



# Scale Accelerator 2015 - 2016

An evaluative review

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**TSIP**

The Social Innovation Partnership

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# INTRODUCTION

## THE CHALLENGE OF SCALING SOCIAL IMPACT

A wide range of purpose-driven organisations offer solutions that help tackle some of society's most critical problems. If proven solutions and ideas could be replicated in new locations, it is safe to say that we would stand a better chance of addressing these problems on a much greater scale.

However, there is no specific place for those seeking to scale up their social innovation to go for help, and so our knowledge of what kind of support works well is limited. Occasionally, time-restricted and sector-specific funding arises for scale. Such support programmes are rare, meaning that many promising organisations are missed and much of the insight gained through practical experience is lost.

An ICSF survey of 155 UK social impact ventures for Big Lottery Fund found that 80% of those who would consider replication lacked the necessary knowledge and/or access to external support.<sup>1</sup> The Scale Accelerator 2015-16 aimed to provide a facility where organisations that have great ideas to scale could access the expertise and support they need.

Developing a realistic plan to achieve scale can be both daunting and complex, especially for organisations with limited direct experience. We believe that by providing a structured way of assessing different options, creating the space to tackle the key questions, and acting as a 'critical friend' who can challenge with expert advice increases the confidence and likelihood of an organisation scaling its impact. By taking a rigorous but flexible approach to designing a scaling strategy, incorporating lessons from others who have both succeeded and failed, organisations can build robust models and plans which will allow them to clearly articulate their offer and support needs to potential partners and funders.

## THE ROLE OF EVIDENCE IN SCALING

Not so long ago, evidence was the sole preserve of experts and technical specialists, practiced mainly in the realm of academia and the odd pocket of government. Today, the desire to gather, use and learn from evidence comes from a much broader contingent; and, rightly so, because good evidence benefits everyone.

At its best, evidence empowers delivery organisations and funders to make better decisions. With good information about whether or not we are making a difference, it becomes possible to improve how a programme is run, so improving the lives of

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<sup>1</sup> Dan Berelowitz, Mark Richardson and Matt Towner, Realising the Potential of Social Replication: Research for The Big Lottery Fund by The International Centre for Social Franchising, (September, 2013)

more people. Strong evidence is also a critical success factor in the journey to scale, allowing us to identify and replicate the most effective interventions.

Scaling requires an organisation to expand beyond its original team to a distributed model where new members of staff are brought on board. These individuals have not grown with the organisation, nor do they have an implicit sense of its history, and making the case to them – of what it is trying to achieve and how – cannot be underestimated. More importantly, for this transition to be successful, it is vital to deconstruct an intervention to understand how it works, why it works, and whether it will continue to work in new contexts.

A deep understanding of this nature reduces the risk of making expensive mistakes and increases the likelihood of success. Putting reliable evaluation practices in place can also help to more quickly engage funders and partners, who are in a better position to judge why a programme exists and what kind of impact it is creating.

However, we understand that it can be a tricky landscape to navigate. Not everyone agrees on what good evidence looks like, or what kind of data is worth its time in collection and analysis. Funders, too, often ask for impact to be reported in a range of different ways, adding to the burden on cost.

We believe that the Standards of Evidence<sup>2</sup> can respond to this challenging context by clarifying for both funders and delivery organisations what constitutes good evidence. In addition, those organisations that have strong knowledge about their impact are better able to influence what information they provide to funders, thus serving to synthesise unruly reporting.

## WHAT THIS REPORT COVERS

This report explores two kinds of evidence gathered throughout Scale Accelerator 2015-16. The first is **programme impact**: evidence that shows whether participants built capacity and skills in scaling, evidence and leadership. The second is the **programme experience**: evidence that explores participants' views of the programme, including what worked well for them and what worked less well. Further detail on our approach is provided in the methodology section.

Of course, there is another impact question regarding Scale Accelerator 2015-16, which is: Did participant organisations scale their impact? It is too early to provide an answer here, given that the programme focuses on *preparing* organisations for scale and this is its inaugural year. However, we will continue to work with Scale Accelerator participants to test our hypothesis that having good evidence up front makes for a higher rate of scaling success, and to better understand how to respond to future participants' needs.

