

**GLOBAL BEST
PRACTICE
PROGRAMME**

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**HOW TO SCALE UP
INNOVATIVE SOLUTIONS**



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PROGRAMME**

A large graphic element consisting of a series of vertical stripes in various colors, including shades of blue, green, yellow, orange, red, and purple, arranged in a repeating pattern. A dark horizontal bar is overlaid on the center of these stripes.

**HOW TO SCALE UP
INNOVATIVE SOLUTIONS**



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GLOBAL BEST PRACTICE PROGRAMME

Small Steps, Big Leaps: Solutions for Sustainable Impact



The SDGs are an urgent call for action by all countries to tackle global inequities in the spirit of partnership. They recognise that ending poverty and other deprivations must go together with improving health and education, reducing inequality, and spurring economic growth while tackling climate change. Promoting sustainable industries, creating localised solutions, and investing in innovation, are important ways to facilitate sustainable development – which has been adversely impacted in recent years. Creating a platform for innovators, entrepreneurs, communities and individuals to meet, share and build networks to scale locations solutions is essential towards achieving the SDGs.

Expo 2020 Dubai's Global Best Practice Programme, 'Small Steps, Big Leaps: Solutions for Sustainable Impact' showcased innovation from around the world in a dedicated exhibition, the Best Practice Area (BPA). The Programme and exhibition brought together ideas and solutions from across the world that can be replicated, adapted or scaled. The BPA also served as a place for practitioners, curious visitors and creative minds to connect, innovate and encourage positive change through knowledge sharing and collaboration. Expo visitors were able to learn about best practices and how these solutions have yielded positive impactful interventions, localising the Sustainable Development Goals (SDGs). In total, 50 best practices from 39 different countries

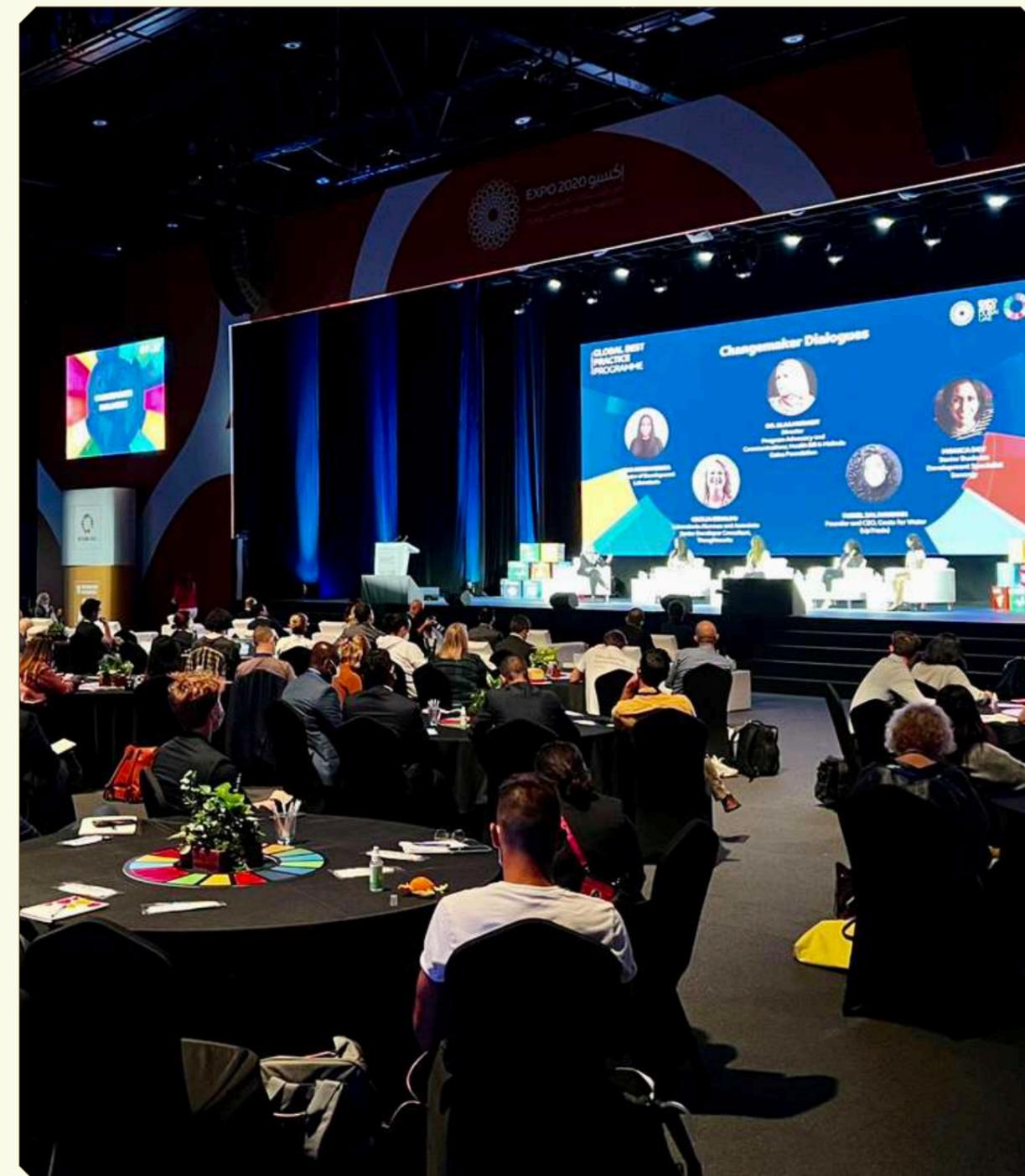
were on display. The solutions related to the following areas: building resilient habitats; advancing livelihoods and enterprise development; enabling affordable access to healthcare and education; sustainably managing water, food and energy resources; enhancing effective approaches to inclusive service delivery; and short and long-term integrated solutions that are helping communities prepare, respond and recover from the effects of the global COVID-19 pandemic. By sharing success stories with visitors and participants, the aims of the Programme were to drive home the message that 'best practices' come from across the world and local solutions have ripple effects and far reaching impact on global challenges, ensuring that no one is left behind.

