Scale your impact

#newideals
Spreading your impact – Ashoka’s theory of change

In partnership with:
SPREADING YOUR IMPACT

• What is Ashoka?
• The Globalizer programme – helping Fellows scale
• Changing Systems
• Indirect Impact
• Openness and scaling your impact
WHAT IS ASHOKA?

THE FIRST GLOBAL NETWORK OF SOCIAL ENTREPRENEURS

FELLOWSHIP:
OVER 3300 FELLOWS
SPANNING 88 COUNTRIES
COVERING 5 CONTINENTS

ASHOKA SUPPORT NETWORK:
350 BUSINESS LEADERS SUPPORT ASHOKA
IN 28 COUNTRIES
SEARCH AND SELECTION
FINDING THE WORLD’S LEADING SOCIAL ENTREPRENEURS

Our 5 selection criteria

New Idea that will change the pattern in a field

Social Impact at a national or international level

Entrepreneurialism - a world-class entrepreneur

Creativity in the approach towards opportunities and obstacles

Ethical Fiber - highest ethical standards

In 2015, Ashoka Belgium received 150 nominations across sectors and elected 1 Fellow.
FELLOWSHIP PROGRAMME
ENABLING ENTREPRENEURS TO CHANGE SYSTEMS

PEER TO PEER COMMUNITY
Retreats and dinners
Connection to 3000 Fellows

NETWORK ACCESS
ASN Advisory work
Networking events
Connections to partners, corporations and philanthropists

VISIBILITY
Social media outreach
Media Partners and Media influencers
Speaking opportunities

TRANSFORMATIVE SKILLS
Workshops and accelerator programmes
Access to our pro bono partners
Personal coaching

TIME AND INVESTMENT
3-year stipend
Hybrid Finance Initiative
Connections to funding partners
OUR FELLOWS’ IMPACT AROUND THE WORLD

IMPACT OF OUR FELLOWS 5 YEARS AFTER ELECTION TO THE NETWORK

- Are still engaged in the development of their idea: 94%
- Have seen their idea replicated: 93%
- Have influenced public policies: 56%
- Have found Ashoka crucial in the development of their work and impact: 72%
Ashoka Belgium is part of the Ashoka France-Belgium-Switzerland cluster.

Together:

We support over 60 Fellows
We work with a community of 90 philanthropic entrepreneurs as members of the Ashoka Support Network

In Belgium:

We support 10 Fellows
We work with a community of 23 philanthropic entrepreneurs as members of the Belgian Ashoka Support Network
THE GLOBALIZER PROGRAMME
SUPPORTING ASHOKA FELLOWS SCALE THEIR IMPACT

**Advisory phase**
- Develop your strategy
- with three advisors
- via weekly conference calls
- over the course of three months!

**Globalizer Summit**
- Fellows present and discuss their strategy
- and network with leaders from different sectors
- during a gathering
- that lasts for 3 days!

Selection
- Today
- Mid-term review
- Deadline for strategy and final presentation

Follow-up
SPREADING YOUR IMPACT

- What is Ashoka?
- The Globalizer programme – helping Fellows scale
- Changing Systems
- Indirect Impact
- Openness and scaling your impact
“Social entrepreneurs are not content with giving people fish or teaching people how to fish. They will not rest until they have revolutionized the fishing industry.”

- Bill Drayton
WHAT IS A SYSTEM?

A SYSTEM IS ANY COLLECTION OF THINGS THAT INTERACT TOGETHER TO PRODUCE SOME SORT OF BEHAVIOUR.
EXAMPLES OF SYSTEM CHANGE

**Ursula Sladek**
Elektrizitätswerke Schönau

**Energy system**
- Citizens become energy providers
- Community owns power grid
- Goal becomes saving energy
- Blueprint for German „Energiewende“

**Gregor Hackman**
Parliamentwatch

**Parliamentary system**
- Voting behaviors become transparent
- Citizens can interact with representatives
- New incentive for representatives to respond to questions from citizens

**Muhammad Yunus**
Grameen Bank

**Banking system**
- Ultra-poor gain access to credit
- Beneficiaries become customers
- Blueprint for BoP models around the world
THE IMPORTANCE OF INDIRECT IMPACT

SYSTEM CHANGE BECOMES POSSIBLE ONCE DIRECT AND INDIRECT IMPACT REACH A TIPPING POINT

Impact created by your organization (direct)
Impact that you helped others to create (indirect)

Social Impact

Tipping point
Impact is large enough to trigger irreversible system change – irrespective of your organization’s activity

Time
EXAMPLE OF INDIRECT IMPACT

KaBOOM! USES AN OPEN SOURCE APPROACH TO GENERATE INDIRECT IMPACT

KaBOOM! starts in the US.

