Social Impact Exchange
Taking successful innovation to scale

GROWTH PHILANTHROPY NETWORK

Duke UNIVERSITY

Preliminary Findings from Literature Review
Performed for GEO Research Collaborative
as part of Social Impact Exchange's Knowledge on Scaling Project
http://bit.ly/siexknowledge

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Social Impact Exchange Knowledge on Scaling Project

Who We Are

A cross-sector membership association for <u>sharing knowledge</u> and <u>increasing investment</u> in <u>scaling effective social programs and solutions</u>.

The Exchange is a partnership between the **Growth Philanthropy Network** and **Duke University**.

Exchange Knowledge Working Group

A professional network of 35 researchers and practitioners who provide strategic direction for capturing, sharing, and leveraging knowledge on scaling impact within the field.

The Knowledge Center

A free <u>multimedia database</u> created to house <u>content on scaling impact</u> – containing more than 150 entries including case studies, white papers, research reports, articles, tools, and templates.

Access at **http://bit.ly/siexknowledge**

GEO's "Scaling What Works" Initiative – The Literature Review

The Exchange is <u>collaborating with GEO</u> to provide greater insight into currently available knowledge and resources that can <u>help inform the grantmaker's role in scaling impact</u>.
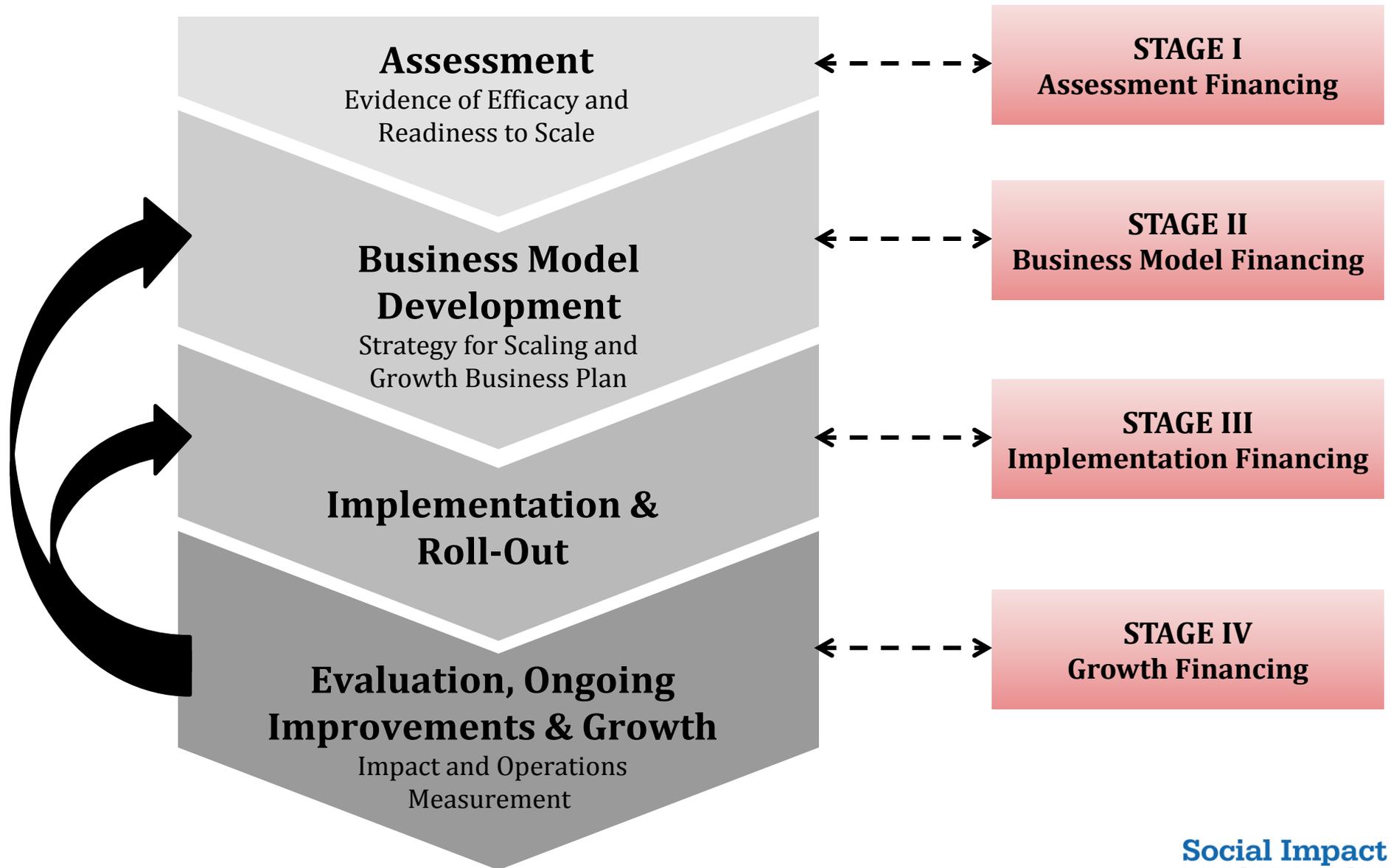
A Framework for Scale

