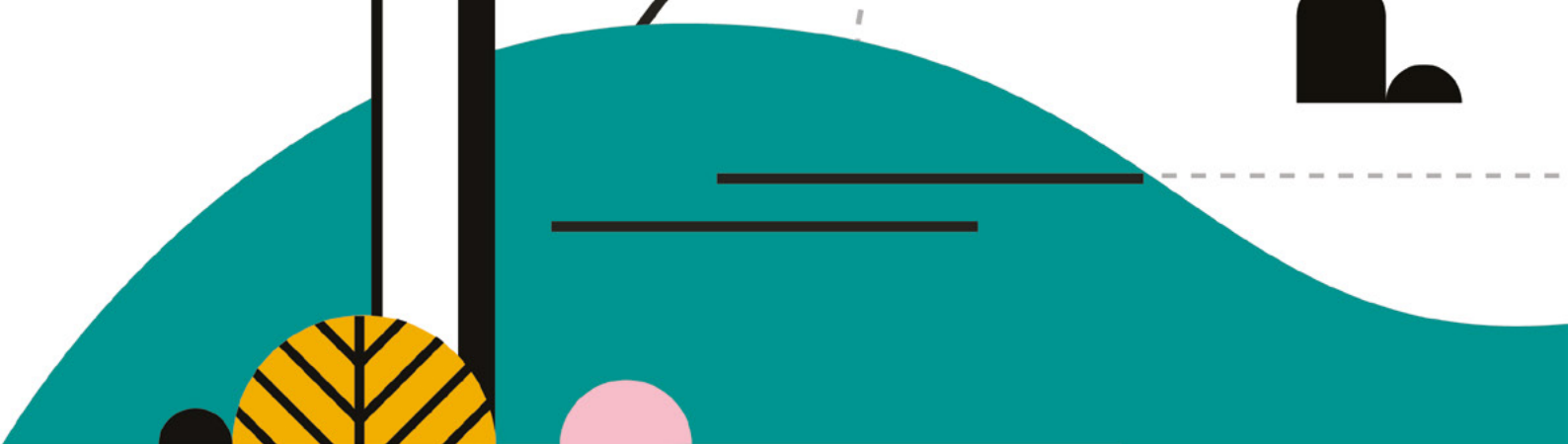
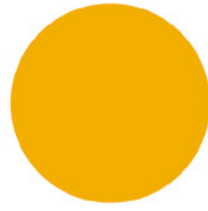


A GUIDE TO

# SCALE PATHWAYS

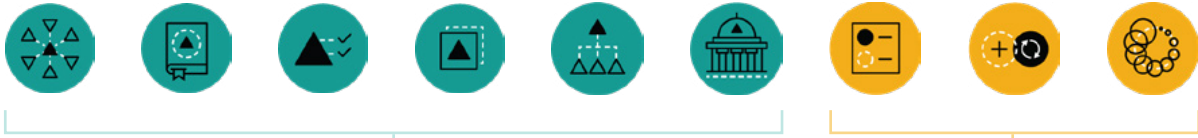


# HOW TO USE THIS TOOL



The Scale Pathways Guide is intended to be used as a tool to learn about different scale pathways and to understand the key aspects and implications of choosing each scale pathway.

The scale pathways are divided into:



Pathways for **widespread delivery of products, services and practices**

Pathways for **systems, society and culture to embed change**

For each scale pathway, the Guide covers the following:



## HIGH-LEVEL OVERVIEW

An overview of the scale pathway, what it usually looks like and any key considerations



## RELATIONSHIP WITH PARTNERS

Description of the relationship between you and any partners (e.g initial and ongoing support, any agreements and level of control)



## FINANCIAL SUSTAINABILITY

Outlines any financial implications of the scale pathway and ways to make it more financially sustainable.



## QUALITY CONTROL

Description of the extent to which you would be able to have control over the quality of delivery of your solution.