KaBOOM! secures more funding and builds more and more playgrounds.

KaBOOM! open-sources its plans and tools for playground construction. An online platform allows for project planning, provides a community for advice, fundraising leads, and contacts to preferred vendors.

A national coalition of partners in the US promotes the concept of „playability” to change the way in which people think about play and its importance for society. (Label „Playful City USA“, Mapping Services, Research, Advocacy, etc.)

Local communities build 10 times as many playgrounds as KaBOOM! Itself.

Darell Hammond

Also take a look at Gregor Hackmack, Globalizer Fellow 2011 at https://www.ashoka.org/fellow/gregor-hackmack
Ask these questions to increase your indirect impact!

- How can I make my idea **magnetic**?
- How can I **spread my idea** rather than my organization?
- How can I **engage others**? How can I make it as easy as possible for others to **replicate** my work?
- How can they **cultivate the ecosystem** that is required for my intended system change?
SCALING YOUR IMPACT
OPENNESS AS A STRONG SCALING STRATEGY

Vision
Your Vision in terms of system change, and what it takes to get there.

Solutions
The things you do to generate social impact.

Delivery Models
The techniques to spread your Solution.

Partnerships
How you engage other players and align them behind your goal.

Openness is important

Complete impact strategy
SCALING YOUR IMPACT

„Quick fix“ approach

- Problem → Solution

Systemic approach

- Problem → Root causes → Systemic Vision → Key Steps → Impact Strategy
Some Solutions create more indirect impact than others.

<table>
<thead>
<tr>
<th>Focus usually on</th>
<th>Product and service delivery</th>
<th>Capacity building</th>
<th>Knowledge development</th>
</tr>
</thead>
<tbody>
<tr>
<td>beneficiaries*</td>
<td>Provide goods and services to customers or beneficiaries to directly address social problems</td>
<td>Improve the abilities of individuals or other organizations to generate social impact</td>
<td>Generate knowledge about problems and solutions, or test new solutions like new business models, products, or processes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>„Movement“ building and behavior change</th>
<th>Infrastructure development</th>
<th>Advocacy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create awareness for social issues and mobilize your target audience to take action or to change their behavior</td>
<td>Strengthen a network, industry or even an entire sector by fostering better communication, common standards, etc.</td>
<td>Help to change the laws, regulations, and policies in both the public and private sector that are responsible for the social problem in the first place</td>
</tr>
</tbody>
</table>

*: These types of Solutions can lead to system change, too!
EXAMPLES OF SOLUTIONS

Thorsten Kiefer  
WASH United

„Movement“ building and behaviour change
• Raising awareness around hygiene
• Building a movement of ambassadors
• Engaging multiple stakeholders

Luis Quintana  
Todo Accessible

Infrastructure development
• Evaluating buildings in terms of accessibility
• Offer a distinctive note to accessible buildings with trained staff
• Provide a directory of the inclusivity of spaces

Tristram Stuart  
Feedback

Advocacy
• Highlighted food retailers unfair practices
• In 2013, the UK passed a law prohibiting cancellation of forecast orders
DELIVERY MODELS

WICH DELIVERY COULD PROMOTE BEST YOUR VISION?

Control, less open (risk of cost and time)

- Organic growth
  - Organic growth (excl. replication)
  - Branching

- Inorganic growth
  - Mergers
  - Acquisitions

Affiliation

- Subcontracting
- Joint Ventures
- Social Franchising
- Social Licensing
- Strategic Partnerships
- Federations
- Associations
- Accreditation

Give up control, more open (quick, cheaper)

- Smart networks
- Consultancy
- Training
- Open Sourcing

Dissemination

- Smart networks
- Consultancy
- Training
- Open Sourcing

Growth/
Fully owned replication
GIVING UP CONTROL ALLOWS YOU TO POTENTIALLY SPREAD YOUR IMPACT MUCH FASTER

DELIVERY MODELS

Control

Branching
Social Franchising
Strategic Partnerships
Associations
Smart Network
Training/Consulting
Open Source

Speed

Growth
Affiliation
Dissemination
Aravind Eye Hospitals offer medical treatment for everybody, including the poor.

Aravind started off in Madurai in 1976 with only 11 beds and 4 medical staff. Using a wholly-owned branch strategy, Aravind opened 9 additional branches in India.

In 1992, Aravind starts LAICO, the Lions Aravind Institute of Community Ophthalmology. LAICO is the first international training facility for blindness prevention workers from India and other parts of the world. Over 300 eye hospitals across 30 countries have participated in LAICO training and are now actively implementing the Aravind model.

