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TOOLKIT FOR SCALING SOCIAL INNOVATIONS

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TOOLKIT FOR SCALING SOCIAL INNOVATIONS

Welcome to Our Toolkit on Scaling Social Innovations

Scaling, or growing, a project is all about taking something that works in one setting and trying to make it work for more people. This toolkit, developed to support those scaling employment programs, aims to help you expand social innovations successfully.

Here's why scaling is challenging

- Each place or region has its distinct nuances. What clicks in one may not necessarily fit into another.

- As a program grows, its effectiveness might not remain the same.

- External factors, like changes in policies or economic scenarios, can pose hurdles.

To design this toolkit, we:

- Examined academic studies and sought expert opinions from public servants, third sector innovators and those managing the delivery of employment programs.

- Deep-dived into a specific program, "Changing Perceptions in Employment", to learn from its journey.

- Incorporated feedback from those who've participated in such programs.

A key insight we'd like to share: factors that lead to the success of a small program might not always guarantee success when scaling. For instance, a program deeply rooted in a local community might find it hard to replicate that same impact on a broader scale.

In this toolkit, we've condensed our findings into a number of key tools, each targeting specific success and risk factors for both the initial programs and their expansion. This nuanced approach will help you navigate the challenges of expanding your employment programs, considering not just what made your program successful, but also what will make your program expansion successful.

A few things to remember:

This toolkit is designed for teams looking to scale social programs – it's not just for program managers, it's for anyone thinking about scaling.

It doesn't dictate decisions but supports your thought process.

Although the tools are presented in a sequence, it's flexible. Feel free to explore them in any order that aligns with your journey. It can be useful to come back to earlier tools as you collect knowledge through your scaling journey and check if your earlier thinking is still on track.

Tool 1: Business Case

Planning for scale-up	Designing for scale-up	Implementing scale-up
Tool 2: Setting a vision for scaling	**Tool 4:** What worked?	**Tool 6:** Monitoring program expansion delivery
Tool 3: Evaluating routes for scaling	**Tool 5:** Who will you work with?	**Tool 7:** Data to support continued delivery

CREATING A BUSINESS CASE FOR SCALE UP

As you journey through this toolkit, each step you take, every question you ponder, and every insight you gather, culminates into a bigger picture — the potential of your program's expansion.

While the primary focus is on understanding and designing the intricacies of your scaled program, there's an underlying narrative that's simultaneously being crafted: the story for your business case.

What is this tool about?

This tool serves as a repository, capturing the essence of your scaling journey. It's designed to collate the pivotal data and insights you glean from each tool, forming the backbone of a compelling business case for program expansion.

Why is this perspective essential?

Beyond the immediate goal of scaling up, it's crucial to prepare for the next stage - pitching your vision, seeking additional resources, or gaining stakeholder buy-in. This tool ensures you're equipped with pertinent data to make that case.

What can you expect from this tool?

While it's described as a 'tool', think of it more as a repository. As you engage with various sections of the toolkit, this provides a framework to capture and summarise relevant information. By the journey's end, you'll possess a coherent and robust set of data, ready to be infused into your business plan.

Final thoughts

> *Keep this tool at the back of your mind as you navigate the toolkit. It's not just about gathering insights for scaling, but also about building a solid foundation for the business case that will propel your expansion vision forward. Once you've immersed yourself in the entire toolkit, circle back here to find a compilation of data that will be invaluable as you craft a persuasive business case.*

Happy strategising!

TOOL 1: BUSINESS CASE

- About the tool: This is a compilation of key data points that will aid you in crafting a compelling business case for expanding your program.

- Why use the tool? As you navigate the toolkit, you'll amass valuable data. This tool helps you harness those data specifically for crafting a strategy to grow your initial program.

- Get Started: Our aim is for this tool to equip you with the essential information you'll need to commence your program's expansion planning.

THE TOOL

- **Setting a vision for scaling/expansion:** The vision statement, which describes the overarching goal of the expansion, would be a key piece of information to include in a business case. It provides a clear direction for the program and helps stakeholders understand what the program aims to achieve.

- **Evaluating alternative routes to scale:** The selected route to scaling, including the reasoning behind the choice and an analysis of the alternatives, would be crucial for the business case. This demonstrates that the route was chosen strategically and that various options were considered.

- **What worked – Evidence, Context and Picking your program elements:** The key elements chosen for scaling and the evidence supporting their effectiveness are critical. This evidence demonstrates the potential for success of the expanded program. Also, insights from the context mapping exercise will help highlight the suitability of the program for the new context, which further strengthens the case.

- **Assessing your capabilities, Identifying who needs to be involved and Assessing stakeholder readiness:** The identified capabilities, gaps, and stakeholder landscape information would contribute to the business case by showing that the organisation has the necessary resources and skills for successful expansion. The stakeholder readiness data could be used to highlight potential partnerships and collaborations that can contribute to the program's success.

