling can be a highly operational activity. Hence it is common for focus to shift towards operational growth and away from outcomes when scaling.

This section thus primarily acts as a sense check. It helps clarify the real reason behind the decision to scale, and also helps you understand and select where to start, based on urgency of need rather than simply practicality. Finally, it helps you clarify vision and establish outcome targets.

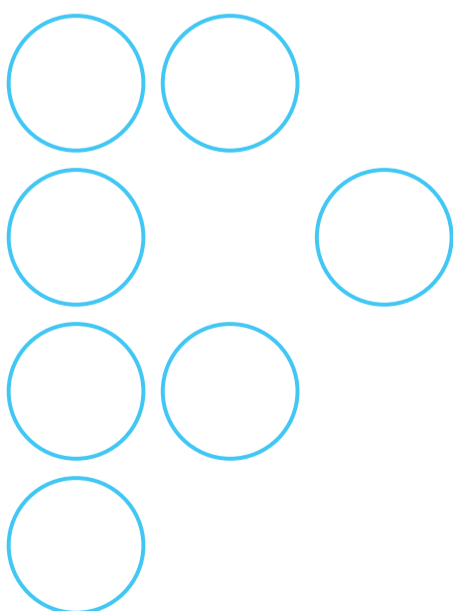
Organisations are often recommended to have a vision for scaling, but this discourse is typically focused on a vision for the organisation, rather than a vision for what the problem or outcome might look like after you have intervened on a large scale.

For a non-profit, a regional or international scale vision that aims to eradicate the problem or make a serious dent in negative outcomes would be an ideal aspiration. For projects that look to alleviate the impact of problems rather than solve them, simply increasing reach is still a valid goal, albeit a weaker proposition than attempting to eradicate the problem altogether. Either way it is critical that you have outcome oriented targets that ensure that your primary goal for scaling remains mission focused.

For social businesses that are commercially focused on the other hand, growth may bring operational economies that make scaling a necessary consideration. Hence the need to recognise that depending on the nature of your organisation, your reasons for scaling might vary.

Unfortunately, even for non profits, the easiest and most common reasons for scaling tend to revolve around opportunity and/or external pressure, rather than an explicit drive to service need. Most commonly, no distinction is made between the two, and organisational discourses around scaling are muddled between growth and impact, typically assuming that both are well correlated. In reality, you can in fact scale impact without growing your organization, and growth doesn't always ensure greater impact.

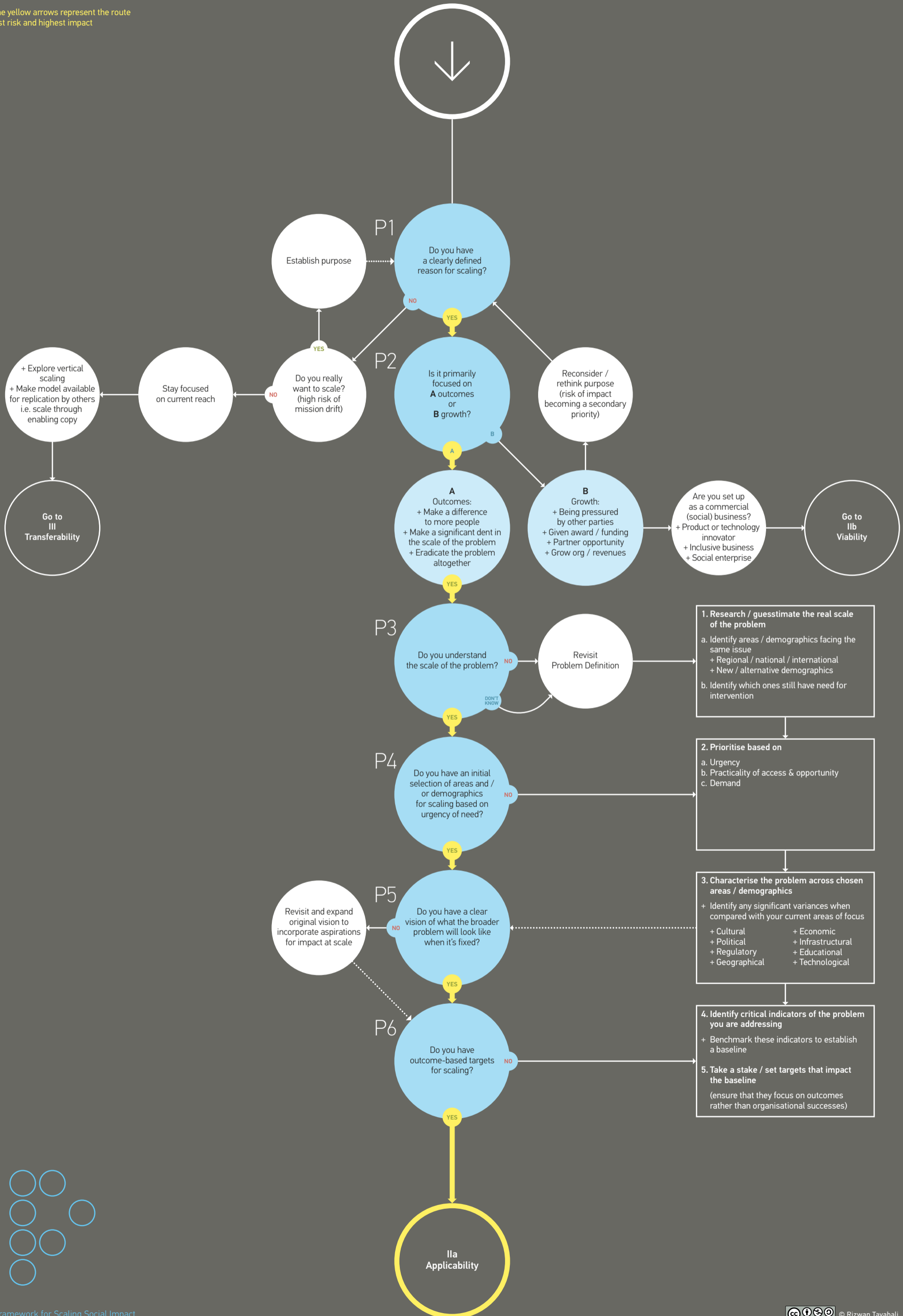
The other distinction that needs to be made is that scaling impact and significantly impacting the problem on its real scale are not quite the same thing. The former is an easier proposition as it largely involves increasing reach to some practical extent. It maintains focus on individuals or localised communities, without seriously considering the real numbers that make up the problem. The latter typically requires a major rethink of design because the multiplier or differential between the work being done on a small scale and the real scale of the issue is often too great for a localised approach to cope with.



I. Clarity of Purpose



Note: the yellow arrows represent the route of lowest risk and highest impact



Ila Applicability of Impact Solution

The term impact model refers to your methodology of change i.e. all the aspects of your work that come together to create a lasting impact.