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<sup>2</sup> <http://www.nesta.org.uk/publications/nesta-standards-evidence>

## THE SOCIAL INNOVATION PARTNERSHIP'S ROLE

The Social Innovation Partnership's (TSIP) role was twofold. We worked with the ICSF to create an approach for evaluating Scale Accelerator 2015-16, which included building for the programme a Theory of Change (*see Appendix 1*) and an evaluation plan (*see Appendix 2*), and developing the tools to carry out that plan. We also provided support to enable the eleven participating organisations to develop their internal evaluation skills and the evidence base for their intervention.

While Scale Accelerator 2015-16 will see a full evaluation in future years, this report looks at data gathered from surveys and interviews which are only part of the evaluation plan and do not provide full data on any of the outcomes. As such, TSIP's role was not that of a formal evaluator but rather one of a partner to ICSF in helping to gather early insights that give an indication of what the programme's impact might be, and provide feedback on how we can improve subsequent iterations of the programme.

# PROGRAMME OVERVIEW

The aim of Scale Accelerator 2015-16 was to enable participating organisations to increase and scale their social impact. By sharing the learning from this experience, ICSF hopes to enable more social sector organisations (non-programme participants) to do the same. The approach to achieving this is set out in the Scale Accelerator Theory of Change (*see Appendix 1*).

## SELECTION & PARTICIPANTS

Eleven diverse organisations were selected for Scale Accelerator 2015-16 from across the UK (*see Figure 1*). They were selected according to their potential and readiness to scale, and admitted to the programme on a rolling basis between August and December 2015. At the official close of the programme in May 2016, ten of the organisations had completed their support while one participant, Safer Places, was granted an extension (findings related to this organisation are not represented here).

Figure 1: Participating organisations and funders

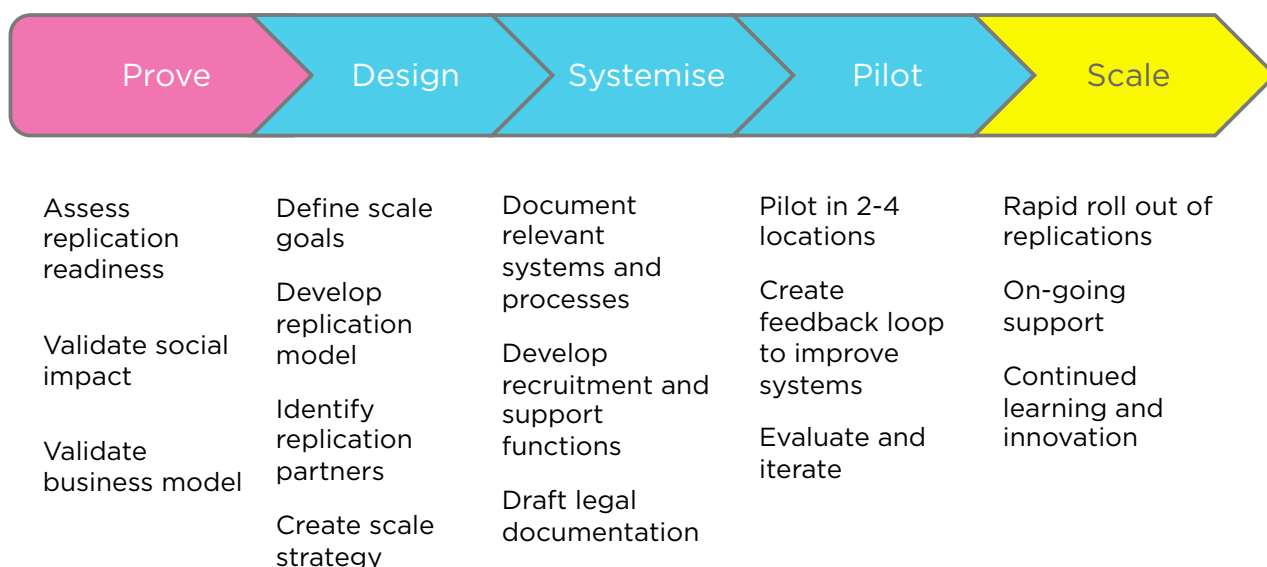
Participant Organisation (Project)	Funder
A Band of Brothers	The Monument Trust
Age UK Cheshire (Men in Sheds)	Rayne Foundation
Bike Works	City Bridge Trust
Groundswell	Tudor Trust
Reclaim (LEAD)	Paul Hamlyn Foundation
Leonard Cheshire Disability (Can Do)	Big Lottery Fund
Relate GMS (Bridging to Change)	Lloyds Bank Foundation, England and Wales
Safer Places	Big Lottery Fund
Staying Put	Big Lottery Fund
The Reader	Garfield Weston Foundation
Vi-Ability	Esmée Fairbairn Foundation