- **Monitoring program expansion delivery:** The planned monitoring and feedback mechanisms, as well as expected performance metrics, would be useful for the business case. This will show that there are systems in place for tracking progress, measuring outcomes, and ensuring continuous improvement. The expected performance metrics could also be used to show the potential return on investment (ROI) of the expansion.

- **Data to support continued delivery of the expanded program:** Here the business plan could detail the plans for establishing a sustainable expanded program, part of which may include the development of a dashboard using data generated as part of this toolkit.

PLANNING FOR SCALE-UP

Welcome to the initial phase of your scaling journey!

Scaling or expanding a program is a monumental task. It's about growing your impact, reaching new horizons, and making positive changes on a larger scale. However, successful scaling hinges on effective planning and a crystal-clear vision.

While this toolkit offers flexibility and doesn't prescribe a linear path, if you're stepping into the realm of scaling for the first time or are at the initial stages of considering a scale-up, this section — Planning for Scale-Up — is the best place to begin.

Why start here?

Embarking on a scaling journey without a clear vision is akin to setting sail without a compass. The two tools in this section are designed to help you not only establish that compass but also map out potential routes for your journey.

Tool 2: Setting a Vision for Scaling/Expansion

Before you can determine how to scale, it's essential to understand why you want to scale. This tool provides a structured approach to articulate your ambitions, translating them into a vision statement that will serve as a beacon throughout your scaling journey.

Tool 3: Evaluating Alternative Routes to Scale

With a vision in place, the next step is to introduce and navigate the myriad ways to scale. This tool aids in examining potential pathways, ensuring that your scaling strategy is in harmony with your goals and is poised for success.

> *As you delve into each tool, you'll find thought-provoking questions that aim to illuminate your path forward. While the journey of scaling is unique for every program, beginning with a solid plan ensures that your efforts are strategic, purposeful, and impactful.*

Happy planning!

TOOL 2: SETTING A VISION FOR SCALING/EXPANSION

- About the tool: This is an interactive form that automatically generates a scaling vision statement upon completion.

- Why use the tool? By using this tool, you'll distil and clarify your scaling goals, resulting in a vision statement that serves as a guiding beacon throughout the program's expansion.

- Get Started: Below are some questions designed to prompt your thinking around goals for scaling or expanding a program. They are listed in no particular order. You will use the answers to these questions to create a vision statement for your program, which you can refer back to throughout your program's development.

VISION STATEMENT:

- "Our mission is to expand our employment program to serve (answer to question 1: new regions, demographics, sectors) by (answer to question 2: specific timeline). We are driven to do this because (answer to question 3: primary reasons for expansion). In our view, successful expansion is (answer to question 4: definition of successful expansion). Through this growth, we aim to achieve (answer to question 5: specific objectives).

- This expansion will require (answer to question 6a: necessary resources). We will need to enlist the help of (answer to question 6b: partnerships or collaborations). We anticipate potential challenges such as (answer to question 7a: anticipated challenges), and plan to address them by (answer to question 7b: mitigation strategies). We will measure our success by (answer to question 8: measures of success) and will ensure the program remains sustainable through (answer to question 9: sustainability plans).

- Our ultimate goal is to (answer to question 10: envisioned benefits) and align with (answer to question 11: broader goals). This vision will be communicated to and enacted with the support of all our stakeholders, to whom we commit transparency and diligence throughout the expansion process."

QUESTIONS

Question 1:

What new regions, demographics, or sectors are you hoping to reach with your expanded program?

Question 2:

When will this expansion process be complete (month, year)?

Question 3:

What are the primary reasons you want to expand your program? Is it due to demand, effectiveness, identified needs in the community, or some other factor?

Question 4:

How do you define successful expansion? Is it based on the number of participants, the geographic scope, the impact, or some other measures?

Question 5:

What are the specific objectives you aim to achieve with the expansion?

Question 6:

What resources (financial, human, infrastructure, etc.) will be needed to successfully expand your program (6a)? What partnerships or collaborations could help you achieve your expansion goals (6b)? Your response to this question might be a guess at this stage. Additional tools within this toolkit will help to create an answer.

Question 7:

What challenges or obstacles do you anticipate during the expansion process (7a) and how might you mitigate them (7b)?

Question 8:

How will you measure the success or impact of the expanded program?
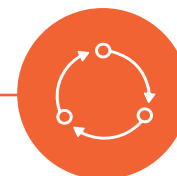
Question 9:

How will you ensure that the expanded program remains sustainable in the long term?

Question 10:

How do you envision the expanded program benefiting the community or society as a whole?

Question 11:

How might the expansion align with or support broader organisational or societal goals?

TOOL 3: EVALUATING ALTERNATIVE ROUTES TO SCALE

- About the tool: A set of questions designed to guide your preliminary thoughts on scaling and expansion pathways.

- Why use the tool? Engaging with this tool helps you pinpoint an effective scaling strategy aligned with your objectives, setting the stage for deeper, informed planning.