These projects were handpicked by thought leaders – including representatives from the Bureau International des Expositions, the University of Cambridge, Bill and Melinda Gates Foundation, World Bank, UN-Habitat, and UN-Water, amongst others. Of the total 50 best practice projects, 25 were selected by the jury under the first stream of the programme.

In September 2020, Expo also launched a call for COVID-related proposals. These received applications from 318 projects, in 78 different countries, across five focus areas: Digitalisation;

Education and Skills Development; Health and Wellbeing; Water, Sanitation and Hygiene; and Protecting Livelihoods. These additional projects were announced on 21 April to coincide with World Creativity and Innovation Day – celebrating human ingenuity and the creative economy, and their essential role in helping communities throughout the pandemic. To celebrate these bold ideas and create a forum for them to come together, learn from one another and discuss potential areas of collaboration, a Global Best Practice Programme Assembly was convened on January 20, 2022. Changemakers from across the world had the opportunity to share

their experiences and provide insights from their respective journeys to inspire a room of over 230 audience members, both in-person and virtual, including best practice project representatives, budding entrepreneurs, and development professionals from across the world. Amongst the many enriching sessions hosted at the Assembly were three masterclasses designed around human-centred design, creative funding strategies, and storytelling for impact that can support best practices in their journey to scaling up. Key takeaways from these sessions have been interwoven within the contents of this Guide.





STRATEGIES FOR SCALING IMPACT

The Best Practice Area was a platform that spotlighted 50 solutions accelerating progress toward the SDGs. Projects were selected based on their proven capacity to scale, adapt, replicate and localise the SDGs across the world. This was a critical element of the Global Best Practice initiative

Scaling up social impact can be defined as the process where an organisation's output is expanded or adapted to better match the magnitude of the social need, the problem being tackled, or the social solution offered.¹ Effectively scaling up social impact can help social enterprises and entrepreneurs with the following:

- increasing quantity and quality of impact
- serving diverse communities
- diversifying the services and solutions they offer
- expanding geographically
- establishing a social movement
- influencing public policy and
- positively changing markets²

Scaling up is essential to maximise the impact of the proven solutions offered by the 50 best practices at regional, national, or global levels in this Decade of Action. In determining the pathway to scale, organisations should examine five considerations³ –

PRODUCTS

Simple and standard products or services are more scalable than comprehensive or custom ones.

STRUCTURES

The more complex the delivery of a program, the more important it is for an organization to have a tighter structure instead of a heterogeneous network.

VEHICLES

Organisations should choose a vehicle that maximises impact in breadth and quality.

MANAGEMENT

The execution of an organisation's programmes or projects will need to be scrutinised to determine strengths and gaps that will support scaling up.

BUSINESS MODELS

Non-profits need to evaluate if they are financially stable and sustainable enough to scale up and what kind of funding they require.

In addition, scaling up will require an investment in organisational capacities such as finance and human resources beyond the specific programmes to manage the organisation's growth.

The journey to scaling up is seldom an easy pathway to success. Social impact innovations often fail to achieve their maximum potential due to their inability to effectively scale their innovation while still maintaining financial viability. Scaling up social innovations is associated with numerous challenges due to the complex nature of social problems, scarcity of investor initiatives, combined with an absence of the will to strive for scale.⁴ Barriers such as access to funding, objective and efficient measurement of current impact, design of operations and structure can seemingly limit an organisation further.

However, such limitations also elicit creative approaches to increase impact. Scaling is anything but an exercise of replicating a pathway used by another. This necessitates an evaluation of multiple strategies to design the right fit that allows an organisation to stay true to its mission but also adaptable to local needs and resources.

This Guide reviews three approaches – scaling through expansion, replication and knowledge sharing, and partnerships. These approaches are illustrated through case studies drawn from selected best practices and other organisations that offer salient lessons for scaling up.

SCALING IMPACT THROUGH EXPANSION

Scaling impact through expansion can be done via organisational growth or diversification. Also referred to as horizontal expansion, both strategies offer routes that ensure that control over execution of the scaling strategy remains with the original implementer. These

approaches lean towards increasing operational capabilities and may require significant resources to establish structures to deliver services or products to a larger number of beneficiaries.

ORGANISATIONAL GROWTH

This approach to scaling impact involves doing “more of the same” to reach a larger number of beneficiaries or improving the quality of services or products. This approach works best when an organisation can capitalise on economies of scale i.e., make 100 times the impact by doubling their size of operations. Many

organisations have chosen to take the digital route, leveraging a ‘bricks-to-clicks’ model. Solutions adapted for the web can scale with lower costs and increase their capacity to generate impact through knowledge sharing, network building, campaigns, and collaborations.