Support provided throughout the programme had three components:

## 1. SCALING SUPPORT

The Scale Accelerator was structured around the five stages of social replication based on ICSF's research and practical work (*see Figure 2*):

Figure 2: ICSF's scaling model



To determine the social replication strategy that was right for each organisation, the Scale Accelerator covered the most important strategic elements of the first two stages of the process outlined above, including:

1. **Individual diagnostics and scale strategy workshops:** ICSF conducted individual organisational diagnostics to help each venture understand its potential and the barriers to scale. It then used that information to run a scale up strategy workshop for senior leadership, considering the different potential replication strategies to develop the optimum bespoke approach for that particular organisation. ICSF then developed a detailed replication model design including financial modelling to forecast the model's financial sustainability.
2. **Acceleration plan:** ICSF then worked with each participant to create a plan mapping out the specific steps needed to implement the scale strategy, and any additional resource or capacity required. The Acceleration Plan provides a clear structure that organisations often need to enact internal changes important to replicating successfully.

## 2. EVIDENCE SUPPORT

We provided purposeful impact measurement support to a range of organisations seeking to scale – the first support of its kind offered within a broader package. The aim was for participants to reach two evaluation-related outcomes:

1. Perform more robust evaluations.
2. Better understand what works (i.e. their impact).

TSIP supported organisations to achieve these outcomes in various ways, taking into account their existing approaches. Over half had only just begun to go on what we call an “evidence journey”. For these organisations, we provided the following structured support:

- **Theory of Change approach:** To explore and uncover key elements of their programme, identifying critical outcomes and underlying assumptions, so that they could articulate their impact model and track progress against it.
- **Training:** To improve participants’ ability to understand different approaches to evaluation, putting them in a position to build a unique evaluation plan to measure their key outcomes.
- **Research:** To understand key outcomes and provide guidance on existing validated tools that could be used by organisations in their impact measurement.

A number of organisations were further along in their evidence journey. These organisations took part in activities from above that were relevant to them, and were provided with additional bespoke support. Some examples are listed below:

- One participating organisation was under pressure to understand the cost-savings impact of its project. We researched and presented three approaches it could take to present this kind of information.
- Health outcomes were a key selling point of one participating organisation’s service and yet, it was unsure how to measure them in its delivery context. We supported the organisation to consider new ways it could begin reporting on health-based outcomes.
- Another organisation was already in the process of scaling up and found that its current evaluation approach would become increasingly onerous as it expanded. We researched how technology could create efficiencies in evaluation while scaling.

### 3. LEADERSHIP SUPPORT

A key objective of Scale Accelerator 2015-2016 was to strengthen leadership capabilities within participating organisations. To support this, The School for Social Entrepreneurs (SSE) delivered a two-day training workshop in January 2016, comprised of a mixture of panel sessions and peer learning. Two participants from each organisation attended. The training included both technical skills-building sessions, such as marketing and developing the brand, accessing finance required to scale, as well as hearing from expert “witnesses” who had hands-on experience of scaling the social impact of their ventures.

Following the two-day workshop, participants were split into four Action Learning Sets, the purpose of which was for participants to collectively support individuals to address any challenges they were facing. The overall objective of the groups was to strengthen relationships between participants in the hope that they would continue to act as a support network for each other during the scale journey. The intention was for these groups to each meet three times between January and May 2016, virtually or face to face.

# METHODOLOGY

The aim of this report is to understand two aspects of the programme:

**Programme impact:** By this we mean the extent to which participants built their capacity across the three components of the programme.

**Programme experience:** By this we refer to how the participants reflected on the experience of the programme – what they felt was useful, what they found wanting, and what could be improved.

We gathered findings through quantitative and qualitative approaches, and also drew insights from our direct work with participants.

