

SOCIAL REPLICATION TOOLKIT

SPRING
I M P A C T

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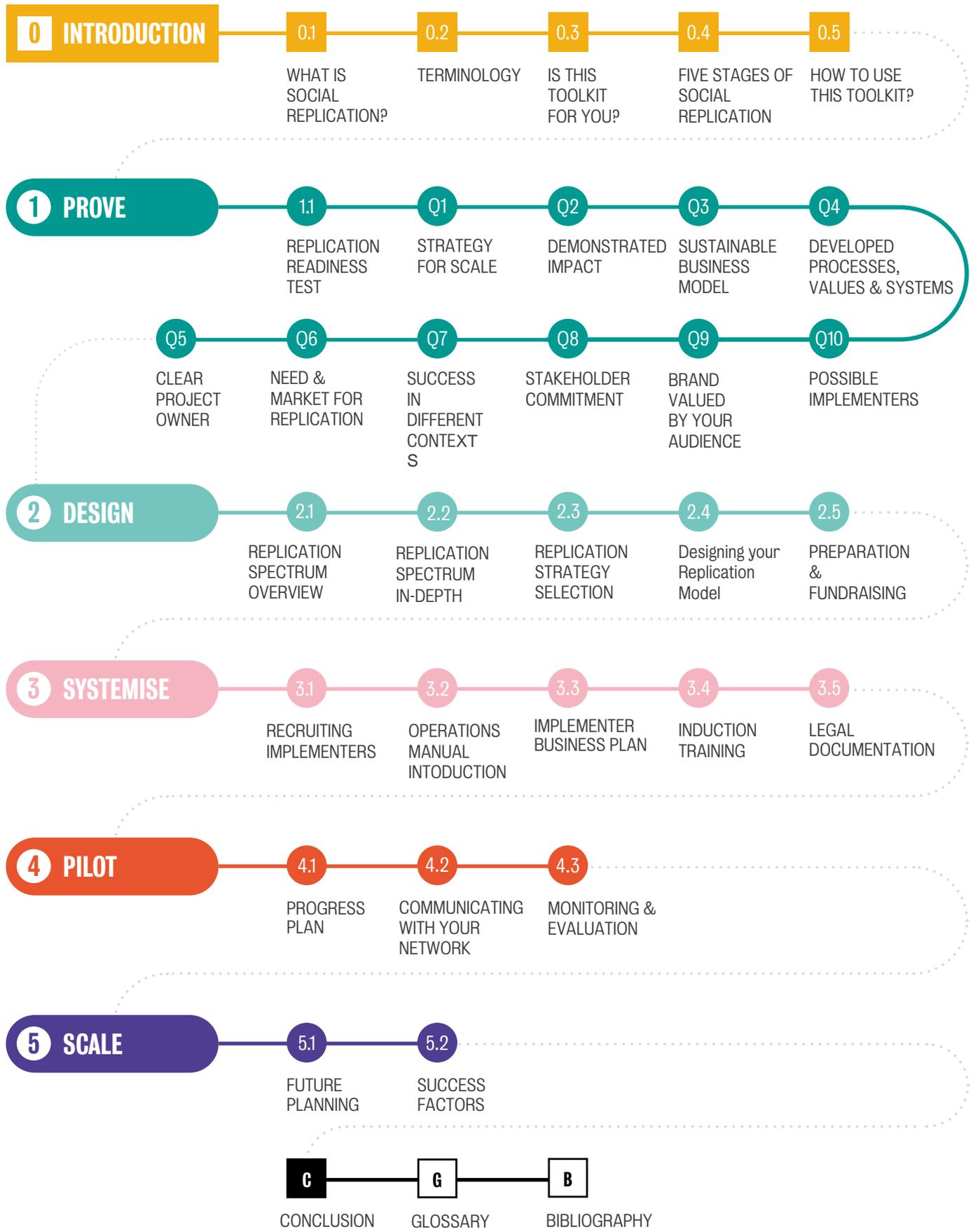
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| BertelsmannStiftung

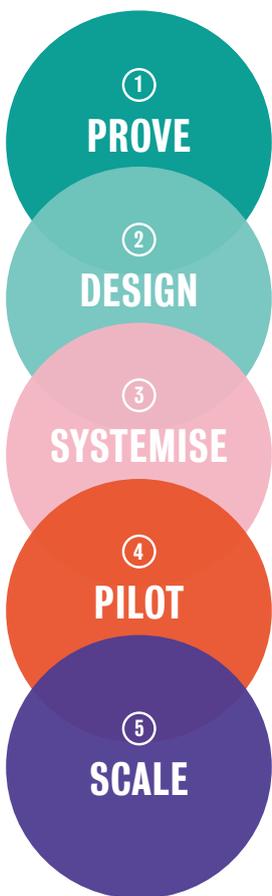
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DO YOU HAVE A SOLUTION TO A SOCIAL PROBLEM THAT YOU KNOW WORKS?

Does it urgently need to replicate across your district, country or the world?



Hunger, crime, and homelessness: social innovations struggle to address society’s most perverse problems. The frustration is that we can’t seem to match the scale of these solutions to the scale of the problems. Much has been written on strategies for scaling social impact but we know scale is still a dream for most and that some of the biggest barriers are lack of support and skills. For the last three years we have interrogated the theory of social replication through practical work with large and small social ventures globally. We have learnt that while reaching scale is a captivating idea, it takes longer than you think, the devil is in the operational detail and it requires a great deal of focus and hard work to get there. Now through a systematic approach we have started to see proven social projects replicate to scale sustainably. This toolkit puts this approach, systems and process in your hands.

We are here to help, so let’s get started.

0.1 WHAT IS SOCIAL REPLICATION?

WHAT IS SOCIAL REPLICATION?

Social Replication refers broadly to taking your organisation, programme or a set of core principles to other geographic areas.

We divide social replication into three broad types of strategy, from loose forms of dissemination through to affiliation strategies and then tightly controlled wholly owned replication strategies:

THE REPLICATION SPECTRUM

FLEXIBILITY

CONTROL



D

DISSEMINATION

sharing knowledge about a social innovation

A

AFFILIATION

forming an ongoing relationship with others to replicate a social innovation

W

WHOLLY OWNED

spreading your social innovation through owning and operating new sites

Replication is never about a ‘cookie-cutter’ approach; rather it is about finding the right approach for you and your organisation to dramatically increase social impact.

TERMINOLOGY

Throughout this document we use the following terminology:

Venture

Venture is used here to mean the ‘thing’ being replicated, whether that is an organisation, programme or set of principles.

Originator

Originator is defined as the individual or organisation looking to replicate their venture

Implementer

Implementer is defined as the individual or organisation(s) who are replicating the originator’s venture

Centre

Centre refers to the central organisation that coordinates elements of the replicated network, often making key decisions and providing support to implementers, but that did not necessarily originate the venture

0.3 IS THIS TOOLKIT FOR YOU?

IS THIS TOOLKIT FOR YOU?

This toolkit is designed to help you replicate the impact of an existing community-transforming project.

We recommend that you:

- 1 have been up and running for at least 12 months
- 2 thoroughly understand the problem you are tackling
- 3 have a meaningful vision for how you want the project to develop
- 4 have promising evidence of social impact
- 5 have the capacity and inclination to read through this toolkit to ensure you have the right resources to act upon it

If you are scaling your social impact through advocacy or other forms of non-replication, most of the tools in this toolkit will not be applicable to you. As you work through the toolkit, your organisation will be able to harness the innovation of either a new network or an existing network and gain an increased ability to influence wider social issues through scale via replication.

0.4 SPRING IMPACT'S FIVE STAGES OF SOCIAL REPLICATION

SPRING IMPACT'S FIVE STAGES OF SOCIAL REPLICATION

STAGE	GOALS
 <p>1 PROVE</p>	<ul style="list-style-type: none"> • Work out if replication is right for you • Assess whether you are ready to replicate • Improve your replication readiness
 <p>2 DESIGN</p>	<ul style="list-style-type: none"> • Understand the options for replication • Select the replication model that works for you • Design your replication model
 <p>3 SYSTEMISE</p>	<ul style="list-style-type: none"> • Develop recruitment and support functions for replication • Document systems and processes • Develop legal documentation
 <p>4 PILOT</p>	<ul style="list-style-type: none"> • Understand the vital elements needed to be in place for your replication pilot to be a success • Develop a plan for communicating with your implementers • Put your Monitoring and Evaluation (M&E) framework into practice and instill a feedback loop for continuous improvement of the replication process
 <p>5 SCALE</p>	<ul style="list-style-type: none"> • Develop a clearer picture of organisational changes needed to achieve scale • Consider other areas important to scaling successfully

Social ventures that replicate go through these five stages. This toolkit focuses on the Prove and Design stages; the most critical stages of replication in setting firm foundations from which to grow. It provides guidance on Systemise, Pilot and Scale stages and it is our hope to develop them further in the future.

HOW TO USE THIS TOOLKIT

This toolkit will guide you through the key questions and approaches you need to consider when designing your replication system.

What do I do if people are approaching me wanting to replicate my model?

It is a great sign that others want to copy your model. It shows you are very probably on to something. The key next step is to work out if replicating is a priority for you at the moment. This involves looking at your current strategic priorities and deciding whether you have the time and money to invest in creating a successful replication strategy. If the answer is yes, then we recommend completing this toolkit before going back to those who have approached you with a definite answer.

It may be that they are not the best people to take on or pilot your model and this toolkit will help you to make that decision. If the answer is no, then we recommend either saying no to those who have approached you, or maintaining a very loose relationship with them, possibly providing light-touch advice and/or resources to help them on their way. Otherwise, replicating too early can distract you from achieving your goals and ultimately, lessen your social impact.

External Support

We have tried to make it possible for you to use this without external support but there are certain elements where facilitation or outside opinions are important for added perspectives and expertise.

Give it time

To get through this toolkit will take time and quite a bit of work. We promise that if you are willing to give this time you will be rewarded in the future.

Case study

Throughout this toolkit the fictional example of  **Caring Connections**, a charity using drama to prevent domestic violence and promote healthy relationships, has been used to help you in following the Prove and Design stages of replication.

Keep updated with future versions

We will be regularly updating and adding new information to this toolkit. If you would like to be kept up to date with future development please sign up to updates by visiting www.springimpact.org

We will keep you on track, and give you the chance to help others

It can be tough to stay on track using a toolkit like this so we have created a regular email update to help you stay on track and measure how your impact has scaled.

It also gives you the chance to help others by giving us feedback on what works in the toolkit so we can keep improving it and increasing the social impact created.



PROVE



PROVE

The Prove Stage is when a social venture becomes ready to begin the process of replication.

GOALS

- Work out if replication is right for you
- Assess whether you are ready to replicate
- Improve your replication readiness

OUTPUTS

- Completed Replication Readiness answer sheet
- Completed Replication Readiness Test

This section of the toolkit is structured around answering the Spring Impact 10 Question Replication Readiness test. It starts with an overview and then does a deep dive into each of the questions. Working your way through the test will help you to assess whether it is worth embarking on what is a resource-intensive and challenging undertaking. Each question is worth considering in depth and may require further thought and work before continuing to the next stage of this toolkit, Design. Ultimately, thoroughly completing this section could save you a lot more work and headaches later on!

1.1 REPLICATION READINESS TEST

THE 10 QUESTION REPLICATION READINESS TEST

This test will not only help you assess your organisation's readiness for replication but also enable you to make more informed decisions in what may be involved in replicating your organisation.



To complete this test, read each question and then write the number which most accurately represents the current situation in your venture in the right hand column.

We suggest you make a note on why you have scored each answer so that you can reference back to it later as you continue to develop your venture.

0 1

Is there an ambitious yet realistic strategy for scale and reducing the size of the social problem?

- | | | |
|------------------------------|--|---|
| 1 Limited strategy in place. | 2 Good understanding of the problem that you seek to address and how it could be solved. A good idea of how those problems may be addressed. | 3 Detailed understanding of the problem you are seeking to address backed up by research. Ambitious SMART targets in place for helping to solve that problem with a realistic plan. |
|------------------------------|--|---|

0 2

Have you proven and evaluated social impact of your organisation?

- | | | |
|---|---|--|
| 1 Organisation is unclear about its social impact or has undertaken no systematic evaluation process to prove it. | 2 Organisation has undertaken an evaluation process and has a reasonable level of proof that the business model has significant (intended) social impact (Level 2 and above on the Standards of Evidence stairway). | 3 Organisation has undertaken at least one rigorous evaluation process and results provide strong evidence of significant social impact (Level 3 and above on the Standards of Evidence stairway). |
|---|---|--|

0 3

Have you developed and demonstrated a sustainable business model?

- | | | |
|---|---|---|
| 1 Organisation provides no evidence to demonstrate the sustainability of its existing business model. | 2 Organisation provides evidence demonstrating a sustainable business model including a track record of securing income and strong rationale for this continuing into the future. Also has a business plan. | 3 Organisation provides detailed evidence for the business model being sustainable including documentation around income sources, profit levels, reserve amounts, income ratios etc. Also has a detailed business plan. |
|---|---|---|

0 4

Are the functions necessary for replication well defined and developed for delivery while ensuring quality?

- | | | |
|--|--|---|
| 1 Few or no processes, systems or values exist or they are fragmented and difficult to find. | 2 Most processes and documentation for delivery and replication are in place but with some gaps. Values have been established. | 3 Accurate documentation is in place for process, systems, training, legal agreements, procedures & ensuring quality. Values are in place, recognised and embedded across the organisation. |
|--|--|---|

0 5

Is there a clear project owner with capacity in their team to deliver?

- | | | |
|--|---|--|
| 1 The organisation has not nominated a lead for the project. | 2 There is a clear project owner with a relevant skill set. | 3 The project owner is an experienced individual with previous experience in scaling and is trusted by stakeholders. |
|--|---|--|

0 6

Is there a significant social need and market in the area to be targeted for replication?

- | | | |
|---|---|---|
| 1 The social need does not exist elsewhere or the potential market is saturated and/or has no growth potential. | 2 The social need is inadequately met elsewhere and the market size of your organisation's business environment is significant. | 3 The social need is inadequately met elsewhere and the market size of your organisation's business environment is significant and growing. |
|---|---|---|

0 7

Is success possible in a different context?

- | | | |
|--|---|---|
| 1 Organisation's success is culture-specific, reliant on specific individuals, and/or unable or very difficult to adapt to different conditions. | 2 Some evidence venture is able to work in another culture and condition however work is needed to understand the adaptation that will be required. | 3 Organisation is able to work in other cultures and conditions without significant barriers or additional work needed. |
|--|---|---|

0 8

Does everyone from staff to the board and external stakeholders support replication?

- | | | |
|--|--|---|
| 1 The organisations stakeholders are hostile towards replication and/or there has been no consultation at all. | 2 Stakeholders are neutral towards replication and/or there has been limited consultation. | 3 Stakeholders fully support replication and have been consulted. |
|--|--|---|

0 9

Is your brand understood and valued by your audience?

- | | | |
|---|---|---|
| 1 The organisation has no brand documentation at all. | 2 Brand and its values are partially documented and understood internally and externally. | 3 Brand and organisational values are clearly documented, agreed upon by all internally, and valued externally. |
|---|---|---|

0 10

Is there a supply of people or organisations willing and able to take on the replicated project?

- | | | |
|---|---|---|
| 1 There are no interested parties who are willing and/or qualified to take on the replicated project or those people are difficult to access. | 2 There is evidence of a supply of people or organisations willing and qualified to take on the replicated project. | 3 There is evidence of a large supply of people or organisations willing and qualified to take on the replicated project. |
|---|---|---|

Now calculate your score:

1 = 1

2 = 2

3 = 3

SCORE: _____

What your score means:

Over 25
You are ready to replicate.

15-25
You have a promising ability to scale but more work to do.

Less than 15
You have more work to do before you can replicate.

1

REPLICATION READINESS DEEP DIVE

Is there an ambitious yet realistic strategy for scale and reducing the size of the social problem?

Replicating successfully first requires a clear understanding of the problem you are seeking to solve. Then you need to make broad decisions about how you will help to solve that problem and your focus areas. Once you have answers to these questions, you will have a clear strategy for scale in place and stand a far greater chance of making a meaningful impact on the size of the social problem you address.

Get an external person to go through this section with you; as an insider it is really hard to achieve the perspective needed.

DOWNLOAD
Download a word document to complete as you work through this section here.

There are many tools and resources to help you create a strategy, which can be helpful but also confusing. The table below maps out the elements that are critical in developing a scaling strategy specifically for a social impact organisation like yours. Read these to help you assess your current scaling strategy. If you think you may not have one of these elements in place, have a look at the right-hand column to see which tool or concept might be helpful for you.

WHAT YOU NEED	TOOLS/CONCEPTS
A thorough understanding of the social problem you aim to address	Problem Definition
A visualisation of the future in which the social need is being properly addressed or has been eradicated. This reminds everyone why the organisation exists, relates clearly to the social need and won't change	Vision
A short description of your organisation's social purpose	Mission
A clear and specific description of the social change you want your venture to make at scale which helps to clarify your goals and how to allocate your time and money. It should specify: <ul style="list-style-type: none"> • who you are trying to help • what you are doing for them • where they are 	Impact Goal
An understanding of the things that need to be in place or that need to change in order for your impact to be achieved, as well as the assumptions you are making and supporting evidence you have or need.	Theory of Change
A clear view of how your organisation fits in the field of other organisations sharing the same goal, and how they collaborate or compete	
An outline of what your organisation will look like in 25 years operationally to make sure you are doing the right things now to get there	End Game
An understanding of what you want and need to scale in order to achieve your scaling goals	Defining Your Core

The tools and concepts on the right-hand side are explained below.

We recommend arranging workshops for key members of your organisation to discuss these.

Problem Definition

The starting point for establishing a successful scaling strategy is to clearly understand the problem you're tackling. Your organisation's understanding of the problem will likely have evolved over time based on experience and new research and it is worth taking stock when scaling.

Caring Connections aim to tackle the societal problem of domestic violence. A summarised version of their Problem Definition is:

Up to 1 in 4 women and 1 in 6 men will experience emotional or physical abuse within a relationship, this is in part due to the inability of both the victim and the perpetrator to recognise the warning signs as they form relationships.

Your problem definition should include an understanding of the relevant social issue's characteristics – how does it manifest itself? You should understand the root causes of the social problem – what drives it? And you should have data to understand the problem as monitoring how the problem changes over time will help you to consider how effective your efforts are. The **DIY Toolkit** published by Nesta provides a helpful tool for thinking this through.

When Caring Connections worked on their problem definition they asked themselves the following questions:

- How can we define domestic violence?
- How common is it?
- Who are the victims?
- Who are the perpetrators?
- Why does it occur?

A key test of any problem definition is that it is comprehensible to all stakeholders, including those with the problem, and those with power.

Vision

The Vision statement is what the problem looks like when it is fixed, or when the size of the social need is being successfully addressed. It should be inspirational and acts as a long-term guide; it will not change. It is a good thing if your Vision is bold, aspirational and expressed concisely; later tools will help focus the Vision into practical plans.

Caring Connections' Vision is: "A world without domestic violence."

Alzheimer's Association's Vision statement is:
"A world without Alzheimer's disease."

MIND's Vision statement is:
"A world in which everyone experiencing a mental health problem gets the support and respect they need."

In most cases, what an organisation will not be able to achieve its Vision on its own. The better your understanding you will have of where your organisation fits into the grand scheme of things, and what partnerships could be helpful in increasing your impact.

A key test of a Vision is that it should appeal to different stakeholders.

Mission

Your organisation's mission should summarise the social problem and what you do to achieve your Vision. It is a mirror of your Vision and, internally at least, you don't need both.

Caring Connections' mission is: To end domestic violence

Examples would be:

- Prevent Alzheimer's disease
- End domestic violence

Generally we prefer having a Vision because it is more useful as a 'guiding light'. However, often funders require a mission statement which is really a combination of your vision and mission, i.e. a short summary of why your organisation exists and what it does. For external purposes creating a mission of this nature is worthwhile.

- Do you know what your organisation's Vision and Mission statements are?
- Would they solve the problem you have defined?
- Are they clear?

If the answer is no you have more work to do before moving to the next section.

Impact Goal

Impact Goal specifies the change that your organisation seeks to achieve, the beneficiary group and also the timeframe in which this change is meant to occur – usually five or ten years. Impact Goal sits within a mission. It is not a restatement of the mission, but the specific impact you are making within it.

Caring Connections' Impact Goal is: The objective of Caring Connections is to equip young people in the UK aged between 14 and 19 to understand, recognize the signs, and effectively deal with unhealthy relationships.

Harlem Children's Zone's Intended Impact Goal is:

"Over the next decade, Harlem Children's Zone's (HCZ) primary focus will be on children aged 0-18 living in the HCZ project, a 24-block area of central Harlem....HCZ's objective will be to equip the greatest Harlem....HCZ's objective will be to equip the HCZ project to make a successful transition to an independent, healthy adulthood, reflected in demographic and achievement profiles consistent with those in an average middle-class community."

Further Reading
Colby, Stone and Carttar (2004): 'Zeroing in On Impact'

At this stage, you might decide that rather than scaling to reach new beneficiaries, you want to work more deeply with those you already help.

Defining your Impact Goal is an iterative process and it is recommended that for the purposes of your vision you create it in stages:

1. Create an initial best guess
2. Revisit as you complete your Theory of Change (see below)
3. Finalise after completing stage 2 (Design) of this toolkit as this may change your perceptions of what is possible
4. Create a realistic but ambitious single

End Game

An End Game is your best guess at what your organisational operations will need to look like in the long term (25 years or more) to reach your vision. At this stage it is helpful to work out a best guess of your End Game before revisiting it after completing the Design stage of this toolkit.

Caring Connections' end game to achieve their mission is: Government adoption and replication: to ensure it is spread over the UK and reach the maximum number of children

Working out your End Game is helpful because it helps think through the real practicalities of achieving your Vision and helps you to think about whether your Impact Goal is an appropriate stepping stone on the way to achieving your Vision and Endgame. It also helps to ensure you have considered the different options available to you. While this toolkit is focused on replication, it is important to make sure that replication is right for your venture and to see how it fits into a wider plan for scale.