Close to **3 million surgeries** are performed by Aravind Eye Hospitals annually.

Source: Presentation by Endeva at the Ashoka Globalizer summit in Chennai on February 28, 2014
Which approach to Partnerships is best for you?

- **No connections**
- **1:1 partnerships**
- **Smart Network**

Smart networks are often the best or even the only way to achieve your vision.
Jeroo concentrated more and more on indirect impact to achieve global scale.

Aflatoun starts in Mumbai.

Aflatoun pilots programs in 9 different countries.

Aflatoun creates a network of affiliates around the world and serves as a platform to help other organizations to replicate the model internationally. Resources are shared and capabilities are built systematically.

Jeroo creates Child and Youth Finance International, a global coalition with players from different sectors who work together on advocacy efforts and to promote financial education and products for children on a global scale. A „movement“ is born.

- Children’s financial education in 96 countries
- Reach >14,000,000 children worldwide
- Short-term Goal: reach 100,000,000 children in 100 countries with financial and livelihood education and financial products
- Partners: Central Banks, OECD, European Parliament, UN ...

![Jeroo Billimoria Globalizer Fellow 2010](image)
CONCLUSION

KEY CONSIDERATIONS BEFORE THINKING ABOUT SCALING

**READI helps you to identify gaps in your readiness to develop a scaling plan**

<table>
<thead>
<tr>
<th>Are you READI to start thinking about scaling your social impact?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Resources</strong></td>
</tr>
<tr>
<td>- Do you have the following resources in place to think about scaling deeply and strategically?</td>
</tr>
<tr>
<td>- Time (six man-months)</td>
</tr>
<tr>
<td>- Skills (esp. analytical and strategic thinking, moderation, project management)</td>
</tr>
<tr>
<td>- Money (to finance the research and planning phase)</td>
</tr>
<tr>
<td>- Focus (you should not be distracted by day-to-day operations too much)</td>
</tr>
<tr>
<td>□ Yes □ No</td>
</tr>
<tr>
<td><strong>Experience</strong></td>
</tr>
<tr>
<td>- Do you have some hands-on experience of what it takes to grow your impact?</td>
</tr>
<tr>
<td>- Compared to your pilot, have you already grown your impact by a factor of 3?</td>
</tr>
<tr>
<td>□ Yes □ No</td>
</tr>
<tr>
<td><strong>Approval</strong></td>
</tr>
<tr>
<td>- Do your board and key members of staff approve of and buy-in to your plan to think about scaling?</td>
</tr>
<tr>
<td>- Is your plan to think about scaling driven by your Mission?</td>
</tr>
<tr>
<td>□ Yes □ No</td>
</tr>
<tr>
<td><strong>Demand</strong></td>
</tr>
<tr>
<td>- Are you sure that there are more people out there who could benefit from your work?</td>
</tr>
<tr>
<td>- Do you have some indication that you might actually be able to reach these people?</td>
</tr>
<tr>
<td>□ Yes □ No</td>
</tr>
<tr>
<td><strong>Impact</strong></td>
</tr>
<tr>
<td>- Do you have evidence that you generate social impact?</td>
</tr>
<tr>
<td>- Do you have evidence that you have better results than competing solutions for the same social problem?</td>
</tr>
<tr>
<td>□ Yes □ No</td>
</tr>
</tbody>
</table>
CONCLUSION

KEY QUESTIONS

WHAT EXACTLY ARE YOU TRYING TO SCALE?
- A program? A product? A service?
- A new model?
- The organisation?
- A set of principles?

HOW DO YOU IDENTIFY IT?
- What is your Theory of Change?
- What parts do you do better than anyone else?
- What is uniquely yours?
- Which component needs to scale in order to reach intended impact or truly change the system?
What can you do if you do not have evidence that your intervention is working?

- **I have no hard data**
  - Establish an impact measurement system (easier than it sounds!)
  - Find research partner to evaluate your project

EG: Roots of Empathy published a book on their methodology of fostering empathy in schools and generated widespread interest in the adoption of the model globally

- **Data shows that I do not have as much impact/cost as other projects**
  - Are you addressing the right problem? (Revisit your problem definition)
  - Test the causal links in your logic model to find out which ones are problematic; then fix them (input > activities > outputs > outcomes > impact)
What can you do if you are not sure if there is need and demand out there?

- Look for studies, reports, and news items that document the need and demand for your work.

- Define a set of indicators that would make a need or demand very likely; then look for studies, reports, and news items that document these indicators.

- Look for other ventures that address the same problem as you do.
What can you do if your organisation does not support the idea of scaling?