- Get Started: Below are some questions designed to get you thinking about potential ways that scaling or expansion could occur.

THE TOOL

EXAMPLES OF SCALING/EXPANSION:

- Vertical scaling/increasing reach: This involves deepening the impact of the program within the existing demographic or community. This can involve offering more intensive services or support, creating new offerings that complement existing ones, or creating paths for further engagement or development.

- Horizontal scaling/targeting new audiences, locations, or sectors: This is about expanding the reach of the program to new cohorts, new places, or new sectors. Instead of just growing within the existing parameters, this approach diversifies the program's reach, allowing it to cater to a broader range of participants and needs. By tapping into new audiences, locations, or sectors,social innovators can maximize their impact and ensure the sustainability of their initiatives. If a program has been successful in one context, it may be replicated in another similar context.

- Partnership scaling: In this method, you collaborate with other organisations to increase the reach or depth of the program. These can be strategic partnerships with other nonprofits, businesses, or government bodies. The collaboration could involve delivering services together, co-funding programs, or sharing resources or knowledge.

Feed forward response from Tool 2 to questions 10 and 11: *"Our ultimate goal is to (answer to question 10: envisioned benefits) and align with (answer to question 11: broader goals)"*

- How many ways are there to achieve this goal? For example, do any of the examples above speak to your scaling goals? Try picking one of the above but don't be worried if you think a different approach would work best as you discover more information.

ASSUMING MULTIPLE APPROACHES…

How feasible are the approaches?

Which approaches should be prioritised?

Which approaches are preferable to you and/or your organisation?

How cost-effective are the different approaches?

How far would each approach go towards achieving your vision?

How much control do you want or feel you need for how the innovation is taken up and implemented? What would be the implications of tightening or loosening control?

Which approaches do you/your team have the competencies and capabilities to deliver? Would you need to partner with others who already have these competencies?

What would be the risks and benefits of different routes (e.g. reach and pace of scaling vs. quality and fidelity to the original idea)

How does the scaling journey change according to whether you are targeting new cohorts, places, or sectors?

DESIGNING FOR SCALE-UP

Embarking on the journey of scaling up an employment program is akin to piecing together a grand jigsaw puzzle. Each piece represents a distinct aspect of your program, from its foundational principles to the stakeholders that bring it to life.

This section – Designing for Scale-Up – is your guide to understanding, assessing, and selecting the pieces that will best fit your scaling aspirations.

What Awaits You in This Section?

The route to designing an expanded program is multi-faceted and isn't one-size-fits-all. Depending on your program's unique needs and circumstances, you might opt to begin with understanding what's already proven effective, or you could start by evaluating the skills and capacity of your current network. Here's what you can expect:

Tool 4: What Worked?

Starting with a foundation of evidence and context is essential. Reflect on past successes, gauge the efficacy of program elements, and distil key learnings. The questions provided will help you discern the very elements that brought about the success of previous programs and how they can be adapted for further ambitions.

Tool 5: Who Will You Work With?

An expanded program requires a collective effort. This tool set offers insights into assessing and leveraging the capacities within your existing network, guiding you in identifying and engaging with stakeholders essential for your scale-up vision.

Flexible Pathways for Distinct Needs

Recognizing the diversity in approaches, this section is crafted to serve users who either want to build upon the successes of existing programs or those who prefer to harness their current network's strengths to shape their scaling plans. You're encouraged to navigate these tools in a manner that aligns best with your program's needs, whether that means starting with Tool 4 or Tool 5.

> *Remember, the journey of designing for scale is as unique as the program itself. So, as you navigate through these tools, allow yourself the freedom to explore, adapt, and align them to your specific context, ensuring that your scale-up is both impactful and sustainable.*

Happy designing!

TOOL 4: WHAT WORKED?

- What is the tool? Questions to prompt you in reflecting on how to adapt an existing program (or what parts of the existing program to adapt).

- Why use the tool? In most cases, a useful starting point is to try to scale what works – whether that be previously successful programs or successful aspects of programs that maybe weren't an overall success. Figuring out what works can be tricky.

- Get Started: Use this tool to help guide your thinking about how to best put together the elements of your program.

Tool 4a: Evidence

- Overview: Understanding why a program or innovation was successful and how it can be scaled is a complex process. These questions can help you to reflect on the key elements of program and scaling success, determine the key elements of a successful program and scaling, and think critically about how these elements might translate to a larger scale. They also encourage you to think broadly about the implications of scaling, including potential trade-offs and challenges.

THE TOOL

- What were the goals of the program, and were they achieved? (If you are adapting this program, were the goals of the original program similar to your own?)

- Was a cost-effectiveness analysis conducted? Is there any other evidence (e.g. report) to suggest what the budget was and whether the program was delivered within budget?

- Did the program undergo any formal evaluations, and if so, what were the findings?

- What kind of feedback did participants or other stakeholders provide about the program?