The possible End Games identified by Gugelev et al. are:

- 1 **Open Source** – Alcoholics Anonymous or Alpha Courses
The information needed to run an AA group or Alpha course is freely available to anyone interested, the originator has now become just an online platform for sharing information and learning.
- 2 **Replication** – Speech Bubbles
Speech Bubbles run drama sessions to improve children's communication skills. Since schools hold the budgets to pay for this, their likely endgame is replication, working with local drama practitioners to deliver the programme in their area.
- 3 **Government Adoption** – Doorstep Recycling
Voluntary projects were the first to collect rubbish to be recycled from people's homes. They demonstrated that the model worked and councils now run or tender recycling collections across the UK.
- 4 **Commercial Adoption** – Microfinance
Started as a social enterprise to provide loans to those unable to access them; these were then taken up by banks and other commercial organisations when it demonstrated a profit margin.
- 5 **Mission Achievement** – Smallpox Eradication Programme
The programme was established with the end game of eradicating the disease completely.
- 6 **Sustained Service** – The Royal National Lifeboat Institution (RNLI)
Their end game is to continue to preserve life at sea, they don't want government funding but to continue to rely on work through volunteers to bring about greater safety at sea.

In order to work out which End Game is appropriate for your venture, work through each programme you run and decide which End Game may be best. If you have a number of elements you want to scale, the End Game and your organisation's ultimate form may look different for each, or even be a combination of two End Games. For example, replication might help to attract the attention and/or achieve the scale required for commercial or government adoption.

An external facilitator knowledgeable about scaling will help you to consider the various options thoroughly and decide on the best End Game for you.

Theory of Change

Theory of Change displays the steps required to bring about your organisation's Impact Goal. It will help you to consider whether your current activities are aligned with that impact and or whether you need to make changes. It also provides a clear view of how your organisation fits in the field of other organisations sharing the same goal, and how they collaborate or compete. These organisations could potentially play a key part in your scaling strategy.

You should identify ALL the changes you think are necessary to achieve the impact you are aiming for. You can then map the system in which you work, identify actors who influence your impact and consider working relationships that will help you to achieve your impact more effectively.

Theories of change can be completed for both whole organisations and individual ventures or interventions. We recommend you do the organisational one first as it is a good way of helping to clarify objectives and to decide where to focus your organisation's resources. Your venture's theory of change should clearly be aligned with achieving your overall organisation's Impact Goal.

Further Reading
Keystone Accountability (2009): 'Developing a Theory of Change'
Kail and Lumley, NPC (2012): 'Theory of Change'

The starting point for your Theory of Change is a clear understanding of how your planned work helps to achieve your Impact Goal. Start by identifying all of the changes and preconditions (outcomes) that need to be in place for your Impact Goal to be achieved. Then consider how your activities help to bring about those outcomes.

Once complete, you need to then think about the assumptions you are making. For example, what evidence is there that your activities lead to the outcomes you have highlighted?

HOW DO WE ACHIEVE OUR IMPACT GOALS?

This part of Caring Connections' Theory of Change is depicted below:

CARING CONNECTIONS ROUTE TO IMPACT

Once you have mapped out how your activities relate to your Impact Goal, and all of the outcomes required, you can begin to map the other actors involved in achieving your goal.

For more information on mapping others who you could potentially collaborate with see the Keystone Accountability paper listed in further reading above.

Finally, once you have mapped the other actors, consider how you could work with each of them. For example, influencing government to change regulations might become a focus area for you. You may want to revisit the End Game section or skip ahead to our Design Stage which explains the different models of replication you can use.

Defining Your Core

Before proceeding, you should choose what it is that you want to replicate your, "core". There are three main options:

Your Organisation	A Programme	Principles and Approach
The way you mobilise people and resources to achieve your vision	A structured way of working to achieve a specific impact	Guidelines and values about how to serve a particular social purpose

To choose 'what' it is you want to replicate you should use your Theory of Change to consider how you bring about the impact you have. Ask yourself:

- Which elements of what we do are important to achieving social impact?
- Is this backed up by evidence?
- What aspects of what we do would others benefit from?
- Are these aspects only related to programme delivery or is it about our entire business model e.g. is it how we sell our product or service or how we engage beneficiaries?

The more definite about exactly what you are replicating, including what implementers are and aren't allowed to adapt, the easier the replication process will be. If you aren't sure exactly why your venture is so successful, we recommend replicating in a more tightly controlled way to begin with, making as few adaptations as possible. This will allow you to better understand why your intervention does or does not work in new contexts. Also, it is always easier to give away more control to implementers later, rather than become more prescriptive.

Finally, it is likely your venture will need to be adapted to new contexts. This adaptation will help you to define your 'core'. Question 7 below will help you think this through.

We shall refer to 'what' you are replicating as your 'venture' throughout this toolkit.

Q2 DEMONSTRATED IMPACT

Q 2

HAVE YOU PROVEN AND EVALUATED THE SOCIAL IMPACT OF YOUR ORGANISATION?

You need to know if you are really creating positive change so you know if your venture is worth replicating. To do this you need to have evaluated your social impact. There are many ways to evaluate your impact and ultimately it is down to you to determine how sophisticated your impact assessment needs to be. There is a strong trend towards funders and some investors requiring ventures to have a greater level of proof of impact which is another reason measurement is important if you are to scale.



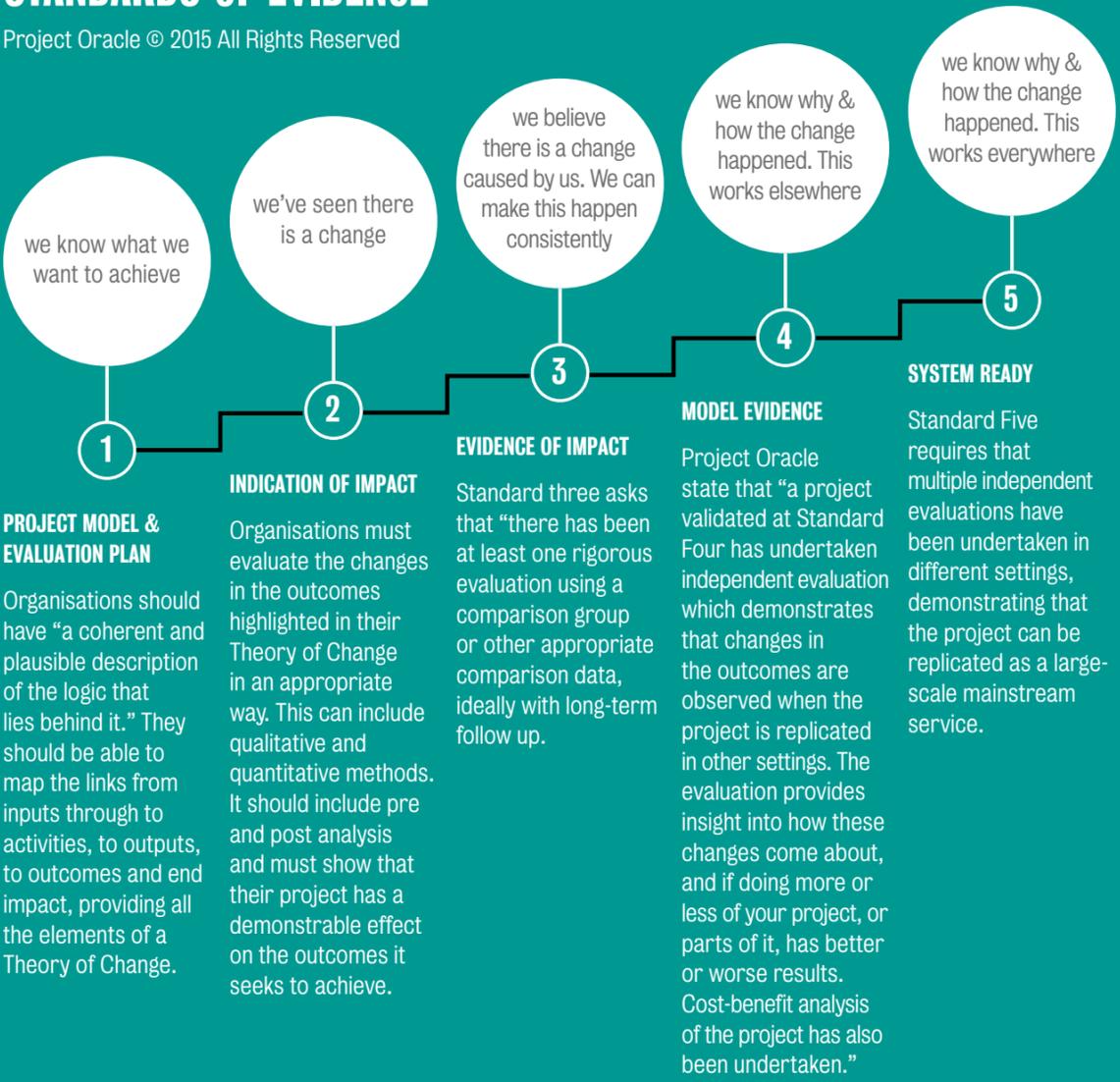
It is generally not recommended that you replicate before having an evidence base equivalent to that required by Project Oracle's Standard Three. You should certainly have reached Standard Two.

Project Oracle's Standards of Evidence © assess a venture's level of evidence (see figure below) and are helpful when thinking about social replication and readiness.

A key value of the Standards of Evidence approach is the way it links the journeys of building your evidence base to that of developing your project and replicating it. For example, replicating your project and attempting different iterations of it, will help you to reach Standard Four. This is valuable not only for demonstrating impact, but for forging and developing your scaling strategy.

STANDARDS OF EVIDENCE

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DEVELOPING YOUR EVIDENCE BASE

If you think you have work to do in this area, NPC's **four pillar approach** is helpful when developing your evidence base and monitoring and evaluation system.

SEEKING SUPPORT

It may be worth seeking support to assist with your impact assessment. Organisations that may be able to assist you in the UK include: Project Oracle (youth-focused), NPC and the Charities Evaluation Service. For help with more complex and expensive evaluations (step 3) such as randomised control trials it may be worth looking for universities with aligned research interests.

Q3 SUSTAINABLE BUSINESS MODEL

Q 3

HAVE YOU DEVELOPED AND DEMONSTRATED A SUSTAINABLE BUSINESS MODEL?

A well-designed business model refers to a range of functions, such as marketing, operations and finance. The key functions are set out in the **DIY Toolkit's Business Plan** and it is worth ensuring that each is well developed at this stage. Note that some of this detail may not be fully applicable for looser forms of disseminating principles or a new approach to addressing a social need.

Financial sustainability is particularly important to consider: it is a common challenge for social-sector organisations, and is vital to successful replication. Financial sustainability does not mean that your venture is generating a profit from products and services sold, but it does mean that the model can demonstrate that the venture can be sustained financially over time.

You should be able to:

1. Identify unit costs

A unit cost is the real cost of producing each product or outcome you create. The lower the unit cost while still achieving your Impact Goal, the better.

2. Demonstrate a history of financial sustainability

If you cannot show a history of being able to generate income above and beyond your costs then it would be wise to be cautious about replicating.

3. Show that you will remain financially stable

Ask yourself where the money to run your existing venture is going to come from over the next few years, and what costs you are likely to incur. If you are already having trouble covering core costs then scaling up is not the answer to your problems.

Ask yourself “how dependent are we on specific revenue sources (donor or earned)?” The nature and risk of each revenue source should be thought through: is there a long-term relationship or contract; is there a risk that certain grants or contracts will not be renewed; and is there adequate diversity of revenue sources?



Caring Connections' unit cost is cost per young adult taking part in their programme.



Caring Connections receive income from schools and commissioners but these do not cover 100% of the costs of their drama programme. They needed to show a consistent ability to fundraise the surplus needed from funders.

**Further Reading & Exercise****Business Sustainability:**

Osterwalder and Pigneur (2009): 'Business Model Generation'

Financial Sustainability:

Poznanski, Sadownik and Gannitsos (2010): 'Financial Intelligence: A Guide for Social Enterprise'

Poznanski, Sadownik, and Gannitsos (2010): 'Financial Ratio Analysis'

DIY Toolkit:

Business Model Canvas – a useful tool for evaluating your business model

Q4 DEVELOPED PROCESSES, VALUES & SYSTEMS

Q

4

ARE THE FUNCTIONS NECESSARY FOR REPLICATION WELL DEFINED AND DEVELOPED FOR DELIVERY WHILE ENSURING QUALITY?

Once you have “defined your core”— what you are replicating – and are confident of its impact, it is important to assess whether the business model underpinning that core is ready, or close to being ready, to be packaged up and given to an implementer.

Ten key functions to consider are:

1. Operations
2. Finances
3. Brand values
4. Sales, marketing, and communication
5. Human resources
6. Recruiting and training
7. Legal policies and documentation
8. Administration and internal procedures
9. Performance standards and quality assurance
10. Internal organisational values and how they are embedded

How well defined are the processes and procedures relating to each? Are you consistent in the way you approach them and could they be easily explained to a new staff member? This toolkit covers how to approach writing down your systems and processes into a manual in Stage 3, Systemise.

Q5 CLEAR PROJECT OWNER

Q 5

IS THERE A CLEAR PROJECT OWNER WITH CAPACITY IN THEIR TEAM TO DELIVER?

In order for a venture's replication to be successful, there needs to be one internal staff member, ideally part of the leadership and/or operations team, who owns and manages the replication process from start to finish. Replication is time-intensive and challenging: a good portion of this individual's time will be spent managing and leading the development of the replication system. Generally, the ideal individual to lead and manage the development of the replication system will have been involved in the operations for some time so they understand how it works.

This project lead either needs to have time to develop the replication model and work through this toolkit or they need to have a team around them with that capacity. This person needs to have the ability to grasp new concepts quickly, ideally have some experience in replication or developing business models and leadership and project management skills to guide the team.

Q6 NEED & MARKET FOR REPLICATION

Q 6

IS THERE A SIGNIFICANT SOCIAL NEED AND MARKET IN THE AREA TO BE TARGETED FOR REPLICATION?

Before replicating, it is important for an organisation to ensure that the need exists and is prevalent in new and potentially targeted geographies, and that a market exists to enable financial sustainability.

The **DIY Toolkit's Target Group** tool outlines a number of questions and exercises to help you assess the need you're attempting to address in the new location. An organisation should use existing qualitative and quantitative research on the size of the target population(s) and the details about their needs. Similarly, working with and/or interviewing existing, on-the-ground organisations in order to get a better sense of the needs in the targeted area will not only help you understand the potential for your venture's impact, but could unearth potential partnerships and knowledge-sharing opportunities.

To help understand how your replications will be financially sustainable you should assess what ongoing income streams will exist for implementers in the target area. This market may be grant funders, local government, individuals or others depending on your operating model.

Finally, it is important to understand who else is operating similar interventions in the target area. You may not want to put local organisations out of business (and could therefore work with them), but you also need to be sure that your venture would be filling a gap and/or is more effective than existing solutions.



In order to assess the UK-wide need for its programme Caring Connections researched:

- What is the level of domestic violence in the area?
- How many young adults / schools are there?
- Where else do young people seek help and support?
- Are there similar programmes working effectively?



In order to assess the UK-wide market for its programme Caring Connections researched:

- What funds do local schools have for these sorts of programmes?
- What funds does local authority have for these programmes?
- What other income streams does this area offer for drama?
- What other income streams does this area offer for education?
- Will these potential customers fund their programme over existing ones?

Q7 SUCCESS IN DIFFERENT CONTEXTS

Q 7

IS SUCCESS POSSIBLE IN A DIFFERENT CONTEXT?

Ultimately, the only way of knowing whether your venture will work in a new context is to pilot it. However, there are steps you can take to increase your chances of success.

To help you answer these questions you will need a clear understanding of what makes your venture's different functions successful in terms of both business model sustainability and social impact. You must also be sure that your venture's success is not dependent upon factors that are specific to your current location, such as government subsidies not available elsewhere, or on your organisation's own assets or a unique leader.

You should then ask yourself:

1. Are there significant differences in the nature of the social problem at scale?
2. Are there significant differences in how markets work at scale?
3. Is your current solution able to cope with these variances at scale?

When carrying out market research to assess the size of the need and market for your venture, it is also important to assess local conditions and how these might differ from those that exist in your current location.



For Caring Connections:

1. Differences in how abusive relationships manifest themselves include: variances in levels of violence, ages affected, existing support structures, types of abuse, attitude to abuse, religion, sexism, economic status and others.
2. Differences between markets include: Funding available from schools, attendance at schools, influence of dominant voices (parents, religion, peers, experience).
3. The content of the CC drama programme can be changed to reflect the most common types of abuse in the local area, such as gangs exploiting young children.



Q8 STAKEHOLDER COMMITMENT

Q 8

DOES EVERYONE FROM STAFF TO THE BOARD AND EXTERNAL STAKEHOLDERS SUPPORT REPLICATION?

Internally, the leadership team and middle management should understand and believe that replication is vital to the organisation's Vision and Mission. Similarly, replication is a large strategic decision, so the board of directors or trustees and any other key advisor who is heavily involved with the organisation should be in support of replication as well. If your venture requires the engagement of external stakeholders in order to work, have you brought them into the process? If not, you need to factor this into your replication plans.

Q 9

IS YOUR BRAND UNDERSTOOD AND VALUED BY YOUR AUDIENCE?

Your brand is the way that your organisation is perceived and understood by others. Good brand awareness amongst your audience is important to enable replication, for example if you are trying to present an attractive offer to a partner or implementing organisation. Conversely, if you do not have a strong brand amongst the audience seeking funding or partners for replication it will be more difficult for them to invest in your project or organisation.

To answer this question you need to first consider who is the relevant audience for your brand for replication, and then seek to understand how strong your brand awareness is amongst this audience.

For example, you may be seeking a range of funders and partners to help you with replication in which case it will be important that your organisation is respected within the sector. Asking stakeholders about what they think of your organisation, or tracking how you are represented in media coverage are good ways to get a feel for this.

Alternatively, if you have a consumer-facing brand (an end beneficiary makes a decision about taking part in your programme i.e. chooses to attend a playgroup run by your charity over others available) then your brand will be crucial for building your market, whichever form of replication you choose. Carrying out informal or formal research with this audience will help you to understand current levels of awareness, or you may be able to access publically available information (such as Third Sector's annual Charity Brand Index).



Caring Connections are trusted and respected by funders and young people in the south of England, and having been active in networks promoting change on domestic violence, among other organisations in the sector. However, they are not as well known by funders in other parts of the UK. As part of the Systemise stage of replication they therefore created a communications plan to better reach new funders in parts of the UK they are replicating to.

Q10 POSSIBLE IMPLEMENTERS

Q 10

IS THERE A SUPPLY OF PEOPLE OR ORGANISATIONS WILLING AND ABLE TO TAKE ON THE REPLICATED PROJECT?

Imagine that your project is opening a new replication. Ask yourself which sort of person or organisation may be interested in running your venture locally. Put yourself in their shoes first rather than thinking it through from your perspective and ask yourself if anyone would really be interested in doing this? Think in particular about whether there are those who would be motivated by your social mission and whether they would have access to the money needed to replicate your venture.

For example, you might run a chain of health care clinics and need a qualified nurse to run each one. Does a sufficient supply of nurses exist in the target area? If not, you should consider whether others, such as informal health providers could run clinics. If the answer is no again then replication might not be viable.

Alternatively, you might run a complex and expensive sanitation project in Colombia and want to expand. However, there might not be others willing and able to start up the model in new locations, for example because of the cost. Similarly, if you were to expand yourselves, you may find that the wages you pay yourself are not enough to attract others with the skills needed to manage the local site.



For Caring Connections, the key requirement is having someone with experience working with teenagers and/or domestic violence.

At this stage their options included:

- Theatre companies that work with teenagers
- Universities that are looking to engage in the community
- Individual drama practitioners looking for extra income
- Schools with funding for these programmes
- Religious parties wanting to support their congregation.



RECAP

Now that you have been through this section in more detail and implemented changes in your organisation, retake the **Replication Readiness Test** and see if you have improved your score. If you have then you are ready to move onto the next stage of the toolkit.

 **2 DESIGN**



DESIGN

**DESIGN**

In the Design stage you will envision what your venture looks like at scale by piecing together all the different elements.

 **GOALS**

- Understand the options for replication
- Select the replication model that works for you
- Design your replication model

 **OUTPUTS**

- A replication development report outlining all the key elements of your replication model
- A costed project plan and proposal for preparing your organisation for scale

We aim to guide you in a step-by-step way; however, keep in mind that finding your replication model is not a linear process and so you are likely to find that you need to jump ahead or revisit sections as you progress.

We first provide an overview of the different replication strategies before looking at each one in depth. We then look at how to select, design, prepare and fundraise for your chosen replication strategy.

2.1 REPLICATION SPECTRUM OVERVIEW

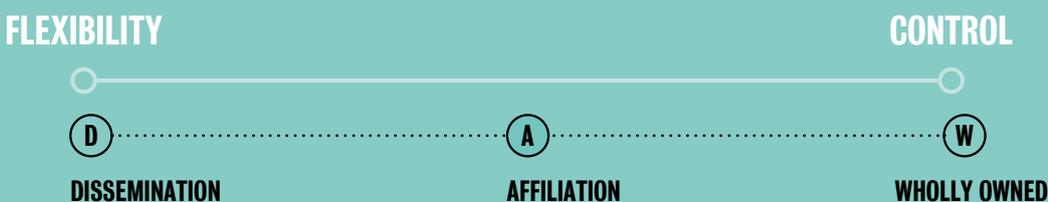
REPLICATION MODELS

This part will help you understand all the different ways your venture could replicate so that you can work out which option is best for you.

We have categorised the range of different approaches to replication into three broad types: Dissemination, Affiliation and Wholly Owned. These are represented on a spectrum of flexibility to control with Dissemination being most flexible and Wholly Owned being most controlled.

Next, each of the replication strategies in the spectrum are explained in overview and then there is an in-depth look into sub categories.

THE REPLICATION SPECTRUM



2.1 REPLICATION SPECTRUM OVERVIEW

FLEXIBILITY

CONTROL



DISSEMINATION

At the ‘flexible’ end of the spectrum is Dissemination. In this model the originator creates resources that enable an independent other to implement the venture in a new location. There is a loose relationship between the originator and the implementer. In some cases a fee may be charged for materials or advice but there is generally no ongoing financial or legal relationship between the two parties.

This model is generally most appropriate when a project, or elements of it, such as a curriculum, tool or approach, can be quickly and easily copied or adopted by others. In the best cases the venture will ‘go viral’ and replicate rapidly. Examples may be a toolkit on how to run a mentoring club in a school, or materials or instructions to help an implementer bring a campaign to their local area, such as with the Stop AIDS campaign in the 1990s which replicated internationally. Dissemination works less well when your venture is likely to be misinterpreted or misused, and should not be pursued where this significantly reduces your social impact or could be harmful to intended beneficiaries and/or your brand.