## ADVANTAGES, DISADVANTAGES AND FACTORS FOR SUCCESS

The Advantages, Disadvantages and Success Factors for using this pathway to scale your impact












## TRADE-OFF SPECTRUMS

**Flexibility / Control** - The extent to which your pathway involves a closer relationship with partners and control over how your solution is implemented

**Fast/Slow** - The extent to which the pathway allows for quick scaling and adoption of your solution

**Simple Solutions / Complex Solutions** - The extent to which the pathway is suitable for complex solutions which require them to be delivered in a specific way

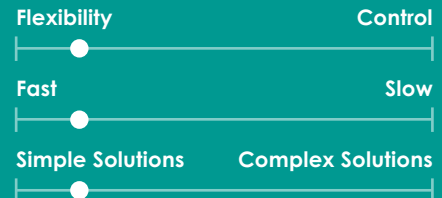
# OVERVIEW TABLE

	PATHWAY	HIGH LEVEL DEFINITION	RELATIONSHIP WITH PARTNERS	FINANCIAL SUSTAINABILITY	QUALITY CONTROL
PATHWAYS TO SCALE SOLUTIONS	 <b>Open Sourcing</b>	Sharing resources for others to implement your solution	Typically no initial or ongoing support	Typically provided as free resource; little ongoing costs	No evidence or data shared back
	 <b>Training</b>	Teaching others to implement your solution	Initial support, with limited to no ongoing support	Can involve charging a fee for training	Limited after training
	 <b>Accreditation</b>	Providing third-party recognition for delivery/ adoption of solution	Providing and renewing the accreditation	Option to charge a membership fee, and/or periodic fee	Partners share evidence of complying with standards
	 <b>Social Franchising</b>	Packaging up your model and supporting others to deliver it	Initial and ongoing support, including systems	Option to charge different types of fees	Depends on what is in franchise agreement
	 <b>Subcontracting</b>	Contracting others to deliver solution in their area	Initial and ongoing support; depends on terms of contract	Expensive; can result in lower costs and economies of scale	High degree of control
	 <b>Government Delivery</b>	Solution being adopted by government	Collaborating with others dedicated to solving the problem	Funded by government budget in the long term	Led by government in (long run); you and others play a role (interim)
PATHWAYS TO CHANGE SYSTEMS	 <b>Influence Public Policy</b>	Changing the way a problem is addressed at a policy level	Collaborating with others with similar goals	Typically, does not generate income	Little control over government implementation
	 <b>Change or Create Markets</b>	Using market forces to change or create markets	Collaborating with others with shared goal	Can lead to more sustainable solutions; may generate profit	Little control over market change
	 <b>Build a movement</b>	Starting a social movement to address a social problem	Varies depending on the structure of movement	Typically don't generate income; costs depend on structure of movement	Little control over what individuals do or how they interpret your social cause



## SCALE PATHWAYS

# OPEN SOURCING



### HIGH LEVEL OVERVIEW

Through open sourcing, you would be creating resources advising others on how to use solutions like yours in their local area, or how to improve what they are already doing. The resources could include online videos, best practice booklets and easy-to-use tools.

Open sourcing can be a relatively cheap and fast way to expand your reach, however it usually involves little control over the way your resources are interpreted and used.



### RELATIONSHIP WITH PARTNERS

Open Sourcing does not usually involve ongoing support or a relationship with the organisations or individuals using the resources.



### FINANCIAL SUSTAINABILITY

When open sourcing, you would usually be providing the resources for free, however you are also likely to have no ongoing costs. The financial investment required for this pathway would therefore be towards developing the resources in the first place.

Another option is however charging a nominal fee for access to the resources, which can provide a small amount of cash flow for sustainability, or to cover the cost of the initial investment.



### QUALITY CONTROL

The organisations/individuals using the resources would not be sharing back data or evidence, which means you would not have control over how they are used beyond creating them.



### ADVANTAGES

- Open sourcing can be the least costly pathway
- It can also be the easiest means of rapidly expanding your geographical reach



### DISADVANTAGES

- You usually have little control over the way resources are interpreted and used, which can impact quality



### SUCCESS FACTORS

- Easy-to-understand resource structure and content
- Supply of partners or individuals capable of using resources successfully
- Proactive distribution plan with targets

### EXAMPLE

One of the most well-known examples of an open source model is Alcoholics Anonymous. Alcoholics Anonymous published a set of principles, the Twelve Steps, that local meeting groups apply autonomously. There is no central organisation involved.

Another example is Lava Mae, who with Spring Impact's help, branched its mobile hygiene services to Los Angeles, the city with the second largest homeless population in the US. In addition, they adapted their operations manual into the first open-source mobile hygiene toolkit which has been used to deliver hygiene services to 54 communities across the world.



## SCALE PATHWAYS

# TRAINING



### HIGH LEVEL OVERVIEW

The training pathway involves teaching others to implement your solution or aspects of it through courses, workshops or seminars. Training therefore works best when resources need explaining, or some adaptation initially, but can then be easily used independently. Training can generate a source of limited income and usually involves little control over the way the lessons are implemented.