- **Surveys:** All participants (excluding Safer Places) were surveyed about various aspects of the programme – mainly quantitative with a pre-post element. There were two versions of the pre-post survey to account for some challenges in administering the baseline. One version was a standard pre-survey accompanied by a post survey (this was used with three organisations), while the other was a retrospective-pre survey which asked participants the same questions as the post survey, and also elicited their opinion of what their response would have been before the programme (this approach was used with seven organisations). Baseline impact data was collected via the standard survey between August to December 2015. Both the post surveys and retrospective-pre surveys were administered in May 2016.
- **Interviews:** Tavistock Institute research staff carried out a semi-structured qualitative telephone, skype, or face-to-face interview with a lead representative of all participants (excluding Safer Places) between May and June 2016, as part of an external evaluation of the programme,. For three of these organisations, an additional interview with a trustee was also conducted to provide a perspective on the involvement of the board in the programme and the impact it had on their views and attitudes towards the scaling process. All interviews were based on a topic guide focused around participants' experience and impact of participating in Scale Accelerator 2015-16, key learning, continuing challenges and improvement opportunities. Interviews with lead representatives (not trustees) also included questions that asked them to rate the impact of the programme on their organisation and themselves.

## DATA COLLECTION & ANALYSIS

The following methods were used to gather data about the programme. We also draw on our experience of working with each participant to inform this report.

### Pre-post design

Surveys were administered by ICSF via email to each main contact – though multiple individuals from each organisation participated in various aspects of the programme. Completed surveys were emailed back to ICSF, the data was then entered and passed onto TSIP for analysis. We combined the standard pre- and post- responses with the retrospective responses. Although the separate approaches could have been analysed, the surveys used almost identical language and given the already small sample size we determined that splitting the data between two smaller subsets would detract from our ability to discuss findings for the programme as a whole.

## Interviews

Interviews were conducted and analysed by the Tavistock Institute. Interviews with lead representatives lasted between 45-75 minutes, while those with board members were shorter, lasting 20-30 minutes each. All Interview transcripts were analysed by two researchers with reference to the views, outcomes and suggested improvements for the different elements of the programme, as well as the main challenges experienced by participant organisation in scaling up their services. In addition, the analysis also explored quantitative evidence (see above).

## LIMITATIONS

As is the case for virtually all research, there are a number of limitations that should be taken into account when interpreting the findings. We present these below, in approximate order of importance.

- **Independence:** This report is led by TSIP, a key partner in delivery of the programme, as part of an evaluation capacity building exercise for ICSF. Therefore: 1) we played a capacity-building rather than a formal evaluator role; and 2) this is not an independent evaluation report as TSIP is also a delivery partner. To mitigate these limitations, Tavistock Institute, which was external to programme delivery, conducted the participant interviews.
- **Low sample sizes for surveys:** Sample sizes were small in line with the number of participating organisations; this means it is harder to detect impact and also increases the possibility that some findings are the result of chance.
- **Lack of comparison group:** This research has no comparison group; therefore, we cannot be sure that any changes were caused by the intervention itself, rather than by other systematic factors. The findings cannot be generalised to other populations or contexts, (though this would not necessarily be possible even with a comparison group).
- **Single viewpoint from organisations:** In some cases, programme delivery partners, ICSF and TSIP, worked with different individuals within an organisation, yet only one representative from the organisation was interviewed or surveyed. In four of the ten cases, the main contact for ICSF did not work closely or at all with TSIP.

- **Inconsistent baseline and survey format:** The rolling admission nature of the programme meant that it was difficult to consistently administer the standard baseline survey, and hence certain participants completed a retrospective-pre survey. This slightly different design may have created a tendency for participants to mis-state the change they experienced as part of the programme given that they: 1) filled out the pre- and post-surveys at the same time; and 2) may not recall where their organisations were at prior to participating in the programme.
- **Validity of tools:** The tools for the evaluation were created in-house and none were formally validated. Due to the formative nature of this work (a new programme) and the unique attributes of Scale Accelerator 2015-16, we believe designing customised tools to be the best approach, indeed we recognise that these tools may be updated and refined in future iterations of the Programme.

# FINDINGS

This section discusses our findings of Scale Accelerator 2015-16. We organised our findings across two categories: **programme impact** and **programme experience**, each reviewed below.

## PROGRAMME IMPACT

Interviewed Scale Accelerator 2015-16 participants unanimously valued the support received and were glad to have been part of the programme.

*“I want to say just how grateful we are for the opportunity ... because we really wouldn't have got to the position we're now without the support of the Scale Accelerator Programme. So it has been invaluable for the organisation – and what I really appreciate is the flexibility, so it didn't feel like they've put a straight-jacket on us. That kind of quality and flexibility of support has been fantastic!”*

While it was useful to know whether the programme was valuable overall, we also wanted to understand which aspects of the programme were more or less useful and why. To this end, we gathered and analysed data that sheds light on each of the three components of the programme.

