

I want to sustain & implement while exploring different ways of increasing the scale of my work.



SCALING PLAN

LEVEL OF INVOLVEMENT

INSPIRED BY

Ali R., Mulgan G., Halkett R., Sanders B. (2007) In and out of sync: The challenge of growing social innovations. London, Nesta.



MORE COMPLEX TOOL that should ideally be done over a few days. Given the strategic nature of the inputs/outputs, this needs consultations with seniors, peers and ideally needs to be revised after a first pass.

What is it & why should I do it?

Once a project or pilot has been successfully implemented, the next step is to build upon this success by sustaining and growing it further. Essentially this means extending the reach of your work to a bigger population. There are many ways of scaling up - from replicating the project across geographies, to collaborating with different organisations towards a shared vision, or even expanding upon the problem your work addresses.

Social organisations can face quite a few challenges in scaling up their work: keeping a clear focus (e.g. strategic spread rather than just sprawling out); negotiating cost structures and revenues (e.g. sustainable income rather than one-of grants or capital); handling effective supply and demand (e.g. demonstrable results, at the right costs, for a receptive audience); leading organisational change (e.g. founders are replaced by managers); choosing the right organisational form (e.g. grow the organisation, partner, merge, take over, license, franchise). There are several resources that need to be in place for a pilot project to be scaled without compromising the necessary impact it must have. Regardless of how and when you decide to scale, it is key to first build a shared vision for scaling within your organisation. The **Scaling Plan** aims to stimulate serious dialogue about this with key internal and external stakeholders.

? HOW TO USE IT

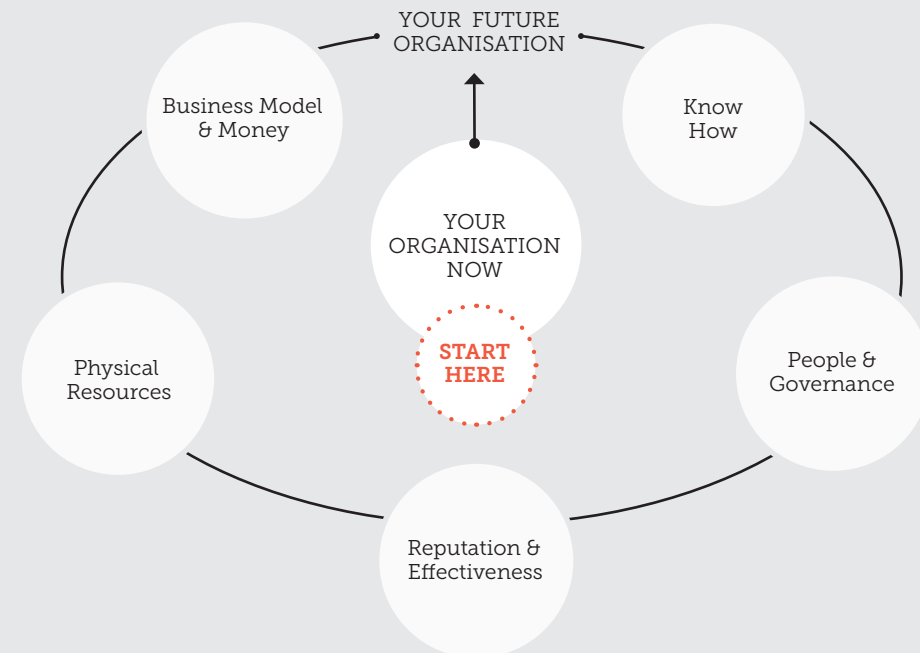
The worksheet helps developing a shared vision on scaling up, while assessing your resources and whether your organisation is ready to take the next step. Based on the assessment of the situation, you can decide your readiness to scale, what aspects need strengthening and what aspects need more work.

The worksheet can be used in a workshop with team members from your organisation, potential donors or even the intended beneficiaries and other stakeholders. It shows five key areas which you should consider to analyse whether your organisation

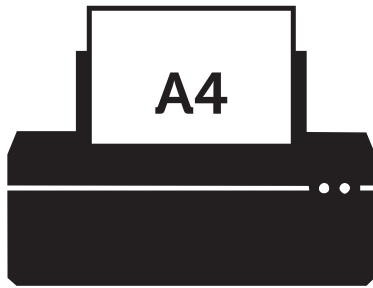
is ready to scale. Use the questions on the worksheet as prompts to have a critical in-depth conversation on what you are certain about and what needs further investigation.

While filling out the worksheet, try to give evidence in the form of factual data, rather than just anecdotes. It often helps to collect some of this evidence in advance of the meeting.

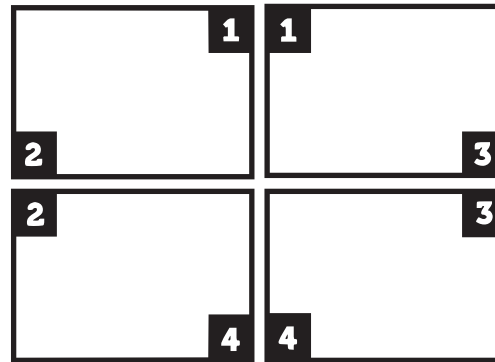
Try to be as open, thorough and self-critical as possible. The more detailed answers you give, the deeper your understanding of the situation will be.