CASE STUDY

STRUCTURING YOUR ORGANISATION FOR SCALE - LAND LIFE COMPANY, THE NETHERLANDS

Land Life Company is a social enterprise that reforests land that has been degraded by extensive farming, desertification or impacted by calamities such as drought or wildfires. Land Life has planted nearly 3.6 million trees in over 25 countries, with the ambitious goal of restoring two billion hectares of degraded land in the world. They partner with other interested stakeholders such as governments, non-profit organisations, and corporations to rebuild this land at scale. Land Life’s rapid growth since its inception in 2013 is evident from the number of trees they have planted, going from 0.35 million trees in 2017 to 3.6 million in 2022.

SCALING STRATEGY

Land Life’s growth is driven by two key factors – continuous data monitoring, investment in research and development along with the strategic application of tailored technology. Land Life uses an array of technologies, including robots, drones, data monitoring technology, and artificial intelligence, to produce scientific data and transparency across their reforestation projects. The Cocoon – a biodegradable box that helps reduce trees’ water requirements in its first year of life – is at the core of their efforts, and this proprietary technology helps Land Life plant trees more efficiently. Land Life’s projects are intended for large-scale reforestation, and their business model focuses on nature restoration projects at scale. They also focus on the collection of accurate scientific data on reforestation, showcasing and tracking measurable large-scale impact on a dashboard called Gaia. By using their own research and technology, Land Life can plant trees at scale without compromising on the quality of work.

LESSONS

Land Life Company shows us that social impact enterprises have to be built with the intention of scaling up. Additionally, their technology-driven approach can help them lower costs, leading to positive long-term growth.

Source:
Land Life Company. (2021). About us. <https://landlifecompany.com/about-us>

DIVERSIFICATION

This approach encourages increased impact by offering existing programmes to new groups of people in the geographies where the organisation already has a presence or seeks to address new issues in current locations. This approach considers

the trust already built in geographies as a resource that can be leveraged to expand operations or increase services offered in alignment with their mission.

CASE STUDY

DIGITAL DIVERSIFICATION - ESOKO, GHANA

Esoko is a social enterprise that uses digital technology to improve the livelihoods of rural communities in Africa. Esoko’s endeavours began in 2008 by providing market prices to smallholder farmers through text message alerts. Over time, the growth in digital tools and services developed by them have helped agri-businesses, network operators, ministries, and development organisations as well. By reducing the cost of communications, they have connected over one million farmers in ten African countries to essential services such as weather forecasts, market linkages, insurance coverage, and agronomic advice.

SCALING STRATEGY

Esoko has successfully scaled up their enterprise to ten countries across East and West Africa, as they were built for scale up and created a for-profit service right from their inception. A key factor in their scaling up strategy was that Esoko’s franchised model was built as a tool to be adopted by other projects – where other commercial stakeholders were interested in deploying and thus scaling their product. Esoko brought about tangible impact – an independent study by CIRAD in 2016 found that the services they offer can improve the annual income of farmers by roughly 10 – 15%, lending the organisation’s service credibility.

LESSONS

One of the key barriers to achieving scalability in the agricultural sector was the cost of acquiring clients (i.e., smallholder farmers) from a marketing and communication perspective – as they are widely distributed and expensive to reach. Despite this challenge and the inherent complexity of the sector, Esoko has continued to scale up its impact gradually. Additionally, empowering farmers with the infrastructure that they are lacking in the first place will bridge the communication gap, enabling greater access to beneficiaries in the long run.

Source:
GSMA Mobile and Development Intelligence. (2012). Esoko.
https://www.gsma.com/mobilefordevelopment/wp-content/uploads/2016/02/Case_Study_-Esoko.pdf



Social enterprises may stimulate or complement their scaling up process with knowledge sharing. One way of doing this is drawing and compiling learnings from experiences in sharable formats. This can facilitate branching or social franchising. In this vein, open-source technologies and social innovations have emerged at a critical time to adopt inclusive, creative, multi-disciplinary approaches to solving complex social and environmental problems. Wikipedia, an open-source knowledge sharing resource, harnesses the power of many editors to build an accessible global resource. Similar to this model, social impact interventions and solutions can also be made 'open source' to facilitate scaling opportunities.



© UpTrade

CASE STUDY

EMPLOYING MULTIPLE STRATEGIES FOR SCALING IMPACT - UPTRADE (GOATS FOR WATER), PAKISTAN

UpTrade is a social enterprise that enables smallholder rural, off-grid farming communities meet their farming and household needs using livestock as currency. Goats for Water (GFW) provides alternative financing mechanisms enabling cash-poor smallholder farmers to buy essential household & farming assets such as solar water pumps, solar home systems and fertilizers. Households pay for the products with goats which UpTrade then sells for a profit. Most rural communities lack the cash to buy assets that meet their basic needs. GFW has successfully launched in Pakistan, serving 7000 farmers with an 11-person team. They have introduced a Goats for Solar model, where households can finance purchases of solar home systems, solar TVs, and radios in exchange of goats. GFW has successfully tested the model in Somalia and Nepal, establishing the efficacy of the model in developing rural economies. This opens up a \$ 1.1 trillion livestock industry and has the potential to impact 1.5 billion smallholder livestock farmers in developing countries.