### Scaling

One of the key outcomes for Scale Accelerator 2015-16 was for participants to have an improved strategy for scale. We asked participants five questions related to this outcome before the intervention, and again after, and found that responses to all five question showed a positive statistically significant change, giving us confidence that this outcome was achieved (see Figure 4).

*“We've never before been set goals of what we want to achieve over the next 5 years ... So that's been useful – as from that we've been able to work backwards to what we need to do to get there”*

*“Really good at helping us understand the different options and questioning our default answers - we might have gone quite a different way and they asked some really useful questions, like what sort of implementation partner would we want, what sort of capacity and skills would they have”.*

None of the organisations had any prior direct experience of social franchising and they noted that they valued the high-quality knowledge and expertise provided by ICSF staff, as well as the flexibility of scaling options.

*“The thing that has been very useful with ICSF is, I think, if we'd done this on our own we would probably have tried to go much faster and they've been very good at telling us that you should slow down and learn about all these different elements ... I don't think we'd be reckless but I think we have a natural tendency in the organisation to move fast with things, and we want this*

*programme to grow and so it has been useful to make us think ... and to pilot it initially before moving on."*

## Evaluation

Over the course of the programme, TSIP worked with eleven organisations to improve the robustness of their evaluations in a variety of ways, depending on where they had begun their evidence journey (*see Figure 3*). The demand for different interventions differed across organisations. A finding from the programme is that more organisations needed relatively early stage support to develop and refine their evaluation approach (designing Theories of Change and evaluation plans, deciding on indicators and developing tools) , and nearly half required more bespoke support as they were further along in their evidence journey (but still required some element of basic support).

**Figure 3: Participants' evaluation support**



The key evaluation-related outcome for Scale Accelerator 2015-16 was for participants to better understand what works (i.e. their programme's impact). We asked two questions in the survey regarding this outcome (*see Figure 4*). The first question related to the organisation's ability to measure impact, and results show a positive statistically significant change. The second question dealt with each participant's ability to demonstrate impact using evidence and our findings for this question are not statistically significant.

*"Definitely increased the understanding of evaluation, both the need to prove that what we do works, and also to increase an understanding of the necessity of evaluating for the purpose of improving what we are doing, rather than just like getting it as a certificate to show to the funder ..."*

Of the eleven organisations TSIP worked with, seven were given structured support, while the remaining four were given bespoke support (three of which were consulted as part of this report) aimed at improving a particular aspect of their evaluation practice. Standard support allowed TSIP to deliver high value in a relatively short amount of time. Given the tight timelines, bespoke support was more difficult to deliver within the scoped amount of time and sometimes did not match expectations. Feedback on the evaluation support was largely positive but did vary; those who already had evaluation systems in place and hence wanted something quite bespoke tended to find the support offered less helpful than others. This is

useful feedback so that we can reconsider what kinds of high value support is possible in shorter durations as well as providing participants with more feasible expectations at the outset.

## Leadership

The feedback on the leadership component of the programme is mixed.

The main leadership-related outcome was for participants to increase their capacity to lead their organisation through scaling. Participants do feel they have marginally greater confidence to lead such change after Scale Accelerator. We also asked whether the leadership workshop helped people to build their leadership capacity. Participants say that they valued the opportunity it gave them to meet with other organisations and to hear from those who had previously scaled up.

*"It was brilliant to have the talks from people that have already been through it".*

However, some felt that parts of the workshops, although of good quality, were not tailored to participants given their previous experience and knowledge of the topics covered. Most criticisms of the workshop indicate that the focus was on breadth rather than depth and that participants had very different starting levels which made it especially challenging to cater for everyone.

**Figure 4: Survey results, programme impact**

Outcome	Survey Question (scale of 1 to 5, 1 being low)	Sample size	Mean from 'baseline'	Mean from 'follow-up'	Mean difference	P-value*
<b>Scaling</b>						
Participants have an improved strategy for scale	Do you have a clear understanding of the vision for the intervention we are replicating?	10	4.10	4.80	0.70	<0.01
	Do have a clear understanding of the Mission for the intervention we are replicating.	10	4.40	4.80	0.40	0.03
	How confident are you in your understanding of replication.	10	2.70	4.60	1.90	<0.01
	I have a clear understanding of the replication model for my selected intervention.	8	2.63	4.13	1.50	<0.01
	I am confident in my organisation's ability to carry out our replication strategy.	8	2.88	4.00	1.13	0.01

