



# Scaling Capacities: Supports for Growing Impact

lessons in building organizational capacity to  
support scaling among social entrepreneurs

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LAFRANCE ASSOCIATES, LLC

Learning for Action

# Scaling Capacities: Supports for Growing Impact

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Prepared by:  
Steven LaFrance  
Michael Lee  
Rick Green  
Jaclyn Kvaternik  
Andrew Robinson  
India Alarcon

*LaFrance Associates, LLC (LEA) contributes to the health and well-being of communities by providing applied research, evaluation and technical assistance services that advance the impact of organizations in the nonprofit, philanthropic, and public sectors.*

## ABSTRACT

This paper presents findings from original case study research that identified seven organizational capacities critical to the scaling process of social entrepreneurs. The purpose of scaling is to increase impact; by identifying capacities that support scaling, the paper seeks to support efforts to bring innovative models closer to the scale of the problem they aim to address. These capacities include:

- (1) **Mission**—defining and adhering to core mission;
- (2) **Structure**—balancing control and flexibility in the organizational structure;
- (3) **Model**—codifying what works in the core model;
- (4) **Culture**—cultivating and perpetuating organizational culture;
- (5) **Data**—collecting and using data;
- (6) **Resources**—connecting fundraising to mission and expanding the resource base; and
- (7) **Leadership and Governance**—making the right decisions for scaling to foster and manage growth.

The paper includes examples of effective practice and lessons from social entrepreneurship organizations to illustrate how these organizational capacities have been successfully cultivated and applied.

## ACKNOWLEDGEMENTS

We are deeply grateful for the time and effort that representatives of our case study organizations graciously provided for the benefit of this research. This product reflects their collective wisdom and experience. Our case study organizations are:

ACCION  
African Medical Research Foundation  
Alcoholics Anonymous  
Ashoka  
BAIF Research Development Foundation  
BRAC  
Childline  
City Year  
Community Voice Mail  
College Summit  
Delancey Street Foundation  
Doctors Without Borders  
DonorsChoose  
Environmental Defense

GlobalGiving  
Grameen Bank  
Heifer International  
Human Rights Watch  
International Rehabilitation Council for Torture Victims  
The Nature Conservancy  
PRODECOOP  
Share Our Strength  
Teach for America  
TransFair USA  
Transparency International  
YouthBuild  
WaterKeeper Alliance  
The Wellness Community

For more information about each case study organization, please refer to the appendix.

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## RESEARCH METHODS

LFA conducted the following research for this paper:

- Case studies of 28 social entrepreneurships that have scaled to a national or international level
- Examination of over 350 pieces of primary and secondary literature on the case study organizations
- More than 50 interviews with founders and staff of case study organizations
- A review of literature on social entrepreneurship, the scaling process and organizational effectiveness
- Interviews with field thought leaders

We chose organizations based on their level of scaling, issue area of focus (including economic and social equality, environmental sustainability, health, institutional social responsibility, and tolerance and human rights), geographic focus and scaling strategy. Organizations employed multiple scaling strategies: Three-quarters (77%) scaled by branching, 41% by affiliation and 36% by dissemination.

## SCALING SOCIAL IMPACT: THE ORGANIZATIONAL CHALLENGE

The social entrepreneurship organizations we studied have deeply impacted untold numbers of lives. Millions of the world's poorest people have gained access to capital to break the cycle of poverty through microfinance organizations such as Grameen Bank, BRAC, and ACCION. Countless people have recovered from alcoholism and addiction because of the innovations of Alcoholics Anonymous more than 70 years ago. Thousands of schoolchildren across the United States have the resources they need to learn because of the innovations of organizations like DonorsChoose.

Scaling, particularly through strategies involving replication, is at root an organizational and management challenge. Building upon existing bodies of literature on social entrepreneurship, scaling, and organizational capacity building and effectiveness, this paper's unique contribution lies in its specific examination of the organizational capacities that are critical during the scaling process. This paper identifies seven areas of organizational capacity critical for scaling, provides examples of effective practice, and summarizes key lessons learned.

## Key Resource On Scaling Social Impact

The Center for the Advancement of Social Entrepreneurship (CASE) at Duke University's Fuqua School of Business, with funding from the Skoll Foundation and W.K. Kellogg Foundation, is engaged in an ongoing project to generate knowledge that enables social entrepreneurs to increase social impact more effectively. Recent research results on approaches to scaling social impact, an annotated bibliography, case studies, and other valuable resources can be found at [www.scalingsocialimpact.org](http://www.scalingsocialimpact.org).

Understanding areas of organizational capacity that support scaling best occurs within the context of specific scaling-related practices in which successful social entrepreneurs engage.

## DEFINING KEY TERMS

We use the term **social entrepreneurs** to refer to organizations that “create innovative solutions to immediate social problems and mobilize ideas, capacities, resources, and social arrangements required for sustainable social transformation.”<sup>1</sup> These efforts most often develop around an idea generated by a social entrepreneur. An entrepreneurial mindset is universal among organizations we studied. Whether it is leveraging market incentives or developing innovative approaches to entrenched social problems, these organizations identify and seize critical opportunities for increasing social impact.

The primary purpose of **scaling** is to grow **social impact** to better match the magnitude of the need or problem a social entrepreneurship seeks to address, by increasing the breadth of impact (e.g., number of people served) and/or depth of impact (e.g., number or quality of services provided).<sup>2</sup> Scaling can take many forms. Opening new branches or sites was the most common form of scaling among organizations studied for this report, and hence the form most, though not exclusively, discussed in these pages. Additional ways to scale include forming affiliations and disseminating information and technical assistance, among other strategies.<sup>3</sup>

<sup>1</sup> Alvord, Sarah H., David Brown, and Christine W. Letts. “Social Entrepreneurship and Societal Transformation,” *The Journal of Applied Behavioral Science*, September 2004.

<sup>2</sup> Duke University’s Center for the Advancement of Social Entrepreneurship is currently engaged in research to more fully outline goals, strategies, and pathways for scaling social impact.

<sup>3</sup> The branching, affiliation and dissemination typology of scaling strategy comes from the article “Scaling Social Impact” by Gregory Dees, Beth Battle Anderson, and Jane Wei-Skillern in the *Stanford Social Innovation Review*, Spring 2004.

In the monograph *Effective Capacity Building in Nonprofit Organizations* prepared for Venture Philanthropy Partners by McKinsey & Company, the authors present a Capacity Framework with three higher-level elements of **organizational capacity** (aspirations, strategies, and organizational skills) that define the organization’s ultimate purpose and translate that purpose into a concrete set of goals, programs and required skills. The framework also includes three foundational-level elements (human resources, systems and infrastructure, organizational structure) that allow an organization to build/achieve its organizational skills, strategy and mission/vision. The last element, culture, serves to connect all other elements. *Each of the critical areas of capacity we identified in our study fit within one of these elements of the McKinsey/VPP Capacity Framework.*

Our research of 28 successfully scaled social entrepreneurs revealed seven critical areas of an organization’s capacity that deeply affect the success of scaling. They are areas of capacity on which scaling places particular demands as well as areas of capacity that, if cultivated, can provide tremendous support for scaling. In addition, we found that for every area of organizational capacity that played a critical role during the scaling process (such as the organization’s structure) there was an associated practice (such as balancing control and flexibility in the structural design) in which organizations engaged that fostered effective scaling. *Our research led us to the conclusion that one cannot talk about the areas of organizational capacity that support scaling without talking about the specific scaling-related practices in which successful social entrepreneurs engaged.* For this reason, we use the term “scaling capacity.”