ADVANTAGES

- Often the fastest way of scaling impact as often involves fewer barriers to entry for implementers
- Low (or no) ongoing support and monitoring requirements – less central capacity required
- Often requires less time and financial investment to prepare the originator for replication
- Promotes innovation, adaptation and creativity by the implementers
- Looser relationship means less risk of originator being blamed if something goes wrong at implementer level



DISADVANTAGES

- Loose control over implementation in new locations and limited support provided by the originator means there can be no guarantee that venture will be implemented well
- Could have a negative impact on your brand if the replications are not high quality
- Difficult to monitor impact and gather learnings from replications
- Income generated likely to be small and less secure, possibly compromising financial sustainability
- Less likely to capture benefits of replication associated with other models such as: economies of scale, organisational learning, brand awareness



SUCCESS FACTOR

- Being clear on what you are disseminating and why
- Assessing whether your venture will be implemented effectively
- Clearly describing your venture to those you want to adopt it and how they stand to benefit
- Having an accessible pool of potential implementers who are likely to be receptive to your venture
- The existence of personal networks and trusted peers among potential implementers

2.1 REPLICATION SPECTRUM OVERVIEW

FLEXIBILITY

CONTROL



AFFILIATION

Affiliation is when an official on-going relationship with independent individuals or organisations is formed to help them implement your venture. There is generally a legal framework involved that sets out the nature of the relationship. Often there is a financial relationship between the two parties involved, normally with the originator charging a fee to implementers but with a number of other ways the finances can work.

Affiliation can be an effective way to replicate where local resources and expertise are needed but a closer relationship between originator and implementer is also required to make sure a programme is implemented well.



ADVANTAGES

- More rapid expansion while maintaining quality than with Wholly Owned replication
- Do not have to manage day-to-day operations of replications centrally (less than Wholly Owned)
- Partnering with others can give access to new technologies, skills, capabilities and competencies that would otherwise be difficult or take a long time to develop
- Sharing the financial burden of expansion with others
- Harness local resources, knowledge and ownership
- Rapidly develop understanding of new markets through working with local partners
- Data on large scale for impact assessment and advocacy purposes
- Gives you greater credibility for any advocacy work



DISADVANTAGES

- Resources are needed to continuously manage and support implementers (more than Dissemination)
- As affiliates are independent organisations they usually have to be convinced into making changes rather than directed to. Managing this relationship can be time consuming and challenging at times.
- Can have less control over quality than in wholly owned



SUCCESS FACTOR

- Selecting implementers with the same values, experience and other qualities needed for effective implementation
- Training and ongoing support of implementers
- Having a proven model with clear and realistic expectations of yourself and your implementers from the start
- Being clear on the roles and responsibilities of the centre and local members
- The originator successfully shifting their management style to that of network

2.1 REPLICATION SPECTRUM OVERVIEW



WHOLLY OWNED

In this model the originator carries out direct delivery of the programme in new locations, for example, through setting up local or regional offices.

The greatest benefit of replication models at this end of the spectrum can be the high degree of control – the person delivering the project is employed by the central organisation so follows rules and standards provided by them.

Wholly Owned replication may be appropriate for complex ventures that would require a large amount of knowledge transfer for others to replicate or where the risks of allowing independent others to implement the model are too great.



ADVANTAGES

- Attractive to investors as it is likely to be the most reliable route to a measurable return on investment
- Can oversee implementation and ensure fidelity to original venture
- Less risk to brand
- Decisions can be made centrally, often with less consultation required
- Consistent management and reporting



DISADVANTAGES

- Large organisations can become bureaucratic
- More difficult to achieve local sense of ownership
- Likely to be less flexible and may fail to make necessary adaptations to new contexts
- More expensive
- Slower way to scale
- Requires greater capacity for ongoing oversight



SUCCESS FACTOR

- Achieving right level of centralisation
- Creating systems and processes



2.1 REPLICATION SPECTRUM OVERVIEW

MIXED MODELS

In both the commercial and social sectors it is often a good idea to use two or three variations of replication model to achieve your scaling objectives.

In the commercial world, chains will often operate both company-owned stores and franchises for various reasons, including sourcing staff capable of supporting franchisees, differing profitability levels and the potential for testing new innovations. While the aim is to focus in on as few a replication models as possible, be open to having a couple of slightly different models for different contexts. Which strategy is best for you may also change over time, for example Body Shop initially franchised in the UK due to lack of capital for expansion and then bought back the franchises when it could afford to.

MENTOR is a champion for expanding the quality of mentoring in the USA. They use open sourcing to spread best practice to improve the quality of mentoring programmes nationally. However, they also have established local offices in sixteen states who themselves are networks comprised of nominated employees of local mentoring organisations. Local offices campaign for support for effective mentoring programmes in that state, including funding and serve as networks for disseminating campaigning



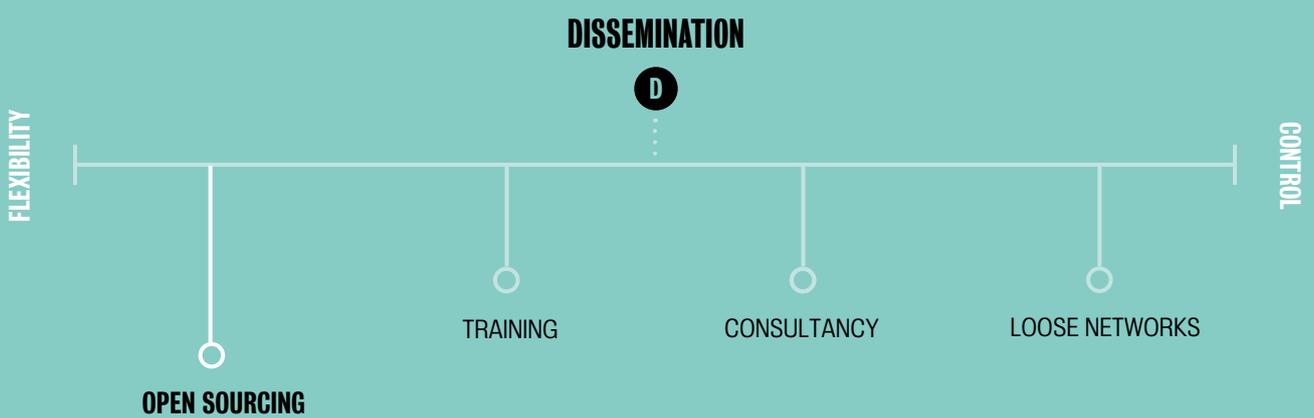
2.1 REPLICATION SPECTRUM OVERVIEW

REPLICATING INTERNATIONALLY

If you are considering replicating internationally, then it is more likely that multiple replication models will apply to you, or that multiple layers of management will exist.

For example, you could develop a master franchise model in which a franchisee is responsible for recruiting, supporting and managing sub-franchisees in their country. Because of the multiple levels involved in international replication, you will likely need to complete the elements of this toolkit more than once; the exact number of times will depend on the number of layers in your proposed replication model. We suggest beginning with the level at which project delivery will be carried out and working upwards to enable you to see what support will be required by whom.

REPLICATION SPECTRUM IN-DEPTH



OPEN SOURCING

This is where an organisation creates resources advising others on how to create interventions in their local area or improve what they are already doing. The level of detail provided can vary according to a number of factors including resources for developing content and implementers' needs. Resources provided could include online videos, best practice booklets and easy-to-use tools. This generally works best where the venture is simple and the implementer who takes and uses the resources is capable of using them correctly.

Open sourcing is often perceived as a simple way to share best practice but the reality is that it usually needs quite a proactive approach to be successful. Consequently, open sourcing of materials is often used together with campaigns, as in the case of the Stop AIDS Coalition or Community of Practice-type models to disseminate best practice (see the MENTOR case study above).



ADVANTAGES

- Can be the least costly form of replication
- Easiest means of rapidly expanding your geographical reach



DISADVANTAGES

- Little control over way resources are interpreted and used which can impact quality



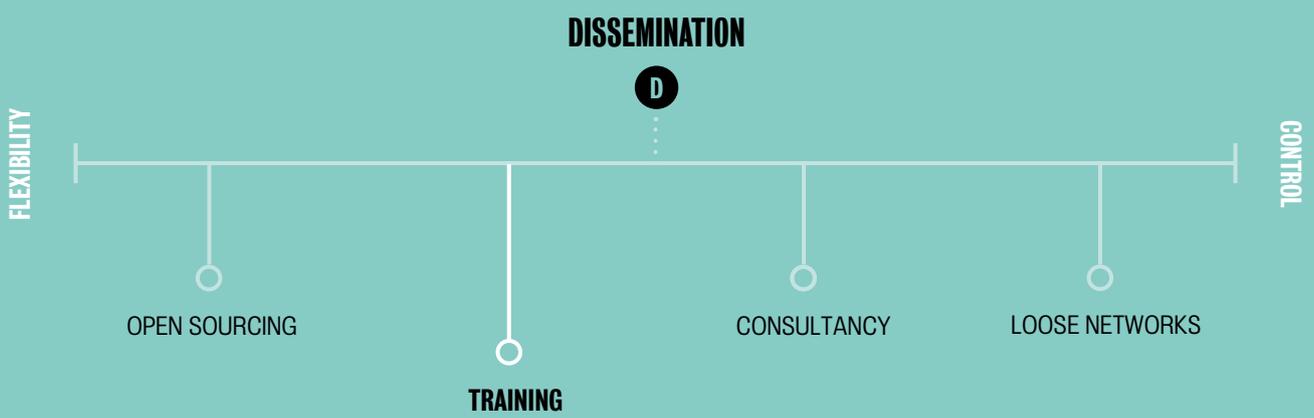
SUCCESS FACTOR

- Easy-to-understand resource structure and content
- Supply of implementers capable of using resources successfully
- Proactive dissemination plan with targets

Channels for disseminating those resources include: the Internet, conferences and publications. Where existing audiences/networks exist, for example church groups, forums for mothers (Mumsnet in the UK), or Rotary Clubs, Open Sourcing will be more effective.

Alcoholics Anonymous (AA) requires a group of alcoholics and exalcoholics to come together to support each other to stop drinking. No central organisation is required to oversee this model; members simply need to follow the Twelve Steps locally. AA has been highly successful and is now in almost every country in the world.

REPLICATION SPECTRUM IN-DEPTH



TRAINING

Organisations can teach others to implement a model or aspects of it through, for example, courses, workshops or seminars. Training works best when resources need explaining, or some adaptation initially, but can then be easily used independently.

Another option is the train-the-trainer model that enables your staff to show a less experienced instructor how to deliver the training themselves. Often, a new instructor will attend a training event led by one of your staff to allow them to observe how a normal session is run. They will also generally receive training on how to deliver their own training events. This allows you to expand your reach more quickly, though can mean you do not have significant control over the quality of delivery. Ways of increasing the chances of quality implementation include screening requirements for those wanting to take part, and combining this model with **Accreditation** and/or **Subcontracting**.



ADVANTAGES

- Teach others the fundamentals of your venture
- Can be a source of limited income



DISADVANTAGES

- The individuals being trained may not implement lessons correctly



SUCCESS FACTOR

- Easy-to-follow structure, resources and expectations
- Clear learning objectives and milestones

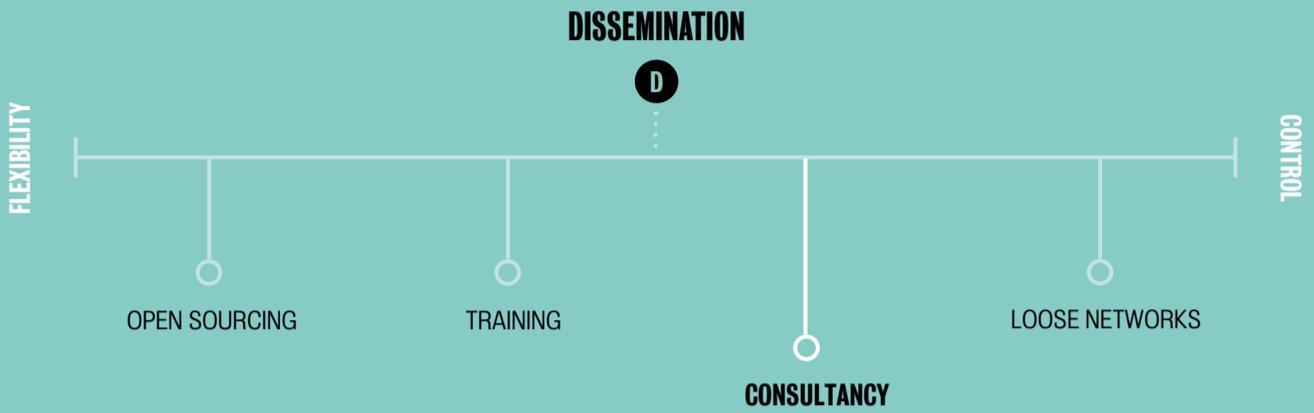
Tender offers training on helping women affected by domestic violence.

The training course is aimed at staff at any agency that may be called upon to support, advise, treat, or otherwise assist a woman experiencing violence from a man she knows.

Novo Nordisk Foundation offers a train-the-trainer model to increase the education of diabetes of health professionals in Asia.

The foundation trains local trainers, who then disseminate this education through their local networks and in a local language to a much larger number of clinicians than the foundation alone could reach.

REPLICATION SPECTRUM IN-DEPTH



CONSULTANCY

Consultancy involves providing one-off or ongoing expert advice on how to implement your venture, likely in return for a fee/payment from the implementer. This works well when: a model is fairly complex or where a venture requires intensive initial explanation but little ongoing contact, the originator does not have the will or funding to take the model to new locations themselves, and/or there is a potential implementer in mind who could take the venture to significant scale, such as Government or a large NGO.



ADVANTAGES

- Allows for in-depth discussion of how venture will be implemented and necessary adaptations
- Potential source of income
- Could work well with a partner with potential to scale venture significantly e.g. Government



DISADVANTAGES

- Can be time consuming
- Implementer has ultimate decision on how to put your venture into practice

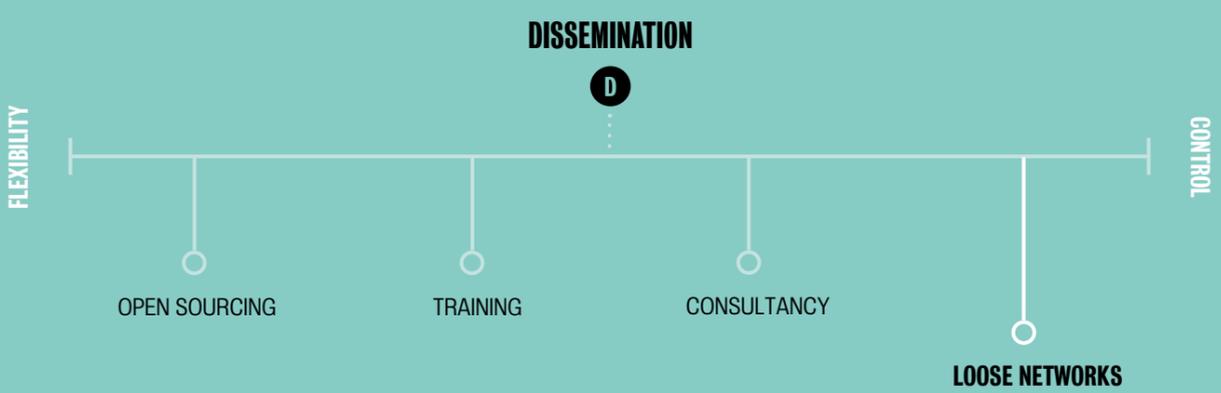


SUCCESS FACTOR

- Ability to develop and manage strong relationships with clients
- Consultancy team's ability to provide comprehensive advice on implementing your venture

The Lions Aravind Institute of Community Ophthalmology (LAICO) training institute has supported replication of the Aravind model in over 300 eye hospitals in 30 countries. LAICO offers a long-term consultancy process, including assessment, capacity-building and strategic planning, implementation training, and monitoring for the first two years.

REPLICATION SPECTRUM IN-DEPTH



LOOSE NETWORKS

Loose Networks are networks of individuals or organisations who share the same social mission but with little coordination or control. The originator shares resources with the network which often grows in a spontaneously with implementers rallying to a popular cause. Network members may or may not share the same brand.

Loose Networks are generally appropriate where implementers benefit from an ongoing association with the originator or centre (where a new organisation is formed to provide support to implementers), where they need only limited support and there is little risk to any shared brand. Technology can be used to improve communications across the network, creating a common sense of purpose and community.

Implementers may be allowed to pick and choose elements of the venture to apply.

Other characteristics of a loose network often include:

- Relatively loose relationship between originator and implementers
- No formal agreement or contract
- Considerable scope for local adaptation and innovation
- A (more) even distribution of power between network members
- Recruitment processes relatively or completely open



ADVANTAGES

- Can expand the network quickly
- High degree of innovation and flexibility to meet local needs
- Good if venture can be adapted significantly



DISADVANTAGES

- Can be difficult to lead
- Change slowly once established
- Members often work in an incoherent way, often leading to unnecessary duplication of efforts
- Often focused on a broad mission but not focused on specific impacts
- Loss of control over venture's implementation
- Lack of coordination and control presents risks to the brand

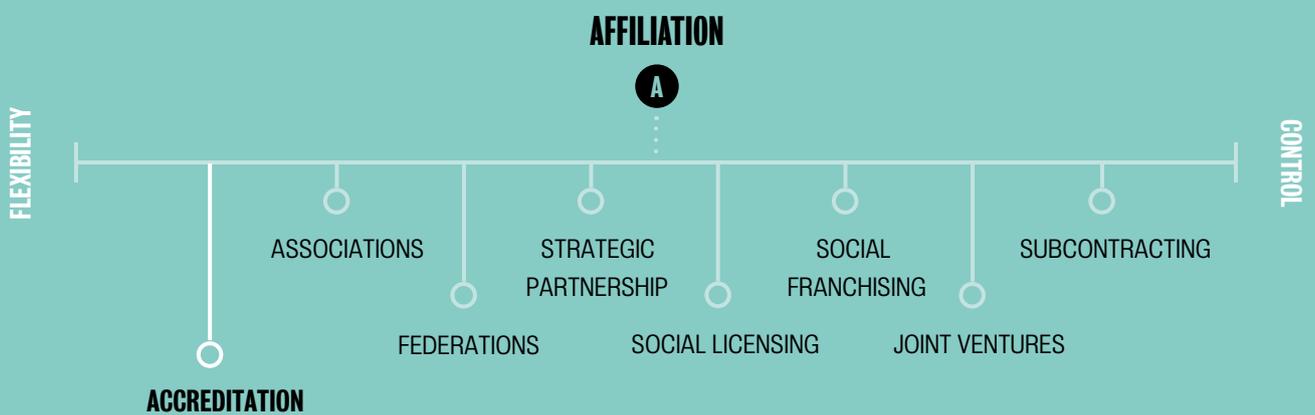


SUCCESS FACTOR

- Finding a cause that will generate lots of interest to form the network around e.g. supporting local farmers
- Simple, easy-to-implement ventures scale quicker
- Being clear on who makes what decisions where, and when
- Buy-in from all parties

Food Assembly is a concept whereby local implementers set up their own local assemblies to link farmers to consumers, enabling them to buy local food. Consumers order their produce online and then pick it up from the farmers themselves at a weekly collection day. It is now up and running in over 600 locations in France, Belgium and the UK. Food Assembly acts as a central body which provides the technological platform, guidance and support to implementers but with no formal agreement between the two parties. Recruitment is an open process: anyone can start-up their own local Food Assembly.

2.2 REPLICATION SPECTRUM IN-DEPTH



ACCREDITATION

Under this model you would become the accreditor, providing formal third-party recognition by way of a recognised ‘mark’ of competence to operate a venture. Conditions attached to the accreditation will help to ensure that the venture is implemented with quality. When done effectively this makes certified implementers stand out from other similar providers. Periodic fees can be charged to help boost income, though it often proves challenging to raise enough finance this way to sustain central operations.



ADVANTAGES

- Can enforce standards without needing to create a large central support body



DISADVANTAGES

- Requires significant effort and resources to generate awareness of accreditation mark
- Can be time-intensive to police appropriate use of the mark



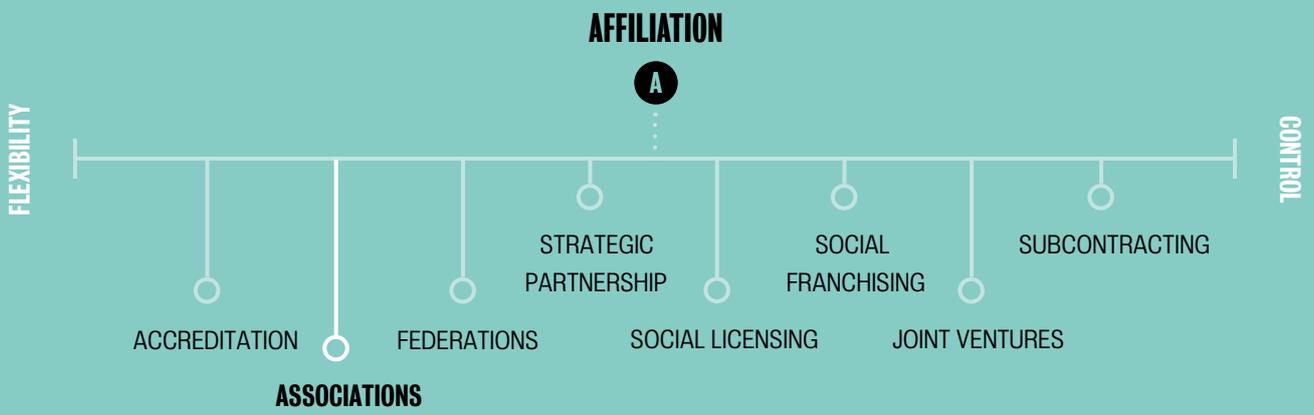
SUCCESS FACTOR

- Finding a compelling need for greater consumer awareness
- Generating accreditation mark awareness among consumers/beneficiaries

Fairtrade requires producers to abide by standards for health and safety of working conditions, anti-discrimination, and antislavery/child-labour. In addition to this they also require fair wages.