To categorize the knowledge around scaling impact and determine where there are gaps in the literature, the Exchange **developed a framework** that lays out the stages of a scaling initiative.

The framework, **Evolution of a Scaling Initiative,** incorporates four stages that are **crucial components of any type of scaling initiative**.

Grantmakers can apply the framework to scaling:

- ➢ A specific program
- ➢ An entire organization
- ➢ A model or platform
- ➢ A social movement
- ➢ A policy initiative
- ➢ An advocacy campaign
- ➢ A marketplace solution
- ➢ Broad systemic change

Evolution of a Scaling Initiative

Assessment
Evidence of Efficacy and
Readiness to Scale

**Business Model
Development**
Strategy for Scaling and
Growth Business Plan

**Implementation &
Roll-Out**

**Evaluation, Ongoing
Improvements & Growth**
Impact and Operations
Measurement

STAGE I
Assessment Financing

STAGE II
Business Model Financing

STAGE III
Implementation Financing

STAGE IV
Growth Financing

**Social Impact
EXCHANGE**
www.socialimpactexchange.org

Preliminary Literature Review

	What The Literature Covers	Gaps In The Literature
Assessment	• How and what to assess • Measuring and assessing performance • Due diligence guides, setting goals for outcomes and impact • Other key readiness factors: organizational capacity, leadership, timing and trends	• Roles and guidelines for grantmakers during this stage • Pros and cons of grantmaker involvement at this stage • Evaluation and evidence grantmakers should expect at this stage
Business Model Development	• Case studies on strategic pathways to scale for nonprofits, replication and non-replication; theoretical frameworks • Essential business planning elements • Impediments to good business model development	• Roles and guidelines for grantmakers during planning stage • Importance of grantmaker involvement in funding planning before funding execution • Most important outcomes from planning process that will reduce risk of unsuccessful implementation
Implementation & Roll-Out	• Operational strategies for growth: new sites, marketing, training staff, etc. • Distinction between growth/equity capital and service purchase capital • New financing tools (PRIs, Social Impact Bonds, etc.) • Funder collaboration and networks • Role of intermediaries, as brokers	• Funding needs of nonprofits during execution stage • Strategic planning for successive levels of investment in implementation over time • Best mix of funding types
Evaluation & Ongoing Improvements	• Lessons learned during scaling • Dashboards and other data frameworks for ongoing management and improvement • Importance of continuous improvement and learning plans	• How to establish a strong culture of improvement • How to effectively engage grantmakers in continuous feedback loops based on data

Key Questions for Grantmaker Roles in Scaling Impact

What are the best roles for grantmakers at each stage?
What are the pros and cons of grantmaker involvement at each stage?
What evidence of impact should grantmakers expect at each stage?

Assessment

- How can grantmakers get involved in supporting assessment?
- What amount of funding is appropriate at the assessment stage?

Business Model Development

- What is the relative importance of grantmaker involvement in funding planning before funding execution?
- How can funders vet and work with intermediaries?
- What are the most important outcomes from the planning process that will reduce the risk of unsuccessful implementation?

Implementation & Roll-Out

- If grantmakers aren't able to provide support at all stages, what strategies will help fund implementation?
- How do funders plan for successive levels of investment in implementation over time?
- How and when is it a good idea to build milestones into the funding plan?
- What are the most successful funder network and collaboration strategies?

Evaluation & Ongoing Improvements

- How do grantmakers evaluate an organization and help it establish a strong culture of improvement?
- What are appropriate ways to engage in continuous feedback loops based on the data and experience of grantees?