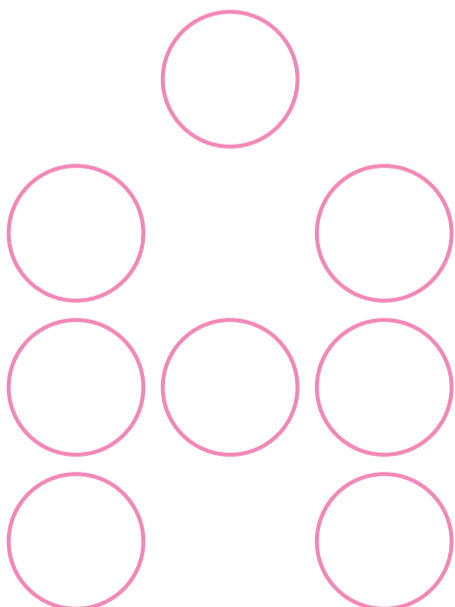
This section helps you understand whether or not your impact model will be able to cope with the variations and challenges that come with different environments and new demographics. It covers the key considerations involved, as well as how you might go about adapting your current model to make it more relevant. Finally it will help you choose an appropriate pathway for scaling, as organic growth is usually not a feasible option for resource constrained social organisations aiming to address need on a large scale.

There is often an assumption that the same methodology that is applicable on a small scale / local level, will be directly replicable on a larger scale. In reality, the underlying mechanism of impact will likely remain the same, but the methodology of delivering it is likely to require some if not significant redesign.

This reflects the fact that there are two aspects to impact design. One is the nature of interventions required, and the other is how you deliver those interventions. When referring to impact or solution design however, these two are often wrapped together and thought of as one, but they really need to be treated differently. For example, providing trauma therapy for victims of rape would be a solution to addressing their emotional health, but you might deliver that therapy through specialised counsellors that you employ. However, that method of delivery may not be feasible on a larger scale due to the costs and practicalities involved, so you may need to think about how you could train staff in shelter homes instead. You would still be providing the same intervention, just in a different way.

Increasing scale can also increase or change the range and nature of factors that affect the issue, and thus the strategies that are needed to make an impact. In any event, the way you deliver impact is likely to require creative adaptation to make it more efficient on a large scale, and your choice of scaling pathway may drive further redesign.

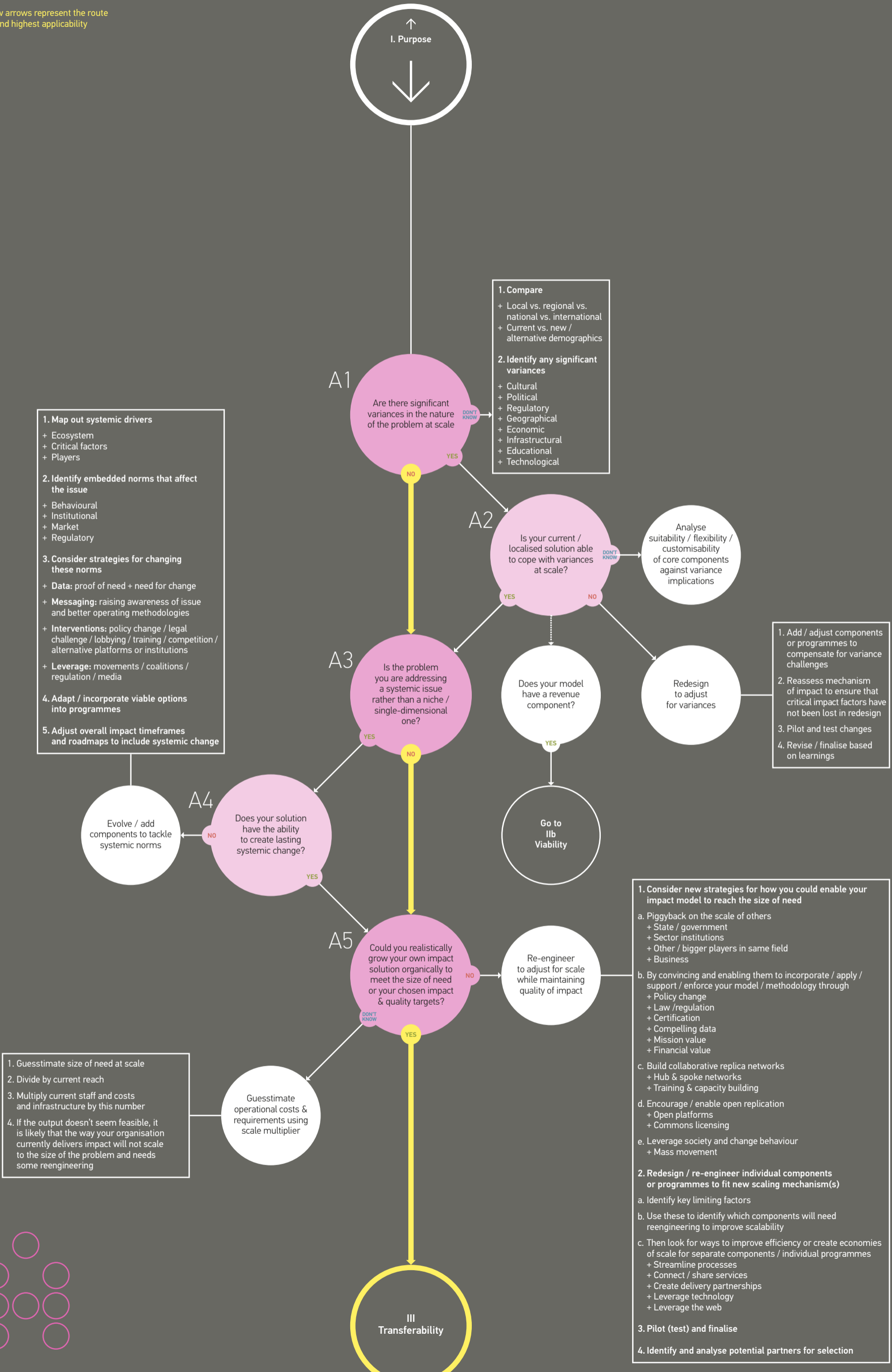
Rather than treat these as tweaks that unexpectedly turn into major rework, reviewing your solution design in the context of scale should be considered a high priority. If done early enough at the planning stage it should reduce the risk of unexpected implementation failures, fire-fighting and the costs of making changes the hard way.



Ila. Applicability of Impact Solution



Note: the yellow arrows represent the route of lowest risk and highest applicability



IIb Applicability of Business Model (Viability)

NOTE: If you don't have an existing revenue stream or business model, you can skip this section and go straight to Part III. Transferability.

