Collaborating to accelerate social impact

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That truly meets needs

Nine strategies to deliver impact at a scale

Future of Growing What Works

Transformative Scale: The

The Bridgespan Group

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In just 12 years, Gerald Chertavian has nurtured the "Scaling what works" approach to social sector innovation, which has been successful in scaling effective programs to improve education outcomes. The approach has been adopted by many organizations and has led to significant improvements in education outcomes in many countries. The success of the approach has been recognized with numerous awards and accolades, and it continues to be a model for social sector innovation and impact.
Organizational Pathways

Grow impact in ways that lead to lasting solutions. They represent a set of experiments that build on all our progress to date and could be transformative scales. Over time, we can identify more effective and scalable approaches to address social problems.

Building on and expanding what individual organizations can do...

Field-Building Pathways

Promising the hold and the contribution of actors toward a shared target.

The Right Solutions

In their quest for answers, these pioneers are experimenting with ways to help...
2. Recruit (and train) others to deliver the solution.

The potential to deliver successful programs using the existing infrastructure of a few more to come...

Incidence of type 2 diabetes by 25 percent in at-risk individuals. (NHG) By aligning partnerships, getting multi-sector buy-in, and reducing program costs, that's the way to reduce health disparities with the National Institutes of Health diabetes prevention program that originated with the National Institutes of Health, and that's the national NHG using its national network of community health professionals to work together on one-on-one with high-risk individuals. A high-cost approach that预防ed the spread of a sixty percent of Americans with conditions like diabetes, the challenge is now to move from small-scale demonstrations and pilots to reach large numbers of people who could benefit. Once one program is successful, it's possible to replicate a program in hundreds, if not thousands, of locations. The overall strategy is to focus on a few key existing ecosystem of system-based initiatives, to hire the right people, and to provide the right incentives for social innovation.

1. Distribute through existing platforms.
seven-figure price tag.

Potential of bundled approaches than traditional RCTs, which often come with a
seven-figure price tag. For example, multiple groups can receive variations of the
discipline, impact of unbundled subcomponents. Sometimes such testing can
evaluation of their full programs, many not have tested so far considered.
never considered, increase total impact. The gold standard for evaluating program effectiveness is
successful program is to ensure that the new, lower-cost model actually works and
success. The challenge for KIPP and others who bundle and replicate elements of a

KIPP's principal-training model in their own school systems, thus extending KIPP's
principal-training model in their own school systems—will implement
of whom each district enrolls hundreds of thousands of students—will implement
the lead school the following program is that its graduates—some
are better than others. But what if you don’t need all the tests to get the same
success? Social-sector initiatives typically involve lots of moving parts that combine

3. Unbundle and scale up the parts that have the greatest impact

What is required to do enabling well
and reach a projected 100,000 students a year
and reach a projected 100,000 students a year.

"Orange"—actually delivering a program—and "enabling"—training another organization
Organizations that pursue this pathway typically must build a new set of capabilities.

Doing and delivering a program means the program or community colleges across the country
experience that mirrors the Year Up program. The pilot, if successful, will provide
track while providing them with the professional development and internship

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Scaled Impact: The James Irvine Foundation and the BridgeSpan Group, June 2009.

10. The Strong First Framework: a Guide and Toolkit for Funders and Nonprofits Committed to Large-Scale Impact. For further example, see Pathways to Grow Impact: Philanthropy's Role in the JOMM Grantmakers Competition.

For background on the low-cost RCT competition see: http://co11isionevidence.org/low-cost-rct.

Building on the evidence base created by Big Brother Big Sisters of America in the 1990s, MENTOR: The National Mentoring Partnership, exemplifies both approaches.

Performance of existing players already committed to the field. By relying on evidence of what works to generate support and funding, or improving the field's field-building strategies often follow one of two paths: growing the field or finding new, potentially game-changing approaches.

Others, like the Brown Center on Education Policy, take advantage of existing fields and individuals working together as a field. Key players include nonprofits and funders committed to re-reading social change understanding and programming and programs, strengthening a field.

5. Don't just build organizations and programs; strengthen a field.

Significantly expand the reach and impact of their work. This kind of evidence-based project, while isolating nicely, could help nonprofits significantly expand the reach of their work, while still retaining its unique, identifiable niche. What's clear today is that there's no single model. But the community's work is helping others to design effective models and concepts that can help guide many more low-income students through the college application and admission process and support their success on campus. Apps deliver automation, efficiency, and a new level of personalization to the college experience. This new generation of students is helped by the college application process, which is more flexible and personalized than ever before.

Even traditional nonprofits can use technology to accelerate the spread of their programs, reach a larger audience.

4. Use technology to reach a larger audience.

With the full model, they either confirm when unbuilding works or show when total impact is higher.

Inserts in the unbuilding gateway will enrich these new approaches with low-cost apps and provide a new platform for non-profits to reach a wider audience. And now, they can build evidence of what works, providing a model for others to follow.
collaborations may appeal for their potential to improve the performance of existing players, managers, and business functions like talent sourcing, financing, and market-making for mergers and acquisitions. An assessment of their effectiveness can be difficult to assess, but in many instances, it is the one caution that field-building investments take a long time to play out, and ground and support learning and improvement.

Meanwhile, leaders also need data and metrics to track and improve performance.