DOWNLOAD AND ASSEMBLE THE WORKSHEET IN DIFFERENT SIZES



1 Download the PDF file and print it in a normal A4 printer.



2 Align the worksheet prints according to the numbered boxes along the edge of the sheets.



3 Join the aligned prints with cello tape or tacks and get started!

SIZE AND ORIENTATION GUIDE

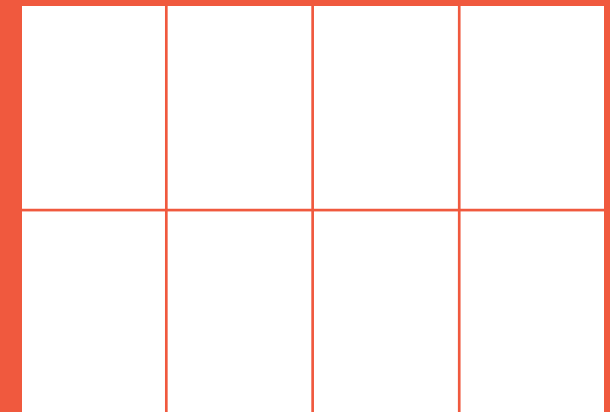
A3



A2



A1



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**YOUR
ORGAN**

Business Model & Money

Is there a viable business model,
with a clear overview of
cost structures and revenues?

Is there evidence of
sufficient demand?
Can you handle effective
supply at a larger scale?

FUTURE ORGANISATION

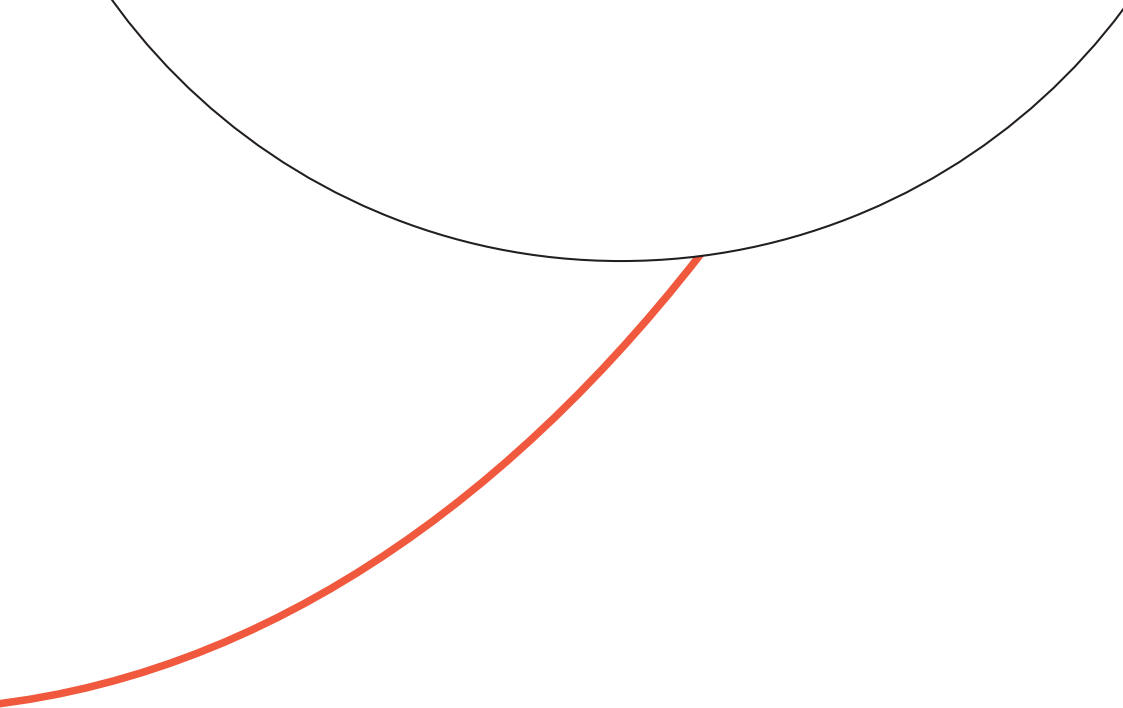
Know How

Are the systems / processes
capable of operating at higher volume,
or capable of expansion?

Is all the knowledge needed
on organisational change,
accountability, finance and
skills available in house?

DIY 30

SCALLING PLAN



Physical Reso

Are the resources neces
expansion readily avail
affordable, controlla

Is the timing for deman
supply chains at larger sc
and can it be match

YOUR ORGANIZATION

Resources

necessary for
reliable,
flexible?
and and
clear,
defined?

Reputation Effectiveness

Can you show effectiveness?

What is the strategy?

What coalition of stakeholders can you call on?

OUR MISSION NOW

Reputation & Responsiveness

How much evidence of the
quality of your work?
What is the current
reputation of your brand?
How can your supporters help you
improve your reputation for help?

People & Governance

What are the skills of the key people?

Are they fit for the purpose?

How does accountability and governance need to change?

Is there a clear choice for the form of the organisational change?

Is the management capable of a strong focus and leadership?