**Resources for Innovators  
  
Stage 1: Pre-market: *what is needed to get from idea to product or service?***

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| **Stages of product design** | **Stages of business development** | **Support needed?** |
| **Ideation**   * [Creative Workshop](http://diytoolkit.org/tools/creative-workshop-2/) * [A New Approach to Funding Social Enterprises](https://hbr.org/2012/01/a-new-approach-to-funding-social-enterprises) * **DIY Toolkit**   + [Startup Weekend](http://startupweekend.org/)   + [Problem Definition](http://diytoolkit.org/tools/problem-definition-2/)   + [Experience Tour](http://diytoolkit.org/tools/experience-tour-2/)   + [Evidence Planning](http://diytoolkit.org/tools/evidence-planning-2/)   + [Fast Idea Generator](http://diytoolkit.org/tools/fast-idea-generator-2/)   + [Thinking Hats](http://diytoolkit.org/tools/thinking-hats-2/)   + [Value Mapping](http://diytoolkit.org/tools/value-mapping-3/) * [MindMeister](https://www.mindmeister.com/) * [Becoming a changemaker: Introduction to Social Innovation](https://www.coursera.org/learn/social-innovation)   **Design**   * [Design Kit](http://www.designkit.org/human-centered-design) * [Field Guide to Human Centered Design](https://www.ideo.com/work/human-centered-design-toolkit/) * [Business Models for Social Enterprise Acumen+ Free Course](https://novoed.com/business-models-fall-2015) * [Human Centered Design +Acumen Free Course](http://plusacumen.org/courses/hcd-for-social-innovation/)   **Environmental concerns**   * + [ProductBio](http://productbio.com/)     **Research and development**   * [Problem Definition](http://diytoolkit.org/tools/problem-definition-2/) * [Experience Tour](http://diytoolkit.org/tools/experience-tour-2/) * [Causes Diagram](http://diytoolkit.org/tools/causes-diagram/) * [Story World](http://diytoolkit.org/tools/storyworld/) * [OpenIDEO Interview Toolkit](https://d3gxp3iknbs7bs.cloudfront.net/attachments/5f542c81-e313-45f4-8bbc-5848064e6c07.pdf)   **Testing**   * **Consumer**   + [Interview Guide](http://diytoolkit.org/tools/interview-guide-2/)   + [People Shadowing](http://diytoolkit.org/tools/shadowing-2/)   + [Question Ladder](http://diytoolkit.org/tools/question-ladder/)   + [Story World](http://diytoolkit.org/tools/storyworld/)   + [Target Group](http://diytoolkit.org/tools/target-group/)   + [Personas](http://diytoolkit.org/tools/personas-2/)   + [Lean Startup Principles for Social Impact: +Acumen Free Course](http://plusacumen.org/courses/lean-for-social-impact/)     **Redesign**   * [Learning Loop](http://diytoolkit.org/tools/learning-loop/) * [Lean Social Impact Practices for Social Impact +Acumen Online Course](http://plusacumen.org/courses/lean-for-social-impact/)   **Piloting**   * [Business Models for Social Enterprise Acumen+ Free Course](https://www.madewell.com/browse/single_product_detail.jsp?PRODUCT%3C%3Eprd_id=845524441773615&FOLDER%3C%3Efolder_id=1408474395181138&nav_type=SALESITE&bmUID=lnIERpA) * [Design Kit: Prototyping +Acumen Free Course](http://plusacumen.org/courses/prototyping/)   **Identifying competition and value proposition**   * [Understanding your target audience and defining your value proposition](https://unltd.org.uk/wp-content/uploads/2012/12/3-6.pdf) * [Value Proposition Design](https://strategyzer.com/books/value-proposition-design) | ***Making the product*** *– initial manufacturing:* what do we need to get from good idea to good product? /   * **Designing and prototyping**   + [NESTA Prototyping Framework](http://www.nesta.org.uk/sites/default/files/prototyping_framework.pdf)   + [DIY Toolkit](http://diytoolkit.org/tools/creative-workshop-2/)   + [ThomasNet](http://www.thomasnet.com/)   + [InVision and Sketch](https://www.invisionapp.com/sketch-prototyping) * **Identifying regulations** and specifications a product must be built to (ISO standards, in-country regulations, etc.)   + [Lawyers Without Borders](http://www.lwob.org/)   + [ISO Standards Catalogue](http://www.iso.org/iso/home/store/catalogue_ics.htm) * **Initial manufacturing**   + [ThomasNet](http://www.thomasnet.com/) * **Understanding the market**: where can our idea fill a need and how?   + [Conducting Customer Discovery Interviews](https://startupweekend.wistia.com/medias/tao3s8hf7l)   + [Understanding your target audience and defining your value proposition](https://unltd.org.uk/wp-content/uploads/2012/12/3-6.pdf) * **Understanding opportunity**: who is the target consumer?   + [Understanding your target audience and defining your value proposition](https://unltd.org.uk/wp-content/uploads/2012/12/3-6.pdf) * **Understanding competition**: who is also in this space and how can we differentiate our product?     ***Setting up a business*** *– start up phase:* how do we build a business around this good product so that it can go to market?   * **Building team**, understanding what kinds of roles need to be filled initially   + [Impact Hubs](http://www.impacthub.net/where-are-impact-hubs/)   + [Co-Founders Lab](https://www.cofounderslab.com/)   + [SCORE](https://www.score.org/)   + [Startup Weekend](http://startupweekend.org/)   + [Getting from Employee 5 to 50: The hiring guide every startup should read](https://get.workable.com/startup-hiring-guide/)   + [Devex](https://www.devex.com/jobs)   + [How to Be Startup CEO](http://startupguide.com/entrepreneurship/startup-ceo/) * **Developing a business plan**   + [Innovation Flowchart](http://diytoolkit.org/media/innovation-flowchart_A4.pdf)   + [SWOT Analysis](https://www.mindtools.com/pages/article/newTMC_05.htm)   + [SWOT Analysis Worksheet](http://diytoolkit.org/tools/swot-analysis-2/)   + [Business Planning for Enduring Social Impact](http://socialenterprisefund.ca/uploads/Business%20Planning%20for%20Social%20Impact.pdf)   + [Business Model Canvas](http://diytoolkit.org/tools/business-model-canvas/)   + [Business Models for Social Enterprise Acumen+ Free Course](https://www.madewell.com/browse/single_product_detail.jsp?PRODUCT%3C%3Eprd_id=845524441773615&FOLDER%3C%3Efolder_id=1408474395181138&nav_type=SALESITE&bmUID=lnIERpA)   + [Starting and Managing a Social Enterprise](http://www.socialinnovationpark.org/images/toolkit_for_social_entrepreneurs_v2.0_part_i.pdf)   + [Business Planning for the Social Enterprise](http://www.virtueventures.com/files/mdbl-chapter1.pdf) * **Identify source of funding** for initial stages (bootstrapping, grants, friends and family, etc.)   + [A New Approach to Funding Social Enterprises](https://hbr.org/2012/01/a-new-approach-to-funding-social-enterprises)   + [Social Enterprise Business Models](https://www.marsdd.com/mars-library/social-enterprise-business-models/)   + [Fundable](https://www.fundable.com/)   + [How to Raise Venture Capital](http://startupguide.com/tag/bootstrapping/)   + [SCORE](https://www.score.org/)   + [The 50 Top Microfinancing Institutions](http://www.forbes.com/2007/12/20/microfinance-philanthropy-credit-biz-cz_ms_1220microfinance_table.html)   + [Gust](https://gust.com/)   + [How to Get Angel Investors](http://quickbooks.intuit.com/r/finding-funding/get-angel-investors/#sm.0000w9pq0yt7bcubqdk2mzcvqx595)   + [Starting and Managing a Social Enterprise](http://www.socialinnovationpark.org/images/toolkit_for_social_entrepreneurs_v2.0_part_i.pdf)   + [How To Pitch a VC](https://www.ted.com/talks/david_s_rose_on_pitching_to_vcs?language=en)   + [Crowdfunding for Social Ventures](http://www.trust.org/contentAsset/raw-data/a8b6e79f-5fe1-437b-9b65-13437cf00b0a/file) * **Setting up legal entity** within base country   + [Lawyers Without