AREA OF ORGANIZATIONAL CAPACITY  
+ SCALING PRACTICE

SCALING CAPACITY

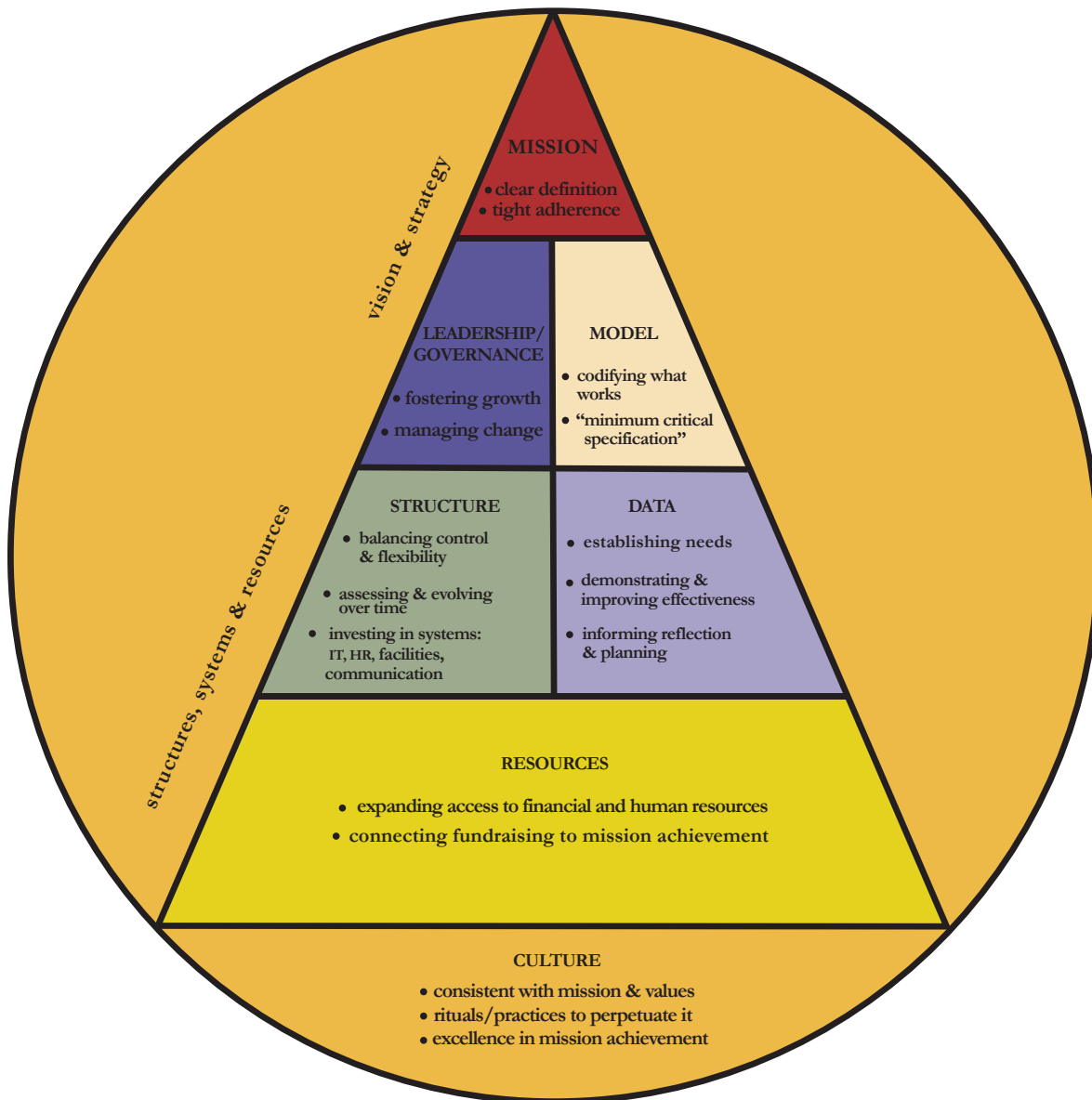
## THE SEVEN CRITICAL SCALING CAPACITIES: AN OVERVIEW

Each scaling capacity surfaced as important in at least a majority of cases we studied and often, for the vast majority. The seven critical scaling capacity areas are:

1. **MISSION: Defining and Adhering to Core Mission.** Clearly defining and adhering to the mission provides focus for decision-making and resource deployment during the scaling process.
2. **STRUCTURE: Balancing Control and Flexibility.** Scaling, particularly when it entails organizational expansion, places great challenges on organizational and management structures. The challenge is to balance control with flexibility for innovation and impact.
3. **MODEL: Codifying What Works.** Impact can be scaled more effectively by clearly articulating essential components of the model so that it can be more easily and faithfully replicated.
4. **CULTURE: Cultivating and Perpetuating the Culture.** For scaling to succeed, organizations must cultivate and perpetuate during the scaling process those aspects of the culture—shared values, behaviors and norms—that are critical for mission achievement.
5. **DATA: Collecting and Using Data.** The ability to gather and use data can be critical for informing important scaling-related decisions such as establishing needs in new issue or geographic areas, demonstrating the effectiveness of a model, setting priorities, and choosing strategies.
6. **RESOURCES: Connecting Fundraising to the Mission.** Successfully-scaled social entrepreneurs are able to expand their resource base by viewing fundraising as a way to achieve mission and by finding ways to connect supporters to programmatic work.
7. **LEADERSHIP AND GOVERNANCE: Making the Right Decisions for Scaling.** Leaders and boards are the agents that initiate and manage the scaling process. Strong leadership and governance means making sure the right decisions are made to foster greater mission achievement during what is often a period of rapid organizational change.

The graphic below provides a framework for understanding relationships among the scaling capacities. At the bottom of the pyramid are foundational building blocks of the organization: the organizational structure, data, and financial resources. These scaling capacities pertain to the nuts-and-bolts functioning of the organization. Above are leadership & governance, the model, and the mission. These scaling capacities provide the vision and strategy for the organization. That culture surrounds the other scaling capacities reflects its everpresence: an organization's culture informs and is informed by every aspect of the organization.

## The Seven Scaling Capacities



The seven scaling capacities are distinct yet closely interrelated. In planning for capacity-building work, organizations will need to prioritize the scaling capacities that will provide the most leverage at the present moment. The capacity-building priorities will evolve as the organization enters different stages of its scaling process. Codifying the model, for instance, might require a strategic planning process at the beginning of scaling but may only require small tweaks and refinements at a later stage. Balancing control and flexibility in the structure will be an ongoing challenge for organizations as they grow but may require greater control at some moments and greater flexibility at others. The scaling capacities do not dictate what is needed at a particular moment per se. Rather, they provide general principles that inform an organization's capacity-building strategy and should be reflected on periodically to define what capacity building is needed now.



## SCALING CAPACITY 1 – MISSION: Defining and Adhering to Core Mission

### Defining this Scaling Capacity and How It Supports Scaling

For all of the social entrepreneurship efforts we studied, crystal clarity and sharp focus on the mission supported successful scaling. A clearly defined mission provides an organization with purpose and direction. It is the central focus for decision-making and deployment of resources. No matter how broad or narrow the mission is, it must be clearly expressed, so that stakeholders—everyone from board and staff to clients and the press—can easily understand it.

Defining and adhering to the mission is especially important during scaling because the process involves great change. A clear and relevant articulation of the mission helps ensure undiluted transfer as the organization spreads to new communities, hires new staff, or develops new alliances.

Social entrepreneurship frequently have many opportunities to take on new projects or venture in new directions. Each new opportunity must be assessed independently; pursuing new challenges can come at the cost of the sharp focus on mission that yielded success in the first place.