### RELATIONSHIP WITH PARTNERS

Through this pathway, you would be providing initial support to partners through training. This can also be done through a train-the-trainer model that enables your staff to show a less experienced instructor how to deliver the training themselves. After this initial support, you would usually be providing limited, to no ongoing support.

This pathway usually involves organisations/individuals requesting training, however you would also be able to recruit and select your partners if you require more control over who would then be implementing your solution.



### FINANCIAL SUSTAINABILITY

The training pathway usually involves charging a fee for the training service. This generates a source of income and can be financially self-sustaining in the long run. However you should also consider the initial costs involved in developing the training materials and processes needed.



### QUALITY CONTROL

There is limited quality control after the training, with partners not usually sharing data or evidence, or reporting back.



### ADVANTAGES

- It involves limited to no ongoing support for partners
- It can be a source of limited income



### DISADVANTAGES

- The individuals being trained may not implement lessons correctly



### SUCCESS FACTORS

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

### EXAMPLE

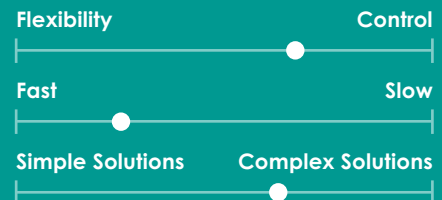
Tender train adults, equipping them with the skills to understand, identify and support young people experiencing violence in their relationships, creating a wide support network to help young people, while simultaneously being able to deliver projects in schools, youth centres, Pupil Referral Units, Youth Offending Teams, special schools and specialist youth services.

Spring Impact has also worked with My Sister's Place, who delivers trauma-informed training for Violence Against Women and Girls (VAWG) services as one component of their Trauma-Informed Model of Empowerment, which they want to champion in the sector. They are combining the training with other approaches (e.g. open-source resources, bespoke ongoing consultancy) to maximise its impact.



SCALE PATHWAYS

## ACCREDITATION



### HIGH LEVEL OVERVIEW

Accreditation would allow you to provide formal third-party recognition through a recognised 'mark' of competence. As an accreditor, you would therefore be recognising the individuals/ organisations who can operate a programme or solution.

Accreditation allows for quality control and can generate some income, however it may require significant effort and resources to generate awareness and police the use of the mark.



### RELATIONSHIP WITH PARTNERS

As an accreditor, your role would be providing and renewing the accreditation for partners. This can be paired with other types of support depending on the accreditation.



### FINANCIAL SUSTAINABILITY

As an accreditor, there is an option for you to charge a membership fee, as well as a periodic fee. Periodic fees can help increase your income, however it can be difficult to raise enough finances this way to cover central operations.



### QUALITY CONTROL

Partners must share evidence that they are complying with the standards for accreditation. The conditions attached to the accreditation will help to ensure that the solution is implemented with quality. When done effectively this makes certified partners stand out from other similar providers.



### ADVANTAGES

- It allows you to enforce standards without needing to create a large central support body
- It can be a source of limited income



### DISADVANTAGES

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



### SUCCESS FACTORS

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

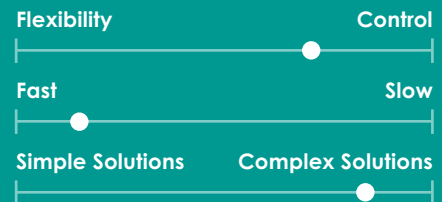
### EXAMPLE

A well-known example of an accreditation model is Fair Trade, which requires producers to provide fair wages and abide by standards for health and safety of working conditions. In exchange, producers are accredited and can join a fair trade network and sell their products with the Fair Trade certified label. For consumers, the label provides assurance that the product meets Fair Trade's standards and requirements, which helps the producer stand out within the market.



## SCALE PATHWAYS

# SOCIAL FRANCHISING



### HIGH LEVEL OVERVIEW

Social franchising is about packaging up your proven model and providing carefully selected partners with the training and ongoing support they need to run the solution to the same standard as you.

Once you complete the initial development work, social franchising can be a fast way to scale your impact and can generate income, however your solution must be completely proven to guarantee franchisee sustainability and impact.



### RELATIONSHIP WITH PARTNERS

Social franchising usually involves a close relationship with partners, in which you would be providing training and ongoing support. You would also be providing your brand and any other broader systems and processes needed. You would have control over who your partners would be, and can select them carefully.