Borders](http://www.lwob.org/)   + [TrustLaw](http://www.trust.org/trustlaw/)   + [Lex Mundi ProBono Foundation](http://www.lexmundiprobono.org/lexmundiprobono/default.asp)   + [Incorporate](https://www.incorporate.com/)   + US     - [So You Want to Start a Social Enterprise?](http://www.nylpi.org/wp-content/uploads/2016/03/Guide-Social-Enterprise-Final-3.8.16.pdf)   + UK     - [Which Legal Structure is Right for My Social Enterprise?](http://www.trust.org/contentAsset/raw-data/171b5a61-eb36-43d9-8049-7cebe575491f/file) * **Understanding cash flow**   + [FreshBooks](https://www.freshbooks.com/)   + [AfID](http://www.afid.org.uk/partners) * **Tax Status**   + [Annual Filing Requirements for Nonprofits](https://www.councilofnonprofits.org/tools-resources/annual-filings)   + [WTO Tariff Download Facility](http://tariffdata.wto.org/Default.aspx?culture=en-US) * **Financing** (for the business and potentially for consumers)   + [FreshBooks](https://www.freshbooks.com/)   + [AFID](http://www.afid.org.uk/partners)   + [The 50 Top Microfinancing Institutions](http://www.forbes.com/2007/12/20/microfinance-philanthropy-credit-biz-cz_ms_1220microfinance_table.html)   + [Estimating the Cost of Educational Programs](https://www.povertyactionlab.org/sites/default/files/resources/Guide5_Cost-Effectiveness%20in%20Education.pdf)   + [How To Pitch a VC](https://www.ted.com/talks/david_s_rose_on_pitching_to_vcs?language=en) * **Marketing**   + [SWOT Analysis](https://www.mindtools.com/pages/article/newTMC_05.htm)   + [SWOT Analysis Examples for Every Business Situation](http://pestleanalysis.com/swot-analysis-examples/)   + [BlueHost](https://www.bluehost.com/)   + [Marketing Plan Template](http://forms.entrepreneur.com/collections/entrepreneur-com-most-popular/marketing-plan-overview-template)   + [NEW Nonprofit Marketing Plan Template—Right-Things, Right-Now Marketing](http://gettingattention.org/articles/69/planning-budgets/nonprofit-marketing-plan-template.html)   + [Creative Market](https://creativemarket.com/) * **Initial small scale distribution**   + [Marketing Analytics: Products, Distribution and Sales](https://www.edx.org/course/marketing-analytics-products-uc-berkeleyx-busadm466-4x#!)   + Thinking about **after sales service and maintenance** systems     - [Salesforce](https://www.salesforce.com/)     - [Happy Fox](https://www.happyfox.com)     - [Zoho Projects](https://www.zoho.com/projects/) * **Data capture tools** (in M+E section, see below) * **Data management systems** * [System Mapping Management](http://www.fsg.org/tools-and-resources/system-mapping#download-area) * [DevResults](http://devresults.com/en/p/tour) * [Salesforce](https://www.salesforce.com/) | **Business plan templates**   * [Business Plan Template Job Creation Social Enterprise](http://www.socialimpactexchange.org/sites/www.socialimpactexchange.org/files/publications/REDF-Business-Plan-Template.pdf) * [Business Plan Overview Template](http://forms.entrepreneur.com/collections/entrepreneur-com-most-popular/business-plan-overview-template) * [Business Model Canvas](http://forms.entrepreneur.com/collections/entrepreneur-com-most-popular/business-plan-overview-template) * [Seamless Docs](http://www.seamlessdocs.com/)   **Strategy development**   * [Why The Lean Startup Changes Everything](https://hbr.org/2013/05/why-the-lean-start-up-changes-everything) * [Business Planning for Enduring Social Impact](http://socialenterprisefund.ca/uploads/Business%20Planning%20for%20Social%20Impact.pdf) * [Business Model Canvas](http://diytoolkit.org/tools/business-model-canvas/) * [Business Models for Social Enterprise +Acumen Free Course](https://www.madewell.com/browse/single_product_detail.jsp?PRODUCT%3C%3Eprd_id=845524441773615&FOLDER%3C%3Efolder_id=1408474395181138&nav_type=SALESITE&bmUID=lnIERpA) * [Lean Social Impact Practices for Social Impact](http://plusacumen.org/courses/lean-for-social-impact/) * [Seamless Docs](http://www.seamlessdocs.com/) * [How to Be Startup CEO](http://startupguide.com/entrepreneurship/startup-ceo/)   **Budgeting** (cost tools, 101 information about P&L/cash flow statements, bookkeeping, etc.)   * [Free Intuit QuickBooks budget template](http://quickbooks.intuit.com/r/budgeting/essential-small-business-financial-tools-free-startup-budget-template-and-guide/#sm.0000w9pq0yt7bcubqdk2mzcvqx595) * [FreshBooks](https://www.freshbooks.com/) * [P&L Statement for Excel](https://assets.entrepreneur.com/formnet/profit-and-loss%20statement.xls)   **Sectoral/technical expertise**   * [Estimating the Cost of Educational Programs](https://www.povertyactionlab.org/sites/default/files/resources/Guide5_Cost-Effectiveness%20in%20Education.pdf) * [Healthcare Marketplace Coursera Course](https://www.coursera.org/specializations/healthcare-marketplace)   **Hiring**   * [Impact Hubs](http://www.impacthub.net/where-are-impact-hubs/) * [Co-Founders Lab](https://www.cofounderslab.com/) * [TalentSquare](https://www.talentsquare.com/) * [Getting from Employee 5 to 50: The hiring guide every startup should read](https://get.workable.com/startup-hiring-guide/) * [Job application form](http://forms.entrepreneur.com/categories/new-employee/job-application-form?_ga=1.60561389.1731630339.1466602821) * [Devex](https://www.devex.com/jobs) * [Idealist](http://www.idealist.org/) * [Bullhorn Reach](http://www.bullhornreach.com/) * [Plum](http://plum.io/how-it-works)   **Surveys** (design support)   * [DHS Program](http://dhsprogram.com) * [LimeSurvey](https://docs.google.com/spreadsheets/d/1QwDSN8cDQM823Rn8aLY9UEnSj0__oy5vDJAIYqsykt0/edit#gid=0) * [SurveyMonkey](https://www.surveymonkey.com/mp/marketing-survey-templates/)   **Online courses**   * [Wharton Entrepreneurship](https://www.coursera.org/specializations/wharton-entrepreneurship) * [Innovation and Design for Global Grand Challenges](https://www.coursera.org/learn/grand-challenges) * [Business Strategy from Wharton: Competitive Advantage](https://www.edx.org/course/business-strategy-wharton-competitive-wharton-strategyx#!) * [Marketing Analytics: Products, Distribution and Sales](https://www.edx.org/course/marketing-analytics-products-uc-berkeleyx-busadm466-4x#!) * Health   + [Entrepreneurship and Healthcare in Emerging Economies](https://www.edx.org/course/entrepreneurship-healthcare-emerging-harvardx-sw47-1x)   + [Innovating in Health Care](https://www.edx.org/course/innovating-health-care-harvardx-bus5-1)   **Mentorship Programs**   * [MicroMentor](https://www.micromentor.org/#how-it-works) * [DSO Global](http://www.dsoglobal.org/clients.html) * [Governance Counts](http://governancecounts.org.in/index.htm) * [Gratitude Fund Mentorship Network](http://gratitudefund.org/mentor-network/) * [reSET](https://www.resetco.org/resource/mentor-network/) * [TiE](http://tie.org/) * [Unreasonable Institute](http://unreasonableinstitute.org/accelerators/) |

**Stage 2: Market introduction - *what is needed to get from product to purchase?***

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| **Stages of market introduction** | **Stages of business development** | **Support needed** |