### Examples of Effective Practice

The case of Waterkeeper Alliance illustrates the importance of clarity and focus. Waterkeeper Alliance's goal is to have at least one Waterkeeper in every U.S. state and Canadian province, in addition to other environmentally strategic water bodies throughout the world. The mission is straightforward: to protect water bodies and champion for clean water. "Stay true to your core," advises Steve Flieschli, Waterkeeper Alliance Executive Director. "We always say 'water, water, water,' and try not to get distracted. The Hudson Riverkeeper [the first Waterkeeper] didn't start out saying they wanted a waterkeeper on every water body in the U.S; they started out saying they wanted to save the Hudson." The idea spread when citizens in other communities, concerned with their local water bodies, took notice of the effort's success.

Successful social entrepreneurship often face terrific opportunities: having proven an ability to find solutions to social problems, it is in the nature of the social entrepreneur to look for the next challenge. DonorsChoose provides a web-based platform on which individuals interested in supporting public school children can connect with classrooms that have a particular need. On the DonorsChoose website,

teachers post specific projects that are in need of funding. This could be a "Magical Math Center" or a "Big Book Bonanza."

Individual donors search the website by geography, areas of interest, etc. until they find a project they wish to support. After meeting with success, an incredible variety of organizations approached DonorsChoose asking to

be included. Most of these organizations, including the New York Police Department, had little relationship with public education. Saying "No" was critical; complying would have made their fulfillment operation much more complicated, to the point of limiting their ability to scale to new regions. It also would have diluted the brand from one focused on education to one that could be associated with a multitude of causes.

While the mission is sacred, the strategies for achieving it are not necessarily set in stone. The mission of ACCION International is "to give people the tools they need to work their way out of poverty." As ACCION has grown, it has made increasingly sophisticated financial products available to poor and disenfranchised small business owners. Roy Jacobowitz, ACCION's Senior Vice President of Resource Development and Communications explains, "If a business model doesn't work, let's just change it. I say, pick core results, principles, and ideals, make sure they are right, and stick with them. Every other variable is mutable." Similarly, Grameen Bank has poverty alleviation as its core mission. While Grameen Bank started by providing credit for the poorest of the poor and landless—mostly women—villagers in Bangladesh, over time it has expanded into new businesses with the advent of new technologies, such as a cellular telephone business. This expansion, however, only occurred because it fit closely with the organization's poverty-alleviation mission.

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ACCION



## Key Lessons Learned

Our case studies shed light on the following lessons about how defining and adhering to the core mission supports scaling. Some of these lessons are drawn from the examples above while others are additional insights gained from other cases not highlighted here.

- Mission clarity and focus are first and foremost the responsibility of the governing body and staff leadership. While everyone formally affiliated with the organization, including staff at all levels, must clearly understand and remain focused on the mission, decisions that could lead to mission drift or dilution reside with the governance and leadership structures. Strategic planning, evaluation, and associated tools such as a theory of change or logic model support mission clarification and articulation.

- Saying “No” can be the most strategic decision. Assessing alignment of opportunities with the mission is critical. When funding is directly attached, potential new opportunities can be powerfully seductive. Turning down any and all opportunities that do not advance the organization’s mission is the most strategic decision. Scaling, after all, is ultimately about expanding impact, not organizational size.

- With the mission as the guidepost, strategies for its achievement can be adapted based on new information, settings, populations, or other changes in context. When making adjustments to strategy in the scaling process, social entrepreneurs in this study recommend also paying attention to how new or modified strategies fit within the organizational culture and incorporate proven-effective elements of the core model.

## Additional Resources

- Colby, Susan, Nan Stone, and Paul Carttar. “Zeroing in on Impact: In an Era of Declining Resources, Nonprofits Need to Clarify Their Intended Impact,” Stanford Social Innovation Review, Fall 2004, 24-33.
- Collins, Jim. Good to Great and the Social Sectors. New York: HarperCollins, 2005.
- McKinsey & Company. Effective Capacity Building in Nonprofit Organizations. Venture Philanthropy Partners. 2001.

## SCALING CAPACITY 2 – STRUCTURE: Balancing Control and Flexibility

### Defining this Scaling Capacity and How It Supports Scaling

Scaling, particularly when it entails organizational expansion, places great strain on organizational and management structures. At tension are the dual needs of control and flexibility in the relationship between local offices/affiliates and the central office. The central office needs to ensure that the work of local offices continues to adhere to the organization’s mission, model, values, and standards while remaining flexible enough to allow for context-appropriate variation and innovation across the various locales. The balance between control and flexibility will not only be different for different organizations and different settings, but also at different points in the scaling process.


### Examples of Effective Practice

There are several factors that have implications for how “tight” the relationship is between the central office and branches. The primary factors are: the complexity of the organizational model (more complex models often require more control from a central office to replicate faithfully); resources available (opening a new branch costs more, and requires more human resources from a central office); and the desired speed of expansion (forming an affiliation with another organization is often faster, and requires less central control). The cases of Childline and City Year illustrate how these factors affect the balance between control and flexibility.

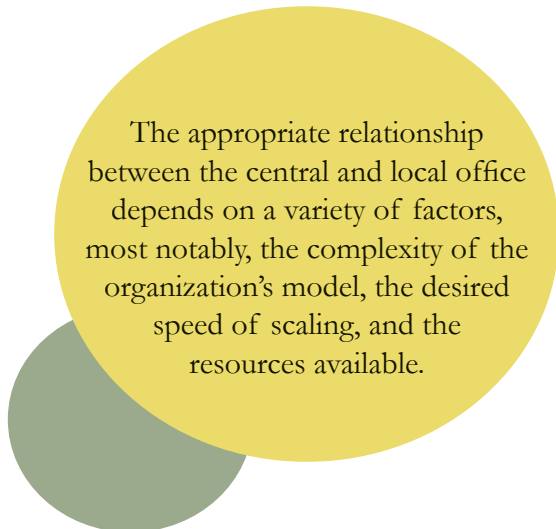
Childline was started by Jeroo Billimoria to provide emergency telephone assistance for India's burgeoning population of street children. Billimoria knew that Childline needed to be in cities across India but she wanted to keep the organization relatively small with minimal overhead costs. Instead of opening branch offices, Childline partners with a local organization in each city to operate the helpline. These affiliates are supported by the Childline India Foundation which plays a coordinating role and focuses on training and quality control.

Each affiliate must use the Childline brand name, logo, and telephone number, and maintain service quality based on clearly defined methodologies. This looser affiliate relationship between central and local offices allowed for the creation of new helplines where necessary without much expansion of the organization itself. The relative simplicity of Childline's model also enabled expansion through affiliation rather than branching.

City Year recruits and places young people in community service projects worldwide. In contrast to Childline, City Year's founders felt that the organizational model was too complex to be faithfully replicated by affiliates that were not steeped in City Year's work. Instead, for each new site launched, the national headquarters would dispatch a team to the given city and hire and train local staff who would then report back to the national office. This choice to have tighter control between the central office and local sites, while slower and more costly than partnering with independent affiliates, helped them ensure faithful adherence to their more complicated model.



Scaling, particularly when it entails organizational expansion, places great strain on organizational and management structures.



The appropriate relationship between the central and local office depends on a variety of factors, most notably, the complexity of the organization's model, the desired speed of scaling, and the resources available.

In addition to deciding how tight the relationship between the central office and local offices will be, there are also management strategies and structures that can help an organization balance control and flexibility. Teach for America (TFA) serves as a good example. TFA recruits, trains, and places recent college graduates as teachers in America's neediest public schools. TFA operates in 22 sites around the country and each site has a local office that is responsible for working with the school district to place and support corps members as well as to conduct outreach and fundraising. As the organization grew, the central office felt it was important to help local offices avoid mistakes and learn from the experiences of the other local offices while still providing autonomy and flexibility to innovate. In order to strike this balance, they have developed a regional management structure that facilitates communication among the local executive directors and synthesizes and distributes successful practices and strategies for the staff of local offices. Still, in order to leave room for innovation, the central office ultimately assesses local offices on whether key outcomes are achieved rather than on the process by which they are achieved.