### FINANCIAL SUSTAINABILITY

Social franchising is likely to require significant initial investment of time and finances. However you can decide to charge a franchise fee. A few examples of the type of fees you could charge are: initial start-up fees, ongoing management fees (generally a fixed fee or a percentage of revenue), a marketing fee or by selling products to franchisees at a margin.



### QUALITY CONTROL

The level of control you would have as a franchisor can vary based on what you put into the franchise agreement and operations manual. Social Franchising would allow you to build quality control and standardisation into the areas where it is needed to achieve social impact and generate income.



### ADVANTAGES

- Quality can be maintained across the network and social impact data collected effectively
- It can create efficiencies, as systems like office management, fundraising tools, programme materials can be shared across the network
- It can generate additional income



### DISADVANTAGES

- Involves significant upfront investment of time and finances
- Fees can be a barrier for those wanting to take the model on



### SUCCESS FACTORS

- Quality training and ongoing support for your partners
- Rigorous recruitment process
- Detailed documentation of key systems and processes

### EXAMPLE

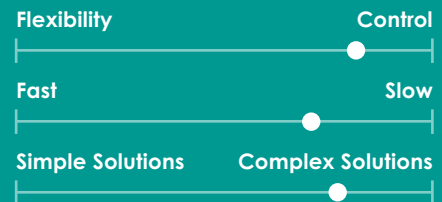
NSPCC is the UK's leading children's nonprofit fighting to end child abuse. Spring Impact partnered with NSPCC to replicate a number of their successful evidence-based programmes. An example is Baby Steps- an antenatal education programme to help vulnerable parents cope with the pressures of a new baby. We worked with NSPCC to develop a social franchise model for mainstream delivery of Baby Steps.





## SCALE PATHWAYS

# SUBCONTRACTING



### HIGH LEVEL OVERVIEW

Subcontracting involves contracting individuals or organisations to deliver your solution in their area. Subcontracting is most suitable when others will be able to better identify organisations who can deliver your solution in their local area, or when you have a contract with a third party to deliver on, but do not have the capacity to deliver it yourself.

Subcontracting allows for a high level of control over delivery and can be more efficient than organic growth, however it can be expensive and may create dependency.



### RELATIONSHIP WITH PARTNERS

This pathway involves a close relationship with partners, as you would be contracting them. You would therefore be able to shape the relationship and the terms of the partnership.



### FINANCIAL SUSTAINABILITY

Subcontracting can be expensive and does not generate income. However, it can result in lower costs than they would have otherwise been if you scale organically, due to the partners likely to be more efficient and having a better understanding of the new context.



### QUALITY CONTROL

When subcontracting you would be able to have a high degree of control over how your solution is implemented.



### ADVANTAGES

- Retain high level of control over delivery
- Can scale rapidly when funds are available
- Partners focus on delivery rather than generating income



### DISADVANTAGES

- Creates financial dependency on you, leaving the network vulnerable to collapse if a funder or customer withdraws
- Partners may not get sense of ownership and may be less motivated compared to other pathways



### SUCCESS FACTORS

- Clear deliverables
- Effective supervision and incentive structures for partners to fulfil contractual obligations
- Partners have proven previous experience

### EXAMPLE

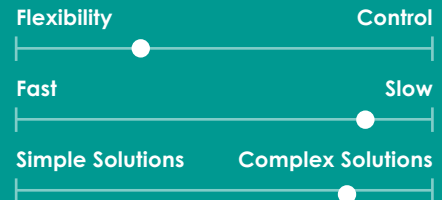
National Citizen Service (NCS) delivers programmes to Young People in England. They contract with provider organisations who are responsible for delivering NCS in their regions, who in turn subcontract to local organisations to support delivery. NCS is delivered by around 220 charities and partner organisations. 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.





## SCALE PATHWAYS

# GOVERNMENT DELIVERY



### HIGH LEVEL OVERVIEW

Scaling through government delivery involves working towards the end goal of your solution being adopted by the government, and being integrated into government systems. To get there, you would be collaborating with other key stakeholders to co-create, execute and adapt the solution.

This pathway can lead to wide, long-term and sustainable impact, however the process can be slow initially and is likely to involve dedicating significant resources to manage relationships with government partners.



### RELATIONSHIP WITH PARTNERS

Although the end goal of this pathway is government ownership, it is most effective when the journey to get there involves radical collaboration and co-creation with other key stakeholders dedicated to solving the social problem such as funders, the community and private sector companies. This works best when stakeholders are rooted in strategic government plans and community needs.