SCALING STRATEGY

In 2020, UpTrade launched its E-Mandi service. E-Mandi is an electronic livestock market platform that provides an innovative solution to smallholder livestock farmers and low-income households looking for direct access to markets and alternative financing mechanisms. By enabling these communities to leverage their assets and unlock the non-cash liquidity of their livestock, UpTrade plays an important role in helping them purchase essential solar farming assets. Prices for a goat range from \$50 to \$100 but rise to between \$125 to \$335 during the Eid festival, leveraging more solar power for villagers. The company is also opening up to other types of livestock to be exchanged for other assets, such as solar home systems or farm inputs, hence its new, broader name, UpTrade. In addition, UpTrade is planning on converting its model into an open-source information pack for countries with similar concerns and seeking partnerships to expand the solutions' reach in new geographies.

LESSONS

UpTrade is leveraging a combination of models to scale up their impact and business model – from digitising parts of their solution through the E-Mandi app to refining their solution into an open-source model to scale their reach. Similarly, organisations can look at multiple pathways to scale, depending on their mission, objective, and available resources to prepare for and execute scaling.

Sources:

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- Expo 2020 Dubai. (2022). Global Best Practice Programme Assembly. <https://virtualexpodubai.com/listen-watch/events/global-best-practice-programme-assembly>
- Cartier Womens Initiative. (2019). 2019 Finalist for South Asia & Oceania, Fariel Salahuddin. https://euassets.contentstack.com/v3/assets/bltb7e02857fe9fd11/blt06d74a29ace433e5/61c32382e910bc2c4bf3c4e8/fariel_salahuddin.pdf

SCALING UP IMPACT THROUGH REPLICATION AND KNOWLEDGE SHARING

Scaling up through replication can be a spontaneous endeavour where social impact-focused organisations inspired by a model can begin replicating informally.

More formally planned approaches allow strategic entry into new markets through approaches that include establishing branches or social franchising.

BRANCHES

Establishing a local presence in new geographies requires tailoring services to local social needs. This approach requires preliminary research to survey the

needs in new locations. As a model, it allows the parent organisation some control over the methods used to achieve social impact.

SOCIAL FRANCHISING

This approach facilitates the rapid and exact replication of a proven model based on an agreement with the original implementers of the model. For this, the parent organisation compiles their model and approach, including marketing strategies, management practices, and training procedures, in a format that can be shared,

such as a manual. The parent organisation's role transforms into one of quality assurance for the delivery and management systems, accompanied by strong oversight to ensure the smooth functioning and sustained positive reputation of the model.



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SCALING IMPACT THROUGH PARTNERSHIPS

Partnerships between diverse stakeholders are important to balance and achieve the three dimensions of sustainable development – social, environmental and economic. Social enterprises benefit from partnerships with one another and other interested actors such as governments and the private sector, which help them unlock new resources and knowledge bases, expand impact, and achieve scale to reach more people and communities. Partnerships are also mutually beneficial to the other stakeholders:

- Partnerships allow social enterprises to access newer and wider markets, capacities and competencies quicker than other strategies for

scaling social impact. For instance, they can benefit from the size or location of the infrastructure offered by their partner(s).

- The public sector can use innovative ideas and approaches offered by social impact organisations in the delivery of social services and foster better socio-economic outcomes.

- Private businesses and entities can attain reputational returns and can use partnerships with social enterprises to align their interests with sustainable development. Through a well-structured operating process, partners expand and align their efforts and draw on comparative strengths.

PRIVATE SECTOR PARTNERSHIPS

The business case for engaging with the non-profit sector has been growing stronger as more consumers have begun to expect companies to take action to address social challenges.⁵ Companies often have significant resources to invest in their communities but do not always have the insight on how to implement that investment for strategic impact. Non-profits have an on-the-ground perspective that can help

companies determine where investments and which interventions will have maximum impact.⁶ Companies also seek to partner with non-profits to facilitate their Corporate Social Responsibility initiatives. Non-profits can accordingly leverage such partnerships to scale by entering new geographies or increasing services or products offered.

PUBLIC SECTOR PARTNERSHIPS

Non-governmental organisations deliver services that traditionally have been provided by the government as a result of technological or management incapacities, or more importantly, because of the lack of monetary resources. However, it is the non-profit's or social enterprise's ability to deliver innovative approaches and fresh thinking to services, such as catering and recycling, that make social enterprises an attractive

partner for public services. Engaging the public sector is critical to sustain the delivery of public services in the long-term and ensuring adequate financing for that sustained implementation at scale. This requires understanding the public sector landscape of the geography being engaged with to implement solutions and identifying opportunities to partner, such as tenders or Social Impact Bonds.



CASE STUDY

PARTNERING WITH THE PUBLIC SECTOR TO DELIVER PUBLIC SERVICES - SANERGY, KENYA

Sanergy is an award-winning social enterprise based in Nairobi that delivers safe, cost-effective and sustainable sanitation solutions in rapidly growing cities across Africa. Using a full value chain systems-based approach and a hybrid for-profit/non-profit structure, Sanergy builds dry, high-quality toilets distributed to communities living in non-sewered areas via a monthly subscription fee. Their circular model ensures that 100% of the sanitation waste generated by the communities served along with other streams of organic waste generated within Nairobi city is collected, treated, and turned into valuable end products such as organic fertilizer, insect protein for animal feed and biomass briquettes for clean renewable energy. Currently, Sanergy has installed over 4,000 Fresh Life toilets that cater to 150,000 residents of urban settlements each day, with over 500 employees – 90% of whom are Kenyan and 60% of them reside in the vulnerable communities they serve.