In exchange they are accredited as a Fairtrade producer, creating a market advantage above competitors.

2.2 REPLICATION SPECTRUM IN-DEPTH



ASSOCIATIONS

Associations involve individuals or organisations entering into an agreement to achieve a common purpose. In an Association, members operate and raise funding in communication with peers. However, there is limited central organisation and coordination of activities.

As with other models the originator often shifts from being solely a delivery agent to helping to coordinate a network and/or fulfil certain functions as the network ‘Centre’. However, it may be held accountable by a governance structure in which all members of the network are considered as equals.

They may also be more applicable than other forms of Affiliation where your model does not need to be rigidly implemented to achieve impact, where the support needed from a centre by local organisations is more limited, and where a feeling of equality is important to getting members to work effectively.

In some instances, there may not be a central organisation with its own legal identity. As in Loose Networks, members may be able to choose which aspects of a venture to implement and which to not.



ADVANTAGES

- Works well when a number of similar potential implementers already exist and your venture would add incrementally to their work
- Good if venture can be adapted significantly



DISADVANTAGES

- Likely to involve duplication of efforts
- Can be hard to lead towards a common purpose

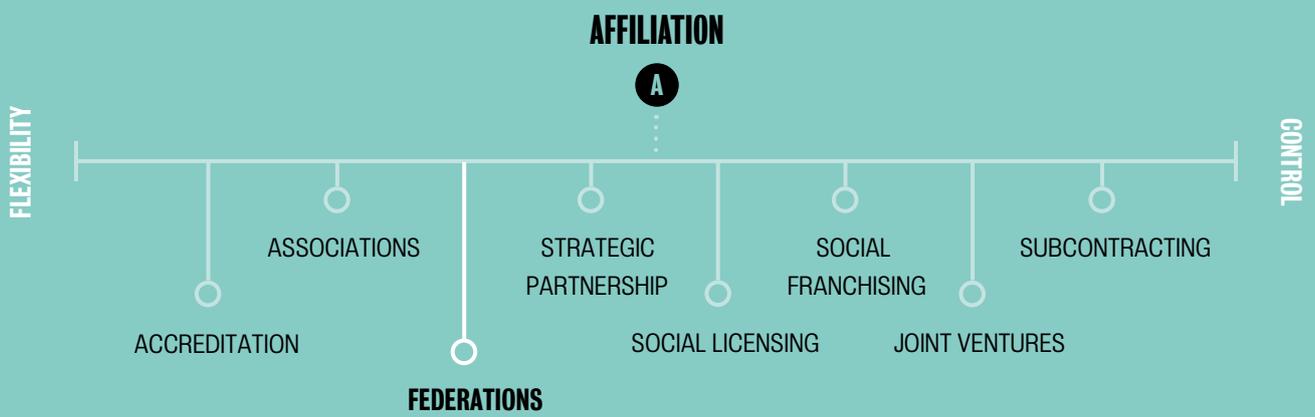


SUCCESS FACTOR

- Associations tend to have a strong emphasis on representation – understand your members and then act as a spokesperson for their concerns

YMCA England supports and represents 114 YMCAs in England helping them to improve the lives of young people. It gives YMCAs a national voice, speaking with government, key policy makers and national media. YMCA England also shares best practice, fundraises, partners with local organisations to pilot new projects and provides training opportunities for YMCA staff and volunteers.

2.2 REPLICATION SPECTRUM IN-DEPTH



FEDERATIONS

Federation models are similar to Associations but with a greater level of coordination as members work towards a shared goal. They include principles and stipulations regarding how those involved work together, backed up by oversight mechanisms and formal agreements. Federations are normally formed by an existing group of organisations coming together under one umbrella.

A new organisation is often set up to coordinate the network, acting as the Centre, though the leadership and certain functions can also be geographically spread across a network. For example, local implementers can be involved in recruiting new members, while large NGOs often concentrate specific expertise in certain country or regional offices.

Federations are likely to share a common brand and often use a democratic governance structure in which a network owns the central support organisation and its assets.



ADVANTAGES

- More formal relationship between parties leads to greater accountability
- Sharing of experiences and best practice across network members
- Recruitment processes tend to be stricter leading to a stronger brand and deeper impact
- Can reap economies of scale through sharing certain functions



DISADVANTAGES

- Where organisations rather than individuals elect a central board, regional interests can lead to efforts not being directed effectively
- Originator loses control over venture's implementation with new Centre being formed or by becoming accountable to federated network
- It can be challenging to define a level of centralisation that works for everyone



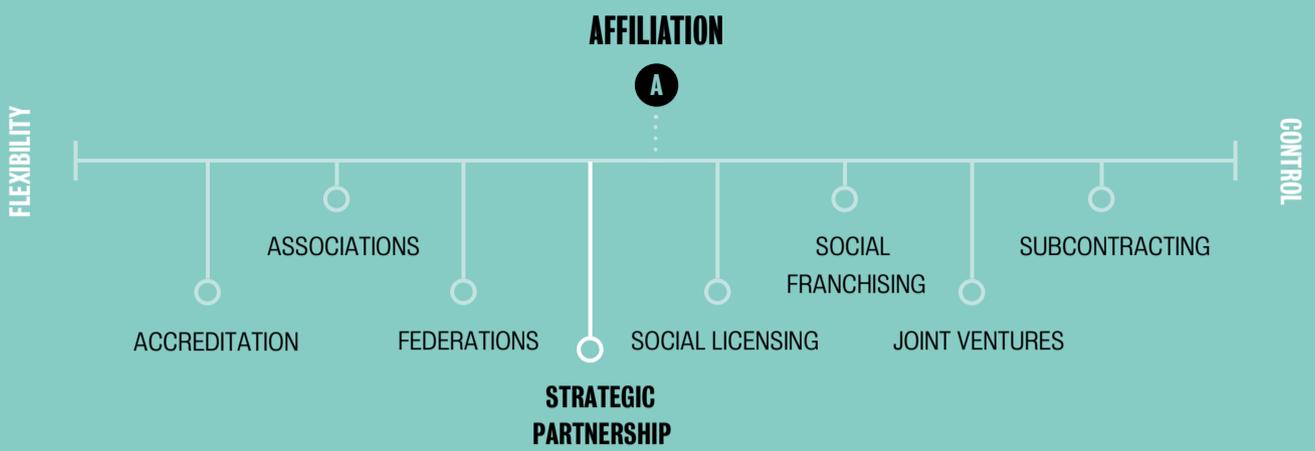
SUCCESS FACTOR

- Gaining clear understanding of what the members want & running an efficient process to creating consensus about what function the Centre should fulfil
- Being clear on the roles and responsibilities of the centre and local members including seeing the Centre as being where decisions that affect the network as a whole are made

Street Football World is a federation of organisations that use football to empower disadvantaged individuals, connecting partners from sport, business, politics and philanthropy.

Members are able to increase their impact through shared knowledge and collaboration, coordinating larger changes in the communities. It is run through a network management team who implement the decisions made by the general assembly and a network board to govern.

2.2 REPLICATION SPECTRUM IN-DEPTH



STRATEGIC PARTNERSHIP

Strategic partnerships are where an originator enters into an agreement to collaborate with one or more partners (implementers) to address common goals and opportunities. Any partner you choose needs to be well placed to help your organisation replicate your venture and help you meet your own impact goals. Unlike short-duration partnerships formed in order to secure funding, such agreements should generally emphasise a longterm relationship and financial sustainability.

Strategic partnerships could be with a range of similar-sized or smaller organisations who might have similar capabilities to your own, or they could be with larger organisations whose existing scale can be harnessed to deliver your venture, therefore enabling rapid scale up. Governments and large corporate businesses are the most widely discussed examples of the latter. While this sort of partnership can lead to the rapid scaling of social impact, it may also lead to the partner being more powerful than you, especially if they are also funding the partnership’s costs. Therefore, it is important to set expectations early on, think carefully about whether you want to work with and can trust the partner, and formalise your expectations in a written agreement.



ADVANTAGES

- Make use of others’ technologies, skills, capabilities and competencies that would otherwise be difficult or take a long time to develop
- Partnering with large organisations can lead to a rapid scale up



DISADVANTAGES

- If there are many (potential) partners negotiation will become time-consuming and costly
- Large organisations may be unwilling to use your brand or may take your idea and not properly credit you for it
- Can often be glorified subcontracting arrangements



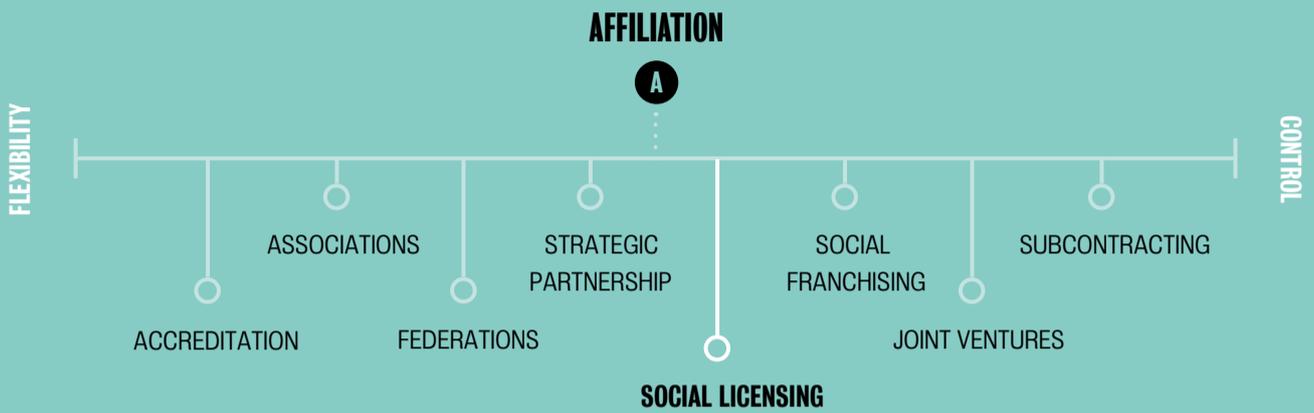
SUCCESS FACTOR

- Developing shared vision and value statements
- Ensuring that each partner’s resources are appropriately valued
- Accountability for all involved, with clearly defined decisionmaking processes, objectives, performance standards and assessments
- Having a formal written agreement that is clear on IP use

Landshare partnered with the National Trust to scale up its model of connecting people looking for land to grow food with those who have land to offer.

Landshare offers access to plots on some of the 1,000 new growing spaces secured by the National Trust, a number that would have taken much longer for the smaller Landshare organisation to secure.

2.2 REPLICATION SPECTRUM IN-DEPTH



SOCIAL LICENSING

Social licensing involves turning an innovation into intellectual property (IP), such as a trademark, business model or product that can be licensed for use by others, with certain restrictions on quality. The implementer or licensee purchases the license to sell a product or service as part of another business model.

Licenses are normally non-exclusive and therefore can be sold to competing organisations in the same market. Under license agreements implementers cannot use the originator’s brand as part of their trading name.



ADVANTAGES

- Effective way of rapidly distributing simple products
- Requires fewer central resources and less coordination than franchising
- Allows for greater control over how an originator’s IP are used by implementers than more flexible Affiliation models



DISADVANTAGES

- Originator has no control over the business operations of the licensee
- Licensee receives lower level of support possibly reducing chances of success
- Requires protecting intellectual property which can be expensive



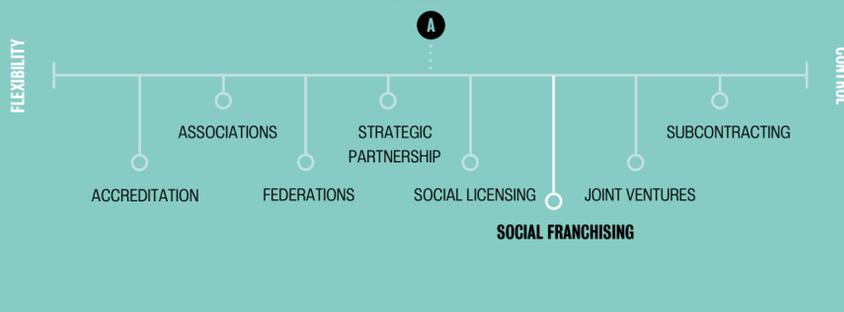
SUCCESS FACTORS

- Works best for simple service offerings or products

Green Gyms are run by TCV and provide a health and fitness focus to conservation projects. The easily implantable idea requires less control, so the venture can be licensed to a wide variety of organisations and groups.

All implementers operate under the same trademark. The license package includes training, evaluation, operations manual and consultancy to start the Green Gym to quality standards in return for an initial fee.

2.2 REPLICATION SPECTRUM IN-DEPTH



SOCIAL FRANCHISING

Social franchising is about packaging up a proven model and providing carefully selected others (implementers or franchisees) with the training and ongoing support they need in order to run the project to the same standard as the original. Franchisees are typically granted exclusivity, normally for a specific area, to stop others using the same franchise to compete for the same customers.

Often thought of as a “cookie cutter” process, in reality the level of control a franchisor has depends on what they put into the franchise agreement and operations manual. Franchising allows the originator to build quality control and standardisation into the areas of its model where it is needed to achieve social impact and generate income.

A franchisor can also decide to charge a franchise fee to franchisees. These can be through initial start-up fees, ongoing management fees – generally a fixed fee or a percentage of revenue, a marketing fee, by selling products to franchisees at a margin, or through negotiating national contracts in which franchisees deliver in their local area and the franchisor takes a percentage of the value of the delivery contract.



ADVANTAGES

- Generally a quicker way of expanding once the initial development work has been completed than wholly owned expansion
- Quality can be maintained across the network and social impact data gathered effectively
- Additional revenue streams for franchisor or the sharing of costs
- Franchisees become effective at creating social change more quickly than setting up a new venture, often benefitting from shared back office management, fundraising tools, management and governance assistance, programme materials, training, ongoing support and more
- Economies of scale (more so with products)
- Prevents implementers from cannibalising each other's revenue



DISADVANTAGES

- Requires significant upfront investment of time and finances
- Franchise fees, which are typically more expensive than fees in Social Licensing, can create a barrier to entry to those wanting to take the model on (though you may be able to help them find funding)



SUCCESS FACTOR

- Venture must be completely proven to guarantee franchisee sustainability and impact, and to justify franchise fees
- Supporting franchisees to implement all aspects of your venture, including marketing to customers, funders and beneficiaries and project delivery
- Rigorous recruitment process
- Comprehensive and quality franchisee training and ongoing support
- Thorough documentation of key systems and processes
- Delivering value to franchisees on an ongoing basis

There are a range of different types of franchising formats. The main ones are described below:

Organisational Format Franchise

The Organisational Format Franchise assumes that the franchisee will be an organisation (such as a church, charity or an existing social enterprise) and that the organisation will be responsible for the financial commitment required. They will provide a key individual who will lead the implementation of the franchise in their organisation.

If choosing an organisational franchise model you can use either a fractional franchise model or conversion franchising:

- Fractional franchises are franchised outlets where only some of the goods or services provided by the franchisee are part of the branded group. An example from the commercial world is the Costa Coffee bars in petrol stations. In international development, organisations such as Population Services International use fractional franchising to add capabilities such as long-term family planning to existing private healthcare clinics.

Aflatoun offers an education programme that encourages social participation and financial planning. Based on an easily implementable curriculum, they have 152 implementers in 103 countries, reaching 2.34 million children.

Implementers are any organisation that wants to empower children; they are given the curriculum, training and tools they need to deliver the programme as well as a package of ongoing technical assistance in exchange for a small fee. Implementers use the Aflatoun brand when marketing and delivering the programme but otherwise retain their own brand and continue to offer other services.

They used the franchising model to create economies of scale under one brand while also providing flexibility to implementers to meet local needs.

- Conversion franchising is where a franchisee converts their existing business offering to that of a franchisor. For example, a sandwich shop owner could buy a Subway franchise.

Sidai Africa

Sidai Africa is a social enterprise operating in the livestock sector in Kenya. Their aim is to revolutionise how livestock and veterinary services are offered to farmers, creating a more sustainable model of livestock service delivery.

By 2015, Sidai aims for a network of at least 150 franchised Livestock Service Centres in Kenya. Each franchise will provide quality animal husbandry and health goods and services to farmers and pastoralists. All centres will be owned and run by qualified veterinarians, and livestock professionals operating only under the Sidai brand. Quality standards will be overseen by Sidai so customers are confident of quality products and professional service. Over time new products (vaccines and feeds) and new services (diagnostic tests, financial services and livestock insurance) will be introduced.

Job Format Franchise

Job format franchisees typically work alone, marketing and delivering the goods or service in their local area (franchise territory). If they perform well there is the potential for them to develop their franchise into a Management Franchise.

Job Format Franchising is common in the developing world in microfranchising. For example, Vision Spring use a ‘microconsignment model’ where individual franchisees are given a bag of products to sell and only pay the franchisor when they have sold products and need to restock.

Tatty Bumpkin offers a development programme for babies and children, based on unique yoga activity classes. They offer a range of individuals training in running the programme, business and on-going support via annual reviews and feedback.

It is the responsibility of the implementer (franchisee individual) to acquire new business by building relationships within their community and secure suitable accommodation to run the programme.

Management Franchise

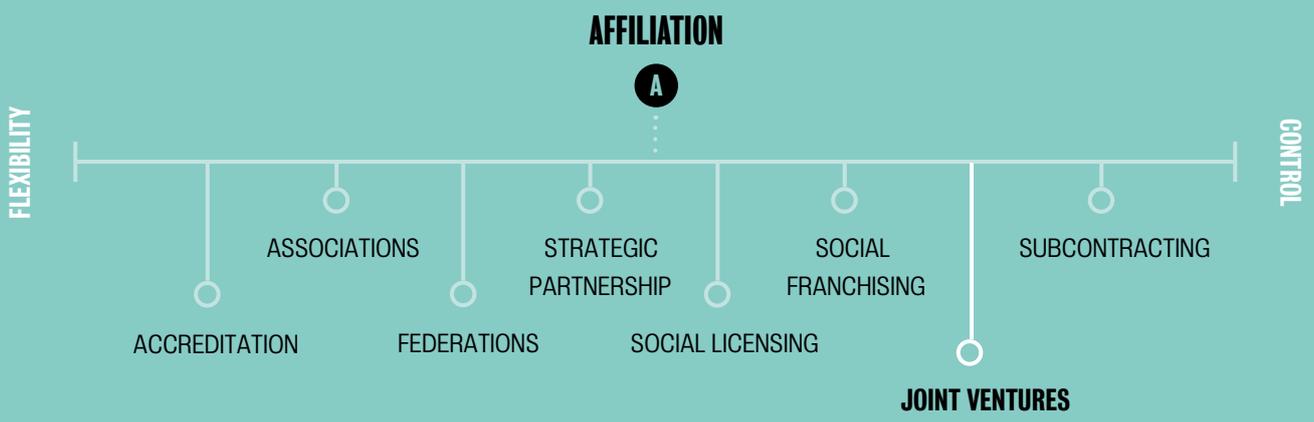
Management franchisees perform the key operational role within the business and employ staff. For example, McDonald's franchisees will manage the running of their restaurant, employing staff to cook and serve food. The management format franchise could initially be run from the franchisee's home as the office/admin base but would probably need to move into an office base as the number of employees grows.

The retail sector often uses this model for their retail outlets, selling products or services, usually to walk-in customers. Common examples include fast food, fashion and printing. Retail franchisees often have to hire and manage staff and should be able to deliver great customer service.

Home Instead Senior Care (HISC) offers a flexible service to meet the needs of clients. They operate through a national network of locally owned and operated offices, providing a deeper understanding of the community.

HISC chooses implementers (franchisees) with business experience and acumen. In exchange for initial and on-going fees, the originator provides full training on domiciliary care, a protected territory to run their own business and support in operations and recruitment.

2.2 REPLICATION SPECTRUM IN-DEPTH



JOINT VENTURES

In a joint venture arrangement your organisation would join an outside party to create a new entity. Profits and losses would be shared and both parties exercise control over the new entity. Generally, a new brand is created, as well as a new governance structure to oversee the venture. Therefore, many of the advantages, disadvantages and success factors of joint ventures are the same as with strategic partnerships.



ADVANTAGES

- Retain high level of control over implementation
- Benefit from partner's capabilities
- Make use of others' technologies, skills, capabilities and competencies that would otherwise be difficult or take a long time to develop
- Partnering with large organisations can lead to a rapid scale-up



DISADVANTAGES

- Substantial negotiation with joint venture partner and ongoing management required
- May have to build a new brand from scratch
- Very difficult to get right and can often lead to lawyers becoming involved in settling disputes



SUCCESS FACTOR

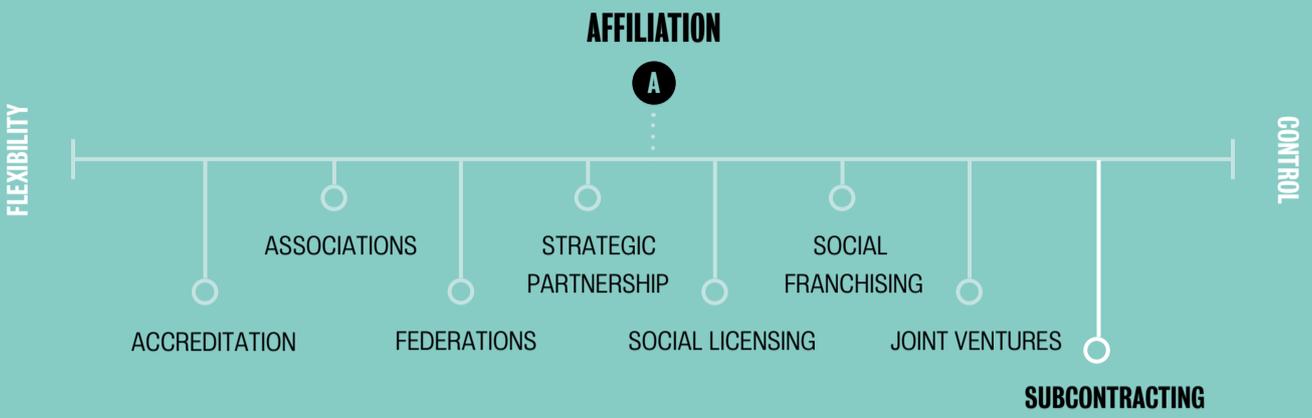
- Using the partners' existing intellectual property, capabilities and capacity effectively
- Accountability for all involved, with clearly defined decisionmaking processes, objectives, performance standards and assessments
- A strong agreement which ingrains both parties' expectations and requirements

Plan Sierra is an environmental non-profit organisation that created a joint venture with Helados Bon, a large ice-cream company, to create a social enterprise that helps local farmers grow macadamia trees and reforest farmland through the sale of macadamia ice-cream.