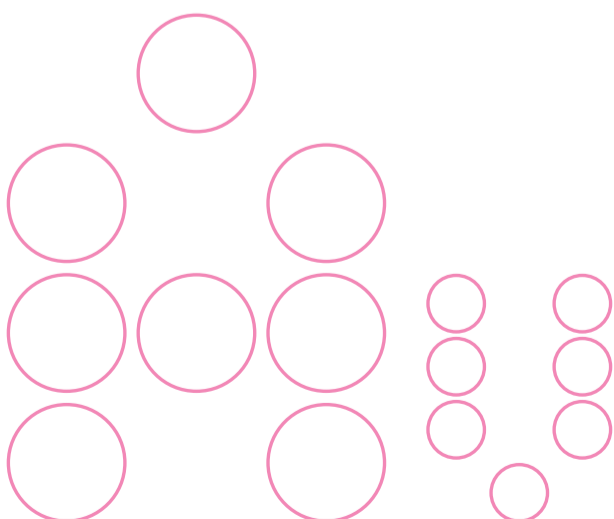
The term business model is simply an abbreviation for the way you generate revenue. With non-profits, we're typically talking about revenue streams that complement fundraising, while for social businesses it is usually a core in-built part of the impact solution. Note that the business models we are considering here are related to organisational revenue or profits, and should not be confused with programmes that primarily help beneficiaries generate income.

For example, if you collate products from rural artisans and make them available for sale via the Internet to urban customers, after which you take a percentage of that sale, then this is your business model. The size of that percentage will then determine whether or not you are able to be profitable or break-even when accounting for the costs of finding, collecting, showcasing, storing and distributing those products. If you're a non-profit organisation, where the core of your impact work is funded through grants/donations, and this revenue stream for your organisation is a supplementary activity, then these direct costs are as much as you need to worry about. Viability is not a major concern, because you still have philanthropic options to cover any shortfalls.

If you are a commercially structured social enterprise where your business model is both driver of impact as well as the main source of funds, then you need to consider viability against a bigger range of costs. Aside from the standard costs, you will also have to account for the costs of ensuring developmental impact, typically beyond simply enabling an income for beneficiaries. These may include the costs of general operations, skills provision, empowerment, collectivisation and progression to name a few.

If you are structured as a commercial entity, without non-profit status, then financial viability becomes a critical survival imperative, which can conflict with the impact imperative. This is why it is important to ensure that you have clarity around whether you exist primarily as a profit enterprise that does some good, or an impact enterprise that tries to generate profits. If it turns out that your business model is unlikely to be viable at scale, then your priorities will eventually help you define whether or not you should change your status and adapt the business model to incorporate philanthropic funding, or whether it might be better to limit your impact and scaling ambitions to keep your profit aspirations alive.

This section therefore helps you establish whether or not it is worth scaling your revenue streams when you scale your impact solution. It covers the key market forces you should worry about, helps you consider alternative and more efficient scaling pathways, and addresses overall financial viability. As with the other impact oriented sections, it is assumed that your business model has been tried and tested, and is viable in your local environment even when accounting for any additional costs of ensuring social impact.



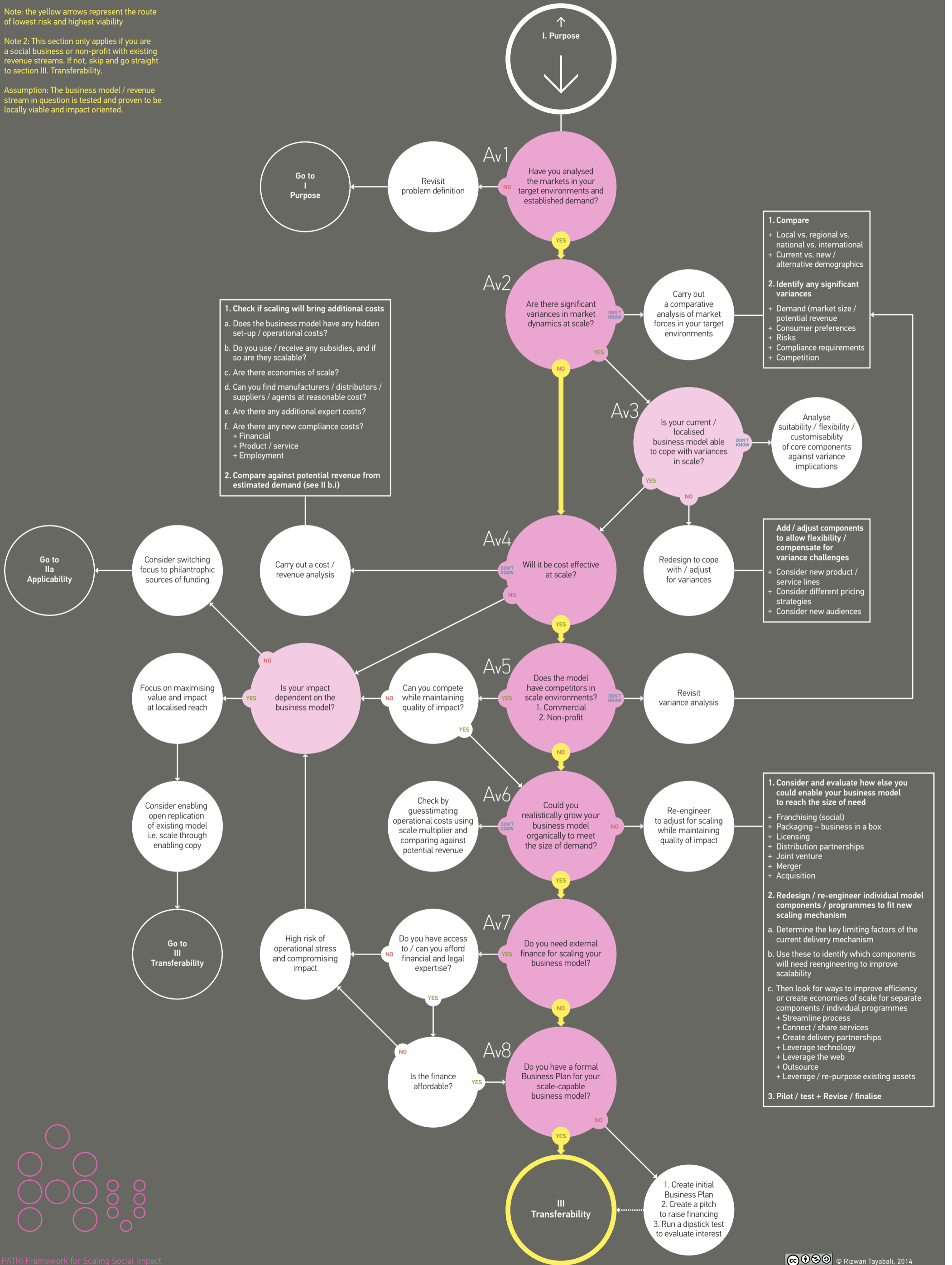
IIb. Applicability of Business Model (Viability)



Note: the yellow arrows represent the route of lowest risk and highest viability

Note 2: This section only applies if you are a social business or non-profit with existing revenue streams. If not, skip and go straight to section III. Transferability.