SCALING STRATEGY

Sanergy's commitment to build healthy and prosperous cities and communities through safe and sustainable sanitation and waste management solutions began in Mukuru slum in Nairobi, Kenya, in 2011. Since then, Sanergy has scaled up its services to 11 informal settlements across Nairobi and expanded to Kisumu – Kenya's third largest city and home to Lake Victoria, the world's largest tropical lake. This expansion is as a result of building public-private partnership with the public utility Kisumu Water and Sanitation Company. Since inception, Sanergy has collaborated with Kenyan government to scale and improve the enabling environment for sanitation to thrive. In 2016, It collaborated with the Kenyan Ministry of Health and contributed to updating the Kenya Environment, Sanitation and Hygiene Policy. By the end of 2025, Sanergy aims to intensify its partnership with the Kenyan government and public utilities to reach 1.3 million residents with safe and sustainable sanitation services.

LESSONS

Organisations like Sanergy can use public sector resources to expand their reach and deepen their impact by building robust partnerships with governments. Meanwhile, this helps governments reinforce their commitment to sustainable development, deliver essential services innovatively and cost-effectively, and achieve socio-economic benefits as a whole.

Sources:

- Couder, L. (2016, May 20). Sanergy welcomes Kenya's new sanitation policy. Sanergy. <https://www.sanergy.com/2016/05/20/sanergy-welcomes-kenyas-new-sanitation-policy/>

- Water Network Research. (2019, September 16). In Conversation with Lindsay Stradley, Co-founder at Sanergy, a company focused on Urban Sanitation. The Water Network | by AquaSPE. <https://thewaternetwork.com/article-FFV/in-conversation-with-lindsay-stradley-co-founder-at-sanergy-a-company-focused-on-urban-sanitation-2gtY8cBJ36so2FtJDsSekw>

COMMUNITY ORGANISATIONS

By employing a place-based strategy, cross-sector partnerships incorporate stakeholders as shareholders of a partnership's investment rather than just beneficiaries. This typically requires time and effort to build trust and requires intentionality around

prioritizing stakeholders' preferences and best interests. Working collaboratively with a sense of permanent community—or place-based co-ownership—reinforces important long-term relationships between partners.⁷

ACCESS TO FINANCE

One of the most critical disadvantages to scaling social impact is the lack of funding, with even successful social enterprises struggling to scale or maintain sustainability. Traditional sources of funding such as banks, are either reluctant to offer credit to social enterprises or are willing to do so only for short periods. Short term credit is not conducive to scaling up. While there are organisations that offer social grants, their screening procedures can be complex and time-consuming, and may be considered by social entrepreneurs as overly bureaucratic and inaccessible.⁹ At the Global Best Practice Programme Assembly hosted at Expo 2020 Dubai on January 20, 2022, best practice representatives, entrepreneurs, and other audience members noted the challenge of finding financing options to scale. To address key knowledge gaps on non-traditional options for fundraising and financing, the following section offers a catalogue of funding options. These options have been selected from the results of a poll conducted via *Mentimeter*¹⁰ during the Masterclass on Identifying and Assessing Creative Funding Strategies at the Assembly.

SOCIAL IMPACT INVESTING

Private corporations and asset funds invest with the goal of financing social impact in a variety of ways.

First, corporate rating agencies and asset management companies attach a premium to private corporations which incorporate environmental and social justice concerns in their functioning. This approach is globally referred to as 'Environmental, Social and Corporate Governance' (ESG). Investors who use impact investing as a strategy consider a company's commitment to corporate social responsibility (CSR). This method, however, is not directly accessible to non-profits, but can be beneficial through CSR related partnerships. The bulk of impact investing is done by institutional investors, including hedge funds, private foundations, banks, pension funds, and other fund managers. However, a range of socially conscious financial service companies, web-based investment platforms, and investor networks now offer individuals an opportunity to participate, too.

Second, in a world where even consumers are beginning to attach increased importance to whether corporations are making ethical choices, many corporations, including globally recognised names such as Ikea, Facebook, and Google, invest directly in non-profits through a variety of grants, the details of which can usually be found on their websites.

Third, there is an increasing number of social venture capital firms that invest directly in social enterprises, often with the explicit expectation of a measurable

social and financial return. This form of impact investing is different from traditional grants as the investment is expected to either be repaid (debt) or is in the form of an equity purchase with the expectation of profit. Organisations such as New Profit¹³ and Blue Meridian¹⁴ are a few that have eligibility criteria and application processes listed on their website.

REVENUE SHARING

Revenue Sharing is a novel model of funding social enterprises; it is also referred to as 'Quasi-Equity'. In this model, the funder offers money to the eligible organisation, but the repayment of the debt or proceeds from profit fluctuates depending on the revenue being earned by the recipient of the funds. If the recipient organisation is earning well, interest rates and revenue-sharing percentage go up and vice versa. One example is an agreement between Financing Agency for Social Entrepreneurship GmbH and BV INSO (The German Association for New Opportunities for People in Bankruptcy), a non-profit which offers support and advice to small and medium enterprises facing bankruptcy.¹⁵ As per the agreement, the returns that the investors will receive from their investment will rise as the recipient's revenue increases, subject to a cap on these returns.