- Are there any publications or reports documenting the program's success?

Tool 4b: Context

- Overview: There are two things to do when using this tool. Complete the context mapping exercise and confirm its accuracy in an interview with a member of the team who delivered the program or innovation that is of interest.

Context mapping

- Get Started: The aim of this context mapping exercise is to provide a point of comparison when considering your own delivery context. Answer the following questions to map out the context that the original program was delivered in. You might need to interview the original program manager and review relevant documents prior to answering these questions.

THE TOOL

- **What materials:** Describe the materials used.

- **What procedures:** Describe procedures, activities, and/or processes used, including any enabling or support activities.

- **Where:** Describe the type(s) of location(s) where the program occurred, including any necessary infrastructure or relevant features.

- **Who provided:** Describe key people directly involved in delivering the program, including their demographics, expertise, background and necessary skills.

- **Intended effect:** Describe what effect the program aimed to have

- **How (expected):** Describe the modes of delivery (e.g. face-to-face or by some other mechanism, such as internet or telephone) and to individuals or groups.

- **How (in reality):** Describe the original methods of the program. Were those original methods followed or were any changes made (and what were those changes)?

- **Who**: Describe who the program was delivered to in terms of key demographics and characteristics.

Interview guide

- Get Started: Speaking to members of the team that delivered a successful program can be incredibly beneficial for your own plans of expansion. Below are some questions to ask original program delivery staff that are specifically designed to capture context/intangible aspects of program delivery that drove success. The aim of these questions is to tap into the tacit knowledge of the program delivery managers, understand the informal aspects, individual contributions, and intangible factors that played a role in the program's success. We'd recommend asking these questions within the context of a verbal conversation, but if that's not possible then you might like to send them within an email after introducing yourself and your intentions.

THE TOOL

- **Background and Motivation**

  - Can you describe your role in the program? How did you become involved?

  - What motivated you to be part of this program?

  - How did you maintain your commitment and energy throughout the program's lifecycle?

- **Program Design and Implementation**

  - What were some of the informal practices or approaches that you adopted that might not be reflected in formal reports?

  - What were the core components of the program, and why were they chosen?

  - Were there any elements of the program that seemed particularly impactful or critical to its success? If so, why might that be?

  - Were any components of the program less successful or less well-received? If so, why might that be?

- **Individual Contributions and Team Dynamics**

  - Were there any specific attitudes, behaviours, values, or habits that you believe contributed to the program's success?

  - Were there any individuals who played a critical role in the success of this program? If so, why might that be?

- **Informal Aspects and Intangible Factors**

  - Were there any aspects of the program or its implementation that you think were crucial to its success but may not be immediately obvious or documented in reports?

  - Were there any improvements that you would make if doing the intervention again?

- **Adaptation and Scaling**

  - Looking back, what part of this intervention needs to stay the same for it to work if the program were to be scaled or adapted elsewhere?

  - Can you identify any aspects that might be unique to your specific situation or context and may not be replicable elsewhere?

  - We have attempted to map out the program context using a tool, can you please check for accuracy or fill any gaps we were unable to complete? (show the worked context mapping exercise)

  - Are there any other features of your program or the delivery that you think I should know before trying to apply it in my context?

  - We are considering applying the program with a new cohort/place/sector – do you predict any issues rolling out the program in these new context?

Tool 4c: Picking your program elements

- Get Started: Below are some questions designed to facilitate reflection, synthesise learnings, and encourage forward-thinking about potential scaling or expansion. These questions aim to bring together the learnings from the previous tools, promote deep reflection, and guide the user towards thinking about the feasibility of scaling or expanding the original program in their specific context. They should be adapted to align with the user's specific circumstances and the characteristics of the original program.

THE TOOL

- **Reflection and Synthesis**

  - What were your main takeaways from the evaluation of the program's success, the context mapping exercise, and the discussion with the original delivery manager?

  - What aspects of the program do you believe were most crucial to its success?

  - Are there points of difference (e.g. cohort, location, sector) between you program and previous versions?

- **Understanding Context and Capacity**

  - How does your context (e.g., geographic, socioeconomic, cultural, organisational) compare to the original program's context? What might be the potential implications of these differences?

  - Do you have the necessary resources (financial, human, material) and capacity to replicate the key components of the original program?

  - How might you replicate or adapt the intangible elements or magic ingredients, such as team dynamics, individual motivations, or exceptional community embeddedness?

- **Exploring Scalability**

  - What challenges or risks might arise in scaling or expanding the program, and how might you mitigate these?

  - Are there any potential negative effects or unintended consequences of scaling the program? How can you anticipate and manage these?

  - How will changes in scale affect the cost-effectiveness of the program?

- What evidence do you have to suggest that the successful elements of the program can be isolated and replicated without losing their effectiveness?

- Are there logistical, infrastructure or other requirements that may be challenging to replicate when scaling?