## Key Lessons Learned

● The appropriate relationship between the central and local office depends on a variety of factors, most notably, the complexity of the organization's model, the desired speed of scaling, and the resources available. A tighter relationship often costs more and means slower expansion but offers greater control that can be important for replicating complex models. When control is not as critical for scaling, a looser branching relationship or affiliate relationship offers more flexibility to scale quickly and with fewer resources.

● Effective communication of successful strategies and lessons learned across sites can ease the need for excessive control by the central office. By highlighting strategies that have worked well, an organization spreads effective practices to local offices while avoiding formal commands and strictures from the central office.

● Assessing local offices on outcomes more than process enables greater flexibility for innovation and autonomy while still rigorously adhering to performance and quality standards.

● Over time, balancing control and flexibility as an organization grows increasingly becomes a management challenge. As organizations mature, they increasingly rely on staff with management skills and experience-individuals who can manage larger groups of people in a way that fosters excellence, accountability and creativity. Because management skills come at a premium, organizations are well served to plan ahead for this need and for the additional resources required to attract high quality management-level staff.

● Developing and maintaining a strong, up-to-date technology infrastructure can be a critical aid for managing organizational growth and creating efficiencies. In some instances, communication technology is vital for an organization to be able to function and coordinate its work among different sites. Networking technology can also enable greater flexibility and fluidity for where work happens and how information flows through the organizational network, thus reducing the need for a command-and-control structure from the central office.

## Additional Resources

- Dees, J. Gregory, Beth Battle Anderson, and Jane Wei-Skillern. "Scaling Social Impact: Strategies for Spreading Social Innovation," Stanford Social Innovation Review. Spring 2004, 24-32.
- Wei-Skillern, Jan and Beth Battle Anderson, "Nonprofit Geographic Expansion: Branches, Affiliates, or Both?" Harvard Business School Working Paper, Social Enterprise Series No. 27. 2003.
- O'Flanagan, Maisie and Lynn K. Taliento, "Nonprofits: Ensuring that Bigger is Better," McKinsey Quarterly. 2004, No. 2.

### Defining this Scaling Capacity and How it Supports Scaling

To codify what works is to make explicit precisely how the social entrepreneurship's innovation affects change. In his article “Going to Scale,” Jeffrey Bradach proposes the principle of *minimum critical specification*: organizations should focus replication on those program elements that are absolutely necessary in order to achieve program success.<sup>4</sup> The program models we encountered were most often some combination of the following four components:

- (1) a documented program or curriculum;
- (2) policies or principles;
- (3) organizational structure; and
- (4) organizational culture.

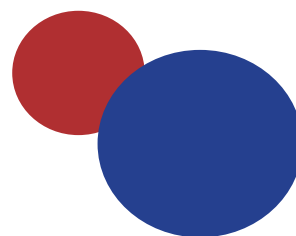
Codifying what works is a valuable capacity at any time in an organization's life, but especially so when scaling. It provides a blueprint for new sites and affiliate organizations to replicate the innovation. It also exposes hidden assumptions about what is critical for program success and allows them to be tested against reality. Codifying what works also can serve as a valuable tool for communicating internally and externally how an organization makes a difference.

### Examples of Effective Practice

The power in codifying what works for scaling is illuminated in the example of Alcoholics Anonymous. A.A. was founded in 1935 by Bill W., a New York stockbroker, and Dr. Bob S., an Akron physician, to help individuals recover from alcoholism and addiction. The early years were marked by modest growth: by 1939, there were only three A.A. groups which together had helped 100 alcoholics get sober. That same year, however, Bill took a critical step in scaling A.A.: he codified the methods and philosophy of the nascent organization in a basic textbook titled *Alcoholics Anonymous*, the core of which was the Twelve Steps to Recovery. Bill supplemented a description of A.A.'s approach with case histories of some 30 recovered members. The text sparked interest in A.A. and also provided a clear and simple explanation of how A.A. works so others could start new groups. The articulation of A.A.'s approach helped foster a period of rapid growth. Between 1940 and 1950, A.A.'s membership grew from 2,000 to 100,000 recovering alcoholics worldwide.

However, with this rapid growth also came great uncertainty. How could A.A. support the thousands of new groups that had developed and ensure that they stayed intact and effective? In 1946, A.A. codified what it had learned to be the key principles for effectively running an A.A. group in what are known as its Twelve Traditions. Enumerating these principles provided crucial guidance for individual groups to know how to govern themselves effectively. By 1950, much of the chaos surrounding the rapid growth of A.A. had subsided. Codifying the Twelve Traditions also enabled A.A. to scale with minimal assistance by a central office. In fact, A.A.—an organization with over 100,000 groups around the world—has a central service office staffed by only 85 people. Having a clear model enables organizations to be more flexible about who implements that model, thus lowering human resource costs.

BAIF Research Development Foundation also exemplifies the power that codifying what works can have on lowering the human resource costs of scaling. BAIF develops and implements agricultural technology solutions—such as cross-breeding more productive cattle or developing fruit orchards on degraded wastelands—that help rural farmers increase their production and earn a sustainable livelihood. Initially, BAIF placed technical experts in the field to train villagers on how to implement the technology solutions, but was unable to successfully retain these technical staff. In order to adapt, BAIF standardized the technical models enough to be able to train local villagers to teach farmers in the new methods. Codifying these models enabled BAIF to lower the cost of technology transfer as local volunteers were now training farmers while technical staff focused on developing and codifying the technical models.



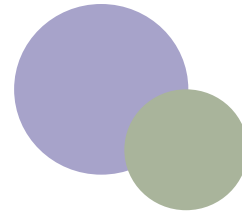
<sup>4</sup> Bradach, Jeffrey. “Going to Scale,” Stanford Social Innovation Review. Spring 2003.

## Key Lessons Learned

● Codifying what works can provide much greater flexibility in who scales the program. Clearly and explicitly documenting how the model works can enable individuals farther away from the center of the organization or even outsiders to participate in spreading or replicating the model. Additionally, there is potential to reduce the human resources costs of scaling by making explicit the organization's "theory of change" and dislodging it from the sole possession of the founder and those close to the center of the organization.

● The simplicity and elegance with which the model is codified can drastically improve the success of scaling. Codifying the model is not only an internal exercise, but also an external communication tool that can lead to greater demand for services, new partnerships and increased fundraising. Graphical representations, acronyms, and lists can serve as compelling packages through which to communicate an organization's work and impact.

● Models are typically works in progress that evolve over time; the full set of "critical specifications" for the model may not be known before scaling occurs. Organizations uncertain about what is critical to the model may consider scaling more slowly and experimenting with different variations to ensure scaling resources are spent wisely when undertaking large-scale expansion, ultimately protecting the credibility of the effort. Processes to evaluate and learn from early scaling experiences can be critical to challenging faulty assumptions and learning lessons for subsequent scaling.



## Additional Resources

- Bradach, Jeffrey. "Going to Scale: The Challenge of Replicating Social Programs," Stanford Social Innovation Review, Spring 2003, 19-25.
- Theory of Change website by ActKnowledge and Aspen Institute. [www.theoryofchange.org](http://www.theoryofchange.org).
- W.K. Kellogg Foundation Logic Model Development Guide. <http://www.wkkf.org/Pubs/Tools/Evaluation/Pub3669.pdf>.



## SCALING CAPACITY 4 – CULTURE: Cultivating and Perpetuating the Culture

### Defining this Scaling Capacity and How it Supports Scaling

Organizational culture comprises the shared assumptions, values, attitudes, accepted behaviors, and norms within an organization—its “personality” or simply “The way we do things around here.”

For scaling to be effective, organizations must cultivate and perpetuate during the scaling process those aspects of the culture—shared values, behaviors and norms—that are critical for mission achievement.