Assumption: The business model / revenue stream in question is tested and proven to be locally viable and impact oriented.



III

Transferability & Systematisation

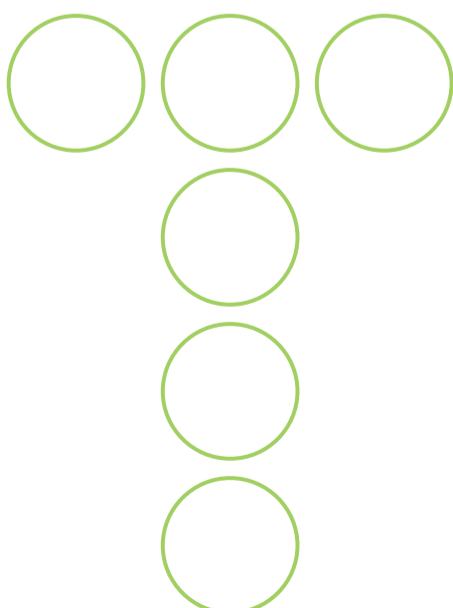
Transferability refers to having systematic and repeatable ways of working that allow you to grow, develop, evolve or replicate methodologies and processes in a quality controlled fashion. This may seem obvious, but many social organisations historically develop and operate in an ad hoc way, through no fault of their own. Many interventions are developed by learning on the job as it were, and solutions evolve in creative practical ways, rather than based on explicit experience-based design and analysis. There are also costs involved in systematisation, and these costs are often difficult to justify until and unless there is some explicit need or reason to do so. However, it is important to review and codify in order to ensure a standardised level of quality of output and impact, and also to improve efficiency and effectiveness in delivery.

The reason for considering transferability ahead of organisational readiness to scale is because making your solution and delivery processes consistent and repeatable has significant internal quality benefits, regardless of whether or not your organisation decides to proceed any further with scaling. It also opens up the potential to scale by simply making your methodologies openly accessible for use and replication by others.

This section therefore focuses on helping you identify all the different elements of your model that directly drive impact (and revenue if your solution has a business model). These are your core components. Mapping these out in order of dependency is the first step in codifying how your model really works. What you will then need is to develop systematic guidelines, processes and policies for each of these core components in order to ensure that they can be executed in a standardised and efficient way.

You also need a way of knowing whether or not your processes and approach does in fact deliver consistency in quality of outcomes. For this you will need an effective and practical monitoring approach that is able to cope with large scale or distributed delivery of impact. Quality control is another important aspect of this. When working with non-profit partners you can use Memorandums of Understanding, or other mutual agreements. If, however, you are franchising or scaling a business model then the potential for financial return gives you greater leverage, allowing for formal contracts, key performance indicators and service level agreements as necessary.

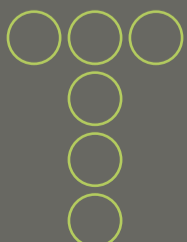
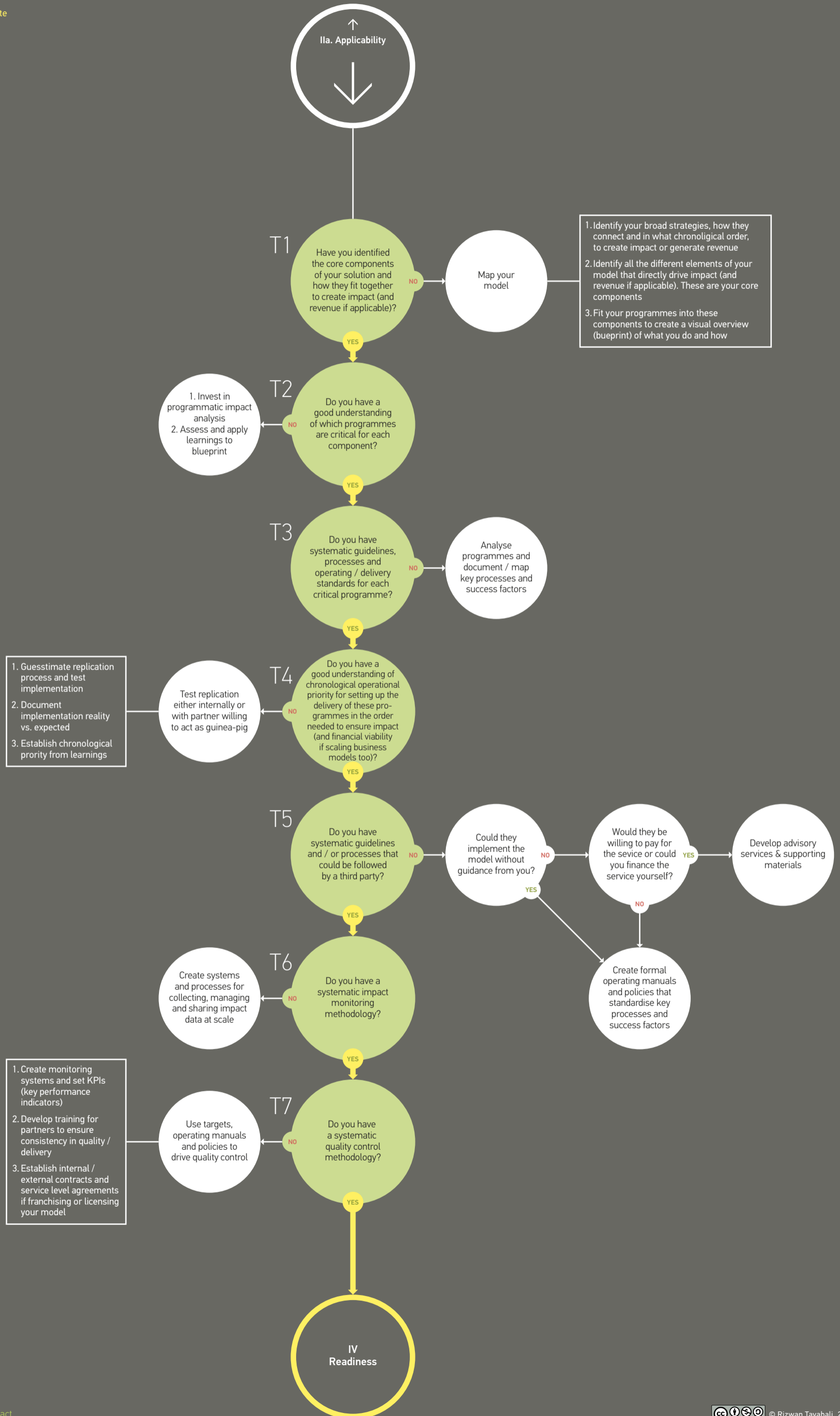
While this section could be labelled as systematisation alone, it is better to think of these activities in the light of transferability as that will help you define the usability level of your documentation and mapping, and avoid it turning into an exercise in documentation for the sake of it. When systematising impact programs you should primarily be thinking in terms of replicability of methodology and outcomes, while business model codification should focus more on standardisation of processes.