| **Market research**   * Identify characteristics of risk tolerant early adopters   + [Marketing for Social Entrepreneurs](https://unltd.org.uk/wp-content/uploads/2012/11/How-to-guide-marketing1.pdf)   + [Marketing Plan & Template](https://unltd.org.uk/wp-content/uploads/2012/11/HEMP-Highly-Effective-Marketing-Plan.pdf)   + [AYTM](http://aytm.com/)   **Determine consumer willingness to pay**   * [Pricing Strategy Coursera Course](https://www.coursera.org/learn/pricing-strategy#pricing)   **Identify promising distribution models for target early adopters**   * [Personas](http://diytoolkit.org/tools/personas-2/) * [Promises and Potential Map](http://diytoolkit.org/tools/promises-potential-map-2/)   **Consumer feedback on product**   * [UsabilityHub](http://fivesecondtest.com/)   **Identifying target markets**   * **Market research**   + [Kline](http://www.klinegroup.com/market-research/research_industries.asp)   + [SWOT Analysis](https://www.mindtools.com/pages/article/newTMC_05.htm)   + [SWOT Analysis Examples for Every Business Situation](http://pestleanalysis.com/swot-analysis-examples/) * **Market Sizing**   + [How to Size a Market Opportunity](http://www.slideshare.net/OpenViewVenturePartners/how-to-size-a-market-opportunity-fast)   + [SWOT Analysis](https://www.mindtools.com/pages/article/newTMC_05.htm)   + [SWOT Analysis Examples for Every Business Situation](http://pestleanalysis.com/swot-analysis-examples/)   **Customer segmentation**/Identifying new target customer segments   * [Bain Customer Segmentation](http://www.bain.com/publications/articles/management-tools-customer-segmentation.aspx) * [Market Research and Consumer Behavior Coursera Course](https://www.coursera.org/learn/market-research#pricing)   **Consumer preference research**, willingness to pay studies, etc.   * [Pricing Strategy Coursera Course](https://www.coursera.org/learn/pricing-strategy#pricing)   **Establishing initial supply chains**   * [ThomasNet](http://www.thomasnet.com/)   **Establishing distribution networks**   * [Distribution challenges and workable solutions](http://www.sciencedirect.com/science/article/pii/S0970389613000591) | **Re-evaluating business needs** - is this all working to the best of its ability?   * [Organizational Capacity Assessment Tool](http://mckinseyonsociety.com/ocat/) * [SWOT Analysis](https://www.mindtools.com/pages/article/newTMC_05.htm) * [Startup Scorecard](http://smarterstartup.org/framework/startup-scorecard/) * **Cash flow**   + [Free Intuit QuickBooks Cash Flow Statement Template](http://quickbooks.intuit.com/r/financial-management/free-cash-flow-statement-template-example-and-guide/#sm.0000w9pq0yt7bcubqdk2mzcvqx595)   + [Cash Flow Direct Method](http://www.investopedia.com/exam-guide/cfa-level-1/financial-statements/cash-flow-direct.asp)   + [Indirect Cash Flow Method](http://www.accountingtools.com/cash-flows-indirect-method) * **Supply chain**   + [FinancialForce](http://www.financialforce.com/)   + [TradeGecko](https://www.tradegecko.com/supply-chain-management?utm_source=capterra&utm_medium=paid&utm_campaign=Supply%20Chain%20Management%20Capterra)   + [ThomasNet](http://www.thomasnet.com/)   + Supply Chain Software     - [Fishbowl Inventory Software](https://www.fishbowlinventory.com/) * **Initial manufacturing**   + [Manufacturing Cost Estimations or Inventions](http://www.octs.com/inventhelp/mfrcost.htm) * **Distribution**   + [Building Effective Distribution Channels](http://www.rochesterbiz.com/Data/Documents/Building%20Effective%20Distribution%20Channels_DeLuca.pdf) * **After sales service** and maintenance   + Keeping track of services     - [Salesforce](https://www.salesforce.com/)     - [Happy Fox](https://www.happyfox.com)     - [Zoho Projects](https://www.zoho.com/projects/)   **Identify consumer financing needs**   * [Target Group](http://diytoolkit.org/tools/target-group/) * [Personas](http://diytoolkit.org/tools/personas-2/) * [Banking With the Poor Network, South Asia](http://bwtp.org/) * [The 50 Top Microfinancing Institutions](http://www.forbes.com/2007/12/20/microfinance-philanthropy-credit-biz-cz_ms_1220microfinance_table.html)   **Identify pain points** and how to get to the next steps in size and maturity of business   * [McKinsey pro-bono services](http://www.mckinsey.com/about-us/social-impact/social-impact-projects) * [Organizational