Organizational culture rests at the heart of what makes many social entrepreneurship uniquely effective. Innovative, entrepreneurial, high-performing, and results-oriented, the social entrepreneurship in our study possess strong and clearly identifiable organizational cultures that support achievement of their missions.

Far from being an invisible factor, culture was explicitly cited by many organizations as the primary reason they are able to attract and retain talented staff, sustain high performance, and continually innovate. In some cases, the culture is even a fundamental component of the organization’s theory of change.

The centrality of organizational culture to the success of social entrepreneurship makes perpetuating the culture a vital process for scaling. As the organization grows and expands to new areas and locales, the organization’s culture helps to integrate new staff efficiently into the organization and preserves a shared group identity. A strong culture can also provide an internal compass for decision-making at all levels of the organization that maintains a focus on the mission. The successful social entrepreneurship we studied were able to articulate their culture, recognize its importance in achieving impact, and develop ways to perpetuate it throughout the scaling process.

### Examples of Effective Practice

Culture is not easy to define, yet it informs all aspects of the organization, and vice versa. Grameen Bank—an organization that provides loans to the poorest of the poor, mainly landless women—illustrates how culture is manifested in and perpetuated by many different aspects of the organization, including its structure, policies, procedures, program strategy, rituals, and staff hiring and training processes. From the start, Grameen Bank sought to cultivate a culture of mutual responsibility and empowerment among borrowers and staff alike.

The bank needs its members (or borrowers) to feel accountable enough to repay their loans, and empowered enough to take advantage of the loans they receive. In order to achieve this, Grameen requires members to form groups and relies on the social pressure of the group to promote accountability and fiscal discipline. Members agree to a set of “16 Decisions” related to discipline and self-empowerment, which along with the Grameen credo—“Discipline, unity, courage, and hard work in all walks of our lives”—are repeated at the beginning and end of each group meeting. Bank staff are trained to engage with members. “Instead of trying to solve other people’s problems, first find out whether they have an idea how to solve their own problems,” is how one staff person describes the mindset. All banking staff visit members in their villages on a weekly basis, in order to foster familiarity and trust between staff and villagers and to promote the principles of hard work and discipline. Each employee undergoes a 6-month training internship at a branch location to learn the way Grameen works.

The success of Grameen’s “counter-culture,” as founder Muhammad Yunus calls it, can be seen in the results: Grameen has demonstrated that the poorest of the poor can benefit from and take responsibility for repaying loans given the right cultural conditions in the organization. In fact, Grameen Bank has given out loans to more than 4.48 million people in Bangladesh and has maintained a remarkable 98.9% repayment rate.

Ashoka provides another lens on how culture plays an integral role in scaling. Ashoka was founded in 1981 to identify and support social entrepreneurs around the globe and is recognized as a global pioneer in advancing social entrepreneurship. Ashoka attributes much of its success to choosing the right people; in particular, choosing people that fit with its entrepreneurial culture.

They have learned to apply the same criteria to their hiring decisions that they do in identifying and selecting Ashoka Fellows—selecting staff that have a track record of entrepreneurialism. Hiring staff based on its values and culture has fostered greater stability in staff and led to important programmatic growth from within the organization that has further increased Ashoka’s impact.

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organization, and vice versa.

### Key Lessons Learned

● Culture plays an integral role in the success of social entrepreneurships. The cultures of the organizations we studied were often described as innovative, entrepreneurial, high-performing, and professional. Far from being an invisible factor, culture was explicitly cited by many organizations as the primary reason they are able to attract and retain talented staff, sustain high performance, and continually innovate. Regardless of the particular attributes, understanding and being conscious of organizational culture and the role it plays in achieving impact is the first step towards being able to perpetuate it during the scaling process.

● All aspects of an organization's functioning, from its structure, to its policies, processes, strategies, rituals, staff, and leadership, contribute to and define an organization's culture. The greater alignment there is between organizational decisions and the organization's culture, the stronger the culture will be.

● Culture is strongly supported by rituals and traditions. Nearly all of the organizations we studied have traditions and rituals that help to model and communicate the culture of the organization. Like Grameen's ritual recitation of its 16 Decisions and Credo, these traditions are most powerful and sustainable when they are closely connected to the organization's mission.

● More important than articulating core values is operating according to them. Core values support mission achievement when they are an active and central part of the way an organization works. Values are made central when leadership models them and staff are hired and evaluated against them. One indication of a strong culture is when even talented and effective workers who do not fit in with the organizational culture are liable to be let go. Leaders in tune with the importance of organizational culture pace scaling according to their ability to perpetuate it in the process.

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### Defining this Scaling Capacity and How It Supports Scaling

As scaling expands operations and impact to new areas, programs, or approaches, data can be particularly critical to wise and informed decision-making. Gathering and applying data can support scaling in various ways. Evaluation data help make the case for the value of scaling the effort in the first place, and focus scaling on growing impact. Data can also identify and establish needs in new issue or geographic areas, justifying and prompting expansion. Data may also be used to improve the effectiveness of a model, program, or policy, leading to adjustments in approach. Market data can also be used to influence public opinion, which is especially worthwhile for public relations or advocacy campaigns.

### Examples of Effective Practice

Social entrepreneurships collect and use information to understand the specific needs and circumstances of the population or issue they aim to affect. These “needs assessments” happen both formally through rigorous studies and sophisticated data systems, and informally through the tireless efforts of social entrepreneurs and their staff who engage in one-on-one conversations with the people their efforts aim to support.

The Nature Conservancy (TNC) discovered early in its development in the 1960s that it was commonly making land purchase and conservation decisions opportunistically rather than strategically. The organization honed its mission: to protect biodiversity. But in order to make strategic decisions about protecting endangered species, TNC needed access to reliable and consistent data about ecosystems and threats to species—data that did not exist at that time.

To fill the void, TNC leadership proposed in the early 1970s to develop a computerized databank. Using the Smithsonian’s museum collection software as a model, the organization developed and launched the first natural areas data system. Called the Natural Heritage program, by 1976 TNC leadership had developed

a model for expanding the state network: the national office hired and trained a staff of biologists for the state office, set up an operating center and computer system, launched data collection, and in two years handed over all responsibility to the state. By 1989, the Natural Heritage program was installed in every U.S. state, providing TNC with scientific information supporting decisions to protect biodiversity thus significantly advancing their ability to achieve and scale impact.

The majority of social entrepreneurships in our study use data to demonstrate and support effectiveness primarily because they are hungry to know how to best achieve the mission, and secondarily because data on effectiveness may also support marketing and fundraising. The Wellness Community has grown as a result of evidence-based research conducted in partnership with such research institutions as Stanford University. The Wellness Community began to move into outcomes research in 1996. Clinical trials found that women with breast cancer who participated in support groups lived twice as long as women who were not in support groups. Focusing on empirically-demonstrated results and publishing in peer review journals gave the organization great credibility within the healthcare field, leading to interest and dissemination across other chronic disease communities, which ultimately accelerated scaling.

Data to improve effectiveness is an inherently more internal motivation than demonstrating effectiveness. With information in hand, social entrepreneurships keep tabs on how efforts are working before, during, and after scaling processes. Community Voice Mail (CVM), an organization that partners with social service organizations across the country to provide free voicemail for the homeless and unemployed, has a central database and requires all local managers to track data on individuals using the service, such as how often they are using it and how long they have used it before getting a job. CVM National uses these data to know which sites are doing well and which need support, as well as for communications.

*“Get out of mindset of the perfect measure, and get into the mindset of measuring things because it’s going to drive improvements. For your most important outcomes, develop measures, even if they are imperfect. Don’t let the perfect be the enemy of the good.”*

—Kevin Huffman, Sr. VP of Growth, Strategy and Development, Teach for America

Social entrepreneurships often challenge the status quo. To succeed, they often need to convince policy-makers and representatives of established systems that a new paradigm is needed. Making the case that a new paradigm is in everyone’s interest requires compelling and accurate data that shows the idea works.