III. Transferability & Systematisation



Note: the yellow arrows represent the route of lowest risk and highest replicability.



IV Organisational Readiness to Scale

Operational readiness is typically where most organisations start when considering scaling. There is a tendency to take the impact model as given. Strategy and planning, selection and go/no-go decisions, design and systematisation are typically skipped as teams and organisations rush into the nitty-gritty of implementation.

In reality, until you know what to expect from scaling, and exactly what it is you plan to scale, you can't really evaluate if scaling will in fact be something you can feasibly follow through without putting your impact or organisation at serious risk of stress or failure.

Although you would ideally look to scale your impact without significantly growing input resources at the same rate, there is still a high likelihood that your organisation will need to evolve to support scaling, and that evolution will usually result in at least some degree of increase in size.

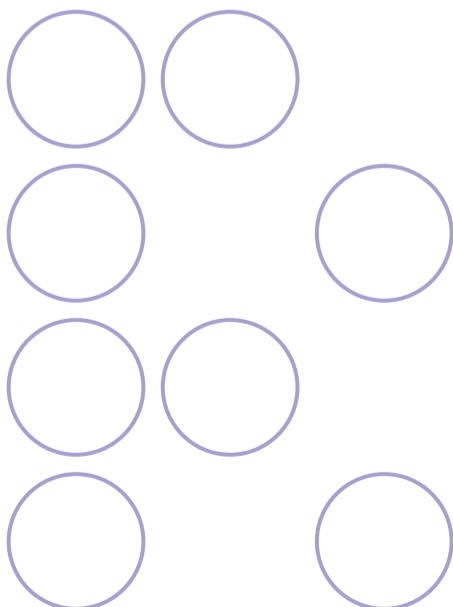
This section therefore covers most of the key organisational factors that you will need to take into consideration to establish whether or not it will be operationally feasible or practical to proceed with scaling. It starts by focusing on whether your organisational structure has the flexibility to adapt to grow without resulting in the usual pains and inefficiencies. It then helps you consider optimal size in terms of skills and capacity, and the feasibility of getting there.

Bottlenecks, culture and resistance to change are also a common challenge for growing organisations, and should be taken seriously if you don't want to end up engaged in on-going internal fire-fighting.

Another aspect is knowledge transfer. Once organisations start to get beyond the certain size and geographical spread, it becomes more difficult to know what's happening elsewhere. Under normal circumstances, this would simply result in a duplication of effort and reinventing the wheel, but in the case of social impact, it can result in important learnings being missed or lost. To address this you need to consider both process and technology, the latter having wider importance in keeping the organisation connected and operational. Finally, an increase in operational size can require the need for an increase in physical space.

It is worth evaluating these implications prior to scaling because they typically involve significant costs, not just in terms of hardware, but also in terms of time and effort required to embed new working practices. Once you get past this stage, you will begin to commit significant resources to scaling, and it will get harder and more painful to change direction.

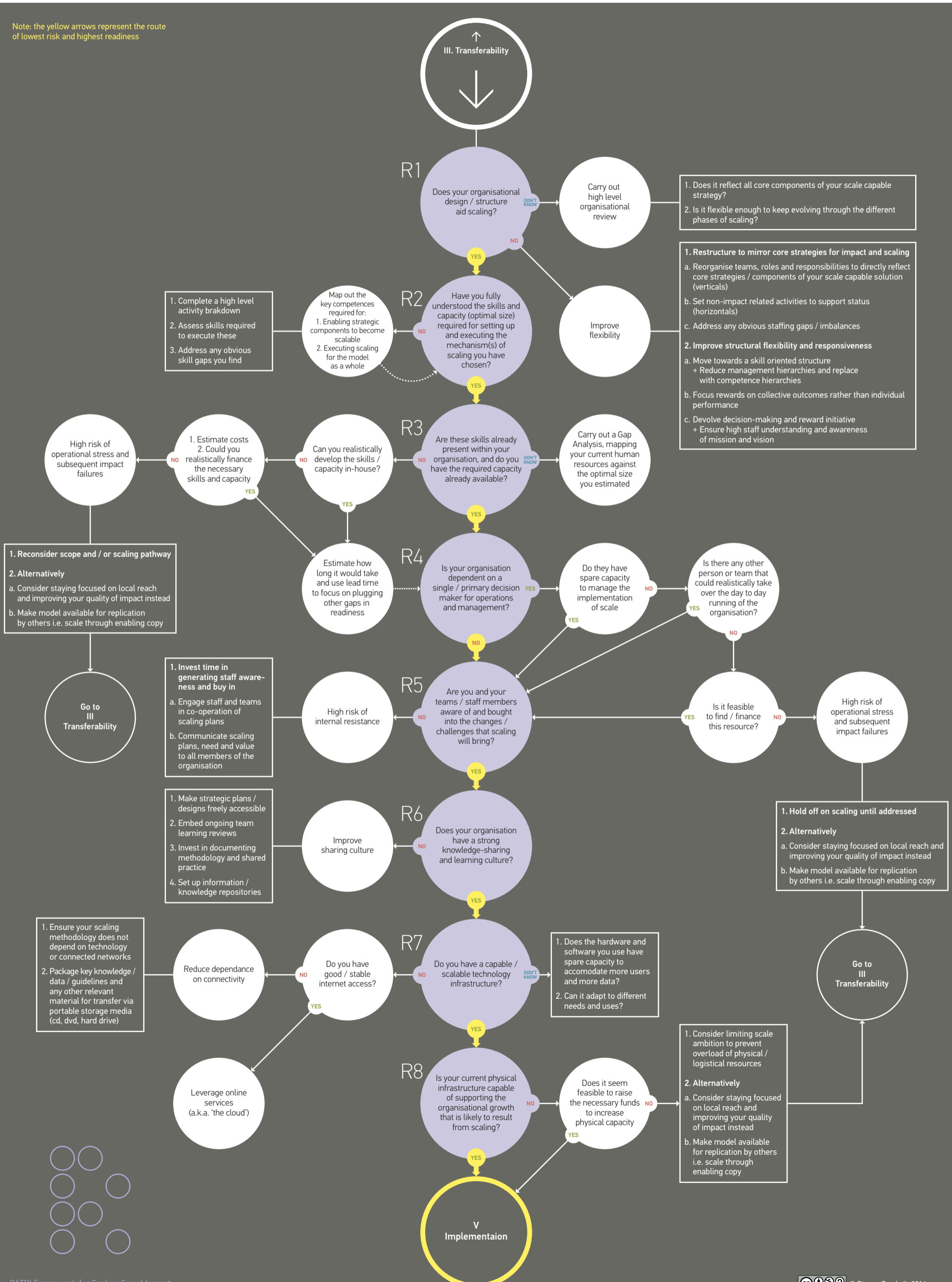
As the costs and implications aggregate, this therefore is the final stage at which you can safely decide whether or not to proceed with scaling in the way you expect, or to go back to the drawing board and look at other more feasible options, limit your ambitions in the short-term, or in fact whether or not to scale at all and focus more on your local environment instead.