Capacity Assessment Tool](http://mckinseyonsociety.com/ocat/) * [SWOT Analysis](https://www.mindtools.com/pages/article/newTMC_05.htm) * [SWOT Analysis Examples for Every Business Situation](http://pestleanalysis.com/swot-analysis-examples/)   **Impact and measurement**   * [Introduction to Evaluation](http://quickbooks.intuit.com/r/financial-management/free-cash-flow-statement-template-example-and-guide/#sm.0000w9pq0yt7bcubqdk2mzcvqx595) * [Organizational Capacity Assessment Tool](http://mckinseyonsociety.com/ocat/)   **Research question/research design** (more M+E section, see below)   * [Using Randomization in Development Economics](http://scholar.harvard.edu/files/kremer/files/randomization_toolkit_dev_economics.pdf) - for people with Econ background * [Sample Size and Power Calculations](http://economics.ozier.com/owen/slides/ozier_powercalc_talk_20100914a.pdf)   **Transparency and reproducibility** (in M+E section, see below)  **Teaching resources** (in M+E section, see below)  **Institutional support/technical assistance**   * [Social Venture Institutes](http://www.svn.org/attend-an-event/social-venture-institutes)   **Establishing values, mission**   * [Establishing Values for Your Business Online Course](https://www.sba.gov/tools/sba-learning-center/training/establishing-values-for-your-business) | **Market assessment tools**   * [Marketing for Social Entrepreneurs](https://unltd.org.uk/wp-content/uploads/2012/11/How-to-guide-marketing1.pdf) * [Google Analytics](https://analytics.google.com/analytics/web/provision/?authuser=0#provision/SignUp/) * [AYTM](http://aytm.com/)   **Consumer segmentation tools**  **Willingness to pay identification strategies**   * [Pricing a Product](https://www.entrepreneur.com/encyclopedia/pricing-a-product) * [Bain Customer Segmentation](http://www.bain.com/publications/articles/management-tools-customer-segmentation.aspx) * [Market Research and Consumer Behavior Coursera Course](https://www.coursera.org/learn/market-research#pricing)   **Marketing and sales strategies**   * [Target Group](http://diytoolkit.org/tools/target-group/) * [Story World](http://diytoolkit.org/tools/storyworld/) * [Marketing for Social Entrepreneurs](https://unltd.org.uk/wp-content/uploads/2012/11/How-to-guide-marketing1.pdf) * [NEW Nonprofit Marketing Plan Template—Right-Things, Right-Now Marketing](http://gettingattention.org/articles/69/planning-budgets/nonprofit-marketing-plan-template.html) * [Free Business Card Maker](https://www.freelogoservices.com/business-card-maker) * [Marketing Plan & Template](https://unltd.org.uk/wp-content/uploads/2012/11/HEMP-Highly-Effective-Marketing-Plan.pdf) * [AYTM](http://aytm.com/) * **Emails**   + [Art of Emails](http://www.artofemails.com/) * **Websites**   + [Wordpress](http://wordpress.com)   **Client management systems (protocol, software)**   * [Salesforce](https://www.salesforce.com/) * [Insightly CRM](https://www.insightly.com/) * [UsabilityHub](http://fivesecondtest.com/) * [Zoho Projects](https://www.zoho.com/projects/)   **Team and project management tools**   * [Salesforce](https://www.salesforce.com/) * [Zoho Projects](https://www.zoho.com/projects/)   **Online courses**   * [Wharton Entrepreneurship](https://www.coursera.org/specializations/wharton-entrepreneurship) * [Innovation and Design for Global Grand Challenges](https://www.coursera.org/learn/grand-challenges) |

**Stage 3: Early adoption - *what is needed to get from initial users to greater market penetration?***

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| **Stages of early adoption** | **Stages of business development** | **Support needed** |