When Muhammad Yunus was launching Grameen Bank, representatives of traditional banking institutions challenged his belief that the landless poor would repay loans. From the start, Grameen Bank kept meticulous records of repayment rates, among other statistics, to prove wrong those who doubted the feasibility of collecting on loans to the landless poor. Ultimately, Yunus proved that social pressure can replace traditional forms of collateral among the villagers who took out loans through Grameen Bank.

### Key Lessons Learned

- Social entrepreneurships can focus data collection and analysis efforts, while managing associated expenses, by being thoughtful upfront about what purposes data are needed for, prioritizing these purposes, and allowing these priorities to drive the timing of investments.

- Many successfully-scaled social entrepreneurship efforts nurture a hunger for feedback and information in the organizational culture. By establishing a “data-minded” organizational culture, collecting and using data become habits that perpetuate themselves, rather than burdens that staff dread. As part of establishing a “data-minded” culture, an organization can build into staff meetings, retreats, and planning processes time to reflect on information that has been collected on the environment in which the effort operates and the effectiveness of services provided. Depending on size and structure, it may be appropriate to create a dedicated position—possibly filled by a social scientist or scientist—dedicated to organizational learning.

- The best metrics are those that are meaningful to the effort at hand. Many “ideal” indicators of the impact of social change efforts elude measurement, and there are numerous limitations to existing metrics in most fields. As Teach for America’s Kevin Huffman advises, “For your most important outcomes, develop measures, even if they are imperfect. Don’t let the perfect be the enemy of the good.”

- Effective technology makes data storage, analysis, and reporting efficient, reducing human resource costs. Investments in data systems can be an extremely strategic use of precious resources for infrastructure development.



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- Collins, Jim. Good to Great and the Social Sectors. New York: HarperCollins, 2005.
- Innovation Network’s Point K Learning Center ([www.innonet.org/pointk](http://www.innonet.org/pointk)) provides online tools for organizational assessment, logic model building, and evaluation planning.
- The American Evaluation Association provides online handbooks and texts focusing on “how to’s” of evaluation-related subjects ([www.eval.org/Resources/onlinehbt.txt.htm](http://www.eval.org/Resources/onlinehbt.txt.htm)).

## SCALING CAPACITY 6 - RESOURCES: Connecting Fundraising to the Mission

### Defining this Scaling Capacity and How it Supports Scaling

While fundraising is a perennial need for citizen sector organizations, it becomes even more pressing during the scaling process. The costs derive from requiring not only more employees but also higher and higher skilled employees. This represents the cost of professionalization which comes in addition to the costs of expansion. The organizations in our study succeeded in generating the resources necessary to sustain a scaled-up operation by viewing fundraising not solely as an activity to generate income but also as a natural outgrowth of connecting and engaging supporters. This can happen in any number of ways, such as partnering with other organizations, mobilizing new supporters to the cause, and communicating the organization's message to new audiences. Such measures increase revenue to offset or subsidize the costs of scaling, and stabilize the organization's finances by diversifying its funding streams. Moreover, they directly serve the mission by connecting more people to the work of the organization.

The fundraising and program work of nonprofits may get bifurcated when an organization raises money using means like special events, dinners, or gift shops that are not directly related to the mission. By conceiving of resource development and program development as integrally related, social entrepreneurs are able to scale in a stronger and more sustainable way. These organizations pursue funds not just as a means to pay for mission-related programs but as a mission-related end in itself.

### Examples of Effective Practice

As Human Rights Watch (HRW) scaled, it faced the challenge of expanding its fundraising network beyond the New York area where it was founded. As an advocacy organization, HRW wondered how it could best connect individuals who supported human rights in the abstract to the concrete work it was doing to protect human rights around the globe.

They met this challenge by developing Human Rights Watch "Councils" in cities around the world. Each Council is composed of activists and influential people who support HRW's mission.

By conceiving of resource development and program development as integrally related, social entrepreneurs are able to scale in a stronger and more sustainable way.

These local councils not only help HRW expand its fundraising network, but also engage in mission-related work such as advocacy and public education. For example, the members of the HRW Council in Chicago recently met with the editorial board of the Chicago Tribune and successfully encouraged them to editorialize that the genocide in Darfur should be sent to the International Criminal Court, an important recommendation given the Tribune's conservative credentials. Through these Councils, HRW has greatly expanded the number of people who support the organization financially and programmatically.

Share Our Strength (SOS) provides another example of how fundraising activities can directly serve the mission. SOS is committed to fighting hunger by mobilizing everyday citizens to "share their strength." They operate a variety of programs that not only raise funds for anti-hunger organizations but also serve to engage citizens around the country in the fight against hunger. Their signature program, Taste of the Nation, operates in about 60 cities across the U.S. and is an event where city residents come to sample food from local restaurants. The restaurants, who donate the food, receive publicity and exposure for their participation while all of the proceeds go to local food banks and other anti-hunger organizations. SOS also operates a program called the Great American Bake Sale where individuals can support the fight against hunger by hosting a bake sale in their community. SOS supports these individuals by providing fact sheets and posters about hunger that individuals can use to educate people at their bake sale. For the Bake Sale, SOS partners with Parade Magazine, providing a crucial medium for advertising the program to a wide audience. Both the Taste of the Nation and Great American Bake Sale generate revenue that goes directly to fighting hunger while simultaneously connecting greater numbers of citizens to the organization's cause.

## Key Lessons Learned

● Organizations that approach fundraising as an opportunity to build support and connect people to the organization's mission are more likely to develop fundraising strategies that also directly contribute to mission achievement. These programs tend to be more rewarding for donors and supporters and, as a result, are more sustainable.

● Fundraising becomes easier and more effective when there is a culture of development that encourages viewing fundraising as expanding participation in the organization's mission. Teach For America's Kevin Huffman says the organization owes its success in large part to the fact that "People here get that very little of fundraising is asking people for money. Much of it is helping to communicate what we're doing and why we're doing it."

● Raising money costs money. Whether it involves hiring more staff, investing in technology, or putting out a mailing or publication, fundraising often entails a substantial initial investment. This can require organizations to make a difficult choice: many nonprofits are loathe to divert resources from program work, and development staff frequently cost more than program staff. Yet, organizations that make the investment in professional fund development capacity reap the rewards in terms of more effective and successful fundraising.

● Organizations broadened their support and resource base by pushing fundraising responsibilities outward to local offices. This capitalizes on the closer connection between organization and community at the local level, and also fosters a greater sense of ownership by the community.

● The earlier organizations prepare for the financial costs of scaling and sustaining a scaled operation, the more effectively they are able to raise funds. Not planning ahead means trying to raise money in the middle of scaling which can reduce the leverage that organizations have with funders.

● Cultivating partnerships with governments and business is a successful resource development strategy employed by many of the organizations in our study. The for-profit and public sectors are increasingly interested in supporting win-win partnerships with the nonprofit sector. Cultivating partnerships can help a social entrepreneurship generate substantial revenue as well as leverage the power and scope of the other sectors to broaden its own audience and impact.

● In the age of mass media, celebrity spokespeople can generate tremendous awareness and support for an organization. Several organizations engaged well-known and influential people to serve as spokespeople. Their support led to dramatic growth in the interest and support that the organization received.

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## SCALING CAPACITY 7 – LEADERSHIP AND GOVERNANCE: Making the Right Decisions for Scaling

### Defining this Scaling Capacity and How it Supports Scaling

Ultimately, it is the organization's leaders and board that make the strategic and management decisions that foster successful scaling. Strong leadership, as Jim Collins writes, is "to make sure the right decisions happen—no matter how difficult or painful—for the long-term greatness of the institution and the achievement of its mission, independent of consensus or popularity."<sup>5</sup> In some cases, it means making decisions that foster rapid scaling and in other cases, it means making decisions to scale at a slower, more appropriate pace.