IV. Organisational Readiness to Scale



Note: the yellow arrows represent the route of lowest risk and highest readiness



V Implementation Planning / Roadmap

The process of scaling, like most project implementation, can conceptually be broken into five phases

1. Planning (most of which is covered by this framework)
2. Resourcing (raising finance and recruiting skill/capacity)
3. Set-up (getting operations ready and making them scalable)
4. Execution (delivering/rolling out your impact on your chosen scale)
5. Monitoring/Quality-Control (managing and monitoring impact)

In reality of course, these may not be quite as distinct, and will typically run with some degree of overlap.

This section helps you address the final piece you will need for scaling, which is a robust implementation plan. This is critical to your ability to proceed with raising funds and also to finally proceed with implementation.

Rather than being built as another decision flow, it is designed to help you visualise implementation, and also to provide a templated roadmap for each stage of your scaling journey. It will not only help with your execution, but help you aggregate requirements and costs, which will help engage funders and enable the robustness required to access larger funds.

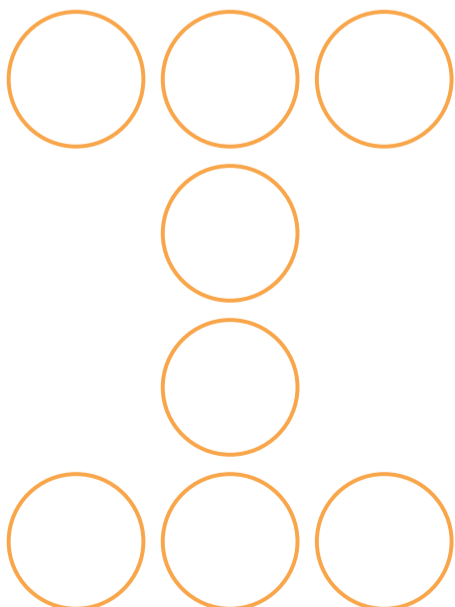
When boiled down to it, most social organisations have six core enabling streams of operation, even if these aren't all formalised as dedicated teams:

1. Strategy and planning
2. Finance and fund-raising
3. Logistics - Human resource (management & teams) and Infrastructural (premises & equipment)
4. Technology (computing and connectivity, as well as any other specialised technology)
5. Communications - Internal (often informal) and External (marketing, PR and reporting)
6. Impact monitoring and quality control

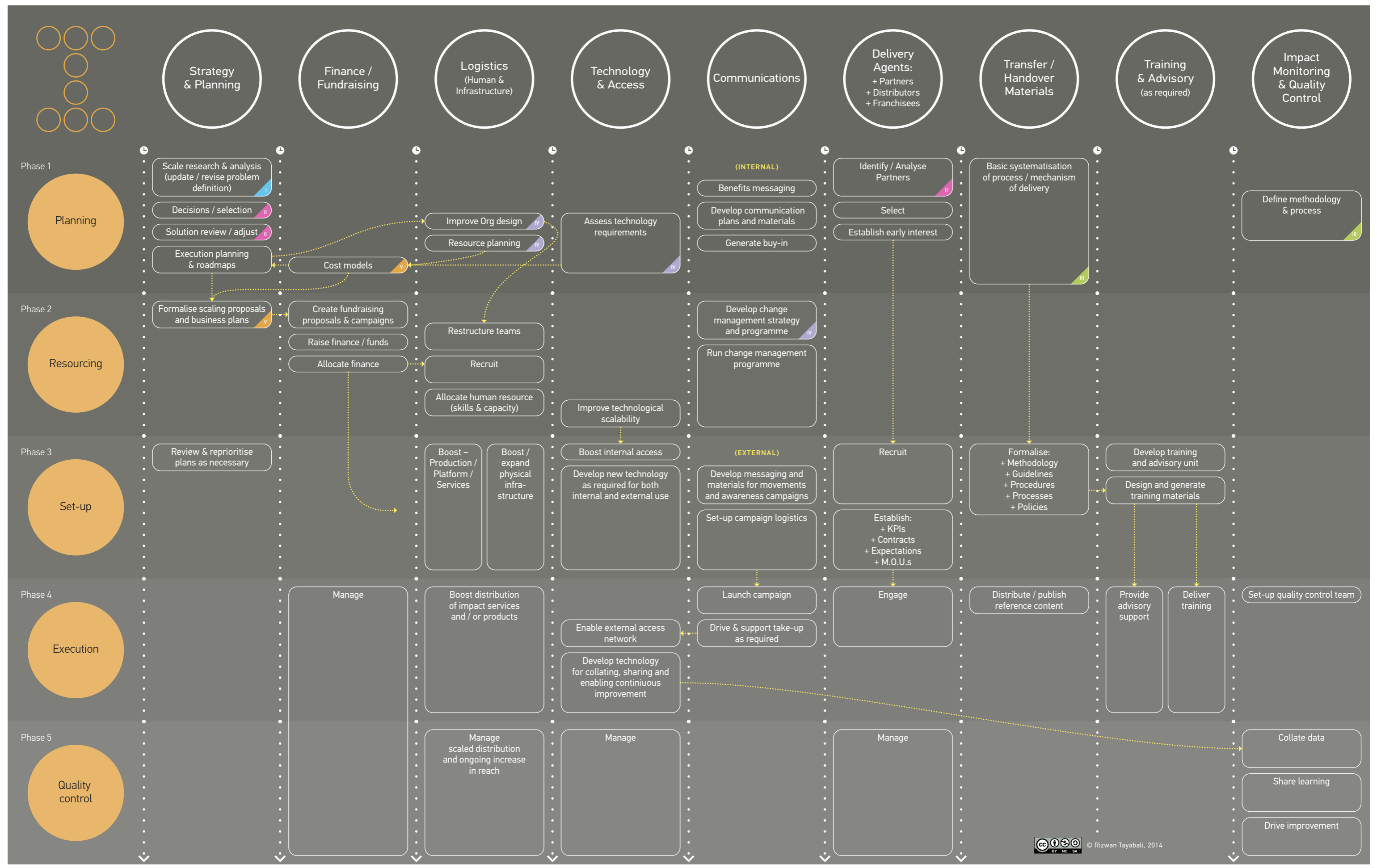
Since many forms of impact scaling involve working with or co-opting others, the roadmap also includes the streams that deal with partners

7. Management of delivery agents (these include partners, distributors and franchisees)
8. Handover materials
9. Training/advisory (as required)

Please note that the sample roadmap provided is entirely generic, covering the common activities involved in most forms of scaling in chronological order and showing dependencies between them. You will therefore need to create your own version and adapt it to your own specific plans. Remove activities or operational streams that may not be relevant, and add any that haven't already been included. You can then create a corresponding Gantt Chart which will allow you to put in estimated timeframes and help you to project manage the implementation of your scaling endeavour.