- **Alignment with Scaling Goals**

  - Check your scaling goals from Tool 2

  - Do your scaling goals still make sense given what you've learned?

  - How do the program elements under consideration align with your scaling goals?

- **Finalising Your Program Elements**

  - Knowing what you now know, how do you plan to proceed with your scaling/expansion activities?

  - Will you aim to replicate a single program element or a whole suite of elements?

  - What will you carry over from the original program?

  - What is within your program's means to carry over?

  - Are there any compelling reasons for including or excluding particular program elements?

  - If you are choosing to only carry over certain elements from an existing program, rather than fully replicate it, how certain are you that the program will show the same kind of success?

- **Use your responses above to flesh out the table below**

Program element	Reason for inclusion/ exclusion	How will it be implemented?	Anything else?

TOOL 5: WHO WILL YOU WORK WITH?

- What is the tool? A comprehensive resource designed to assess your organisation's readiness for program expansion. It incorporates three sub-tools:

    - Evaluating your organization's capacity for growth.

    - Mapping key stakeholders and their potential roles.

    - Gauging the preparedness of potential partners.

- Why use the tool? This tool will equip you with a clear picture of your current capabilities, a deep understanding of the stakeholder landscape, and insights into potential partners' capacity for collaboration in your program's expansion.

Tool 5a: Assessing your capabilities

- Overview: This small questionnaire is designed to help your organisation evaluate its readiness and capacity for program expansion. Responses will provide critical insights into your team's skills, governance structures, leadership abilities, and strategies for maintaining organisational culture during growth.

THE TOOL

- **Required Capabilities:** What are the skills and knowledge necessary for delivery of the program expansion?
Are there 'intangibles' that are critical for success (i.e., individuals with passion and strong sense of purpose; program champions with strong networks), and have you made these characteristics central in recruiting efforts?

- **Team Skills and Knowledge:** Does your team possess the necessary skills and knowledge for program expansion? If not, what are the main skills or capability gaps (organisational change, accountability, marketing, finance, evidence, etc.)?

- **Governance and Accountability:** Will current program governance processes need to evolve to accommodate program expansion?

- **Leadership and Management:** Do the senior staff involved in the scaling effort have the leadership focus and operational management skills necessary for program growth or managing change?

- **Culture and Values**: As your program grows or changes, how will you ensure a shared sense of purpose, culture, and values within your team?

- **Competency Development:** For new competencies required, is it more effective to develop these in-house or collaborate with others who already possess these competencies? If collaboration, who are the potential partners? You will explore potential partners further in the next tool.

Tool 5b: Who needs to be involved?

- Overview: The R.A.C.I. Mapping Tool is an essential instrument for program managers and social innovators eager to effectively scale their programs. This tool provides a visual representation of all stakeholders, their roles, interactions, and influence, giving you a clear understanding of potential duplications and leverageable relationships. By using the R.A.C.I. Mapping Tool, you can confidently navigate your stakeholder landscape and strategically plan your program expansion for optimal success.

- Get Started: Use the prompts and the R.A.C.I. map on the next page to begin mapping out your delivery team and potential stakeholders you may wish to collaborate with, or who are necessary for local delivery.
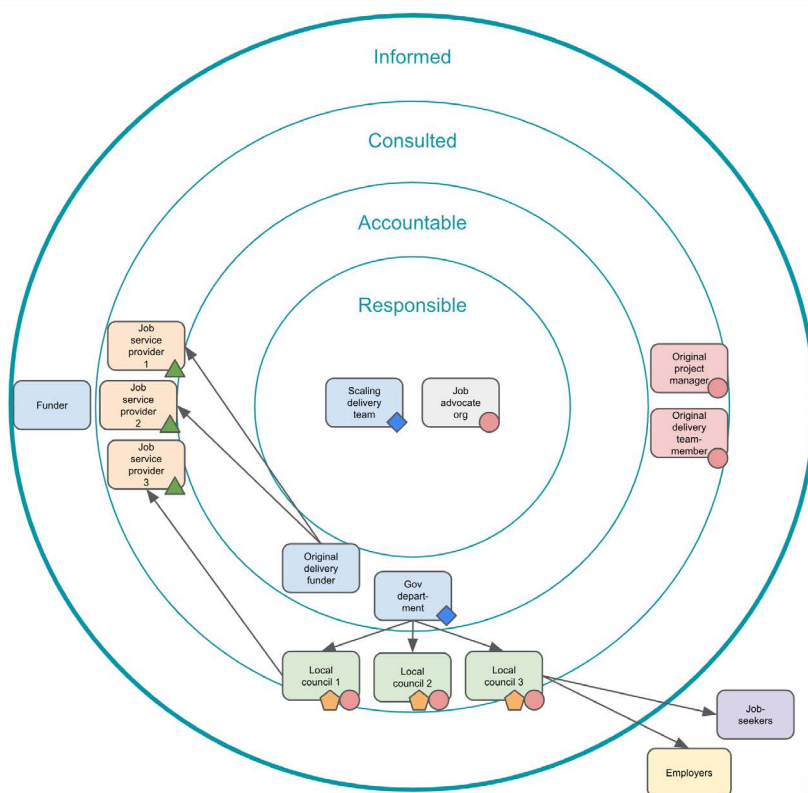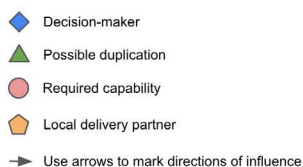
THE TOOL

- **Instructions:**

  - Make a list of your **key stakeholders**, noting organisations or specific individuals at those organisations or on-the-ground resources?