UN FUNDING

While most UN department funding is provided via governments, and their local country offices, depending on the branch/agency and their objectives, many UN agencies also offer grants to non-profits and social enterprises for a variety of causes. For instance, the UN Democracy Fund (UNDEF) offers grants to civil society organisations working to strengthen democracy.¹⁶ While the size of the grant from these agencies is often substantial, the number of applicants is large, and the chances of qualifying for the grant are therefore miniscule. The time from applying for the grant, to receiving a response on whether the applicant has qualified or not can also be long. UN agencies often have country-specific grants. It is advisable for all social enterprises to directly get in touch with their local UN office and find out about the funding opportunities.¹⁷

MULTILATERAL BANKS

A number of regional and global multilateral banks have been established to promote the development agenda across nations. These include the World Bank (IBRD), Asian Development Bank, (ADB), the Inter-American Development Bank (IADB), and the

African Development Bank (AfDB) among others.

While a majority of the financial support provided by these banks is in the form of 'sovereign investments' i.e. funds offered to governments, a small part also comprises of 'non-sovereign' investments - funds offered to private and social enterprises.

'Global Partnership For Social Accountability' (GPSA), an IBRD initiative offers grants to social enterprises selected in accordance with their guidelines.¹⁸ The Asian Development Bank also offers funds to non-governmental organisations. The procedure to qualify for ADB's funding is specified on the Bank's website.¹⁹ These banks have local offices in many countries, and it may be useful for any organisation seeking funds to visit these offices for more information.

Since multilateral banks prefer to work with governments, this funding channel is best suited for organisations working with, or looking to work in partnership with government agencies.

SOCIAL IMPACT BONDS

A social impact bond (SIB) is a contract between an investor and a government agency whereby this agency pays for better social outcomes in certain areas and passes on a part of the savings achieved to investors. A social impact bond is not a traditional financial bond, as repayment and returns on investment are contingent upon the achievement of desired social outcomes. If the objectives are not achieved, investors receive neither a return nor repayment of the principal amount.

Here, the government organisation identifies the social issue and objective of the programme to be implemented. It then partners with an intermediary - an organisation with a track record of success and evidence that its programme works well. The intermediary works with the government to drive the design, negotiation, and financial structure of the project and facilitate fundraising. Post the delivery of the service, an independent evaluator measures the

CARBON FINANCING

impact of the project based on predetermined outcome metrics. Once deemed successful, the government repays project investors a sum that is proportionate to the outcomes achieved.²⁰

SIBs can enhance cross-sector and cross-authority cooperation, break silos and provide integrated solutions to long-term challenges. This collaborative process may also generate savings for multiple authorities. Investors, such as foundations or other organisations that provide grants as part of their CSR programmes or community involvement, view SIBs as an opportunity to recycle grants after the end of the project and scale social benefits. Access to growth capital to scale-up operations is a key incentive for

social services providers. Access to long-term stable and predictable revenue stream without labour-intensive fundraising allows them to focus on implementing their programmes, invest in preventive operations, and deliver their services in the most effective and efficient way.²¹

Carbon financing is an innovative funding tool that places a financial value on carbon emissions and allows companies wishing to offset their emissions to buy carbon credits earned from sustainable projects. The currency of carbon markets are emission reductions certificates (ERCs) or carbon credits. This allows for the financing of innovative projects that bring sustainable energy solutions to people living in developing countries.

Carbon financing is available primarily through international governmental agencies and trade between governments. Clean Development Mechanism (CDM) under UNFCCC is a flexible mechanism available for carbon financing. A Certified Emissions Reduction (CER) is a certificate provided by the UN to member nations for averting 1 tonne of CO2 emissions. They are issued to member states for achieving greenhouse gas (GHG) reductions through CDM.

Carbon financing increases the financial viability of projects, creating an additional revenue stream and enabling the effective transfer of technologies and know-how.²² It provides a means of leveraging new private and public investment in projects to reduce GHG emissions in developing countries and economies in transition.²³

PRIVATE DONORS

Private donations include funding provided by family foundations and social investment initiatives, including established foundations (Ford or Rockefeller Foundations) or new philanthropic ventures such as Absolute Return for Kids (ARK), Atlantic Philanthropies or the Children's Investment Fund Foundation (CIFF).²⁴ Broadly, two channels are frequently used to raise donations - the first is a mass approach, focusing on small, low-value donations, and the second refers to focused fundraising, targeting few large value donations.²⁵

Private donors offer a viable alternative route of funding to government grants and donations. The sheer diversity of private philanthropic giving allows for a range of flexible and targeted funding, ranging from responsive emergency funds to activist or advocacy funding.²⁶ Private donors offer a viable alternative route to funding. Private donors can develop and pursue creative solutions to developmental problems as they are removed from public budgetary and political cycles, allowing them to take risks that governments and NGOs cannot.²⁷

RESOURCES

This section comprises resources from credible organisations (ranging from multilateral organisations, leading private sector companies, think tanks, and academic institutions) to provide further materials on scaling social impact. These resources have been selected based on the content presented above and are not exhaustive. The list below aims to facilitate knowledge building in areas vital to organisations as they expand operations and can be a starting point for further exploration.

REFINING YOUR IDEA

Creating a social enterprise solution that works in one community or for one customer segment is very different from creating a scalable social enterprise. Human-centred design is rooted in the philosophy of designing solutions that address the core needs and challenges of communities facing a specific problem. This process can lend itself to helping organisations refine their central idea as they prepare to scale-up.