Plan Sierra manages and co-ordinates local farmers growing macadamia nuts, while Helados operates the production and sale of the macadamia ice-cream as well as disseminating conservation information.

Plan Sierra achieved the reforestation of more than 140,000 hectares with macadamia trees, while farmers benefited with

2.2 REPLICATION SPECTRUM IN-DEPTH



SUBCONTRACTING

This is where other individuals or organisations are contracted to deliver your venture in their area. Subcontracting works where either:

- You have a contract with a third party, for example a government department, to deliver on but do not have the capacity to deliver it yourself
- You contract others who will be able to better identify organisations who can deliver your venture in their local area.



ADVANTAGES

- Retain high level of control over delivery
- Can scale rapidly when funds are available
- Implementers focus on delivery rather than generating income
- Scale up rapidly and protect yourself from the risk of your contract not being renewed by avoiding employing new staff



DISADVANTAGES

- Creates financial dependency on the originator leaving the network vulnerable to collapse if a funder customer withdraws
- Generally little sharing of best practice across network
- Implementers may not get sense of ownership and may be less motivated than in other replication models



SUCCESS FACTOR

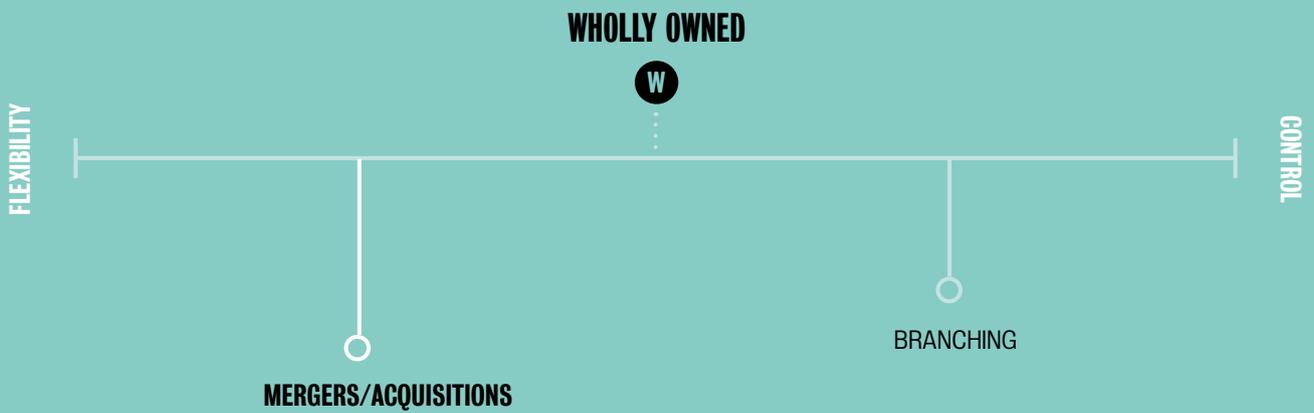
- Clear deliverables
- Effective supervision and incentive structures for implementers to fulfil contractual obligations
- Well managed by originator
- Implementer has proven previous experience

National Citizen Service (NCS) contracts with provider organisations who are responsible for delivering NCS in their regions, and who in turn subcontract to local organisations to support delivery. NCS is delivered by around 220 charities and partner organisations. NCS Trust carries out monitoring and evaluation, builds the brand, trains regional providers and manages the contractual relationships with them. NCS currently relies on government funding though intends to secure other forms in the future, including corporate sponsorship.



Further Reading & Exercise
For a guide on completing a successful merger see Prospectus' guide [here](#).

2.2 REPLICATION SPECTRUM IN-DEPTH



MERGER/ACQUISITIONS

Where two separate organisations combine to form a single entity. There are three types of mergers:

1. Unified full merger – two organisations merge to form a new organisation with a new identity
2. Unified takeover – one organisation takes over another retaining its own identity
3. Group structure – two organisations become part of a formal association

While the process of replicating specific programmes is covered by this toolkit, conducting a successful merger is not.



ADVANTAGES

- Use others’ capabilities and capacity while retaining control
- Increase efficiency
- Increase sustainability if other party has strong financial base



DISADVANTAGES

- Time-consuming
- Costs such as legal fees, redundancy packages and branding changes can be expensive



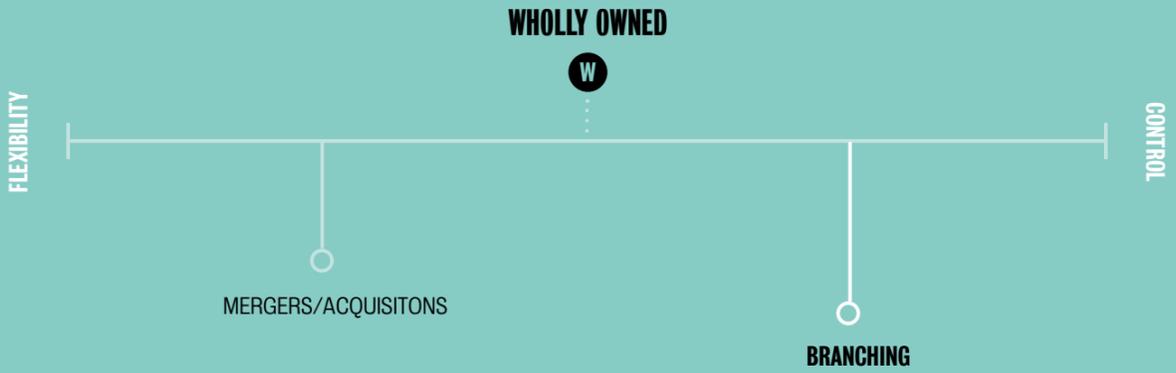
SUCCESS FACTOR

- Organisational fit and business case
- External input and advice including facilitation and professional input
- Effective change management, including effective communication with staff and other stakeholders
- Being clear on who is leading the merger process

The Development Trust Association (DTA) and Bassac were already partners in the Community Alliance. Having been working together for some years, the creation of a new organisation was seen as having the ability to draw on the strengths of DTA and Bassac to build a movement of aspiring organisations with a commitment to social justice, enterprise, asset development and self-determinism.

The merger was formed by transferring Bassac’s staff and business to DTA, which was renamed Locality. It did involve a reduction in staff from 85 to 55, but the new organisation has been very successful in winning some significant government contracts, such as the Community Organisers contract with the Cabinet Office. (Source: IVAR Story of a Merger 2011)

2.2 REPLICATION SPECTRUM IN-DEPTH



BRANCHING

Branches are wholly owned organisational units that are managed and controlled by the central organisation, with local staff operating the branch but reporting directly to the central office. Local branches may have their own advisory boards, but the governance responsibility lies primarily with the central board of directors. This is unlike franchising or licensing, where systems, governance, employment of people, and ownership are not directly controlled by the originator.

Well managed branches give the central organisation a level of control which helps to protect its brand and reputation. Coordinating overall strategy and operations also allows for a greater amount of consistency.

Where organisations expand using multiple replication strategies, branches serve as models, testing grounds for new ideas, and a means of keeping the central office in tune with actual delivery of service.



ADVANTAGES

- Can provide a higher degree of control which can be desirable when the programme being implemented is complex or relies heavily on knowledge that is hard to transfer to others
- Can be suitable when an organisation is in the early stages of growth and is interested in testing and refining its model in new locations, or the organisation has less ambitious expansion plans
- Originator keeps any profit



DISADVANTAGES

- Resource-intensive: originator has to invest heavily in its own readiness, the process by which it opens new branches, and in the new branches themselves
- Requires high levels of ongoing support and monitoring
- Maintaining a close-knit culture and recruiting the right leaders can be more difficult for branches than for affiliates
- Usually grow at slower rates given the greater investment of resources by the central organisation thus highlighting the trade-off between maintaining central control and having widespread impact
- Less flexibility to tailor venture to local needs, context or expertise



SUCCESS FACTOR

- Achieving the right level of centralisation versus decentralisation of certain activities: decentralisation can lead to people duplicating efforts across different offices, centralisation can lead to slow and bureaucratic decision-making and processes

Street League aims to transform young people’s lives with football combined with structured programmes. Starting in London it replicated to Glasgow and the North East. Each of these operates a branch structure which keeps control of the project at the central office.

Although the venture requires local tailoring, the work involves high-risk groups so more control is needed. By working in partnership with local organisations and employing a local programme co-ordinator the venture balances expertise and central control with local credibility.

Pratham has an educational programme in India, Balsakhi Program. They provide young women with two weeks of training and ongoing support to go into government schools and work with children who have fallen behind.

The model was replicated across a number of Indian cities before it was adopted by regional Government in Mumbai and Vadodara.

REPLICATION STRATEGY SELECTION

Now you have a better understanding of the different types of replication strategies available, this section aims to help you decide which replication strategy is most appropriate for you.

Social Organisation Review

In order to develop your venture's replication model you first need a thorough grasp of how it works and the gaps that still need to be filled before you are replication ready. Spring Impact's Social Organisation Review can help you to ask the right questions and collect detailed information on your venture's different functions. This will complement the work done at the Prove Stage. If you do think there are gaps in your knowledge then ask your relevant team members to help complete the review.



You can download the Social Organisation Review template from the Spring Impact Toolkit here to complete this exercise.

PESTLE Analysis

Now you need to consider the external context of the market you are aiming to replicate into. PESTLE analysis is a useful tool to help you do this. The key elements of a PESTLE exercise are:

- Political
- Economic
- Social
- Technological
- Legal
- Environmental

Consider each in terms of characteristics or future changes that could affect your venture and its replication into a new market. You will likely need to build on the market analysis done during Stage 1. How much detail you go into is up to you, but generally, the more the better. Options include conducting a workshop with your own team, conducting desk-based research and interviewing organisations already operating in the new market. You may want to consider how you can find other resources to help conduct additional research. For example, university masters students sometimes have to complete external assignments as part of their degree and you may want to consider reaching out to universities in your area to see if you could work with their students.

SWOT Analysis

Internally assessing the strengths and weaknesses of your venture and the opportunities and threats it faces is the next step in preparing your organisation for scale. Looking at your strengths and weaknesses will help you to gauge where to dedicate your efforts to ensure that your organisation is ready to build and maintain a replicated network. Evaluating opportunities and threats will similarly show you where time should be spent to maximise the chances of you replicating successfully, for example in building certain funder relationships, or mitigating risks that could derail your replication. The work you did as part of the Replication Readiness Test should help you here.



You can complete a SWOT Analysis using the template in the Replication Development Report.

For each strength, weakness, opportunity and threat we suggest you initially write your personal thoughts and then arrange a meeting with the team to present it and get their thoughts and additions to build internal consensus. To help you think through each, consider the following:

- People
- Resources
- Innovation and ideas
- Marketing
- Operations
- Finance
- Partnerships
- Existing implementers

Scaling Goals and Your Core

It is crucial to be clear what you are scaling up and why as both will affect which replication model is right for you. Your goals should be based on an assessment of how best you can contribute to reducing the size of the problem you address. What you are replicating should be based on an appreciation of how you create impact and what will be feasible to replicate to new areas.

You should consider carefully which elements of your venture will be key to ensuring social impact in new areas. Are there aspects of your programme that do not need to be replicated?

If you are unclear on either it is worth revisiting Question 1 of our Replication Readiness Test in the Prove Section of this toolkit.

Selecting Your Replication Model

At this point you should be able to identify which replication models would be most suitable for your social venture. Review each replication model and shortlist the most promising models. For each model answer the following questions:



We advise getting an external facilitator who understands social replication to help review your thinking when selecting your model.

- What might this method of replication look like in practice?
- What would the advantages of this method be for your venture?
- What are its disadvantages?
- What are the resources constraints?

These questions may help you consider advantages and disadvantages that you may not have thought of:

- Will you be able to give implementers sufficient ongoing support to be successful?
- Will the replication model work with your values and organisational culture?
- Will you be able to get the monitoring and evaluation data you need from your implementers?
- Will your replicated network be able to sustain itself?
- Will safeguards be required to protect any vulnerable beneficiaries?

When thinking through resource constraints ask yourself the following questions:

- Do you have enough funds to make this type of replication work and if not could you access it?
- Do you have the skills and capacity required for this model and if not could you bring them in or learn them?
- What level of financial return are you and/or any investors expecting and could this model meet this?

Once you have completed these questions for your selected models it is often a good time to present them to your team before progressing onto the next section. The next section will allow you to go into your selected models in much more detail and understand if and how they would work in practice.



Further Reading
SSIR Review Article "Scaling Social Impact" by G Dees & B.B. Anderson in Spring 2004



CARING CONNECTIONS

Caring Connections decided that social franchising was the right model for them based on a number of reasons including:

- **Maintaining quality of programme delivery to ensure impact**

Caring Connections knew from past experience that the quality of the drama practitioner and the way they were supported was crucial to achieving impact. Caring Connection's experience in dealing with a vast array of situations meant that they could be hugely valuable in supporting implementers and their practitioners.

- **The importance of local ownership**

Caring Connections felt that independent others with local connections and knowledge would be better placed to implement their programme in new areas. Being based in the local community was seen as particularly important for raising funding and building relationships with schools.

- **The ongoing value Caring Connections could offer to implementers**

Caring Connections knew that a large part of the reason for their success to date was not only project delivery but also their approach to building relationships with schools and funders. The higher degree of support offered by social franchising would allow for these skills to be passed on effectively. Further, with their growing evidence base and M&E system being key to these relationships, Caring Connections could be confident that implementers would continue to value being part of the network over the longer term.

- **Funding being insufficient for rapid replication through a Wholly Owned approach**

Caring Connections wanted to expand their programme across the UK. Like many social sector organisations they would have struggled to raise the funding to expand across the whole country quickly so a Wholly Owned approach would not have allowed them to reach their impact goal

- **Working with children**

Since much of Caring Connections' work was done with children, they needed to be sure those implementing had safeguarding policies and all the statutory criminal checks in place.

- **Enabling implementers to generate income for themselves to increase financial sustainability of the network**

Caring Connections's main income streams were grant funders and schools paying for the service. They knew the best way to build relationships with local funders was to have a local presence.

- **Building their evidence base**

Caring Connections wanted to continue to build their evidence base which requires monitoring data to be fed back to the centre and close collaboration when carrying out more complex research and they thought that they may find it challenging to gather this data in a looser relationship.



2.4 DESIGNING YOUR REPLICATION MODEL

DESIGNING YOUR REPLICATION MODEL

In this part you will complete a social replication development report for your organisation which contains all the details as to how your venture will replicate.



The template for this report can be downloaded and the following section guides you through completing each section in more detail. Note that each section in the development report will need to be considered separately for each model of replication you choose.

POSSIBLE IMPLEMENTERS

Whichever replication model you choose for your venture someone will be responsible for implementing the replication in a new location. Now you need to narrow down the potential list of implementers to those who are most promising.

Your implementer could be one of the following:

- A branch (office) that you already own or that you will set up
- An individual with an existing business, or an existing organisation, community group or branch of government
- An individual or organisation who would need to set up a new company or group to run your venture



It was decided that, based on Caring Connections' networks, the most promising potential implementer profiles were:

- Theatre companies that work with teenagers
- Universities that are looking to engage in the community
- Individual drama practitioners looking for extra income

Think through each of these options and which ones may be most applicable to you. Consider the advantages and disadvantages of each. Once you have an idea of the type of organisation that may be your implementer, think about who practically this implementer may be and how you may find them. Think about existing networks such as churches, rotary clubs, associations or community groups who may have an interest in implementing your venture.

ROLES AND RESPONSIBILITIES

You now need to draw out the roles and responsibilities of the originator and the implementers: what will you and your implementers have to do in the new system?

The broad headings below start to show the roles and responsibilities list for the central organisation and the replication. This should be a starting point only; you can then use this list to assess and refine this profile. We recommend that you start to draft the role of the implementer first, and then use that to consider the originator role.

ALLOCATING ROLES & RESPONSIBILITIES

IMPLEMENTER

LOCAL IMPLEMENTATION

- What is needed to do this?
E.g. people, skills, premises

LOCAL FINANCE/RESOURCE SOURCING

- What funding/income is required?
- Is the implementer responsible for sourcing this? What are the potential local income sources?

LOCAL INNOVATION AND ADAPTION

- How much should the venture be adapted for a local context?
- What is the implementer's role in this adaptation?

LOCAL REPRESENTATION, NETWORKS AND ADVOCACY

- What local relationships are required for successful implementation of the venture?

LOCAL MARKETING

- What local marketing is required? To which audiences?

LOCAL DATA AND RESEARCH

- What information and data needs to be collected at a local level?

ORIGINATOR

SYSTEMISE VENTURE

- How much should be set by the originator vs. open to local adaptation?

RECRUIT, TRAIN AND SUPPORT IMPLEMENTERS

- How will new implementers be found and assessed (if at all?)
- What training and support is required to enable the implementer to fulfill their role effectively?

MARKETING AND BRAND

- What marketing should be done centrally vs. locally?

BUSINESS SYSTEMS DEVELOPMENT

- What business systems are already in place?
- What additional business systems will be required to enable the implementers to fulfill their role?

DATA ANALYSIS AND RESEARCH

- What information needs to be collected centrally?
- How will this data be analysed and reported?

ADVOCACY

- What advocacy does the originator need to do? What information is needed to enable this?

PROGRAMME INNOVATION AND DEVELOPMENT

- How will the programme be updated and developed?
- Central contract negotiation
- Will contracts or funding be secured centrally?

LEGAL STRUCTURE

- (If necessary) what will the legal structure be with implementers? What does the originator need to do to uphold this structure?

You should keep revising the lists and assessing the three questions until the answer is 'yes' to all of them:

- **Does your chosen replication model allow for the originator and implementers to fulfil these roles and responsibilities?** For example, if you are planning an open source model but local implementation needs people with highly technical skills are you confident this model will enable this?
- **Will your preferred implementers be able to fulfil this role?** For example, if an essential requirement for local delivery is the ability to access medical records then your preferred implementation model of local entrepreneurs may not be possible.
- **Is this an attractive situation for both originator and implementer?** This is particularly important if you are using an affiliation model; are the roles and responsibilities of the local implementer an attractive proposition? For example, if you are expecting them to source local funding but you know it will be very difficult, it is likely to be challenging to attract potential affiliates.

IMPLEMENTER PROFILE

Think about your implementer profile in the same way you would when you are seeking a member of staff to join your team. Ask the question: which sort of implementer is right for you? The list of implementer roles and responsibilities is like a job description and the implementer profile you are now developing is like the person specification.

Some headings that may be useful in developing this profile are listed below, but your profile should be very specific to what your venture needs.

- Previous qualifications
- Previous experience
- Values and interests
- Statutory requirements e.g. likely to be particularly relevant if working with children or in health
- Financial situation
- Premises
- Technology
- Legal structure
- Language
- Equipment

If you have already have some replications of your venture in place think about what has enabled them to succeed – or what profile you wish they had!

As with a person specification, your implementer profile should be broken down into essential requirements and desirable characteristics. Essential criteria should be those that are genuinely essential to fulfil the role and implement your venture effectively. Desirable criteria are those that are not essential to perform the role effectively, but that may enable better or more immediate performance if they are in place.

Keep two key principles in mind as you determine what you want to include in your essential criteria:

- Each additional essential criteria will reduce the number of potential implementers so think carefully about adding new ones.
- An implementer may be able to deliver your venture in a way you haven't considered, particularly if you have chosen a more flexible replication model. Phrasing your criteria as the required output can give an implementer the space to prove to you that they can deliver that output in a way you may not have considered. For example, setting the requirement of being able to easily travel across the Greater Manchester area is less restrictive than the requirement that the implementer must own a car.

Recruiting the right implementer will likely be the single most critical decision you will make as you replicate so take the time to choose the right one.



For Caring Connections the implementer must:

- Be an existing organisation with staff
- Have an existing registered office and premise for training and reviews
- Already have existing funding to roll out the programme
- Have relevant management and financial experience
- Have experience in delivering artsbased programmes
- Have experience working with schools
- Have criminal record checks for staff, child protection policies and relevant insurance

SUPPORT STRUCTURE FOR REPLICATION

You now need to think about the infrastructure you need to a) fulfil your own obligations in the role description and b) equip implementers to be able to fulfil theirs.

You should assess what support implementers will need to make your venture successful in their market and how you will communicate with them on an ongoing basis. If you are replicating using Open Source, Training or Consultancy, ongoing support may be limited or nonexistent.

Otherwise, support may include things like training, on-site supervision or the creation of an operations manual (see the Systemise stage). Consider carefully where implementers are likely to need help, particularly in areas not related to direct delivery. Often in the social sector, support on key areas such as marketing is neglected.

Within reason the more regularly you are in communication with implementers the better. This will allow you to talk through any issues they are having in implementing your venture before they turn into problems. At the financial modelling stage you should cost each element to ensure that the proposed level of support is financially viable.

Consider:

- How many times will you meet implementers each year?
- Can any existing implementers in your network help support new recruits?
- How much training will be required? Where will this take place? Who will pay for what?

You should then think through how you are going to get any new technology, infrastructure, capacity and skills in place and how much this will cost. For example, do you need to make new hires or train existing staff? Will you need to invest in more central office space, or updates to your website? This information will be used to help project plan your replication process and write any necessary funding proposals.



Caring Connections decided to employ a national franchise manager to lead on developing, supporting and managing their social franchise network. This person, together with staff members responsible for specific areas such as marketing and M&E, would lead initial training. They would also be the first point of contact for franchisees, lead on recruiting new franchisees and update the operations manual among other tasks.

Caring Connections' franchise network meets annually to foster links between members, recognise best practice and discuss advocacy and network improvements.

FINANCIAL MODELLING

Now you need to create financial models to allow you to begin to assess whether your proposed replication model is likely to be financially viable in reality. As part of this you will assess the start-up costs of a new replication and how the financial flow will work in your replicated network.

To assess this you will need to prepare five separate financial models, which are based around the following areas:

- Income Schedule (Implementer) - income earned by the implementer
- Costs Schedule (Implementer) - implementer costs for ongoing support
- Start-up Costs (Originator and Implementer) - cost to the implementer and originator for start-up
- Fee Schedule (Originator) - fees earned by the originator
- Costs Schedule (Originator) - cost to the originator for ongoing support

As you progress through the toolkit you can add to these models according to the options you choose and as you refine your replication model. Once finalised, you can then use them to help make key decisions, such as how much to fundraise for.