- Understand the reasons behind these reservations
- Only try to convince other people that you should start to think about scaling if you are READI in every other respect
- The mission statement of your venture is a good basis for this discussion; talk about whether or not it suggests activities that go beyond the current scope of your venture
What can you do if you do not have the experience required to think about scaling?

- Just continue to focus on effective delivery
- Treat expansions as experiments: define hypotheses that relate to how your model might be scaled in the future, then meet regularly to discuss the results
- Use tools to learn faster (Balanced Scorecards, „Master of assumptions“, Lean Management, etc.)
- Get some support!
Follow these tips to push your thinking further!

- The idea is not to grow the venture, but to achieve specific changes in specific social systems. Don’t move forward until you have made your **Vision** crystal-clear.
- Everything needs to be directly **linked to that Vision**.
- Usually, the best way to achieve a system change Vision is to focus on **indirect impact**. Choose your Solutions, Delivery Models and Partners accordingly.
- Even if you go for growth and direct impact, you should still think at least about **low-hanging fruits** for indirect impact.
THANK YOU!

www.ashoka.org
www.belgium.ashoka.org
www.ashokaglobalizer.org

pverhaeghe@ashoka.org
BACK UP – DELIVERY MODELS
**Characteristics**

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.

**When to use**

- You want to spread your idea quickly and with low barriers of entry
- You have limited resources

**When not to use**

- You need control over the way resources are interpreted and used to enable implementers to generate social impact

**Example**

AA requires a group of alcoholics and ex-alcoholics 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.
DELIVERY MODELS

DISSEMINATION – TRAINING

Characteristics
An organisation teaches others to implement a model or aspects of it through courses, workshops or seminars. This delivery model often implements the “train-the-trainer” idea so that the idea can spread virally.

When to use
• Resources need explaining or some adaptation initially, but can then be easily used independently.
• You want to establish an additional (yet somewhat limited) income source.

When not to use
• There is a high risk of trained individuals or organizations implementing the model incorrectly.

Example
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.
## DELIVERY MODELS

**DISSEMINATION – CONSULTANCY**

### Characteristics

Consultancy involves providing one-off or ongoing expert advice on how to implement your venture. Often, a fee is paid in return for this service. Consultancy engagements allow for in-depth discussions on how the venture will be implemented, including any necessary adaptations.

### When to use

- Your model is fairly complex or requires intensive initial explanation but little ongoing contact.
- A potential implementer could take the venture to significant scale, such as government or a large NGO or corporation.

### When not to use

- Low chance of potential implementer actually implementing your model. (Too time-consuming.)

### Example

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.
**Characteristics**

Smart Networks are networks of individuals or organisations who share the same social mission but with little coordination or control. Members share resources with the network which often grows spontaneously with more and more supporters rallying to a popular cause. Network members may or may not share the same brand. Smart Networks are often focused on a broad mission but not focused on specific impacts. Technology can be used to improve communications across the network.

**When to use**

- Mission requires a wide group of actors who are well-coordinated
- Looking for greatest leverage where result is greater than sum of its parts

**When not to use**

- Little resources available to coordinate the network.
- Organizations who would be important as members are not willing to open up and let go of control

**Example**

Children’s Finance teaches children how to handle money in order to achieve their goals in life in general, and to prevent poverty in particular. Children’s Finance achieves most of its impact via a coalition of different partners who all contribute toward this shared vision. Partners of this coalition include Central Banks of India, Brazil, Egypt and Russia, UNICEF, World Economic Forum, various leading universities, and hundreds of other players.
Characteristics

Under this model you become the accredditor, 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.

When to use

- You can enforce standards without a large central support body.

When not to use

- Little resources available to create awareness for the accreditation mark and to police its usage.

Example

Fairtrade schemes require producers to abide by certain standards regarding environmental procedures, anti-discrimination, fair wages for employees, etc. In exchange they are accredited as a Fairtrade producer, creating a market advantage above competitors.
DELIVERY MODELS

AFFILIATION – ASSOCIATIONS

Characteristics

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.

When to use

- Works well when a number of similar potential implementers already exist and your venture would add incrementally to their work.
- Good option to capture synergies between similar ventures, e.g. when it comes to sourcing, communications, etc.

When not to use

- Little resources available to create awareness for the accreditation mark and to police its usage.

Example

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

**Characteristics**

- Good option to capture synergies between similar ventures, e.g. when it comes to sourcing, communications, etc.
- Formal accountability required to capture synergies.
- Strong, shared brand would help a lot to achieve your mission.

**When to use**

- Potential partners are not willing to give up any control to a centralized governing body.