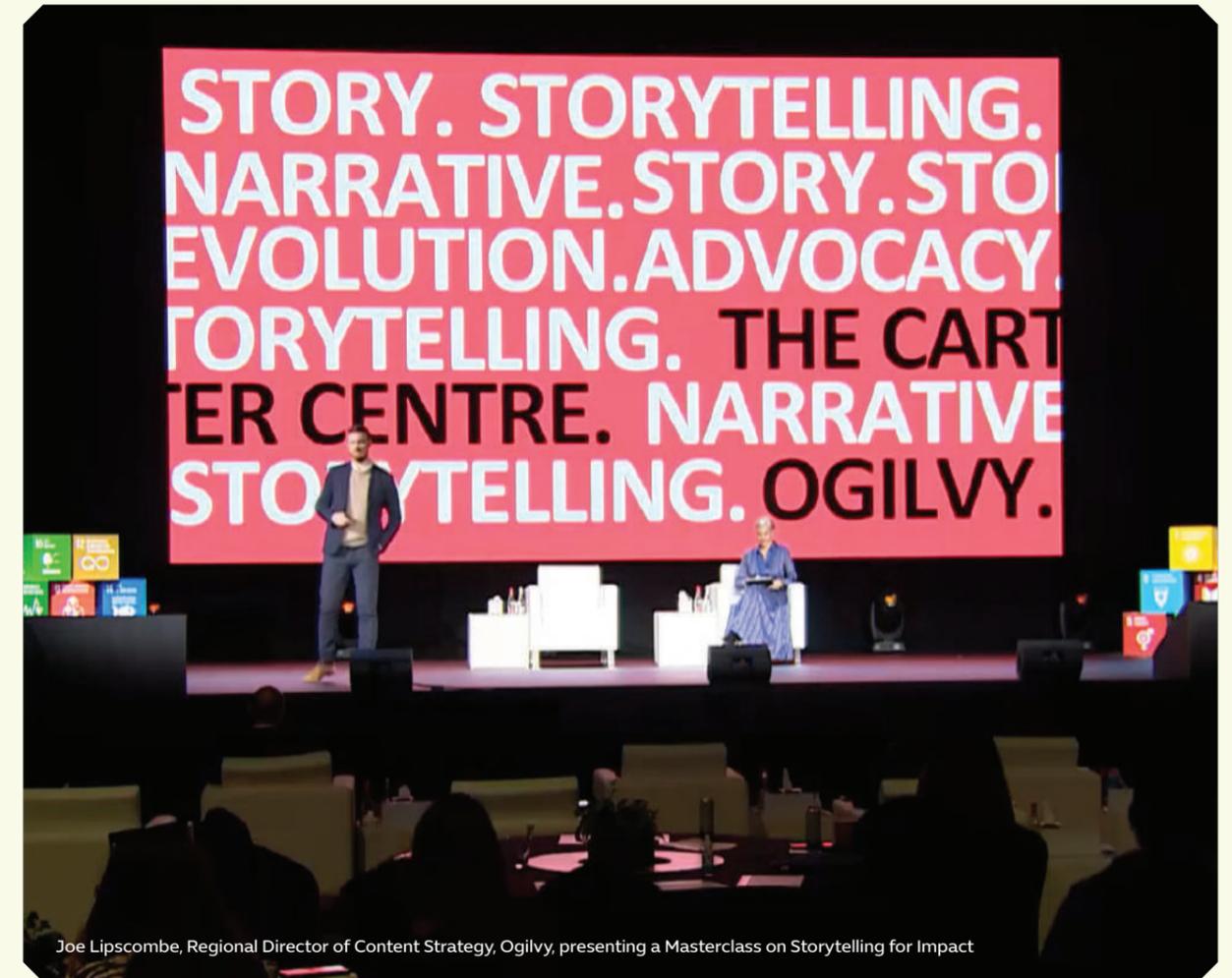
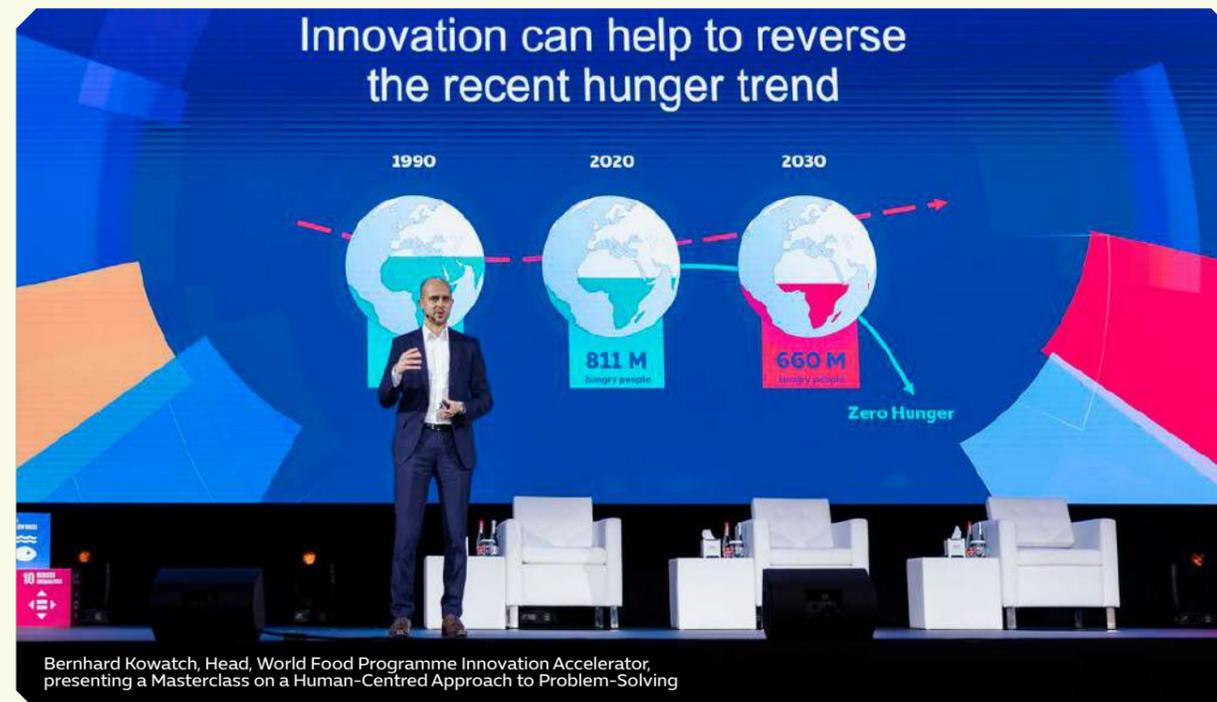
• **The Field Guide to Human Centred Design:**
This resource by IDEO.org comprises 57 clear-to-use design methods and case studies highlighting successful human-centred designs in action.