  - Note **key categories** of stakeholders, for example: local councils, job advocacy organisations, employers, core delivery team, jobseekers, wrap-around service providers

  - Identify **key decision-makers**
    Who are the primary decision makers that have the power to influence or authorise the implementation and expansion of this program?

  - Consider possible **points of duplication or competition**
    Are there existing organisations or programs that already provide similar services, and if so, how does your program differentiate from them or collaborate with them to avoid duplication of efforts?

  - Analyse **required capabilities**
    What entities or individuals have the resources, expertise, or operational capabilities necessary for the successful implementation and execution of this program?

  - Possible **local delivery partners**
    Which organisations are essential for local delivery of the program due to their geographical reach, local embeddedness, or on-the-ground resources?

- Identify key **sources of influence**
  What relationships or partnerships exist among stakeholders that could either aid or obstruct the successful implementation and performance of the program?
  Who has the best access to / relationships with the target audience or cohort?

- Use the R.A.C.I. map to visualise and further analyse your answers to these prompts:

- List key stakeholders;

- Label stakeholders with markers (see bottom left on R.A.C.I map) to indicate organisations or individuals who:

  - make key decisions related to the expansion of your program;

  - may already be delivering services that would compete with the expansion of your program;

  - have the skills (can be soft or hard skills) or resources to support the expansion of your program;

  - could lead localised versions of the program as part of its expansion.

- Use the arrows to detail directions of influence that may be helpful for understanding stakeholder relationships

- **Note:** You aren't restricted to one R.A.C.I map for your program – you might want to develop one for each major deliverable

Example R.A.C.I. map

1. Stakeholders

Project partners

Local councils

Original delivery team

Job service providers

Job advocate orgs

Job-seekers

Employers

2. Markers

◆ Decision-maker

▲ Possible duplication

● Required capability

⬠ Local delivery partner

➤ Use arrows to mark directions of influence

Informed
Consulted
Accountable
Responsible

Job service provider 1

Job service provider 2

Job service provider 3

Funder

Scaling delivery team

Job advocate org

Original project manager

Original delivery team-member

Original delivery funder

Gov department

Local council 1

Local council 2
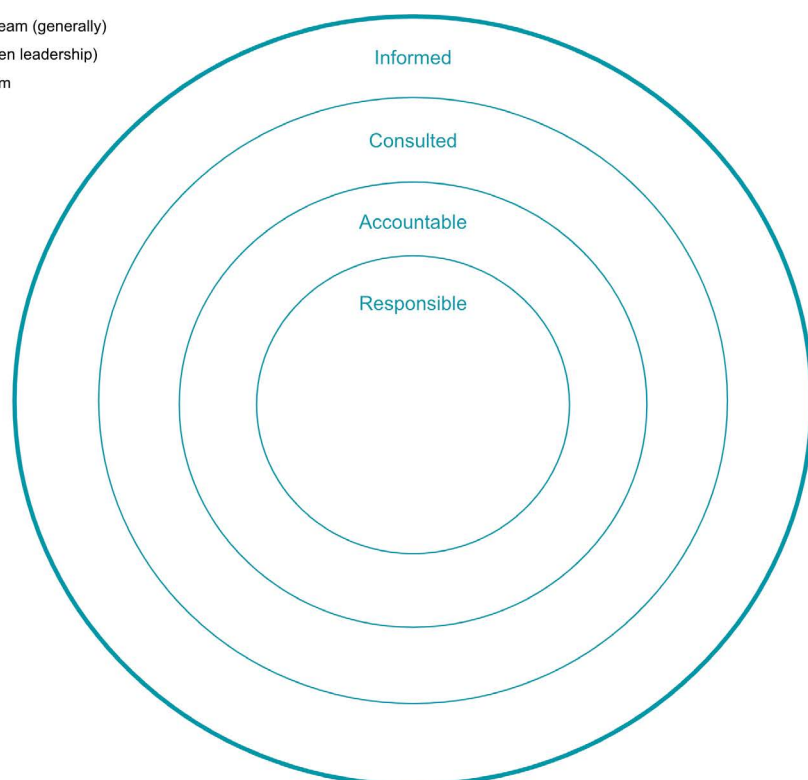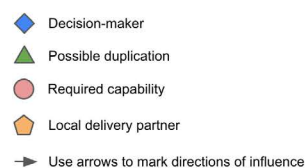
Local council 3