**Example**

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.
**Characteristics**

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 long-term relationship and financial sustainability.

**When to use**

- You want to leverage a partner’s reach, technologies, skills, networks or other resources that would otherwise be difficult or take a long time to develop.

**When not to use**

- You depend on having your brand associated with the model, or you need to get full credit for the work being done. (These things can be hard to accomplish in Strategic Partnerships with larger organisations.)

**Example**

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.
Characteristics

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.

When to use

- Your model can be turned into intellectual property.
- The IP can be used by others easily.
- You do not have the central resources that are required for a Social Franchise Model.

When not to use

- Protecting IP is too expensive.
- You need more control over how your model is implemented than a License can provide.

Example

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.
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 franchising to compete for the same customers.

When to use
- You need control over how your model is getting implemented and evaluated.
- Your model includes a revenue stream for franchisees.
- Your franchise package offers great and ongoing benefits to the franchisees.

When not to use
- You cannot pay for the high upfront investments.
- You want a low barrier for take-up.

Example
Dialogue in the Dark runs exhibitions that allow visitors to experience how it is to be blind. Blind people act as guides and facilitators, which provides them with job opportunities where their „weakness“ becomes a strength. Dialogue Social Enterprise (DSE) has established one of the first social franchise models worldwide. DSE receives a license payment from franchisees that operate exhibitions or facilitate workshops based on DSE’s programs. License payments include consultation and implementation services by DSE.
## Characteristics

In a Joint Venture, your organisation joins an outside party to create a new entity. Profits and losses are 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. Joint Ventures could be described as a special case of Strategic Partnerships that involves a particularly high amount of trust, interaction, and strategic importance for all parties involved.

## When to use

- Model or idea could be scaled by leveraging the complementary resources and skills of two or more partners.
- Model or idea can be turned into a new market by co-creating with a corporate partner.
- Joint Venture offers strategic advantages for all parties.

## Example

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.

## When not to use

- There is no partner with a good fit in terms of potential synergies, shared vision, and shared culture.
DELIVERY MODELS

AFFILIATION – SUBCONTRACTING

Characteristics

This is where other individuals or organisations are contracted to implement 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 better identify organisations who can implement your venture in their local area.

When to use

• You need a high amount of control over delivery.
• You want to scale your model depending on your current budget situation, without having to employ new people yourself.

When not to use

• Replicaters focussing only on implementing your model leaves opportunities untapped, like local fundraising or networking opportunities.
• You need replicaters to be strongly motivated.

Example

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.
DEVELOPMENT MODELS
GROWTH/FULLY OWNED – Mergers/Aquisitions

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

• Unified full-merger: two organisations merge to form a new organisation with a new identity;
• Unified takeover: one organisation takes over another retaining its own identity;
• Group structure: two organisations become part of a formal association.

When to use
• There are substantial operational synergies that you can capture by a Merger.
• You want to leverage a partner’s reach, technologies, skills, networks or other resources that would otherwise be difficult or take a long time to develop.

When not to use
• Potential synergies are not large enough to justify the big risks that are usually involved in a Merger.

Example
The Development Trust Association (DTA) and Bassac were already partners in the Community Alliance. By creating a new organisation, DTA and Bassac wanted 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.
DEVELOPMENT MODELS

GROWTH/FULLY OWNED – BRANCHING

Characteristics

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.

When to use

- Your model is complex or relies heavily on knowledge that is hard to transfer to others.
- There is profit to be made with implementing the model, and you want to be the one making it.

When not to use

- You want to leverage your organisation’s impact and spread your model quickly.

Example

Pratham has an educational programme in India, the 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 cities before it was adopted by regional Government in Mumbai and Vadodara.
DELIVERY MODELS
GROWTH/FULLY OWNED – GROWTH

Characteristics
This option is something of a wildcard. It includes all versions of organic growth except fully owned replication in the form of Branching.

E.g., you could sell more products, serve more people as a service provider, extent your awareness campaign, increase the number of users on your online platform, etc.

When to use
• You run a social business, and financial and social returns go hand in hand.
• You run a model that can be scaled at very low marginal costs, e.g. because you use a tech-based distribution channel.

When not to use
• There is no way that you can make a significant dent in the scope of the social problem by growing organically.

Example
Mothers2mothers (m2m) hires HIV+ mothers to educate and support new HIV+ mothers to learn how to live with HIV/AIDS. From 2008 to 2012, they have increased the number of employed mothers from 276 to 970. The number of beneficiaries reached did not increase at the same rate, but the depth of impact per beneficiary improved.

(In 2013, m2m stopped its organizational growth and instead has been helping governments to run sites following m2m’s example.)
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