The board of directors complements staff leadership by playing a central role in the decision whether to scale, what to scale, how to scale, and by ensuring that the organization has the financial resources to support scaling. Effective boards provide whatever the organization most needs at a particular time in the scaling process, whether it is strategic direction, connection to resources, policy/advocacy experience, or the perspectives of key stakeholders.

As organizations scale, the demands on governance and leadership will evolve as well. It is the responsibility of boards and leaders to monitor the evolution of the organization and ensure that leadership and governance evolve with the organization.

### Examples of Effective Practice

Sometimes, it takes one person with a vision and a will to spark growth. When Jo Luck became President and C.E.O. of the anti-hunger organization Heifer International in 1992, she was impressed with the organization's field work, but found it lacking in other regards. Despite a \$7 million annual budget, there were no computers, no communications training, and most importantly no vision for how the organization could continue to increase its impact. Jo Luck made some difficult decisions: with the support of individual donors, she made drastic cuts in staff and reallocated funds to the development of the organization's internal systems, hiring a personnel director and installing computer technology. Determined to tell the story of the organization to a wider audience, she hired filmmakers to document Heifer's work in a video. The footage was sent to celebrities, who were then asked to pose for public service announcements. Heifer tried risky endeavors, like an internet-based fundraising campaign, well before such strategies were proven or popular. But the risks paid off. Jo Luck recalls, "Our story resonated with people who never knew about Heifer International before. We were letting people touch something. They could do something for someone by buying a goat or a llama." Since Jo Luck became the President and C.E.O., Heifer's revenue has grown to \$78 million, operating in more countries and on a wider array of issues.

<sup>5</sup> Collins, Jim. Good to Great and the Social Sectors. 2005.

The Delancey Street Foundation offers another example of how leadership plays a critical role during scaling. Delancey Street Foundation is an innovative and effective solution for turning around the lives of ex-offenders and drug abusers.

For Co-founder and President Mimi Silbert, being an effective leader has meant making decisions solely in the organization's best interest, and not succumbing to the pressures and interests of external forces. Passion for the mission above all else drives Silbert. "It's never a question of 'Are we going to grow or scale up?' It's quite the opposite, actually," explains Silbert. "It's controlling the growth...If you grow and you've become something you're not, you've lost the vision of yourself." As a result of Silbert's prioritization of mission achievement over growth as a goal in and of itself, Delancey Street has in fact scaled at a slower pace than the opportunities that have been presented to the organization to expand.

Silbert's cautious and at times unpopular approach to scaling reflects her commitment to maintaining the organization's culture in the scaling process. "It must be the culture that dominates the air. You can feel it; then, you know you have a solid foundation. Then you can grow until you begin to lose the culture, and then you sit with that size until you can grow back into the culture, and then you can grow again. It always feels to me that it's more important to keep who we are and grow slowly. We've said 'No' to I can't tell you how many untold millions of dollars. Sometimes no is as

helpful as a yes, let us help you. My biggest problem is how to grow it and sustain it so the next generations don't say, 'This was a wonderful but unique experience.' I want something where the process outlasts everyone."

Often, it is the board that must make the difficult decisions to foster an organization's growth. Founded in 1946, The Nature Conservancy has undergone several difficult leadership transitions on its way to becoming the world's largest environmental organization with almost \$1 billion in annual revenue. In the late 1950s, TNC was still a relatively small start up that had achieved some success but

was struggling to realize its full potential. The Executive Director at the time, George Fell, was a committed conservationist and founding staff member but possessed a management style that was limiting the organization's growth and hurting the morale of staff and board members.

The responsibility of reconstituting the organization's leadership fell to Richard Goodwin, the president of the board.

Goodwin first attempted to resolve the leadership woes diplomatically, collecting input and proposing a two-tiered leadership structure. However, Fell resisted and attempted a board takeover, forcing Goodwin to take the issue directly and publicly to the organization's membership. Ultimately, Goodwin won a vote of the membership and was able to transition TNC's leadership into a new and more prosperous era, one of several agonizing leadership transformations in TNC's history that has led to remarkable scaling of impact.

*"My biggest problem is how to grow it and sustain it so the next generations don't say, 'This was a wonderful but unique experience.' I want something where the process outlasts everyone."*

—Mimi Silbert, President,  
Delancey Street Foundation

## Key Lessons Learned

● Scaling is optimized by leaders and boards who can see what an organization needs to scale effectively and garner the necessary support to achieve the vision. Often times, this requires painful changes and difficult decisions. Making the right decisions for scaling does not always mean fostering greater growth. It can also mean limiting growth to ensure quality is maintained. What is paramount is decision-making based on what leads to greater mission achievement.

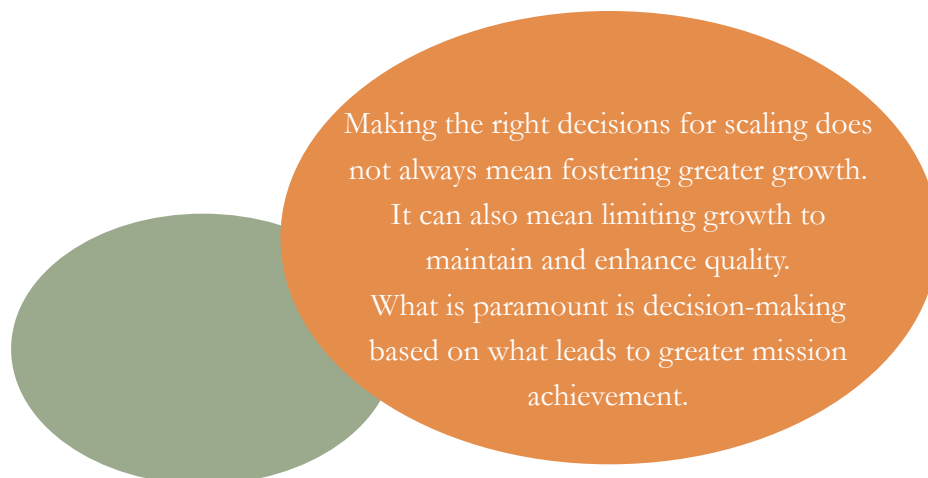
● Organizations often succeed by focusing on increasing the quality of governance practices rather than merely on trying to recruit different or more skilled board members. As Jo Luck of Heifer International learned, “You cannot attract the board members without good governance practices, and you do not want to grow so big that you are doing things without the proper leadership.”

● Organizations that thrive are those that expand leadership and governance responsibilities outwards. This means fostering leadership at all levels of the organization and delegating governance functions to the local communities in which the organization operates.

● Leadership and governance structures and membership must evolve with the organization. Scaling increases the demands placed on the organization’s leadership and governance capacity. Founding directors of a social entrepreneurship may need to assess their own abilities and limitations, and perhaps bring on new leadership if it serves the organization’s best interests. More often than not, organizations in our sample utilized leadership teams to provide balanced leadership. The role and value of the board or individual board members may shift as well. Paying close attention to changing needs is important to maintaining an effective and engaged board.

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## CONCLUSION

Social entrepreneurships occupy a unique space in the cultural landscape. They are at the forefront of the citizen sector revolution and are finding powerful and innovative ways to solve the world's most pressing social problems—from environmental degradation to poverty to disease and educational inequity.

With the help of organizations like Ashoka and funders who are committed to investing in the social innovations of tomorrow, there are many social entrepreneurs with powerful ideas ready to scale and realize their potential impact. The seven critical scaling capacities highlighted in this paper point to the types of organizational challenges that social entrepreneurships often face during the scaling process and the types of capacity-building work that can help social entrepreneurships meet these challenges and scale effectively. Each scaling capacity is one piece of an interlocking puzzle with each informing and influencing the others.