Evaluation						
Participants better understand what works	How do you feel about your ability to measure the impact that your product had?	10	3.10	4.30	1.20	0.03
	How do you feel about your ability to demonstrate the social impact of your project using your evaluation data?	10	3.20	4.00	0.80	0.14
Leadership						
Participants have increased their capacity to lead their organisation through scale.	How confident do you feel in your leadership ability?	10	3.8	4.0	1.20	0.16
	Action learning sets helped me build my leadership capacity.**	8	n/a	2.33	n/a	n/a

\*Green indicates the change was positive and statistically significant at a P-value of 0.05. A red cell means that the results increased, but not at a level of statistical significance. Results were calculated using a t-test of significance.

\*\*This question did not follow a pre/post design.

## PROGRAMME EXPERIENCE

This section deals with how the participants view their involvement and opinions about the programme. Through our survey we collated feedback on overall experience, on the cohort aspect and on each of the three delivery partners, (see Figure 5).

### Overall

Participants have very positive views on the experience and learning from participation in the programme, and rate the usefulness of the programme high at 4.88 out of 5 on average.

*"I would reiterate that working with the ICSF, that they have been incredibly knowledgeable and supportive and really enjoyable to work with."*

*"We've learned an awful lot – we've learned it's a lot more complicated than we thought it was going to be ... there's a lot more work that would need to be done at each stage. I think without the support and guidance there would have been a lot of areas we might have overlooked or skimmed on a bit."*

A consistently reported challenge was that participants had underestimated the time commitment required to take full advantage of the programme.

*“One thing we didn’t know at the beginning was the full extent of the commitment this required - we’d have probably done it anyway, because this was too good to refuse”.*

## Cohort aspect

We surveyed participants on various aspects of programme experience, (see Figure 5), and asked two questions relating to the cohort experience: whether organisations felt motivated by the cohort (mean score of 3.10 out of 5); and whether they thought relationships made in the programme would support them in their scaling journey (mean score of 3.60 out of 5). Both of these scores indicate somewhat positive viewpoints, albeit to a lesser degree than we hoped for. We anticipate that part of this was due to wide geographic dispersion, which limited opportunities to interact with other programme participants.

## Delivery partners

ICSF was the primary delivery organisation of the programme. We asked participants the degree to which they would agree with the following statement: “Overall, I would recommend ICSF’s services”. On a 10-point scale, the mean response is 9.22, which indicates that ICSF has built a strong relationship with participants and their work is valued. We also asked the participants whether they found the support of each of the three delivery partners useful. On a five-point scale, the mean response to this survey question is 4.88 for ICSF. For TSIP, the mean score is 3.55. For SSE, the mean score is 3.57.

**Figure 5: Survey results, programme experience**

Outcome	Survey Question	Sample size	Mean score	Standard deviation
<b>Cohort experience</b>				
Participants feel motivated by members of their cohort	I feel motivated by having met the other organisations in the Programme.	10	3.10	0.99
	I feel the relationships I have made with other organisations in the Programme will support us as we scale.	10	3.60	0.96
<b>Delivery partners</b>				
N/A	Overall I would recommend ICSF’s services.	9	9.22*	0.83
	The degree to which I found the support from ICSF useful.	9	4.88	0.33
	The degree to which I found the support from TSIP useful.	9	3.55	1.01
	The degree to which I found the support from SSE useful.	9	3.57	0.97
	The degree to which I found the overall Programme useful.	9	4.88	0.33

\*This question used a scale of one to 10, rather than 1 to 5

# LEARNINGS

Through our direct experience of working with participants, we have both learnt more regarding the type of support organisations need to prepare for scale alongside how best to provide this support. On the first, it is clear that ICSF's flexible approach, supporting organisations to develop their own strategy, rather than imposing a pre-defined solution enabled participants to develop strategies they felt real ownership for. Value was added to the conversation by being able to provide more rigour and detail to the discussion, helping organisations translate the "what" they wanted to achieve into a very clear plan outlining "how" it could be accomplished.