Job-seekers

Employers

R.A.C.I. Map

RESPONSIBLE - Doing the work, the core team (generally)

ACCOUNTABLE - Answers for the work (often leadership)

CONSULTED - Experts/partners to learn from

INFORMED - Kept in the loop

1. Stakeholders

Project partners

2. Markers

◆ Decision-maker

▲ Possible duplication

● Required capability

⬠ Local delivery partner

➤ Use arrows to mark directions of influence

Informed
Consulted
Accountable
Responsible

Tool 5c: Assessing stakeholder readiness

Overview: This survey aims to better understand possible collaborating organisation's capacity, experience, and compatibility for a potential partnership in the expansion of your program. Their responses will provide valuable insights that will help ensure a successful program expansion.

THE TOOL

- Information that your stakeholders may need to know:
    - What the original project is;
    - How the original project is being expanded;
    - What are the objectives of the project expansion;
    - What capabilities are needed to expand the project;
    - What roles and responsibilities does the user see the stakeholder being responsible for;
    - What are expectations regarding resources?

- Organisational Capacity
    - How prepared is your team/organisation in terms of staff, funds, and skills for an expanded role?
      Rate from 1 (not ready) to 5 (fully ready).
    - Any other thoughts on your team's readiness?

- Previous Experience
    - Have you worked on similar programs or initiatives in the past? (Yes/No)
    - If yes, please provide brief details of these programs and their outcomes.

- Current services/programs delivered
    - What services or programs is your team currently offering?
    - Are any of them similar to what we plan for the expansion? (Yes/No)
    - If they are, could you describe them?

- Alignment of Goals
    - How much do your program goals match with what your organisation aims for?
    - Rate from 1 (don't match) to 5 (match perfectly).
    - Any thoughts on this alignment?

- Leadership Commitment
    - How on-board is your leadership with your scaling plans? Rate from 1 (not onboard) to 5 (fully on-board).
    - Any other thoughts on your leadership's views?

- Resource Availability
    - Do you have the needed resources like people, money, and space for the scale-up? (Yes/No)
    - If you're missing something, what is it?

- Risk Management
    - Do you have ways to spot and handle challenges during the scale-up? (Yes/No)
    - If so, could you briefly tell us about them?

- Partnership Experience
    - Has your team partnered with others on projects or expansions before? (Yes/No)
    - If yes, can you share a bit about those partnerships?

- Community Embeddedness
    - How connected is your organisation with the local community? Rate from 1 (not connected) to 5 (very connected).
    - Can you share more about how your community ties might help with the program expansion?

- Relationship with Other Stakeholders
    - Do you know of others who might help make this expansion even better? (Yes/No)
    - If you do, who are they and how do you know them?

IMPLEMENTING SCALE-UP
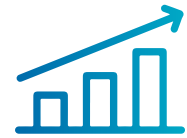
As you transition from the planning and design phases into the world of implementation, you stand at the cusp of realising your scale-up vision.

This section centres on the crux of bringing all the meticulous planning into tangible action and sustaining this effort over the long run. While the journey thus far has provided you with rich insights and strategies, ensuring effective implementation and continued delivery remains paramount.

Tool 6: Monitoring Program Expansion Delivery

Launching a program's expansion is only the first step. Maintaining its momentum and ensuring it's achieving the envisioned outcomes requires a diligent monitoring system. This tool dives deep into the nuances of effective monitoring, casting a critical eye over the delivery to ensure you're not just delivering, but delivering with excellence. From streamlining feedback mechanisms to making timely and informed decisions, this tool helps to ensure your program doesn't veer off course and continues to uphold its intended impact.

Tool 7: Data for Continued Delivery of the Expanded Program

The culmination of your scaling effort doesn't mark the end, but rather, a new beginning. As you look ahead, considering the longevity of your scaled program is essential. This tool, while echoing the importance of continuous monitoring, underscores the necessity of capturing and using data for the program's sustained delivery. It summarises data points generated from previous tools, presenting you with a consolidated, actionable set of insights. The nature of the data captured by this tool lends itself to be transformed into a dashboard, offering a panoramic view of your program's progress and its viability for permanent incorporation.

In essence, this section provides you with the tools to not only breathe life into your scale-up efforts but also to sustain and nurture them. Continuous monitoring and leveraging data ensure that your program doesn't just exist but thrives, standing the test of time and creating lasting impacts.

> *Embark on this final leg of your scaling journey with confidence, knowing that with these tools in hand, you're poised to not just implement, but also ensure your program's enduring success.you in identifying and engaging with stakeholders essential for your scale-up vision.*

TOOL 6: MONITORING PROGRAM EXPANSION DELIVERY

- What is the tool? A guide to think about project management elements for growing your program.

- Why use the tool? It assists in understanding how to monitor and get feedback on the program's performance during scale up.