Significant programmatic innovations have pursued leadership development as a way to improve the performance of those in need. In the United States, reaching more than 20,000 young people—both only a

More than 2,000 organizations provide mentoring to three million disengaged young people. But another 15 million youth need those services. Moreover, not
Embrace the need for policy change

System will transform a good program every time. Otherwise, as Casey Foundation CEO Patrick Mccarthy notes, "A bad system will undermine efforts that affect the path to quality. Education systems must be responsive to a simple truth: the path to scale by changing the education system from the inside out.

Finally, Teach for America demonstrates an approach to changing a system that is scalable and practical. By selecting a new set of leaders for what is possible in urban education, they are creating a new set of leaders for what is possible in urban education. In the way that high-performing charter schools in Boston (e.g., Brooke Charter School) have demonstrated an approach to changing public systems, can be seen in the work of leaders like Richard M. Lutnick and Andrew S. Birnbaum. Their work shows that it is possible to create a new set of leaders for what is possible in urban education.

CEO Patrick Mccarthy says, "Innovative leaders have been fundamentally changed by the initiative, as have the systems and schools. The work of leaders like Richard M. Lutnick and Andrew S. Birnbaum shows that it is possible to create a new set of leaders for what is possible in urban education. Their work demonstrates that it is possible to change the education system from the inside out.

New leaders.

A better way and embarking on a change management process or gradually implement changes can be critical components of the system. Implementing changes by focusing on one of the three distinct areas at a time, these distinctions are massive scale, but too often they are not achieving impact at scale. Public systems like education, juvenile justice, and child welfare, operate at a massive scale, but too often they are not achieving impact at scale.
The concept started out as a project to scale the power of non-profits by demonstrating the viability of a new model of communities operating in underserved markets. Sometimes non-profits and philanthropists can play a critical role in undershaping the$22 billion per year spent on primary care for millions of patients—by reinventing the way services are delivered. By making doctors available for $22 a visit, rural communities and financial services in Mexico, Farmacias Similares became a runaway hit by selling prescription medicine for at least 50 percent less than the competition and addressing basic needs of many millions of the poorest people, providing necessary medicines at scale. In some cases, a for-profit business model might be the most effective strategy.

The additional investment in the states concluded in 2011, many states are not prepared to capture or maximize the extra profits given their particular costs and needs. As the Pew Center on the States concludes, “the challenges facing any social initiative are significant, and the number of states is larger than expected.” This example also illustrates the challenges facing any social initiative, but also that leads to scale.

And President Obama among others, the result of support by the Nurse-Family Partnership National Service Office. In 2010, Congress established the Maternal, Infant, and Early Child Health Home Visiting Program and committed $15 billion over 5 years to expand and improve home visiting and care for children. The Nurse-Family Partnership (NFP) provides a more contemporaneous example.


citizen demand
of discussions and advocacy that spread from village to village.

9. After people's attitudes, beliefs, and behaviors

Social problems

Understanding and embracing how for-profits can be part of the solution to many

Many market-based approaches to social problems require a combination of

that microfinance was a viable business model and invested heavily to grow it.

run by nonprofits and government agencies. Over time, these organizations built a

influencing small behavioral changes. For example, standard letters warning people

sometimes those choices are inhumane to the person and to society. Such

Second, leveraging bodies of work in behavioral economics and psychology helps

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about capital, we must be serious about scale strategies require thinking differently.

- **Reimagining Capitalization:** All transformations can be measured.

For-profit models and social enterprises serving the intended population are actually serving the intended population.

Keep an eye on whether a new pathway is clear until impact is evident.

A failed venture can inform other ventures.

**Focus on a well-defined unit of impact.**

Pathways and resource allocation.

Pathways open the door to new perspectives.

A successful program, such as a definition or strategy, can simply be to solve the problem (rather than simply expanding to solve the scale). Your core objective must be to solve the problem.

Crystal-clear goals are important in matters which strategy one chooses to pursue.

- **Continuous for Making Headway.**

Roeled in behavioral change that may be subject to similar nudges.

Cuts most about attaining, such as health, education, and criminal justice are

Triple the normal response rate. Many of the issues that the social-change sector

Programs to Expand Proven

Considerations for Making Headway
the world.

one capability to address is the most important challenges facing this country and ultimately push ourselves to new ways of thinking and acting that will determine this begins. Now we need to test which strategies are truly viable, perfect them, and social sector in the coming decades. The hard work of framing all how to do this.

Taking “what works” to transformative scale will be the defining challenge of the and stick.

deep engagement of local players can be critical to helping a solution to spread. The success of transformative scale strategies depends on the involvement of local communities in the formulation and often hinges on the involvement of local communities in the formulation and implementation of the solution. Knowledge of local circumstances and the

Engage the community: The success of transformative scale strategies

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Innovate in new capabilities: Governance makers should keep in mind that transformative

(or batched and in hinders) can be a game changer. (of batched and in hinders) can be a game changer.

Focus on driving demand: Both “push” and “pull” dynamics, supply, and

For the P’s (diabetes prevention program), new streams of revenue become valuable. For-profit insurers reimbursing the return on investment of behavioral health management, more than 100 billion dollars. Furthermore, lowering costs improves the return on investment of behavioral health management.

Improve the bottom costs: One of the great barriers to scale is the cost of

is being targeted system cost will almost always be higher given the vastly larger populations, while it is often cheaper than conventional replication strategies, will it is often cheaper than conventional replication strategies, while it is often cheaper than conventional replication strategies, will.

Finding overheard and infrastructure about making risk capital available that
For effective organizations, impact: rethinking how grantmakers support scale. Sponsored by Grantmakers for Southern Innovation. Review special supplement Smart philanthropy for greater social impact. An abbreviated version of this article appears in the Spring 2014 issue of Standard.

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