V. Implementation Planning / Roadmap



Appendix 1: Scaling Plan (for internal use)

I. Purpose & Vision for Scaling:

1. Purpose (Mission) Statement [\[P1\]](#)
2. Problem Definition [\[P3\]](#):
 - a. Analysis of other places/environments & demographics with similar needs + Broad characterisation + Estimated numbers
 - b. Prioritisation of regions and/or demographics based on urgency, practicality and demand.
 - c. Key variations across these regions and demographics + Implications for solution design
 - d. Critical indicators of the issue, problem or need that are common to all areas
 - e. Current baselines for those indicators (Data) i.e. Current status of outcomes
3. Initial Selection of areas/demographics for scaling into [\[P4\]](#)
4. Aspirational Vision i.e. what the problem should look like when it's fixed for these areas/demographics [\[P5\]](#)
5. Outcome Targets for baselined indicators [\[P6\]](#):
 - a. Longer-term aspirational,
 - b. Mid-term challenging, and
 - c. Short-term realistic.

Ila. Scalability of Impact Solution

1. Review of core components, impact strategies and programmatic ability to adapt to variance implications [\[A2\]](#)
 - a. Adjustments or redesign required to improve flexibility as needed.
 - b. Actions that need to be taken to implement and test adjustments + Estimated timeframes and costs.
2. Review of ability to create lasting systemic change (for outcomes with underlying systemic drivers) [\[A4\]](#)
 - a. Adjustments or redesign required to tackle systemic norms.
 - b. Actions that need to be taken to implement and test adjustments + Estimated timeframes and costs.
3. Feasibility for organically meeting chosen impact and quality targets [\[A5\]](#)
 - a. If organic growth not feasible, then overview of alternative mechanisms for reaching outcome targets.
 - b. Adjustments, redesign or re-engineering of individual components/programs needed to fit new scaling mechanisms.
 - c. Actions that need to be taken to implement and test adjustments + Estimated timeframes and costs.

IIb. Viability of Revenue Components (if any)

1. Review of localised business model's ability to cope with variance implications [Av3]
 - a. Adjustments or redesign required to ensure flexibility as needed.
 - b. Actions that need to be taken to implement and test adjustments + Estimated timeframes and costs.
2. Review of financial viability with cost/revenue analysis [Av4]
 - a. Strategies for improving viability as needed
3. Review plus implications of commercial and non-profit competitors in scale environments [Av5]
 - a. Strategies for competing as needed
4. Feasibility for organically growing the business model to cover costs of scaling and/or to meet the size of need/demand [Av6]
 - a. If organic growth not feasible, then overview of feasible/appropriate alternative mechanisms for reaching the size of need.
 - b. Adjustments or redesign/re-engineering of individual components/programs to fit new scaling mechanisms.
 - c. Actions that need to be taken to implement and test adjustments + Estimated timeframes and costs.
5. Review of financing requirements and risk [Av7]
6. Preliminary Business Plan & Pitch (assuming that it is deemed feasible to proceed with scaling the business model) [Av8]

III. Transferability & Quality Control

1. Overview of high level components of core impact solution [T1]
 - a. Visualisation (blueprint) of scale capable model showing strategies and core components
 - b. Breakdown of critical programs within each core component + How they work together to create impact
2. Outline/Breakdown of critical activities for generating financial return (if any) [T1]
3. Gaps, if any, in documentation of systematic guidelines, processes, and operating/delivery standards for each critical program [T3]
 - a. Resources plus actions that need to be taken to cover these gaps + Estimated timeframes and costs.
4. Overview of chronological priority for setting up operations and programs in the order needed to ensure impact [T4]
5. Gaps, if any, in distributable documentation of systematic guidelines, processes, and standards for operational setup and programme implementation [T5]
 - a. Resources plus actions that need to be taken to cover these gaps + Estimated timeframes and costs.
6. Overview of systematic impact monitoring methodology [T6]
 - a. Approach + Supporting requirements (human, technical, infrastructural) and costs
 - b. Memorandums of Understanding (M.O.U.s)
 - c. Agreements
7. Overview of quality-control methodology [T7]
 - a. Approach + Supporting requirements (human, technical, infrastructural) and costs
 - b. KPIs where using partners
 - c. Training where using partners
 - d. Contracts/SLAs where licensing, franchising, or using local distributors

IV. Organisational Readiness

1. Outline of optimal organisational design for scaling [R1]
 - a. Overview of changes (if any) required to transition from current structure
2. Key skills and capacity required for setting up and executing chosen mechanisms of scaling [R2]
 - a. Activity Breakdown
 - b. Gaps in skill or capacity needed for implementation when scaling
3. Capacity planning [R3]
 - a. Redeployment plans (with estimated transition times) if using existing resource
 - b. Estimated Costs + Expected lead times (for raising funds & recruiting) if needing new or external resource
4. Outline of internal change management strategies [R5]
 - a. Messaging
 - b. Channels
 - c. Timeframe & Communications Schedule
 - d. Materials
 - e. Other Requirements & Costs
5. Outline of strategies to improve sharing and learning mechanisms [R6]
 - a. Interactional
 - b. Technological
 - c. Estimated timeframes and costs
6. Strategic review of technology needed to support scaling [R7]
 - a. Hardware/Software
 - b. Access
 - c. Bandwidth
 - d. Security & Back-up
7. Review of physical infrastructure needed to support scaling (if any) [R8]
 - a. Changes
 - b. Estimated costs & Financing Implications

V. Implementation Planning

1. Scaling Roadmap (Adapt from generic template in Section V of the PATRI Framework)
 - a. Add/remove elements as relevant
 - b. Breakdown elements into deliverables
 - c. Estimate and add timeframes
 - d. Convert to Excel Worksheet or Gantt Chart to support project management
2. Aggregated Requirements for Scaling (collate from previous sections)
 - a. Skills
 - b. Capacity
 - c. Communication Materials (Internal & External)
 - d. Documentation
 - e. Partnerships/Relationships
 - f. Technology
 - g. Infrastructure
3. Risks and Enablers
4. Aggregated costs of requirements and actions for executing the scaling roadmap (collate from previous sections)
5. Strategies for raising funds to support executing the roadmap
 - a. Foundations/Institutions
 - b. Corporations/Brands
 - c. High Net Worth Individuals
 - d. Donation Drives/Crowdfunding
 - e. Revenues (if applicable)
 - f. Loans (if applicable)
 - g. Investment (if commercially oriented)

Appendix 2: Scaling Proposal (for external use)

Once you've made the decision to scale, you may need to raise the support to make it happen. At that stage you will need a formal proposal that outlines all the key elements of your scaling vision, approach, planning and requirements. You could work through this output template independently or by referring to the Framework decision trees as highlighted, but sections 5 to 7 in particular will benefit from having created a robust internal Scaling Plan (Appendix 1).