- Get Started: This is a tailored resource for evaluating the efficiency, quality, and effectiveness of your program expansion efforts. This tool prompts critical thinking about your monitoring systems, partnerships, cost-effectiveness analysis, and feedback mechanisms. By using this tool, you're taking a step towards ensuring your expansion strategy is on track for success, underpinned by informed decision-making and continuous improvement.

THE TOOL

- **Cost Assessment:** Are you regularly assessing the costs of program delivery, monitoring, and expansion?
  Have you conducted a cost-effectiveness analysis?

- **Economies of Scale:** Where can you save money as the program scales? Where is scaling losing you money?

- **Feedback Systems:** Are there systems in place for collecting ongoing individual and stakeholder feedback?
  How is this information being used for improvements?

- **Monitoring Acceptability and Compatibility:** Do you have systems to continually monitor the acceptability of the expanded program (do implementers and recipients approve of the program?) and its compatibility with similar programs?

- **Effectiveness and Consistency:** Are you periodically reviewing the intervention is working as intended and its consistency with implementation protocols?

- **Partnerships:** Do you periodically review existing partnerships, bringing in new partners or removing partners? Is there a commitment to continuing the partnership in the medium term? Are there processes for recognising and celebrating collective achievements and/or individual contributions? What mechanisms can be put in place to standardise common processes across partner agencies, thereby reducing duplication and improving efficiency? What strategies should be implemented to foster regular informal interactions among staff members from different agencies and partnership stakeholders?

## TOOL 7: DATA TO SUPPORT THE CONTINUED DELIVERY OF THE EXPANDED PROGRAM

- What is the tool? A collection of essential data to consider making the expanded program a mainstay delivery for your organisation.

- Why use the tool? It aggregates data from previous tools to give a holistic view of the program's expansion, aiding in informed decision-making for its future sustainability.

- Get Started: From each of the previous tools, we can extract specific data points that will help in the ongoing running of the expanded program and could be presented in a dashboard form. These data will collectively provide a comprehensive view of the initial state of affairs, which can be used to compare with ongoing data collection to enable better decision-making and ensuring the sustainability of the expanded program.

THE TOOL

- **Setting a vision for scaling/expansion:** From this tool, you could extract the defined vision or goal of the scaling project. This could be presented in a dashboard as a reminder of the overall aim and used as a high-level metric of success. It's crucial to regularly revisit the vision to ensure that the ongoing activities are aligned with it.

- **Evaluating alternative routes to scale:** Here, the chosen route to scaling and its key components could be visualised in a dashboard. Progress along this chosen route could be tracked, highlighting completed and pending deliverables. This will provide users with a roadmap and help them to understand where they are in the journey

- **What worked – Evidence/Context/Picking your program elements:** Information on the key elements chosen for scaling, and why they were chosen (i.e., the evidence supporting their effectiveness), could be displayed in the dashboard. The success of these elements in the new context could be tracked over time to validate their effectiveness in the expanded program. Data from the monitoring section below could be compared against these initial data.

- **Assessing your capabilities, Identifying who needs to be involved, Assessing stakeholder readiness:** From these tools, data on the available capabilities and identified gaps, stakeholder involvement, and readiness could be extracted. This information could be displayed to monitor the progress in filling the gaps, engaging stakeholders, and improving readiness over time. It can also track changes in capabilities as individuals move in and out of the program.

- **Monitoring program expansion delivery:** The monitoring and feedback data, along with performance metrics, could be extracted and visualised in real-time on the dashboard. This will give an overview of the program's effectiveness, help to identify areas of improvement, and track the impact of changes made to improve efficiency or quality.

CONCLUDING YOUR SCALE-UP JOURNEY: REFLECT AND LOOK FORWARD
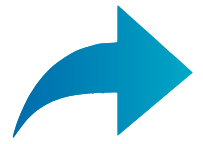
You've travelled a remarkable journey of scaling, navigating from setting a clear vision to the nuances of program expansion and continual monitoring. Each phase has demanded focus, adaptability, and an unwavering commitment to your cause.

Starting with crystallising your expansion goals, you've navigated through design intricacies, collaborated with stakeholders, and executed your plans with precision. Now, as you transition from implementation to sustaining your program's success, you're poised for continued growth and impact.

While this toolkit marks a guidepost, your scaling effort is just beginning. Embrace the lessons learned, celebrate your progress, and continue to innovate. Your dedication ensures a lasting, impactful legacy.

Thank you for allowing this toolkit to be a part of your scale-up story. Here's to continued success!

APPENDIX: USEFUL RESOURCES FOR SCALING

Making it Big

What Does it Take to Go Big? Insights on Scaling Social Innovation

Scaling Assessment Map

Models for Scaling the Impact of Youth Entrepreneurship Programmes

Journey to scale with government

Expandnet / WHO guide to scaling

Place-based approaches: Funding toolkit

NSW Health increasing the scale of population health interventions: A guide