• **Transforming Communities:**
This course is offered by the University of Colorado Boulder on Coursera and provides insight into techniques in needs assessment and asset mapping to help organisations build solutions that are people-centric. It also includes a module in systems thinking to highlight how systems-based approaches can be best leveraged for problem-solving.



• **User journey maps:**
Through these maps, organisations can visually represent a user's typical experience and in turn, identify ways to optimize user experience.



PRESENTING YOUR IDEA

While facts and figures appeal to one's sense of logic, effective storytelling is a unique tool that can engage audiences by forging an emotional connection. This can also help capture the attention of donors and volunteers, acquaint them with the organisation's cause and principles, and encourage them to get more involved. Storytelling is an especially vital tool in the scale-up stage as it can bring internal and external stakeholders together to rally behind the organisation's value and purpose.



• **Storytelling for Impact:**
This resource from National Geographic comprises lessons from world-class photographers, videographers, and visual designers on how to best leverage photography, video, graphics, and audio to tell compelling stories that inspire change.



• **Social media trends 2022:**
This resource by reputed global advertising, marketing and public relations agency Ogilvy outlines 7 social media trends that will impact marketing. Non-profits can use this report to determine which social media platforms are best positioned to tell their unique story and also identify successful strategies to scale up their social media presence.



• **The simple story every company can tell:**
This TED talk by creativity and innovation expert and founder of Previously Unavailable, James Hurman speaks to how organisations can employ storytelling to transform their ability to achieve objectives.

GROWING YOUR IDEA

Building strategic partnerships is a key step in scaling up sustainably and making a transition from the 'preparation stage' to the 'action stage'. Cross sector partnerships can add unique value to an organisation, enabling it to reach more people and amplify its impact. Accessing the right funding is another crucial pillar in ensuring the longevity of operations and sustainable growth for the organisation.

INSIGHTS ON SCALING



Scaling Pathways: The Skoll Foundation, USAID, Mercy Corps Ventures, and the Center for the Advancement of Social Entrepreneurship (CASE) at the University of Duke's Fuqua School of Business offers a comprehensive platform hosted on medium that curates scaling insights from the world's leading social entrepreneurs. This platform, geared towards non-profits and hybrid social entrepreneurs, offers in-depth case studies and evidence-based blog pieces with useful nuggets on a variety of topics related to scaling.

FOSTERING PARTNERSHIPS



Maximising the impact of partnerships for the SDGs: This guidebook provides contextual information, looking at the different types of cross-sector partnerships that are contributing to achieving the SDGs. It uses case studies to illustrate the value of multisectoral collaboration through real-life examples and makes suggestions for practical actions organisations can take to maximise the value of partnerships.

SEEKING MENTORSHIP AND SUPPORT

Incubators provide support to early-stage organisations through mentorship, access to investors and capital, and administrative services, among others. For organisations in the social impact space, incubators can be beneficial in providing the right tools to scale-up operations through thought partnership and financial support.



The World Food Programme (WFP) Innovation Accelerator

Through the Accelerator, WFP is supporting advances in digital innovation and new business models to scale high-potential solutions to end hunger worldwide. The Accelerator provides access to funding, mentorship, and hands-on support to WFP staff, entrepreneurs, start-ups, companies, and non-governmental organizations.



Global Development Incubator (GDI)

GDI is an incubator for transformational development ventures, working to build and scale the next generation of social impact solutions. GDI helps early-stage initiatives design their business strategy and model, develop their brand identity, hire and retain talent, and construct their financial and operational infrastructure.



United Nations Development Programme (UNDP) Accelerator Labs

The UNDP Accelerator Labs are the world's largest learning network. By using ethnography, innovation challenges, citizen science and machine learning, the Innovation Labs seek to advance global goals.

FUNDING GUIDANCE



Unlocking investment for social impact: A guide to impact investing

This guide speaks to how NGOs can embrace impact investing to best serve the long-term needs of their stakeholders. It includes case studies to demonstrate real-life examples of the different ways that NGOs are successfully engaging with impact investing.



Research Brief: Revenue-sharing and crowdfunding

This analysis article examines the growing trend of the use of revenue sharing agreements as a source of funding organisations and projects.



The Ultimate Introductory Guide To Funding Your Social Enterprise

This guide attempts an exhaustive list of all possible modes of financing for social enterprises. It briefly discusses the advantages and disadvantages of each option.



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