### FINANCIAL SUSTAINABILITY

The long term goal for this pathway would be for your solution to be funded on an ongoing basis through government budgets. However, this is unlikely to happen over a short period of time and it is more likely that funding will come from multiple sources initially (e.g. NGOs, funders and government). Funding roles during this journey are usually agreed with collaborators.



### QUALITY CONTROL

In the long run, the government would be leading aspects of measuring the solution's impact and managing quality. However, in the interim, it is likely that you and other collaborators will play a role in quality control and holding the government to account for the solution's impact.



### ADVANTAGES

- Can lead to wide, long-term and sustainable impact, as the government is a critical player in ensuring that solutions reach communities at scale
- The solution is developed and adapted in collaboration with key stakeholders and communities, making it likely to be impactful



### DISADVANTAGES

- Government priorities and circumstances can change over time
- It can be challenging to bring together the key stakeholders
- The process can be slow initially
- The process can be time-intensive



### SUCCESS FACTORS

- Radical collaboration with stakeholders at every stage, with trust and relationships built over time.
- Solution clearly mapped to government strategic plans, policies and existing or needed systems.
- Shared plan to support government systems and the capacity strengthening necessary for government ownership of the solution.

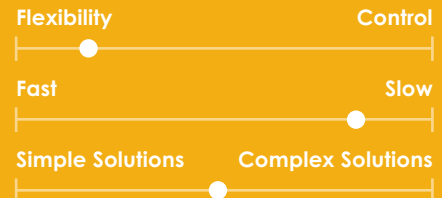
### EXAMPLE

An example of scaling using government delivery is VillageReach's CCPF programme. This is a community-based health hotline which provides free information on health and nutrition to all Malawians 24 hours a day, 7 days a week. Over a number of years, VillageReach worked with the Malawi Ministry of Health to transfer the ownership of the hotline to the government. CCPF is now one of the first government-run, nation-wide health hotlines in Africa.



## SYSTEMS CHANGE PATHWAYS

# INFLUENCE PUBLIC POLICY



### HIGH LEVEL OVERVIEW

Influencing public policy involves changing the way a problem is addressed at a policy level. This might involve changing the law to include protections for certain groups, or reallocating funding to particular services. This pathway can be useful if you have identified structural barriers to impact at scale that you believe cannot be solved through individual support or by the social sector acting alone.

Influencing public policy can be a way to achieve vast scale and create a more enabling environment for solutions (yours or others) to scale, however it can be a lengthy and resource-intensive process.



### RELATIONSHIP WITH PARTNERS

Through this pathway, you would be lobbying decision-makers and convincing them why a change of course is necessary. Building relationships with government stakeholders therefore becomes a key part of this pathway. You could also collaborate with partners who share a similar goal of influencing public policy.



### FINANCIAL SUSTAINABILITY

Influencing public policy does not usually involve generating income, which means you would have to fund this journey by other means.



### QUALITY CONTROL

Through this pathway, you would be pushing for the change you would like to create. However, you are unlikely to have control over how the government implements the solution/ change you are trying to achieve.



### ADVANTAGES

- This can be a way to create a more enabling policy and legal environment for solutions (yours or others) to scale
- This pathway can be a way to have vast scale on a regional or even national level



### DISADVANTAGES

- It can be a lengthy process to get public bodies to recognise and adopt a new way of working
- Advocacy and campaigning require different skill sets to those needed for pure service delivery



### SUCCESS FACTORS

- A clear public need that aligns with policymakers' priorities
- Campaigning and influencing skill sets within your team
- Your team being aligned on what your role will be when the policy change happens.

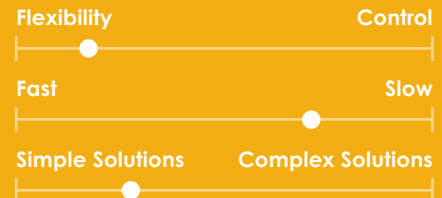
### EXAMPLE

Last Mile Health is an example of an organisation that used influencing public policy to scale their impact. They partner with governments to build strong community health systems that extend primary healthcare to the world's most remote communities. Their work in Liberia involved influencing government policy towards standardised pay for Community Health Workers. This involved the government paying them as contract workers, rather than the previous system of unpaid volunteers



## SYSTEMS CHANGE PATHWAYS

# CHANGE OR CREATE MARKETS



### HIGH LEVEL OVERVIEW

Through this pathway, you would be using market forces such as customer behaviour to scale your impact. An example of this is influencing user behaviour to generate demand for a service and encouraging suppliers to enter the market.

Generally, this pathway involves creating demand for currently underused services, or creating conditions for the private sector to play a role in delivering impact.