Implementers' Financial Modelling

First you will decide where the implementers will get their money from, followed by how much and when. We recommend creating three-year projected figures.

You should assess if and when an implementer is likely to break even (when their income exceeds their costs) and whether this is likely to be acceptable to a potential implementer. If you think your implementer will have to fundraise either the full amount of their costs, or to top up any traded income, think through whether the amount required is realistic given your implementer profile.



After financial modelling Caring Connections recognised that the level of income an individual drama practitioner would need to achieve through grant fundraising was unrealistic. Theatre companies and universities with experience and capacity for fundraising, however, were seen as being viable and therefore remained as the two key implementer profiles to be targeted for recruitment.

Start-up Costs

Now you need to consider the costs to both you and your implementers of getting a new replication to the point where they are ready to begin operations. List the different elements of support the centre will need to allow new implementers to get up and running and how much each will cost to provide. Decide whether you want to charge implementers for the cost of this initial support and how much. We recommend that you aim to break even on start-up costs though in some cases it is okay to make a small profit. It is not advisable to generate significant profit from this early stage as it creates incentives that could lead to your staff being more concerned with selling the replication opportunity to new implementers, instead of focusing on helping existing implementers to be successful.

Next, list the additional costs that an implementer will incur in starting up your venture. If you expect your implementer to be an existing organisation then these costs may be limited, whereas an individual starting from scratch may have to buy things like computers and printers, making it more expensive. Think about whether the total start-up cost to a new implementer is reasonable. Will they have the money themselves; will they be able to fundraise for it or secure a loan? In some cases you may want to help new implementers fundraise for part or all of their start-up costs although an implementer's willingness to fundraise is a good initial indication of their commitment.

Originator's Financial Modelling

Consider how many implementers you are likely to recruit per year, taking into account the need to pilot with a relatively small (around 6-4) number of replications initially.

Model the projected cost to you of supporting a replicated network. Include the cost of any additional resources required, as worked out above. Be sure not to leave out things like travel expenses for visiting implementers, professional fees, any annual events, national marketing and overheads. You are also likely to incur costs when recruiting new implementers. Do not include any ongoing fees for now.

Ongoing Money Flow

Setting the level of fees is crucial for social enterprises. It is about the balance of financial and social objectives, and about aligning incentives. You must consider whether ongoing fees should only cover the costs of central services/support (so more is spent on frontline delivery) or make you a profit which you can reinvest centrally in achieving your social mission.

There are a number of ways that money can flow between implementer and originator:

Originator to implementer:

- Central fundraising/large contracts
You may wish to raise money centrally or develop large-scale contracts for projects that will be delivered locally by your network of implementers. This type of arrangement is more likely in Wholly Owned, Subcontracting and Social Franchising models. Money would therefore flow from you to implementers, with you taking a proportion to cover your costs.

Implementer to originator:

- Fee for service
You may want to charge implementers for services provided. For example, if you are replicating using Training or Consultancy, you might want to charge for the cost of delivery. You should have worked this cost out in the Start-up Cost section above. If operating a Social Franchise or Accreditation model, your implementers may need training each year and it is reasonable to charge them for this.
- Ongoing fees:
You may want implementers to pay an ongoing fee to you. These are often used in Social Franchising, Association and Federation replication models. How much this should be will normally depend on a number of things:
 - The central services to be provided by the centre to the implementers and the cost of these services
 - The local services to be provided by the implementers regarding local programme delivery and the costs and overheads associated with these
 - Any contribution to additional overheads incurred by implementers
 - The operating profit/surplus that an area can generate
 - What the implementer can expect to earn in an employed salaried role with a similar level of skill requirements and experience (i.e. what is their value in a similar employed role)
 - What is commercially acceptable and fits best within the proposed replicated system

If your implementer will be profitable (not taking into account philanthropic income) you should work out what fees should be as a percentage of profit. In Franchising, it is generally reasonable for profit to be split somewhere around 70%/30% to 80%/20% in favour of the franchisee. However, because profit is easily manipulated – for example by paying higher salaries – you should use your financial model to see what percentage of turnover that level of profit equates to, and use the turnover percentage as your ongoing fee.

If your implementer will not be profitable and will have to fundraise grant money to cover their costs, it is generally advisable to charge a fixed fee. This is to guarantee income for you and because funders can be wary of arrangements where it looks like you will be making a profit from their money.

- General income
If replicating on a Wholly Owned basis, all income is likely to come back to you at the centre anyway, before then being redistributed according to local and central budgets.

If after this work your model does not appear to be viable then you will need to revisit earlier sections and consider whether your venture can be implemented for less money, whether you can choose a different replication model or whether you should be replicating at all.

After working out how you want money to flow between the originator and implementer, return to the implementer income and cost schedules, and originator cost and fee schedules as required, building in this flow.

GOVERNANCE

Decision Making

In order to operate successfully at scale, you will need a decision making structure that allows for the creation of successful strategies and effective decision-making. There is a spectrum of ways that decisions can be taken that fall into three broad categories:

Participative

Participative decision-making is where implementers are involved in making decisions regarding the replicated network as a whole. Usually this will be through discussion with the centre putting the group's decisions into practice. This may be formalised through voting procedures and practices, possibly involving a constitution and general assembly, in which members can introduce motions and vote to pass or reject them. Such an approach is common in Associations or Federations.



ADVANTGES

- Decisions have buy-in of most of the network
- Enables a range of opinions to be considered, including those closer to front-line delivery



DISADVANTAGES

- Decision-making can be inefficient and timeconsuming, making it difficult to keep up with rapidly changing external environments
- Factions based on self-interest can form, detracting from network's ability to achieve its impact goal

Consultative

Consultative decision-making involves taking implementers, thoughts and ideas into consideration fully before making a final decision centrally. This approach is often used in franchising through franchisee councils.



ADVANTAGES

- Get input on proposed courses of action from across your network
- Gain buy-in for decisions from network



DISADVANTAGES

- May not be sufficient to achieve buy-in in all situations
- Resistance from network during consultations may mean centre does not always get its own way

Directive

Directive decision-making is where the originator uses its authority to make decisions and determine how these are implemented. Particularly in Affiliation-based networks, this approach can leave implementers feeling alienated.



ADVANTAGES

- Quick, efficient way of making decisions
- May be appropriate when organisation is under threat



DISADVANTAGES

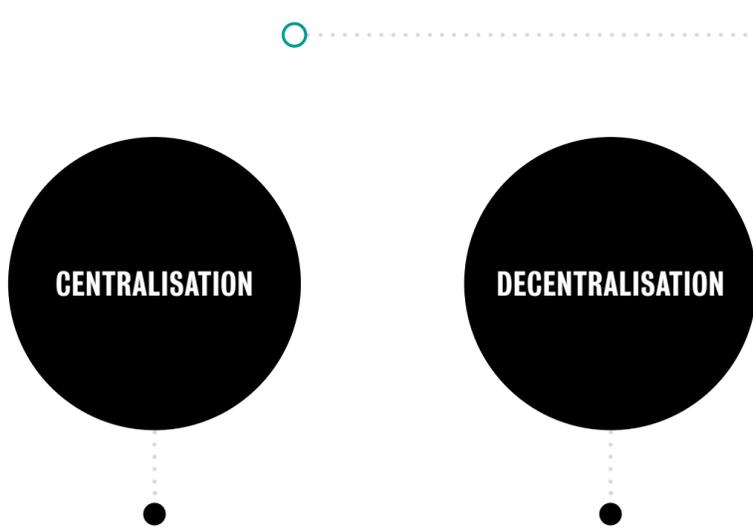
- Can alienate network members
- Repeated mistakes can lead to a loss of credibility and buy-in

Street Football World is a network of organisations that uses football to help the disadvantaged. A Network Management Team approve new members and provide support. It also has a general assembly and network board.



Caring Connections is a UK-wide franchise. Each implementer has a Board to lead strategy. These are represented at the Franchise Advisory Council. Elected members from this council will then attend the originator's Board. The Executive teams then organise the implementation.

The key to choosing a governance model is to select who needs to make which decisions. For example, you might want to involve your implementer network on decisions to recruit new members but want to make decisions on how to allocate money from national contracts centrally. Consider the key decisions in your organisation and where they are best made using the table below to help.



ADVANTAGES

- | | |
|---|--|
| <ul style="list-style-type: none"> • Helps maintain a unified vision and direction for the network • Greater use of experienced knowledge • Quicker decisions, useful if project is open to broader changes in context • Easier to implement change • Easier to control the direction and work of the organisation | <ul style="list-style-type: none"> • Decisions are made by those closer to frontline, suitable for reacting to beneficiaries' needs • Can respond better to local demands • Can encourage better communication between different projects and shared learning • Improves motivation of implementers to think on a bigger scale and not just on their project |
|---|--|

DISADVANTAGES

- | | |
|--|--|
| <ul style="list-style-type: none"> • Need extra personnel, can be difficult for a small originator • Disconnect from frontline and might miss localised needs & opportunities • Can reduce feeling of belonging for members, dangerous if this is a key part of the package | <ul style="list-style-type: none"> • Decision-making is not always strategic • More difficult to implement decisions • Slower decisions, can be dangerous in a crisis |
|--|--|

Developing your governance structure

Now you should consider what you need to do in order to make your proposed governance structure a reality. If your governance structure will remain fairly similar to how it is now then changes will be minimal, though be sure to allocate sufficient time and resources at board level to dealing with matters relating to your replicated network. However, if you are creating a more participatory structure, you will need to dedicate time to creating things like constitutions and general assembly protocols.

MARKETING

Both the centre and implementers are involved in marketing the venture. Implementers are responsible for promoting the business in their local area, generating awareness at a local level, particularly with customers, potential funders and beneficiaries. In Loose Networks and Affiliation-based replication models the centre usually provides guidelines and templates for local marketing activities.

The centre will generally be responsible for higher-level marketing, for example, national marketing and the overall development of the brand. This may include PR, campaigning and advertising. Implementers will benefit from the strength and promotion of the brand in developing business relationships and funding opportunities.

How much input implementers have in deciding the centre's marketing plans will depend on the replication model, governance structure and culture of the organisation.

In Affiliated networks the centre often shares marketing activity plans with implementers. This enables them to feed in thoughts and ideas, will help them feel part of the network and will mean they could be used to amplify activities.

At this stage you should check how you have divided marketing roles and responsibilities in the earlier section.

Branding

Your replicated network can be a great way to grow wider awareness of your brand, which may be important in helping you to achieve your social objective, for example, attracting more end-beneficiaries to your programme or increasing your organisation's influencing power.

However, as brand awareness will not be important for all ventures, a key decision you now need to make is whether you and your replicated network will operate under a common brand. There are four main options that could be considered here:

1. Separate brands – originator and implementers trade under their own different brands (or without a brand at all)
2. Dual branding – implementers retain their pre-existing brands but must also use your brand for particular services or products
3. Branded network - implementers use your brand only
4. Develop a new brand – originator and implementers create a new brand for the replicated venture that they both adopt

In some situations where your brand has different value to different audiences you may have a model that mixes different aspects – for example, a funding application might be done with dual branding but the implementer and originator may operate under one brand from a customer point of view.

In order to make this decision you should take into account:

- The strengths and weaknesses of your brand
- The strengths and weaknesses of potential implementers' existing brands
- The benefits of others using your brand. Consider in particular whether your brand would help implementers reach more beneficiaries and bring in additional income
- The risks of letting others use your brand – what might go wrong?
- Will implementers be willing to give up their existing brands?
- How would you enforce brand standards?

At this point you should take a moment to go back and review your hypothesis of replication model for your venture to ensure it will support the branding option you have chosen above. Also, if you have chosen an option where the implementer will use the originator's brand in some format then you also need to consider whether retaining quality of the brand across the network is going to be important, and whether the replication model will allow you to maintain this quality.

If maintaining brand quality is an important consideration, there are three key factors to consider here:

1. Clear communication of brand use and messaging
If as a central organisation use and understanding of your brand is not consistent, then you will have little chance of ensuring it is used consistently across your network. Being able to clearly articulate the USPs of your brand and having guidelines for how the brand is used (including for dual branding) will therefore be crucial.
2. Quality control measures built into model
If your replication model is further towards the 'wholly owned' side of the spectrum then you are already choosing to have a tightly controlled model so quality control measures to ensure the brand is being used and represented appropriately can be built in from the outset.
3. Brand has an important value for both originator and implementer
Your implementer will likely have an important role to play in promoting and representing your brand so if you are using an affiliation or dissemination model (where you have less control over replications) it is important that the brand also has value to your implementer, so it is in their best interests to promote and strengthen it. This may be because it helps them to attract more customers or (through you) allows them to have a voice in national advocacy conversations. In these cases access to the brand may be an important part of your value proposition to these implementers.



Caring Connections hoped that implementers would use the Caring Connections brand for the entire organisation once recruited to the network. However, they found implementers were reluctant to do this as Caring Connections was just one aspect of what they did and their existing brand already had some value and awareness locally.

Caring Connections realised that by using dual branding local implementers would be able to retain their relationships and reputation in the local area. This would help them to source funding to deliver the venture effectively, whilst also building awareness and promotion of the Caring Connections brand.

MONITORING AND EVALUATION AT SCALE

Objectives

Monitoring and evaluation (M&E) can continue to play an important role once you have replicated in a number of ways:

1. Increasing your level of evidence, proving the venture and your network's social impact.
2. Identifying good practice and innovation that can be embedded across the network as well as identifying bad practice that could damage the brand's reputation.
3. Assessing your implementers' performance and your own performance in providing them with support (if applicable)
4. Collecting data can improve your understanding of a social problem and help advocacy efforts
5. Your evidence base is valuable for implementers and acts as an incentive to remain as part of your network

Defining Roles and Responsibilities

Which replication model you choose matters: the closer you are to the flexibility end of the spectrum and the less control you have over implementers, the harder it is to get data and to coordinate monitoring and evaluation.

Originator and implementer typically share responsibility for M&E. You will need to decide who is responsible for what. For example, you might do analysis and evaluation centrally with the implementer only collecting data. The more analysis and evaluation implementers can do, however, the more they will be able to identify and implement improvements to the way they work. Being clear on your future evaluation plans and understanding what will be involved in these will help to identify roles and responsibilities. You should make sure your data collection processes are clear at this point.

We then recommend revisiting the roles and responsibilities section and inserting an M&E section and/or refining any thinking you have already done.

Maintaining Quality

Quality assurance standards should be put in place to help you assess implementer performance. These should be based on an understanding of what makes your venture successful, both from social impact and business model perspectives. For example, if developing relationships with local government is important, you should assess implementers' ability in this area. In more controlled forms of replication, minimum performance standards can help to set expectations and drive performance.

Processes for improving poor performance, removing ineffective implementers from your network and rewarding and/or highlighting good performance, should back up the M&E of implementer performance data. You will also need to know how to identify and disseminate best practice across the network, whether through regular email communications, annual conferences or other means.

It is also possible that you will find out that your venture does not work out in certain contexts, or needs substantial adaptation. M&E will help you to recognise this before it is too late, and by assessing implementers' performance you will be better placed to say whether a replication has not worked because of an incompetent implementer, or because of something related to that particular context.

Additional Recommendations on M&E

Additional specific recommendations in this area are as follows:

- Ensure your M&E system is well developed before replicating
- Where possible, collect data on numbers reached, key outcomes and impacts
- Consider carefully whether you need to collect financial information and how regularly
- Regular reports should be submitted to the originator to monitor quality across the network, supplementing quality assurance visits
- M&E should be included as part of any induction training
- Make it clear to implementers how they will benefit from M&E, otherwise they will not do it!



It's often easier than you may think to create electronic systems for monitoring and evaluation. Many organisations use software like Salesforce, which gives free licenses to charities, and then they customise it. Customising your system can be challenging without some outside support so if you need help get in touch for a chat.



Caring Connections already has a strong online M&E system, so they decided to keep this system and identify the information needed from the implementers in the operational manual. Project monitoring forms need to be completed after each session and should be entered no later than two weeks after completion of the project.

Implementers are held accountable for collecting and recording the information, and reporting their impact to the schools. Central Office is responsible for the evaluation and collation of information from all implementers as well as utilising the information to support reviews of the implementers

EXCLUSIVITY REQUIREMENTS

You may want to limit your implementers' areas of operations. Often this is by territory but it can also be by sector or funding stream. Allocating territories is particularly important in some of the affiliation models and especially in social franchising because you want to avoid the situations where implementers are competing with each other.

For example, you may have a venture that works across different sectors such as justice, health and education. If implementers will be paid through a government tender, you may want to restrict their ability to use your IP to that area, for example criminal justice. This would leave you able to empower others to deliver your venture in sectors or areas where they are better positioned. For example, a doctor's surgery as your implementer may be better able to implement the model in health.

You must therefore decide whether you want your implementers to have exclusive rights to certain territories, funding streams or sectors. To this end you should consider:

1. Whether exclusivity is needed to ensure implementers will not compete for the same funding as you or other implementers
2. Whether exclusivity will help to better allocate financial and human resources in order to achieve your Impact Goal

There are a number of factors that can be used in developing a territory – such as population, household or regional boundaries used to define local authority areas. Which you choose will likely be specific to what your venture does. When creating your territories you should take into account:

1. Potential beneficiary numbers in the territory
2. Potential customer numbers and income streams in the territory

If possible it is better to divide up your target area into distinct territories from the outset. However, this takes time so if you do it incrementally, make sure you do not give away territories that are too big. Otherwise, if an implementer fails to grow their operations to match their territories' size you can potentially miss out on being able to serve those you aim to help, and on income opportunities.



Caring Connections already has a strong online M&E system, so they decided to keep this system and identify the information needed from the implementers in the operational manual. Project monitoring forms need to be completed after each session and should be entered no later than two weeks after completion of the project.

Implementers are held accountable for collecting and recording the information, and reporting their impact to the schools. Central Office is responsible for the evaluation and collation of information from all implementers as well as utilising the information to support reviews of the implementers

LEGAL CONSIDERATIONS

Replication raises a number of legal questions that must be carefully thought through. These questions can affect your replication model design, or should be thought through at this stage so you can get key things like trademarks in place before piloting.

The **Systemise Stage** of this toolkit will help you to develop legal agreements for replication

Intellectual Property

- Trading name – decide the trading name of your replicated network. This may be your venture’s existing name or a new one.
- Branding – define if and how an implementer can use your brand and set this out in any agreements
- Trademark registration – consider whether you need to register trademarks, particularly around your name and any logos. Not having these trademarked may leave you open to people stealing your name and/or logo at a later date which can confuse customers and/or beneficiaries and damage your brand.

When registering your trademark you must decide which category or categories you wish to register it under, for example, health or marketing. If you are in the UK you can search to see if your trademark has already been taken by someone else here. Otherwise you should find your local trademark registry. If your name or logo have already been trademarked we recommend seeking legal advice, or considering how important your existing brand name is to your success. If it is not crucial then it may be best to consider changing your name.

Implementer Legal Status

For Dissemination and Affiliate models implementers will be independent legal entities. They will therefore have all of the responsibilities regarding legislative requirements that any other independent business has.

For Wholly Owned replication you will generally own the new branch as part of the same legal entity. There are, though, exceptions to these, such as choosing to open subsidiaries. Consult a lawyer as to what would be best for your venture.

Insurance

You must decide what, if any, insurance requirements you will have for implementers and cover these in any legal agreements and your operations manual(s).

Setting Up a New Company

If you are using Affiliation to replicate, you can set up a new company who will hold the relationships with your network of implementers, leaving your original company to get on with local delivery. This should help you to balance your focus on both local delivery and your network, and help to protect your original organisation against any possible legal action against members of your network in the future.

Governing Law for Agreements

Agreements are usually governed by the legal system in which they operate. For example, in Great Britain there are a number of legal systems applicable to the various countries (Scotland, Northern Ireland, England and Wales). You should be clear on whether the agreement you create will stand up in court in the country in which you are replicating.

If you are creating a franchise agreement we recommend you do so with an affiliate of your local franchising association if possible, as they will be able to create a more robust agreement within a shorter timeframe. It is always worth asking for a charity/social enterprise discount. In the UK, the website of the **British Franchise Association** contains a list of legal advisors with specialised experience in franchising.

Term of the Agreement

Agreements such as Memorandums of Understanding, Franchise and License Agreements are valid for a set period of time. In the commercial sector five years is a standard length of time for an agreement. If you are replicating using an Affiliation model consider these factors for how long agreements should be valid for:

- How long implementers are likely to think is reasonable
- Whether implementer income is tied to any specific timelimited contracts
- What you feel is a reasonable length of time for both the implementer and originator to recover their costs and meet any expectations of profitability
- What you feel is a reasonable length of time to justify the effort of training, support etc. associated with licensing and franchising

Minimum Income Requirements

Consider whether you want your legal agreement to contain a clause requiring that implementers pay you as the originator a minimum amount of money each year. This can help to motivate implementers to generate income and help ensure your own financial sustainability.



Caring Connections made the following decisions:
 Trading name: Would keep the existing name Caring Connections. Branding: As the replication model uses existing organisations as implementers, dual branding will be used. The Caring Connection logo must be put next to the implementers own logo in all materials. Trademark registration: The logo has been registered to ensure that the reputation of the brand can be maintained.



Caring Connections central office is responsible for providing the minimum requirements for implementer insurance policy.

This may be altered if a national contract requires additional insurance.

The implementer is then responsible for meeting these requirements.



Caring Connections offers a contract time between 3-5 years, dependent on the implementer. This:

1. Allows the implementer to earn back their initial investment
2. Provides flexibility for new implementers with optional shorter contract time



2.4 DESIGNING YOUR REPLICATION MODEL

DESIGNING YOUR REPLICATION MODEL: RECAP

At this stage it is now worthwhile revisiting the work you have done in each section, ensuring that it all fits coherently together. Pay particular attention to whether you still think you have chosen the right replication model for social impact and whether your model is likely to be financially sustainable.

Finally, you should revisit the Impact Goal created at the Prove Stage. You should now have more of an idea about what is feasible in terms of setting milestones towards your scaling goals and be able to amend your original target as necessary.