*"They didn't just come in and say "Here's a model that is the best model and this is how you change" instead they came here and found out what our priorities are by asking a lot of question and by doing that helped us understand what our priorities are".*

*'... the board have benefited from the really robust report that they've produced in terms of taking them on a journey...' "It's helped the board to see that there is some science behind the concept – because we as the board need to know how it is going to impact the business: Can we afford to do it? Is it commercially worthwhile to do it?"*

Some of the comments reflecting the time requirement of the programme we believe are indicative of the limited capacity many social sector organisations face. Whilst the complexity and time required to think through some of the key strategic questions of the programme took some participants by surprise, we also take this as an indication that the programme provided a structure and space for participants to engage in these conversations in a way they would not have been able to otherwise.

At the outset of this programme we hypothesised that strong evaluation practices and a deep understanding of how a programme works can help to reduce expensive mistakes when scaling; increase the likelihood of scaling successfully; and enable organisations to quickly bring funders and partners on board and up to speed on why programmes exist and the impact they have. We still hold these hypotheses and although we are only at the early stage of gathering information, we have had encouraging feedback on the last hypothesis, with organisations stating that being clearer on their evaluation practice has given them more confidence speaking about their impact both internally and externally.

*"I've always been a confident leader, but it's given me the organisational tools ... like the theory of change and evaluation plan ... "*

*"They really helped me to realise that I do not have to measure everything - made the process much simpler and clearer".*

The programme has proved to be a learning experience not only for the participants but for us, too. Here follows a list of key learnings to emerge from the programme; we specify the component of the programme that the learning relates to in brackets, with bullets below giving our suggestions for future improvements.

1. **Time constraints for participants (overall):** Many participants indicated that they did not realise how complex the process to scaling was and the requisite investment on their part was difficult to manage and unexpected.
  - Whilst expectations on time commitments were outlined at the beginning of the Programme, we believe this understanding can be re-iterated more frequently. In addition, up front scheduling of all key meetings will ensure participants have a clear view of the time commitment required
2. **Improving bespoke support (evaluation):** On the whole, organisations that received TSIP's bespoke support found it less valuable than those who received standard evaluation support.
  - We will improve our diagnostic process to lead us to value-add evaluation solutions more quickly.
  - We will work to set expectations with participants about what evaluation support is realistic in the amount of support time available.
3. **Balancing the diversity of experience (leadership):** The leadership component of the programme was challenging to structure, with feedback focusing on the fact that participants had vastly different experience and expertise and the training did not accommodate for that.
  - We recommend a more rigorous assessment of participants at the start of the Programme to determine participants' existing knowledge, skills and competencies in order to vary the format and content of the leadership component.
4. **Building a cohort (overall):** The programme did not make as much progress toward building a supportive network amongst the participants as intended and the extent to which geography plays a role was greater than anticipated.
  - We suggest bringing participants together more frequently and building a communications strategy as ways to enhance cohort connection.
  - We suggest improving the framing and coordination of the Action Learning groups as we found that those who participated found them very valuable, and we think it's likely that with a better introduction and coordination of the activity, they would be better received and utilised.

- We recommend that the programme holds a launch event, which would be an excellent way to help forge connection across organisations and individuals early on and create the sense of being part of a cohort that, together, is embarking on a significant journey.

# PARTNERS OF SCALE ACCELERATOR 2015-2016

## INTERNATIONAL CENTRE FOR SOCIAL FRANCHISING (ICSF)

The International Centre For Social Franchising (ICSF) helps organisations with successful solutions to social issues scale their impact to reach more people. We work collaboratively with our partners to equip and capacity-build their teams with the systems, skills and strategies to scale their programs and maximise their impact.

Today ICSF had the honour of collaborating with extraordinary partners making a real and lasting differences in a number of countries around the world.

## THE SOCIAL INNOVATION PARTNERSHIP (TSIP)

The Social Innovation Partnership (TSIP) is a trusted advisor to public, private and social sector organisations seeking to maximise their social impact. We work with organisations to help them clarify their purpose and what it is they want to achieve. We then support them to develop the systems and skills they need to embed evidence and innovation in their work. With this combination of strategic and practical support, organisations can measure, communicate and grow their social impact.

## SCHOOL FOR SOCIAL ENTERPRISE (SSE)

The School for Social Entrepreneurs (SSE) empowers people from all backgrounds to create positive social change. Our courses help individuals start, sustain, and scale social enterprises, charities and community projects.

SSE uses an innovative learning approach, which focuses on real world issues and practices. We provide courses aimed at established not-for-profits, covering common issues in the charity sector. So far we've helped over 1,500 social entrepreneurs make the world a better place