Changing or creating markets can be a sustainable and responsive way to scale your impact, however it is likely to require a lot of iteration and the market element may make it unsuitable for certain solutions.



### RELATIONSHIP WITH PARTNERS

Changing or creating markets can involve collaborating with other organisations or stakeholders with a shared goal. Ultimately, this pathway involves influencing consumer behaviour, making consumers key stakeholders as well.



### FINANCIAL SUSTAINABILITY

Changing or creating markets can lead to a more financially sustainable solution to the social problem you are trying to address, as the demand for it would be driven by consumers. This would therefore allow the solution to be market-led and for the private sector to play a role.

Depending on your approach within this pathway, it could provide profit that can be reinvested into new solutions. However if that is not the case, you may have to fund this journey by other means.



### QUALITY CONTROL

You are unlikely to have significant control over the market change and market forces.



### ADVANTAGES

- Market-led solutions are generally more sustainable than those that utilise philanthropic funding
- It can provide profit that can be reinvested into new solutions
- Integrating consumer behaviour into your model can allow for service delivery to better adapt to the need



### DISADVANTAGES

- The need for a market element makes this less appropriate for certain social solutions
- The impact may be limited if there is a lack of public policies supporting the positive consumer and market shifts
- Market demand may not correspond to what you see the need as being – it can take a lot of iteration to create a solution that is demanded by users while delivering your intended impact



### SUCCESS FACTORS

- Consumer demand for your solution (potential or actual)
- An innovation mindset, including ability and willingness to learn and adapt rapidly to feedback
- If you are hoping to incentivise market entry, a profit-making component of your solution is key

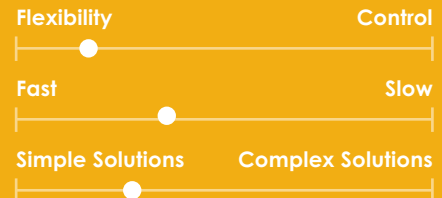
### EXAMPLE

In Sub-Saharan Africa, Population Services International (PSI) realised that donor-funded free contraceptive provision was an inefficient and unsustainable way to address the HIV crisis. PSI started to focus on influencing consumer behaviour to generate market demand, which in turn encouraged new suppliers to enter the market, allowed for condoms to more efficiently reach target consumers, and provided a profit that could be used to provide contraceptives to those unable to pay.



## SYSTEMS CHANGE PATHWAYS

# BUILD A MOVEMENT



### HIGH LEVEL OVERVIEW

This pathway can achieve scale by starting a social movement that creates a community of like-minded people and/or organisations, all committed to addressing a social problem. A movement usually involves a sustained campaign in support of a social goal, typically either to carry out a social change, or to resist or undo one.

Building a movement can create a vast impact if successful, as well as promote local or individual ownership. It may however be difficult to get a movement to be picked up and you may have little control over how your solution is interpreted or adapted.



### RELATIONSHIP WITH PARTNERS

The key stakeholders in a movement are likely to be members, campaigners, funders, stakeholders, or anyone sharing a passion for it. Social movements can vary from top-down networks all the way to grassroots movements, and members may be more or less united and interconnected. The level of organisation within the movement therefore can also vary.



### FINANCIAL SUSTAINABILITY

Social movements don't usually generate income, and the distribution of costs depends on how the movement is structured. This means you are likely to have to fund this journey by other means such as securing funding.



### QUALITY CONTROL

There is usually little control over what individuals do or how they interpret your social cause once it's out there. The level of control can vary depending on the movement.



### ADVANTAGES

- Can spread rapidly without micromanagement or local presence on your part
- Promotes local ownership
- Encourages innovation
- Empowers people to bring their own contribution, skills and experience to create change



### DISADVANTAGES

- Little control over what individuals do or how they interpret your social solution once it's out there
- It can be difficult to get a movement to be picked up – a lot can depend on luck and timing



### SUCCESS FACTORS

- A social cause with mass appeal
- Easily-shareable materials and resources
- Clear asks

### EXAMPLE

The Black Lives Matter movement began as a Twitter hashtag reacting to the acquittal of the man behind the fatal shooting of Trayvon Martin in the United States. Since then, BLM has grown into a widespread, decentralised, grassroots collection of various local and online groups committed to fighting racial injustice globally. The founders have stressed the importance of it being locally-led rather than top-down. Following the murder of George Floyd in the Summer of 2020, the movement was able to mobilise almost 30 million people to take to the streets in protest.