1. Executive Summary
2. Context for Scaling
 - a. Mission (Purpose) [P1]
 - b. Problem definition at scale
 - i. Scale of underserved need [P3]
 - ii. Key variances & commonalities at scale [P3]
 - iii. Key outcome indicators [P3]
 - iv. Prioritised selection of scale environments and/or demographics [P4]
 - c. Detailed vision with outcome targets [P5, P6]
3. Approach to Scaling
 - a. Methodology Overview
 - i. Underlying mechanism of impact or theory of change [T1]
 - ii. Core components (programmes/activities) [T2]
 - iii. Achievements to date + Historical impact data
 - b. Scaling Strategies
 - i. Scaling Pathways + Implications for Current Operations [A5]
 - ii. Details of Programmes that will need to be scaled [T2]
 - iii. Expected Impact (re-iterate from 2c and add timeframes) [P6]
 - iv. Financial returns & Forecasted profitability (if scaling business models or revenue streams) [A4]
 - v. Impact Measurement & Monitoring Processes [T6]
 - vi. Quality Control [T7]
4. Analysis of Potential Partners / Competitors [A5, Av5]
 - a. Strategies to recruit and engage partners
 - b. Strategies to counter/co-opt competitors
5. Planning & Requirements
 - a. Programmatic deliverables
 - b. Risks
 - c. Enablers
 - d. Roadmap with timelines
 - e. Required Resources
 - i. Skills
 - ii. Capacity
 - iii. Technology
 - iv. Infrastructure

6. **Estimated Costs / Budgets**
 - a. Aggregated costs of requirements
 - b. Detailed Cost Breakdowns (if needed)

7. **Funder Proposition (if needed)**
 - a. Nature of Funding/Sponsorship
 - b. Opportunities for involvement
 - c. Value to them (of associating with your project)
 - d. Why you want to work with them
 - e. Details of what you need from them specifically
 - i. Funds
 - ii. Skills
 - iii. In-kind
 - iv. Other

Appendix 3:

Glossary

Ad-Hoc Approach

Unsystematic, improvised or unstructured approach to design or delivery. Typically lacks consistency.

Baseline

A benchmark used as a basis for comparison. Ideally set at the start of a project, to allow ongoing or periodic tracking of changes in outcomes i.e. to allow for monitoring the impact of interventions.

Benchmark

Quantitative or qualitative standard by which something can be measured. Typically relates to measurement of impact to track and compare on a periodic basis.

Blueprint

A simple high-level visualisation of your solution, showing how the pieces connect together. A good blueprint will visually showcase how your high level strategies connect to your mission (which should essentially be to meet the targets set by your vision) and which programs deliver those high level strategies.

Business Model

The way you generate income/revenue.

Chronological Priority

This is an outline of time-dependency i.e. which pieces of your solution or operations come first, and then how they follow-on and add together to generate impact or revenue.

Commercial (Social) Business

These are social enterprises that are commercially structured, or have financial ROI commitments. They are distinct from non-profits with revenue streams, or social enterprises with charitable structures in that their impact is typically intertwined with and dependent on their business model. Commercially structured microfinance would be an example.

Competence Hierarchies

Ability or skill based leadership hierarchies, as compared with standard management or power based ones.

Competencies

Skills or capabilities

Components

Conceptual or delivery elements of your strategy or programme.

Cost Model/Modelling

At its simplest, this is an aggregated collection of all costs related to an organisation, programme or impact. Ideally flexible enough to allow inputting and testing costs related to different scenarios.

Demographics

Distinct categories of target audiences. These distinctions can involve geography, age, gender etc.

Exponential Growth

This typically implies rapid or explosive growth, as compared to incremental growth, which is linear and slower.

Horizontal Scaling

Increasing the reach of existing interventions to new demographics or areas.

Horizontals

Delivery units which work across and support the specialised core programmes e.g. HR, Finance, Fundraising etc.

Impact Model

The way you generate impact.

Incremental Growth

This typically implies slower linear increases, as compared to exponential growth, which is rapid or explosive.

Infographic

Visual depiction of information

Information/Knowledge Repositories

The simplest version involves shared drives that everyone can access. More advanced options involve searchable intranets and databases that systematically enable capturing, organising and categorising knowledge-based information. Microsoft's SharePoint would be an example.

Internal Resistance

Resistance to change caused by being pushed out of comfort zone. Can range from low-level morale implications to non-compliance and sabotage.

KPIs

Key Performance Indicators. These are typically used for internal or external operational targets.

Lead Time

How long it will take for something to be operationally ready.

Mission Drift

Unplanned and unrecognised shifts in focus away from original purpose. Typically due to lack of clarity, operational challenges or new opportunity.

Optimal Operational Size

Ideal structure and level of resource needed to execute a given set of programmes and delivery targets without undue stress and at low risk.

Organic Growth

Growth by incremental accretion of staff or resources within existing organisational boundaries.

Physical Infrastructure

Buildings, space, offices, etc. Also includes furniture, fittings and hardware.

Revenue Stream

Self-generated income through a monetised activity, rather than donated income.

Roadmap

Time-based visual depiction of programmatic activity.

Scale Capable Design

Design of organisation or programmes that will be able to deliver outcomes on an increasingly large scale.

SLAs

Service Level Agreements. These typically set and refer to contracted delivery or response times for service providers or partners.

Systematisation

Creating and formalising consistent and well organised approaches to the execution of any programme or methodology.

Variances

Significant variations

Vertical Scaling

Increasing the range and robustness of interventions to improve quality of impact for the same demographic or area.

Verticals

Delivery units that specialise in specific strategies, programmes or interventions directly related to outcomes

About the Author

Rizwan Tayabali has advised and participated in the design, implementation and scaling of a wide range of social solutions, ranging from pure non-profit to hybrid value chains and commercially focused social businesses. He brings deep expertise on social outcomes and scaling; is a Fellow of the RSA; and has worked with 36 Ashoka Fellows and more than 100 other impact organisations and social entrepreneurs across the United Kingdom, United States, South America, Asia and Africa.

This toolkit is built from the scaling frameworks he developed through extensive participation and consulting for impact focused projects in more than 25 countries around the world.

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Social Effect is a consultancy which specialises in designing, implementing and scaling impact solutions, while also addressing operational challenges for social purpose organisations that are deeply connected to the frontline. The PATRI Framework was originally developed by Rizwan Tayabali through his work with Social Effect.

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