PREPARATION & FUNDRAISING

You now need to work out what resources will be needed for scale, and, if necessary, put together a funding proposal. We recommend following the process below to develop a costed project plan for developing your organisation to be able to grow and manage its replicated network:

Address Opportunities, Weaknesses and Threats

Earlier you conducted PESTLE and SWOT exercises. Here you should decide what action is needed to address any existing weaknesses and to mitigate against threats to your successful replication. Additionally, if there are opportunities to be taken, consider here how you can best capitalise on them. Then estimate the cost of these actions and add them to your project plan.

During Design you will have found areas which you will need to invest in to make successful replication possible. These should be factored into any project planning and funding proposals. For example, you will need to include costs and timelines for developing your support structure for replication and possibly for registering trademarks.

Plan for Systemise

Here we recommend skipping ahead and reading through the Systemise stage of this toolkit. This should help you to estimate the level of effort and cost that will be involved and to build it into any funding proposals.

Consider Pilot Replications

After Systemise you will need to pilot your replication model. You should decide whether this is the right time to raise funding for the pilot stage and if so, include that in your budget. Based on the financial modelling you conducted earlier, work out how much you will need to cover your own costs and establish whether you want to cover some of the costs of your pilot implementers.

Create Scaling Proposal

Now you are ready to use all the information collected in your Replication Development Report to create funding proposals to those who you think are likely to fund this development work.

Things to think about when creating your scaling proposal are:

- Speak to your funders to ask them the kind of document and the level of detail that they require. Then create your proposal tailored exactly to the information that they need.
- Clearly articulate why your project is the very best investment to solve the problem you are tackling. Do this not only in terms of social outcomes but also in terms of cost. Compare your results to others doing similar work where possible.
- Show them that you have a big vision, but also have a realistic plan for its implementation.
- It should be only as long as is necessary to get across the essential points.
- Consider which partner or support organisations may strengthen your proposal.
- Send a draft to 'critical friends' to get them to ask all the difficult questions that a prospective funder may ask before finalising it.



Finding out who funds scale and replication can be challenging. We have found the easiest way to raise funds is to go back to the supporters you have existing relationships with; these are usually the people most likely to want to buy into your new big vision.

If you don't have existing supporters who will fund you to do this, spend time researching funders and drawing up a shortlist to contact. Sometimes getting a fundraising consultant who knows your sector to help for just a day or two identify potential funders to approach can save you a lot of time.

In some cases the scaling proposal may cover the first steps of scaling. Other organisations have found success by including all of their costs to actually reach scale, which can be significant. Whichever route you choose, we wish you the very best of luck in your fundraising. When you are ready, it's time to move onto the Systemise stage.



SYSTEMISE



SYSTEMISE

Systemise is the stage at which the originator puts into place the systems and processes needed in order to create a viable replicated network.

GOALS

- Develop recruitment and support functions for replication
- Document systems and processes
- Develop legal documentation

OUTPUTS

- Recruitment Plan: guidelines to attract suitable implementers
- Implementer Operations Manual: lists all the information required to operate your replicated venture
- Business Plans for implementers
- Legal briefing for the contract between Originator and Implementer

This can be the most challenging phase to find the time and resources to complete. It is, however, critical to complete this work before piloting so that you know you are testing the same version of your model at each new location. This section looks at how to recruit implementers, and introduces the operations manual, the implementer business plan, induction training and legal documentation for replication.



3.1 RECRUITING IMPLEMENTERS

RECRUITING IMPLEMENTERS

Selecting the right implementers to take on your venture is the single most important factor in ensuring effective replication. With the wrong implementers even the best-laid plans will not be delivered.

This section focuses on implementer recruitment including identifying the ideal implementer, the recruitment process, the selection process, and training.

CREATING A RECRUITMENT PROCESS

Sometimes a replication model is created from a high demand for the service which creates a ready network of potential implementers. In other cases, a newly launched replication system will need to work hard to find prospective implementers.

Regardless of which situation you are in, your focus must lie on selection of willing, ethical and competent implementers that are right for your venture. For looser models the recruitment could be very simple and open; for tighter controlled models a series of interviews and tests, much like if you were being recruited for a high profile job, may be needed.

Implementer Profile

At the Design stage you created your implementer profile and selection criteria so that the right applicants can be clearly identified. The clearer the profile, the easier the recruitment process will be.



For Caring Connections the implementer must:

- Be an existing organisation with staff
- Have an existing registered office and premise for training and reviews
- Have existing funding to roll out the programme
- Have relevant management and financial experience
- Have experience in delivering arts-based programmes
- Have experience working with schools
- Have criminal record checks for staff, child protection policies and relevant insurance

CREATING A RECRUITMENT PROCESS

Recruitment Marketing Approaches

The aim of recruitment marketing is to promote the venture to be replicated to potential interested groups and increase the number of applicants. It is important to tell people enough to excite interest, but not to reveal so much detail so that your processes could be copied if this is a concern for your venture.

Most organisations have limited resources for recruiting implementers and cannot afford to waste time and money with applicants that are not suited to the venture. To ensure the efficient use of resources, it is better to focus on reaching more of the most suitable implementers. This can be done in a number of ways including:

1. USING EXISTING NETWORKS

There are a large number of existing networks across the globe that bring like-minded people together. Finding the right network for you can provide easier access to a larger number of organisations that could implement your venture well. You must then find the right way of reaching out to those in these networks, for example using existing community groups on social media, or by speaking at community events.

ORGANISATION	NETWORK USED
Coman Life Education	Rotary Clubs: Most of the 40 local operating groups in the UK are independent charities sponsored by local Rotary Clubs. They continue to work together to reach new boroughs.
Food Bank	Churches: All Foodbanks are launched in partnership with local churches and communities. Local churches are best placed to meet local needs while Foodbank provides you with all the tools, training and know-how that needed to start it, so that people in crisis don't have to go hungry.
Tatty Bumpkin	Mumsnet website: Tatty Bumpkin used Mumsnet, a website for mothers, to market the programmes, demonstrate success and recruit for franchisees.



ADVANTAGES

- Focuses resources on reaching the right kind of applicants



DISADVANTAGES

- By narrowing your focus, you may not reach implementers that you hadn't considered at Design Stage which might come forward if advertising to a more diverse audience.

2. GEOGRAPHICAL LOCATION

Choosing one geographical location can be helpful in allowing you to find suitable implementers. It allows you to concentrate your marketing efforts and generate a high level of awareness in that area.



ADVANTAGES

- Focuses resources on reaching the right kind of applicants within the area
- Ensures that applicants come from a convenient location for travel



DISADVANTAGES

- Best possible implementers might not be restricted to chosen location

3. THE 'HEAD-HUNTER' MODEL

In this model the Originator would be responsible for identifying suitable organisations before making a direct approach to them. This might include an employee contacting a selected organisation and asking if the originator could send them some information and have an initial chat about the opportunity.



ADVANTAGES

- Greater quality of applicants as you hand-pick them



DISADVANTAGES

- Can require an existing presence to stand out
- Is time-intensive to individually contact potential applicants

4. EVENTS

Another effective way to help potential applicants understand the added value you can offer is through holding or presenting at events. This uses the same targeting channels mentioned above to market the event, but allows promotion of the event rather than the replicated venture directly



ADVANTAGES

- Easier to demonstrate your offer face-to-face
- Can provide more information than other approaches
- Provides feedback on the marketing approach



DISADVANTAGES

- Can be high cost in time and money to run an event
- Still requires marketing of the event

CREATING A RECRUITMENT PROCESS

Implementer Selection Process

It's worth considering carefully how selective you need to be when recruiting new implementers. As a general rule, you will need to be more selective the further along the Replication Spectrum your model is.

Open Source replication implies not being selective about who can access your resources. However, it will be helpful to be able to track who is using them, and if possible, why and how. Creating a registration function and using follow up emails is one way of doing this.

A detailed Implementer Profile and a developed methodology will ensure that:

- Potential implementers are fully informed on their roles and responsibilities
- Implementers are representing themselves accurately and are an appropriate fit for the network
- The originator and implementer share the same values

If your implementers will be existing organisations then it is helpful to think about the characteristics a lead individual within that organisation will need to have and how you will assess them.

Note that as well as having enough information to select the right implementers, it is also important they have sufficient information to choose whether your venture is right for them. The process must provide transparency on the expectations you have for them.

These are the steps to follow to create an effective implementer selection process:

1. Identify information needed

The first step is identifying all the information that you will want from an implementer, this should be based on the profile you created during Design.

More flexible models may only require contact details or no information at all but for more controlled replication models you should collect sufficient information to be able to judge applicants against your Implementer Profile.

2. Identify the structure

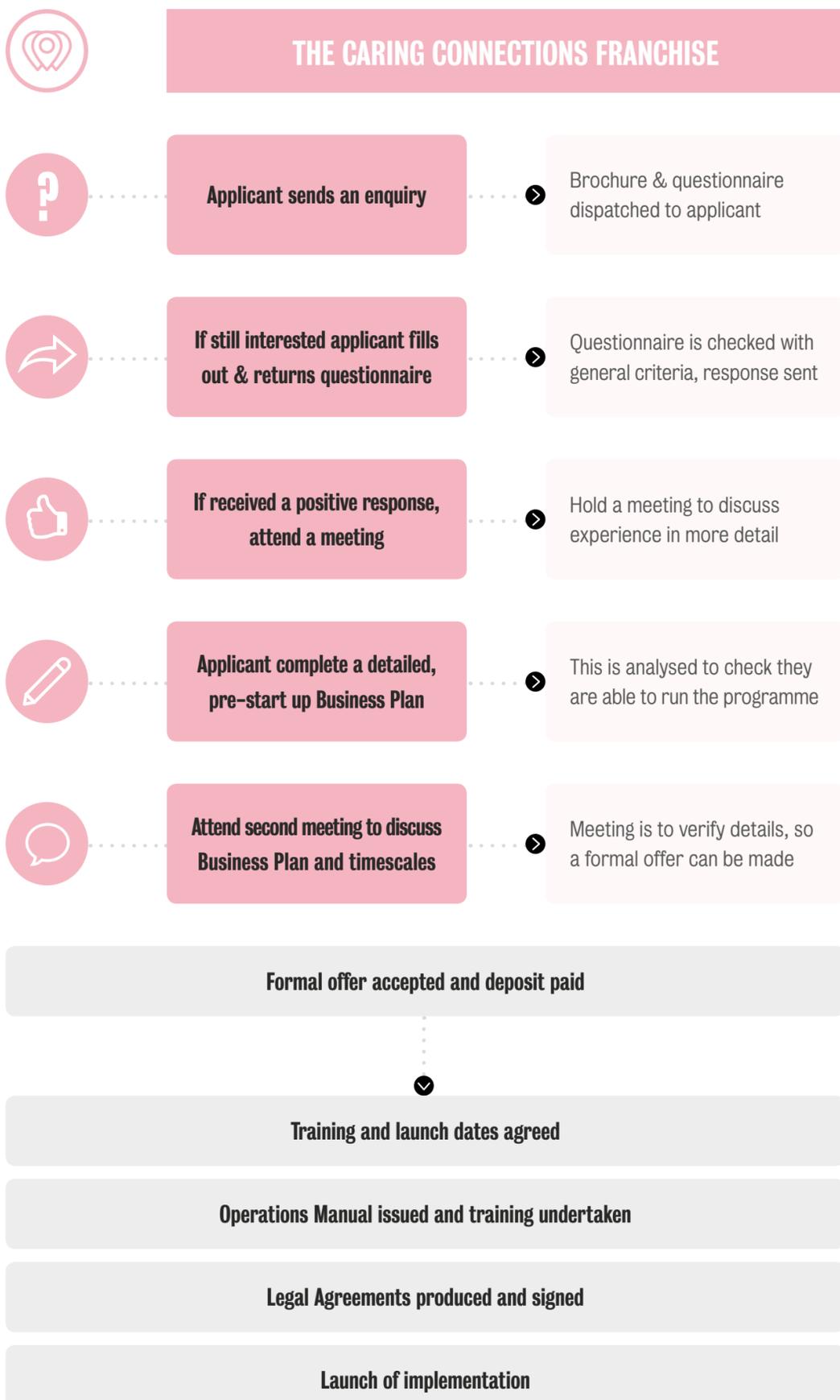
Having worked out what needs to be collected you can then build the recruitment process, outlining the stages from when a potential applicant makes an initial enquiry through to the launch.

The structure should prevent the originator and the applicant from wasting resources continuing the process where it is not suitable. Earlier stages should be broad, high-level information which can then be explored in more detail later should both parties like to continue.



Caring Connections requires implementers to have experience delivering arts-based programmes. They ask interested potential implementers for:

- A description of previous experience delivering drama-based programmes
- The outcomes of those projects
- References from funders and any schools involved



CREATING A RECRUITMENT PROCESS

Recruitment Documentation

The next stage is creating a recruitment plan and associated documents that will support your recruitment process.

1. Recruitment Plan

This will be the key document for this process, and should contain all the information needed to recruit a high quality implementer who will operate effectively using the Originator's business model. This will include the following areas:

- Objectives of the plan
- Background and aims of the replication process
- General principles of recruiting
- Your implementer profile
- Model(s) of advertising and marketing
- Process

2. Supporting Documentation

The number of other documents you need will depend on the process you have designed for your application process.



For Caring Connections the following recruitment documents are needed:

1. Prospectus

- Initial information about the venture and the replication system to encourage suitable candidates to apply

2. Franchise Questionnaire

- Short document that asks for high-level information covering values, experience and financial stance
- Includes information about next steps

3. Questionnaire Evaluation Form

- Criteria that compares responses to the ideal implementer

4. Response Letter

- Invitation to interview if they are still a potential
- Rejection letter outlining where they don't meet requirements

5. Confidentiality Agreement

- Ensuring that the discussion on business plan is kept confidential

6. First Interview Evaluation Form

- Criteria to ensure that they would be an appropriate franchisee

7. Business Plan

- Considers in detail how a franchisee would develop the programme in their local area
- Includes a financial model

8. Offer Letter

- Formally make an offer for an implementer to join your network

9. Legal Agreement

- Set out formally the roles and responsibilities of each party

Notice that the documents increase in detail throughout the process, only asking for or offering the minimum amount of information needed at that stage. This prevents wasted time developing or checking detailed documents before being certain that both parties are interested in continuing. As part of this it is useful to note what, if any, information will require a confidentiality agreement, and ensure this is part of your process where necessary.



3.1 RECRUITING IMPLEMENTERS

WHEN TO RECRUIT FOR PILOT STAGE

Having developed your recruitment process, we recommend making a decision at this point on when you will aim to bring on your pilot implementers.

You should consider two main things:

- 1. Your readiness:**

When will you realistically have all the elements in place to be able to support your pilot implementers?

- 2. Best time to launch:**

When would an implementer be best placed to begin operating? Are there times of the year when you cannot bring in income or run projects that should be avoided?

You should also decide how many pilot replications you want to recruit. Generally three or four pilot replications are a reasonable amount to support and receive data from. Any more, and it can be difficult to provide the support required and get meaningful data on what's worked and what hasn't. Any fewer, and you risk not learning enough or your pilots failing due to situations that are specific to that implementer or context.

IMPLEMENTER OPERATIONS MANUAL INTRODUCTION

An operations manual is where the nuts and bolts of running your venture are documented and is fundamental for running the replicated venture successfully.

It should cover all implementer roles and responsibilities – decided at the Design stage - and communicate them to implementers. The operations manual forms the basis of any training to be given to implementers. It should be a living document, updated on an ongoing basis as improvements are made to your venture and replication system.

The manual can vary in length and scope depending on the venture and flexibility in the replication model. It may not always be one document; instead you might want to divide it into different sections according to who needs to implement each aspect. It may also not be appropriate to call it an operations manual externally for some replication models, for example for looser models you may call it a guide.

You should bear in mind who your implementers will be when creating the manual; it should be understandable and useable to all intended end users.

The list below gives an overview of elements that might be included. Although the manual will be updated from time to time, spending sufficient time drawing it up in the first instance will prevent problems later on. Ultimately, the time you invest in getting the manual right will save time down the line.

Information normally included in manuals includes:

1. INTRODUCTION

Mission, values, philosophy, history

2. THE REPLICATION MODEL

Replication format, head office roles, implementer roles, fees

3. ADMINISTRATION

Data, confidentiality, use of brand, operating hours

4. TERMS OF AGREEMENT

Legal format, territories, commitment, naming

5. PRE-OPENING PROCEDURES

Initial equipment, premises, insurance

6. IMPLEMENTER OPERATIONS

Management team, stock items, beneficiary engagement

7. HEALTH & SAFETY

Rules, risks, first aid, fire safety, meeting requirements

8. CUSTOMER SERVICE

Beneficiary profile, care code, needs, communications, complaints

9. LOCAL FUNDRAISING AND MARKETING

Mailshots, advertising, PR, social media, website, promotion rules

10. FINANCIAL PROCEDURES

Terminology, bookkeeping, PAYE, bank accounts

11. HUMAN RESOURCES

Staffing issues, employee rights, recruitment, pay, equal ops

12. CONTACT DETAILS

Key contacts from the originator, other key contacts

CREATING THE MANUAL

This section will take you through the process of creating an operations manual that works for your venture.

Choosing a Lead Individual

Writing an ops manual can be a complex process so it is advisable to have a single person in charge of collecting and building this document. This may be a member of frontline staff, a senior manager, or an external individual.

They will be responsible for developing a timeframe, coordinating input from different people and teams, and ensuring that all relevant information is included in the final production.

Considering the Contents

Here you need to decide what your operations manual should contain. Revisit the roles and responsibilities created for the originator and implementer in the Design phase and consider what an implementer will need to know to fulfil each.

At this stage you should set out a detailed skeleton structure for your ops manual. Use the list above to help think through this structure

Level of Detail

The level of standardisation can range from broad design principles to fully specified services and procedures. Finding the right degree is a balancing act that should reflect the specific project, the replication model and the implementing environment. The higher the level of standardisation required, the more detail will need to be contained within the ops manual.

Sometimes it is sufficient to only standardise core elements to reproduce the initial programme's results. This low level of standardisation grants autonomy to implementers, promoting motivation and allowing each unit to reflect local needs. However, this autonomy can jeopardise the consistency and reputation of the brand.

Comprehensive standardisation, on the other hand, can accelerate growth because of easier replication. It ensures a certain degree of quality and consistency, and will contribute to reducing the support needed from the originator. However, a high degree of standardisation might suppress innovation, lower implementer motivation and lead to inflexibility concerning local adjustments, ultimately threatening the success or scale of the project.

To help decide which level of detail is right for you, consider how important standardised implementation is against each of your implementers' roles and responsibilities developed at the design phase. If you are unsure of the level of standardisation needed, we recommend beginning with more rather than less, as it is always easier to make processes looser, compared to exerting more control over implementers at a later stage.

Operational Review of Current Procedures

To build up the contents of the operations manual, it is important to begin by reviewing the existing policies, procedures and experience in the organisation. Collecting this information could include activities such as:

- On-site visits to understand the operations from the ground
- Talking with any existing local implementers about their operations
- Identifying and collecting any existing documentation on policies, systems and procedures
- Hold a meeting with relevant persons to fill in any gaps in content, ensuring everything in people's heads is written down.

Piece this information together using your skeleton ops manual structure.

When looking through this information, you also need to identify any legal requirements that you must comply with, and note whether these will need to be held by implementers too. This could include:

- protection policies of vulnerable individuals
- health and safety standards and policies
- insurance details

Creating New Processes for Managing Your Replicated Network

Certain procedures needed to run your replication model may not currently exist in your organisation. One example of a new process that might be created is reporting by implementers to you, the originator.

Reporting

Reporting by your implementers is a key part of monitoring and it can become more difficult to enforce it as an organisation grows. Also, if you collect unnecessary data it can lead to tensions with implementers and information overload at the centre. For these reasons placing the details of what is expected from implementers will make the process easier for the originator.

Information could include:

- The type of information you want (outputs, finance, staffing changes)
- How frequently you want this information
- How you would like this information (hard copy, email, online).

One possibility is to create a reporting template that can be easily filled in by implementers at regular intervals and sent back to the originator; this can make collating large volumes easier for the originator. Alternatively, you may choose to make implementers use the same software as you.

Quality Control

Quality control is about the process behind evaluating and reacting to the reports so that you can maintain quality, protect your brand and ensure your venture is having the intended social impact. Although there may already be existing frameworks to monitor quality of your venture, it is important these are adapted to represent the level of control/flexibility implementers have over their network. Refer back to the work you did on quality assurance in the M&E section in Design.

For more controlled models, such as affiliation or wholly owned, it may need to be more comprehensive and cover the following information:

- Responsibilities of the implementer in maintaining quality
- Responsibilities of the originator in maintaining quality
- Areas that you will be monitoring (group size, impact, safeguarding)
- How they will be monitored (frequency, process)
- Consequences for poor or excellent quality.

Choosing the Format

Once the information has been gathered it is important to think about the format and structure. Every manual is different and it is important that it reflects what you are trying to achieve, the level of detail required by your venture and replication model, and the end user.

Think about the following questions:

- What form is the manual in? Hard copies can be less portable, whereas e-copies are effective but may require access to electronic devices on site.
- Is the whole manual relevant to everyone or can it be broken down?
- Is the language suited to the end user?
- Is any additional materials included or referenced?
- How do they have access to these?
- How often will it need to be changed?

It is easier to alter online copies when needed, but updates might be ignored if implementers don't check the online version.

The format may change as you write the manual; however, it can be helpful to begin with a structure in mind. Ensure that you place a time in the project plan to revisit the format while writing and check that it is still relevant.

Writing the Manual

This can be a time-consuming activity; however, the better the manual is at the beginning the less support time the originator will have to offer on an ongoing basis. The framework created and information gathered earlier should mean you have everything you need at this point to begin writing.

When draft versions are completed, test these out with others to ensure the language is easy to understand.



3.3 IMPLEMENTER BUSINESS PLAN

IMPLEMENTER BUSINESS PLAN

Using the information collated for the Operations Manual, we recommend you prepare a template business plan to be completed by implementers. This will help clarify your and their objectives and the feasibility of both the replication model as well as the implementers individually.

A comprehensive business plan will support potential implementers to understand the objectives, financial and operational feasibility, and the necessary timelines. It can also be used to evaluate the need for your venture in an implementer's local area.

This provides a useful tool during recruitment to assess the eligibility of the applicants, as a management tool to ensure that implementers are on target to achieve sustainability and as a forecasting tool in projecting the finance that can be collected from implementers.