For fledgling social entrepreneurships, the overarching lesson of these scaled efforts is clear: scaling requires strong organizations. Organizational capacity building is not a luxury that entrepreneurs should invest in when extra resources are available. Developing organizational capacity is essential for social entrepreneurships to reach the full promise of their ideas. By turning inward, one lays the necessary foundation for sustaining and growing the organization's impact, which ultimately means more prosperity, equity, and sustainability for this world we share.

## Appendix: Description of Organizations Researched for this Study

**ACCION.** ACCION has a goal of bringing micro-financing to people on a large enough scale to significantly impact poverty. As a pioneering microlending institution, ACCION has demonstrated that it is possible for a commercial lender to serve both the poor and be profitable.

**African Medical and Research Foundation.** AMREF's mission is to improve the health of disadvantaged people in Africa as a means for them to escape poverty and improve the quality of their lives. It achieves this mission by developing, testing and promoting effective models and through training and capacity building.

**Alcoholics Anonymous.** Since 1935, Alcoholics Anonymous has helped men and women recover from alcoholism and addiction. It pioneered its 12-step method of recovery and has over 100,000 groups with over 2 million members in 150 countries.

**Ashoka.** Ashoka's mission is to shape a citizen sector that is entrepreneurial, productive and globally integrated, and to develop the profession of social entrepreneurship around the world. Ashoka identifies and invests in leading social entrepreneurs, and supports them through all phases of their careers.

**BAIF Research Development Foundation.** Created in 1967 by a disciple of Gandhi, BAIF creates opportunities for gainful self-employment to rural families by developing technologies that improve agricultural productivity and sustainability and providing that technology to rural farmers. BAIF also supports villagers to bring their locally produced products to the market.

**Bangladesh Rural Advance Commission (BRAC).** With the twin objectives of poverty alleviation and empowerment of the poor, BRAC approaches poverty alleviation with a holistic approach. BRAC implements a comprehensive development approach, with a number of programs for economic and social development of the poorest citizens of Bangladesh and other countries where it works.

**Childline India.** Childline is India's first 24-hour, free, emergency phone service for children in need of aid and assistance. Any concerned adult or a child in need of help can dial a toll-free number to access services. Childline not only responds to the emergency needs of children but also links them to services for their long-term care and rehabilitation.

**City Year.** City Year's mission is to build democracy through citizen service, civic leadership and social entrepreneurship. City Year unites young people of all backgrounds, ages 17-24, for a demanding year of community service and leadership development in 16 U.S communities and Johannesburg, South Africa.

**College Summit.** College Summit's mission is to increase the college enrollment rate of low-income students. Students in the program get a head start on their college applications through College Summit's 4-day summer Workshop, and learn lifelong self-advocacy skills that they are trained to share with their peers.

**Community Voice Mail.** Community Voice Mail (CVM) provides voicemail access to underserved communities and populations on a national level. CVM partners with local service agencies to provide the voicemail service. Currently CVM is working under an initiative to expand to 65 sites within the top 50 U.S. cities.

**Delancey Street Foundation.** Delancey Street Foundation (DSF) is a widely acclaimed solution for turning around the lives of ex-offenders and drug abusers. There are currently more than 20 businesses that are completely run and managed by Delancey residents. These resident-run businesses are completely self-sustaining and provide about 60% of the funding for the organization.

**Doctors Without Borders.** Doctors Without Borders/Médecins Sans Frontières (MSF) is an international independent medical humanitarian organization that delivers emergency aid to people affected by armed conflict, epidemics, natural or man-made disasters, or exclusion from health care in more than 70 countries.

**Donors Choose.** Launched in the Spring of 2000, Donors Choose connects individual donors with classrooms in need. Through its website, public school teachers post proposals for needed resources in the classroom. Individuals then search the website and choose proposals they would like to fund.

**Environmental Defense.** Environmental Defense is a nearly 40 year-old environmental protection agency committed to its core belief that environmental health and economic growth can be supported through innovative solutions that are mutually beneficial to the planet and the population's need for jobs, housing, and economic growth.

**GlobalGiving.** GlobalGiving connects individual and corporate donors with international development projects worldwide. GlobalGiving helps to identify and vet development projects worldwide and operates a website where individuals can donate to specific development projects of their choice.

**Grameen Bank.** Grameen Bank provides capital in the form of loans to the landless poor of Bangladesh, primarily landless women. To date, Grameen Bank has given out loans to nearly five million borrowers.

**Heifer International.** Heifer works to end hunger and poverty by providing families with livestock. Recipients agree to share the offspring of gift animals with others in need, making them equal partners with Heifer in the fight to end world hunger.

**Human Rights Watch.** Human Rights Watch is a global human rights monitoring organization that conducts research into human rights abuses in various countries and advocates to end these abuses by garnering publicity for their efforts and advocating for change.

**International Rehabilitation Council for Torture Victims.** IRCT promotes and supports the rehabilitation of torture victims and works for the prevention of torture worldwide. Based in Denmark, the IRCT works in collaboration with a global network of nearly 200 rehabilitation centers and programs worldwide.

**PRODECOOP.** Promotora de Desarrollo Cooperative de Las Segovias promotes organic farming techniques, conservation of natural resources, and economic diversification among its membership of 40 cooperatives and 2000 families. With revenues from Fair Trade sales, PRODECOOP supports many social and quality control programs for its members.

**Share Our Strength.** Share Our Strength mobilizes individuals and communities across America to help raise funds to fight hunger. Proceeds are used to raise awareness of childhood hunger and fund anti-hunger organizations across the nation.

**Teach for America.** Teach for America recruits, trains, places, and supports recent college graduates to be teachers in the neediest urban and rural public school systems across the country. Currently, Teach for America has 3,600 corps members who are placed in 22 sites across the nation.

**The Nature Conservancy.** Founded in 1946, The Nature Conservancy has become the world's largest environmental organization operating in 50 U.S. states and 28 countries across the world. TNC identifies and helps to preserve the plants, animals, and natural communities that represent the diversity of life on Earth.

**Transparency International.** Transparency International is the leading NGO devoted to combating government corruption. TI focuses on prevention and reforming systems and defines corruption as the abuse of entrusted power for private gain.

**TransFair USA.** Incorporated in April 1996, TransFair USA, is one of nineteen members of Fairtrade Labeling Organizations International (FLO), and the only third-party certifier of Fair Trade products in the United States. They audit transactions between US companies offering Fair Trade Certified products and the international suppliers from whom they source, in order to guarantee that the farmers and farm workers behind Fair Trade Certified goods are paid a fair, above-market price.

**Waterkeeper Alliance.** Waterkeeper Alliance is the national organization that connects and supports 143 Waterkeeper programs in 8 countries. Each Waterkeeper serves as the public advocate for a particular body of water, investigating polluters and using existing environmental laws and statutes to stop the degradation of the water.

**The Wellness Community.** The Wellness Community (TWC) is a national nonprofit organization that provides support to people with cancer. Through support groups, educational workshops and mind/body classes utilizing the Patient Active Concept ("People who participate in their fight for recovery from cancer will improve the quality of their life and may enhance the possibility of their recovery"), people affected by cancer learn skills to regain control, reduce isolation and restore hope.

**YouthBuild.** YouthBuild is a job training and education program for young adults ages 16 to 24 years old. Participants split their time between a construction site and the classroom. The education and leadership development components focus on: earning a GED or high school diploma; preparing for jobs or college; and civic responsibility. The job training/construction component focuses on building affordable housing in the communities from which the participants come. To date there are approximately 140 affiliates across the United States.

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