CREATING THE BUSINESS PLAN

This section addresses the different aspects to consider when creating a business plan for your replicated venture.

Content

The content in a business plan will be unique to the venture, reflecting all the elements that will impact the success and impact of the project.

However most business plans should include:

- Introduction to the business plan
- Details about the replication model: vision, mission, values
- Local Market needs
- Staffing of venture
- Marketing
- SWOT analysis of the implementer re taking on the project
- Additional considerations e.g. term times, child protection
- Finance information

Financial Model

To really ensure the financial viability of an implementer, this plan should be accompanied with a financial model template. This should be adapted from the implementer financial model you created in the Design stage.

This should cover the following key areas:

- Income assumptions for the implementer by month
- Staffing cost assumptions
- Sales and costs, including overheads of running the ventures
- Induction and start-up costs
- Profit and loss summary for first few years

Prospective implementers should complete this to demonstrate whether taking on your venture is likely to be financially viable for them. It will allow the implementers to understand how much, if any, funding or finance they need.

INDUCTION TRAINING

Not all replication models will require implementers to undergo induction training. For others, such as social franchising, it is crucial. Training can bring your venture to life and is an invaluable opportunity to get implementers to understand your venture and how it works. It also helps to ensure implementer motivation and buy-in.

Creating an Induction Training Programme

Your induction training programme should be based on your operations manual and the key functions that your implementer will be expected to fulfil to make replication a success. Here you should create a detailed plan containing the following:

- Learning objectives
- A breakdown of the sessions required to achieve those objectives
- Timings

In particular you should remember to use the training as an opportunity to introduce your own organisation, the replication model and your expectations of implementers – including how they fit into achieving your Impact Goal. Distributing your operations manual before the training and referring to it throughout will help your implementers to realise its value so they use it after returning home.

Your implementers should come away from your training with a clear understanding and project plan for setting up your venture in their area. Crucially, the training is an opportunity to establish a good working relationship with your implementers so remember to build in time for getting to know each other.

Training often works best when broken down into chunks over time, allowing people to take the content in.

Ongoing training

In some Affiliation models and in Wholly Owned replication, ongoing training can be vital to the continued success of a replicated venture. For example, the centre can help implementers to stay on top of any important changes in regulation, best practice or important innovations in a delivery model. Consider how this might work for your model. A great time to conduct ongoing training is at annual meetings since people will already be travelling, reducing costs

LEGAL DOCUMENTATION

This section covers the documentation that is needed for replication and helps you to consider what should be included in any agreements.

It is important that the contract strikes a fair balance for the originator and the implementer, and should deal with all relevant issues. This section is only intended as a guide and we strongly recommend you seek legal advice before replicating your venture



This section has been created with the help of John Pratt from Hamilton Pratt Business and Franchise Solicitors

Creating the Legal Contracts

The replication contract is the cornerstone of the relationship between an originator and an implementer. It imposes rights and obligations on both sides. This section will help you to consider which type of agreement, if any, is right for you and what you should include in your brief to the lawyer.

Choosing the type of Contract

The type of documentation you choose will depend on the replication model you have chosen. Affiliation models tend to require more complex legal agreements than Dissemination and Wholly Owned models. Your lawyer will be able to advise which contract will be most suitable. Three of the key options are:



Download the Replication Agreement Checklist here

1. None or a values statement

Dissemination models generally do not require formal ongoing agreements. However, for consultancy we do recommend setting out a contract detailing the work to be carried out and invoicing procedures. For open source models some organisations get others to sign up to simple values statements when they download resources in order to make it clear in what spirit the venture is being shared. Such values statements are not legally binding.

2. Licensing Agreement

This agreement works well for affiliation models that are more flexible than controlled, as it offers the structure to support collecting an income without being concerned about controlling the business model or intellectual property. This licensing type of arrangement is used when the licensee does not use the licensor's brand.

Principal contents of the agreement:

- Agreed for a certain period of time
- Usually involves payment for the use of intellectual property
- A good degree of flexibility in how the implementer uses the intellectual property, they may not even use your brand.

3. Franchising Agreement

This agreement gives the originator much more control and protection over the business model.

Principal contents of the agreement:

- Agreed for a certain period of time
- Usually involves payment for the use of intellectual property
- Sets out strict requirements as to how the implementer can use the brand and intellectual property
- Gives outline on the responsibility of the originator to implementers.

Franchise agreements are often complex and detailed legal documents, and will vary considerably depending on the particular business model and franchise set-up. For these reasons, getting professional (ideally specialist) legal advice on the agreement is strongly recommended, particularly as the franchisor. We have provided you with a Franchise Agreement Checklist that can be downloaded from the Toolkit website which will help you think through the issues that need to be considered in preparing a franchise agreement.

This can be a long process, and if a lot of information and details are shared with implementers in the pre-agreement stage then it is worth considering a Memorandum of Understanding (MoU) or non-disclosure agreement (NDA) to protect your intellectual property.

Writing the Replication Contract Brief

Replication contracts are often complex and extensive legal documents, and will vary considerably depending on the particular business model and replication set-up. We therefore recommend getting a lawyer to draw up your replication agreement.



It is sometimes possible to find pro-bono legal assistance and Thomson Reuters Foundation are a good first place to look for this

To minimise legal costs and to ensure that your agreement contains everything required, you should complete a briefing document for your solicitor, and provide them with your Replication Development Report, completed during Design. We also recommend finding solicitors with experience in the type of contract you need. For example, if franchising use a British Franchise Association-affiliated lawyer. Do not create your own franchise agreement or adapt a template yourself without advice.



PILOT



PILOT

Pilot is where you put all of your hard work into practice. It is where you are able to test all of the elements of your replication model and whether your venture works in new contexts.

GOALS

- Understand the vital elements needed to be in place for your replication pilot to be a success
- Develop a plan for communicating with your implementers
- Put your Monitoring and Evaluation (M&E) framework into practice and instill a feedback loop for continuous improvement of the replication process

OUTPUTS

- Progress Plan: details the key milestones for the replication process to be a success plus the key activities that drive the accomplishment of these
- Communications Plan: establish when and how you will keep implementers informed and on track
- M&E framework: a detailed measurement methodology has also been highlighted
- Feedback Loop: helps review and update your model and systemised documents discussed in Systemise

As such, there is an emphasis on monitoring and evaluation, before refining your model to ensure that it works effectively at a larger scale.

PROGRESS PLAN

What is it?

A single page pilot plan which details the key aspects for the replicated project to be a successfully implemented plus the main activities that drive the accomplishment of these. You can do this exercise for yourself, the Originator, and help Implementers to do the same to be included in their business plan.

Vital few

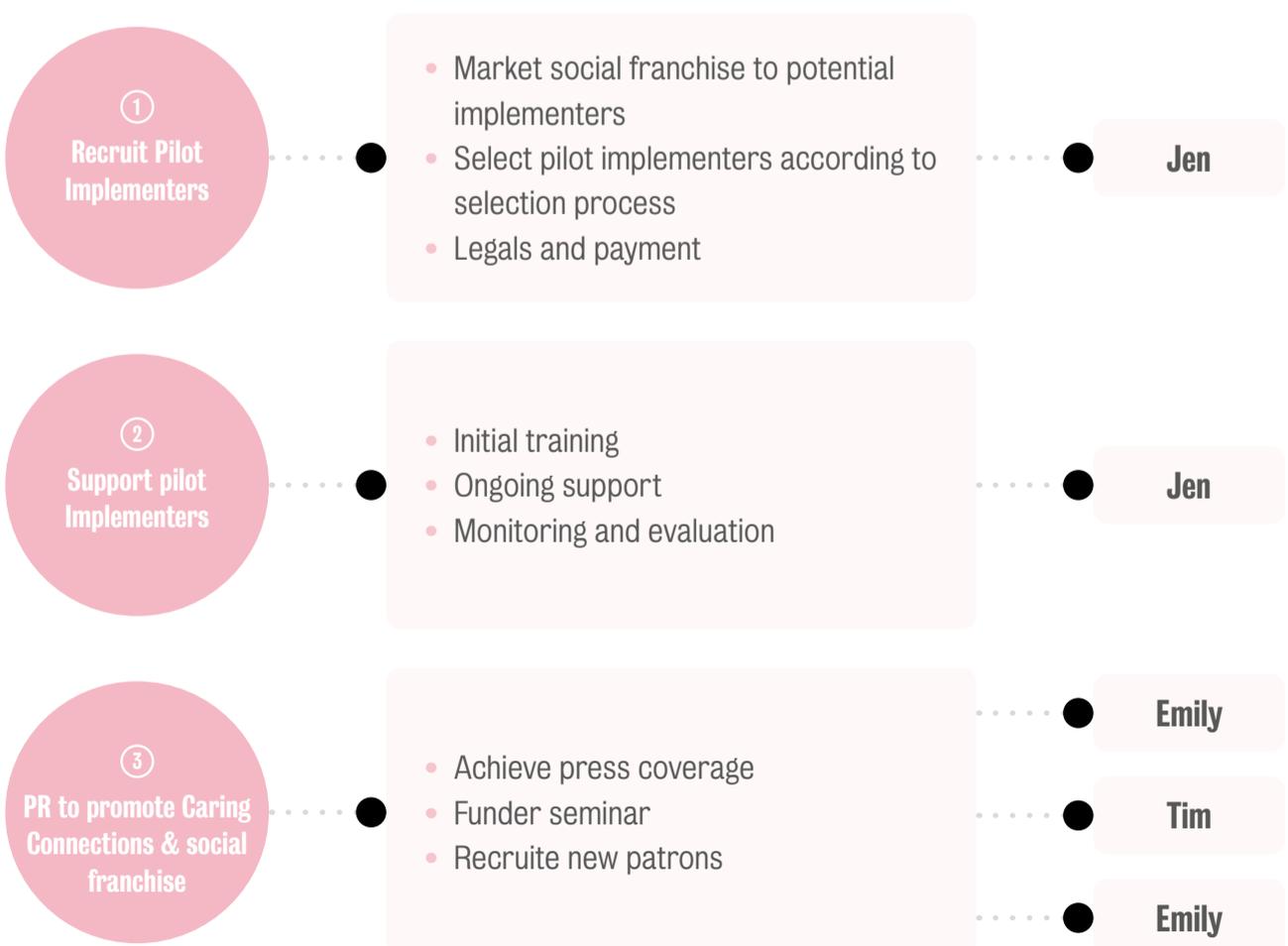
These are the small number of critical strategic breakthroughs you must achieve to successfully pilot. Consider these as 20% of actions that drive 80% of the replication efforts for that year. These vital few must be clear, compelling and easy to grasp. Ideally they are encapsulated in a fairly simple verb/noun combination followed by a “from what ...” “to what ...” “by when ...” For example, one key aspect could be providing support to implementers.

Main activities

These activities are how we will achieve the vital few. Taking each selected aspect in turn you should decide on the key activities of execution for each. To support implementers main activities could include organising the initial training and arranging regular catch up calls.

Completing the Progress Plan

In the Basic model of the Progress Plan, you are only looking to tease out two, three or four things that if done well would lead to the natural accomplishment of the “What”. See the Caring Connections example below:



4.1 PROGRESS PLAN

PROGRESS PLAN

In order to make sure each main activity is delivered on time and to specification, those champions responsible for each will need a robust action plan in place to ensure they help make it happen.

There are a number of different formats for an action or project plan and it is important that the Champion selects the one they are most comfortable with. So long as it breaks the activity down in specific tasks over a time line such that you can easily see if, or when, the plan is off target, then it is acceptable. We have included an example below:



There are loads of online project management tools that could help you plan and manage your project. Look at project management software that fits your specification and has good reviews and then test a few versions before picking one. Although if all you need is a simple plan, a spreadsheet does a great job

OBJECTIVES	JANUARY				FEBRUARY				MARCH			
	1	2	3	4	1	2	3	4	1	2	3	4
Confirm training dates with pilot implementers	●	●										
Arrange venues	●	●										
Confirm attendance of key team members	●	●										
Finalise training resources and any outstanding content		●	●	●	●	●						
Arrange catering			●									
Final prep							●					
Conduct training								●				
Follow up on any outstanding questions									●			
Evaluate training content and delivery										●		

Lastly, you need to review your progress on each activity periodically. To do this, hold review meetings with your project champions. Just before each review meeting with the champion ask them to report on whether they are on target. We then recommend you shade each activity on the Single Page Plan either green, amber or red. If everything on the activity is on target and proceeding to planned milestones its box is shaded green. If it is just off target, it is shaded amber and if considerably off target and planned milestone it is shaded red. This will help you to stay on track. Those activities that are in red get immediate attention and you should ask each champion to explain the action plan to get the activity back on track. Amber activities can also be subjected to a lower level of attention and those champions that have green projects should be congratulated!

COMMUNICATING WITH YOUR NETWORK

Depending on which model of replication you choose, managing a replicated network may be the most difficult long term challenge you will face. Whereas models like Open Source, Training, and Consultancy often involve limited ongoing contact between the Centre and implementers, Affiliation models like Federations and Franchising require ongoing coordination and management, as does Wholly Owned replication.

When replicating, your implementers are more likely to achieve the social impact you expect if you maintain frequent communications with them, particularly if your venture is complex. Do not think that because something was covered in training that your implementers will necessarily carry it out. They will likely have a lot to take in, and it will be easy to forget or confuse things. Further, just as setting up your venture in the first place was not easy, your pilot implementers will face challenges as they start-up. Offering your advice and support will help them to overcome these challenges and to build an open, trusting relationship. Clearly, the extent that you are able to do this will depend on your replication model and available resources. Throughout the piloting process, you should assess whether the level of communications you have with your implementers is sufficient.

With this in mind you could schedule regular calls with your implementers as well as site visits, if possible. Where possible, refer implementers to written resources in the operations manual, to allow you to better spend your time on areas where resources do not yet exist. Make note of areas not covered by the operations manual to help you when you come to update it.



Further Reading

Nathan, G (2007): 'Profitable Partnerships: Improve your Franchise Relationships and Change Your Life'

MONITORING AND EVALUATION (M&E)

Now is the time to embed your M&E systems within your own organisation, and to test it with your pilot implementers.

At this stage, M&E serves two key functions:

1. To consider the effectiveness of the different elements of your replication system
2. To ensure that your venture works in new contexts

Some replication models will involve more contact with your implementers than others. For example, Open Source replication often involves very little contact. However, at the Pilot Stage because there is so much to learn from your first expansion we strongly recommend finding a way to test the effectiveness of your replications regardless of replication model. This may involve recruiting and maintaining contact with your pilot implementers in a more proactive way than you will do in the future.

As such, you should ensure that you have thought of an effective way to assess your implementers against the quality assurance standards you have developed. Setting targets around different key areas such as local fundraising, or beneficiary engagement, can be a useful way of assessing performance here. Ask whether your implementers have achieved these and if not, consider why.

It is also likely that during this stage you identified a number of ‘unknowns’. For example, your venture may to date have only been implemented by one team of people. Pilot stage is the time to confirm that others can be empowered to implement it effectively. Therefore, it is worth highlighting the key assumptions made at Design stage to be tested during your pilot. The DIY Toolkit’s Learning Loop tool is helpful here in acting as a feedback loop.

During and after piloting these are the key questions to ask yourself:

1. Have we achieved the level of social impact we expected?
2. Has the business model worked in new contexts?
3. What do we now know about our venture that we did not know before?
4. Did it need more adaptation than anticipated? Why?
5. Did we successfully attract and select the right people to implement it in new locations?
6. Did we allocate enough time and money to replication?
7. Was our replication model the right one for achieving our goals for scale?
8. How can we ensure that these lessons are integrated into future replications?

We also recommend that you skim read the earlier sections of the toolkit to help prompt your thinking around what worked well and what didn’t. Ironing out any kinks at this stage is far easier than when you have a larger network.

It is possible that by this point you have realised that replication is not the right route to scale for you, or that your venture does not work in new contexts as you had expected. If this is the case, do not be too disheartened: it may be that you just need to spend more time refining your venture and its theory of change or that another form of scale is more appropriate.

Once you have incorporated the lessons learned it is time to move to Scale.



SCALE



SCALE

GOALS

- Develop a clearer picture of organisational changes needed to achieve scale
- Consider other areas important to scaling successfully

OUTPUTS

- Scale Ladder: three-year development plan to scale up



5.1 FUTURE PLANNING

FUTURE PLANNING FOR SCALE

This exercise gets you to prepare a one page “word picture” that summarises the replicated project’s strategic development and performance over the next three years. This tool can be used by both the Originator and the Implementers for most replication models.

If you thought that once you had scaled up successfully you could sit back and relax, you would be wrong. But this is no bad thing: once you have reached significant scale, opportunities for creating social impact that you had not even thought about are likely to arise; national contracts, advocacy partnerships and ideas for new projects are just a few of the possibilities. You are also likely to benefit from ideas for programme improvements from across your replicated network. Equally, the nature of the social problem, or the external environment can change over time, so it is worth constantly or periodically reviewing both. Tools used earlier in this Toolkit such as SWOT and PESTLE analysis can help you to stay on top of important changes, while the ongoing feedback loop systems and processes that you implemented in the Pilot Stage will help you to refine your venture based on greater amounts of data. Scaling up is therefore an ongoing process and ultimately, as a founder or CEO it involves a deeply personal decision: is this next stage of organisational development for me, or would I be better hiring a successor? This section helps you to think through some of the success factors for scale.

5.1 FUTURE PLANNING

SCALE LADDER

Before you start this exercise, you must gain a reasonable appreciation of where the replicated project is now, where it wants to be in three year's time and how it plans to get there. A typical completed Ladder Diagram is as follows:

SCALE LADDER EXERCISE



Impact Goal:

To equip young people in the UK aged between 14 and 19 to understand, recognize the signs, and effectively deal with unhealthy relationships.



Target:

65,000 young people demonstrating an improved understanding of healthy relationships by 2020



For this exercise we recommend:

- Gathering key members of your team in one room
- Discuss which key elements of your organisation will need to change in order to reach your Impact Goal over the next three years
- Detailing realistic milestones for years one, two and three
- Creating a detailed and costed implementation plan, assigning responsibility for achieving each change

SUCCESS FACTORS FOR SCALE

Securing Funding and Investment

It is likely that, having completed the pilot stage, you will now have to raise additional finance to be able to carry out your plans for replication. There are a number of options for securing the financial resources needed for scale, though grant funding and/or (social) investment are probably the two most common sources. Grant funding, so long as it does not distract you from seeking ongoing sources of traded income, is less risky than investment, so it is worth exploring your options here first. If you do not think you will be able to raise sufficient grant funding then it is worth exploring your investment options. It is also worth revisiting the funding plan or scaling proposal created at the end of Design Stage, as much of the same information will be important to securing finance at this point, though including the results of your pilots will also be important.



Further Reading

Evell, Howells and Zalamea (2012): 'Guide for the Ambitious Entrepreneur'

After incorporating the lessons learned from Pilot Stage into your replication model you will be able to revisit the financial models you created in Design. By amending these based on your real-life experience and projecting forward for the next three or so years to come, you should be able to gain a reasonable estimate of the level of finance you will need in order to scale. Be sure to include the funding required by the plan you created as part of the ladder exercise above. If you can present a business case in which it is likely that your network will break even/ begin to make a profit in the following years, this should significantly increase your chances of securing finance.

Further, you should check whether you made the correct decision at the Design Stage about whether to help implementers to secure start-up funding.

A: GRANT FUNDING

If available, grant funding can be great in allowing an organisation to make the investments it needs in order to scale. However, there is a big difference between grant funding that is necessary in the short-term for building your capacity and ability to scale, and that required to implement your venture on a day-to-day basis. If grant funding will be needed on an ongoing basis, it is important to create a robust fundraising strategy which does not leave your venture's survival dependent on the whims of a small number of funders as who might alter their policy or programme, hence reducing or eliminating their funding.

B: SOCIAL INVESTMENT

Social investment is where investors seek both financial and social returns. In other words, they might invest in an organisation that they believe in, but unlike a grant maker, they would expect their investment back, generally plus a profit. There are a number of different forms of social investment and a range of possible investor types out there, so it is worth exploring your options.



5.2 SUCCESS FACTORS

BUILDING YOUR BRAND AND EXTERNAL COMMUNICATIONS

Social sector organisations need to establish a reputation and have good connections with important institutions in order to be accepted by the public, raise funds and attract beneficiaries who will use its services over the long run. No organisation can “stay in the game” over time without the community accepting its work and without having established a credible presence in the public arena. Therefore you must ensure effective outward communication, so as to promote public backing for your venture. This may involve creating a communications department where before one did not exist, gaining new skills or engaging external consultants with communications expertise. In any event it may be part of a wider culture shift which should be managed carefully.



5.2 SUCCESS FACTORS

MANAGING ORGANISATIONAL CHANGE

Replication normally involves growing the original organisation. How much depends on the replication model chosen. Such growth can involve changes that some members of your team are uncomfortable with, and if handled badly, can lead to the culture which underlies your success being lost. It is therefore important to consider the impact of all changes on your team and to take steps to keep them on board with key developments. Actions which can help include regular meetings to assess whether organisational values are being maintained and ensuring that new hires will compliment your existing culture.



CONCLUSION

**IF YOU HAVE COMPLETED THIS TOOLKIT,
WE WISH YOU HEARTY CONGRATULATIONS!**

Replicating effectively takes time and effort but if you truly have a venture worth scaling, and the right people to help you do it, it will be worthwhile.

We would really welcome your feedback and hearing about your experience of using the toolkit. This is our first toolkit and while there is lots of useful information in here, we also know that it is far from perfect.

Email your thoughts to info@springimpact.org

If you have read through all or parts of this toolkit and you have questions, need help or think that certain things are unclear, please don't hesitate to get in touch. If you have a great project we want to help you replicate it to its full potential!

GLOSSARY

GLOSSARY

Centre

refers to the central organisation that coordinates elements of the replicated network, often making key decisions and providing support to Implementers, but did not necessarily originate the venture

HR

Human Resources

Implementer

the individual or organisation who will run your venture in their local area

Scaling

increasing social impact

Scaling up

the process of closing the gap between the real and ideal conditions as pertains to particular social needs or problems

Social Impact

the consequence that moves us closer to, or further away from, the conditions of an ideal society and world, the common good as defined by human society

Social Replication

taking your organisation, programme or a set of core principles to other geographic areas

Originator

the individual or organisation looking to replicate their venture

Venture

venture is used here to mean the ‘thing’ being replicated, whether this is an organisation, programme or set of principles

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Replication Agreement Checklist

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