| **Identifying behavioral patterns of target customer segments and consumer base**   * [Critical Task List](http://diytoolkit.org/tools/critical-tasks-list-2/) * [Innovation and Design for Global Grand Challenges](https://www.coursera.org/learn/grand-challenges)   **Increasing manufacturing**   * [Learning Loop](http://diytoolkit.org/tools/learning-loop/) * [Scaling Plan](http://diytoolkit.org/tools/scaling-plan-tool/)   **Expanding Company/Hiring Services**   * [Bullhorn Reach](http://www.bullhornreach.com/) * [Plum](http://plum.io/how-it-works) * [Job application form](http://forms.entrepreneur.com/categories/new-employee/job-application-form?_ga=1.60561389.1731630339.1466602821) * [Devex](https://www.devex.com/) * [Upwork](https://www.upwork.com/) * [Idealist](http://www.idealist.org/) * [Impact Hubs](http://www.impacthub.net/where-are-impact-hubs/) * [Co-Founders Lab](https://www.cofounderslab.com/) * [Getting from Employee 5 to 50: The hiring guide every startup should read](https://get.workable.com/startup-hiring-guide/) * [LinkedIn for Nonprofits](https://nonprofits.linkedin.com/) | **Setting up larger scale manufacturing** (potentially with own factories or through agreement with manufacturer, location may vary)   * [Learning Loop](http://diytoolkit.org/tools/learning-loop/) * [Scaling Plan](http://diytoolkit.org/tools/scaling-plan-tool/) * **Identifying relevant legal and regulatory structures** (labor laws, import tariffs and restrictions, etc.)   + [Lawyers Without Borders](http://www.lwob.org/)   + [Lex Mundi ProBono Foundation](http://www.lexmundiprobono.org/lexmundiprobono/default.asp) * Establishing more sophisticated **after sales service** and maintenance   + [Salesforce](https://www.salesforce.com/)   + [Happy Fox](https://www.happyfox.com)   + [Zoho Projects](https://www.zoho.com/projects/)   **Recruiting Employees**   * [Stanford Entrepreneurial Summer Intern Program](http://www.gsb.stanford.edu/organizations/leverage-gsb/internships-experiential-learning/entrepreneurial-summer-program#Guidelines_for_Participation) * [Scaling Plan](http://diytoolkit.org/tools/scaling-plan-tool/) * [Devex](https://www.devex.com/) * [Upwork](https://www.upwork.com/) * [Bullhorn Reach](http://www.bullhornreach.com/) * [Plum](http://plum.io/how-it-works) * [Idealist](http://www.idealist.org/) * [Impact Hubs](http://www.impacthub.net/where-are-impact-hubs/) * [Getting from Employee 5 to 50: The hiring guide every startup should read](https://get.workable.com/startup-hiring-guide/) * [Job application form](http://forms.entrepreneur.com/categories/new-employee/job-application-form?_ga=1.60561389.1731630339.1466602821) * [LinkedIn for Nonprofits](https://nonprofits.linkedin.com/)   **Product testing (A/B)**   * [Google Analytics](https://www.google.com/analytics/#?modal_active=none) * [Optimizely](https://www.optimizely.com/)   **Product Iteration/Pivoting**   * [A Straightforward Guide to Product Iteration](http://thenextweb.com/dd/2014/11/05/guide-to-the-bumpy-process-of-iterating-products/#gref) | **Pitch deck and other marketing materials**   * [The Best Startup Pitch Deck](http://bestpitchdecks.com/) * [Populr](https://populr.me/) * [How To Pitch a VC](https://www.ted.com/talks/david_s_rose_on_pitching_to_vcs?language=en) * [Don't Pitch A Venture Capitalist Without This Checklist](http://www.forbes.com/sites/davidteten/2015/02/11/dont-pitch-a-venture-capitalist-without-this-checklist/#4cbef97f1bc7)   **Legal and Consulting Services**   * [Lex Mundi ProBono Foundation](http://www.lexmundiprobono.org/lexmundiprobono/default.asp) * [Deloitte Pro Bono Services](http://www2.deloitte.com/us/en/pages/about-deloitte/articles/corporate-citizenship-pro-bono-skills-based-volunteering.html) * [The 50 Top Microfinance Institutions](http://www.forbes.com/2007/12/20/microfinance-philanthropy-credit-biz-cz_ms_1220microfinance_table.html)   **Product/Market Fit Analysis**   * [Learning Loop](http://diytoolkit.org/tools/learning-loop/)   **Partnerships**   * [Founder Dating](http://founderdating.com/) * [LinkedIn for Nonprofits](https://nonprofits.linkedin.com/)   **Increasing Social Media Presence and Press Coverage**   * [Social Media Ideas, Formulas & Shortcuts for Improvement](http://sproutsocial.com/insights/webinars/social-media-ideas/) * [Convert More Customers with Video + Social](http://www.cision.com/us/resources/webinars-events/convert-more-customers-with-video-and-social/) * [10 Tips for Creating Great Content](http://www.cision.com/us/resources/tip-sheets/10-tips-for-creating-great-content-form/) * [6 Steps To Developing a Content-First Marketing Strategy](http://www.cision.com/us/resources/webinars-events/6-steps-content-first-marketing-strategy/) * [71 Ways to Get Media Coverage](http://www.cision.com/us/resources/tip-sheets/71-coverage-tips/) * [11 Tips for Pitching Reporters on Social Media](http://www.cision.com/us/resources/tip-sheets/pitch-reporters/) * [7 Steps to a More Advanced Social Media Strategy](http://sproutsocial.com/insights/webinars/social-media-strategy/) * [How to Build a Brilliant Brand on Social Media](http://sproutsocial.com/insights/webinars/how-to-build-a-brand/) * [How to Build a Social Media Content Calendar](http://sproutsocial.com/insights/webinars/how-to-build-a-social-media-content-calendar/)   **Pricing Adjustments**   * [Pricing a Product](https://www.entrepreneur.com/encyclopedia/pricing-a-product)   **Understanding Finance**   * [Napkin Finance](http://napkinfinance.com/)   **Online courses**   * [Wharton Entrepreneurship](https://www.coursera.org/specializations/wharton-entrepreneurship) * [Innovation and Design for Global Grand Challenges](https://www.coursera.org/learn/grand-challenges) * [Steer Your Business to Success](http://www.freshbusinessthinking.com/steer-your-business-to-success/) |

**Stage 4: Market growth - *what is needed to get from purchase to prominence in a market?***

|  |  |  |
| --- | --- | --- |
| **Stages of market growth** | **Stages of business development** | **Support needed** |
| **Automation and outsourcing**   * [Upwork](https://www.upwork.com/) * [Catchafire](https://www.catchafire.org/) * [Fiverr](https://www.fiverr.com/)   **Creating new products**, redesign and adaptation of current products   * [MindMeister](https://www.mindmeister.com/) * DIY Toolkit   + [Creative Workshop](http://diytoolkit.org/tools/creative-workshop-2/)   + [Problem Definition](http://diytoolkit.org/tools/problem-definition-2/)   + [Experience Tour](http://diytoolkit.org/tools/experience-tour-2/)   + [Fast Idea Generator](http://diytoolkit.org/tools/fast-idea-generator-2/)   + [Thinking Hats](http://diytoolkit.org/tools/thinking-hats-2/)   + [Causes Diagram](http://diytoolkit.org/tools/causes-diagram/)   **Understanding local market conditions**   * [Pro Bono Economics](http://www.probonoeconomics.com/) | **Finding new funding** - list of impact investors in stage 5   * [The 50 Top Microfinancing Institutions](http://www.forbes.com/2007/12/20/microfinance-philanthropy-credit-biz-cz_ms_1220microfinance_table.html) * **Measuring impact** (in M+E section, see below)   + [Pro Bono Economics](http://www.probonoeconomics.com/) * **Increasing transparency** (in M+E section, see below)   **Effective management**   * [Seed Transformation Program – East Africa](https://www.gsb.stanford.edu/seed/transformation-program/east-africa) * **Board of Directors**   + [Building an Effective Board of Directors](http://www.afpnet.org/files/ContentDocuments/5%20Building%20an%20Effective%20Board%20of%20Directors-1.pdf)   + [LinkedIn for Nonprofits](https://nonprofits.linkedin.com/) * **Advisory Board**   + [How to Build an Effective Advisory Board](http://quickbooks.intuit.com/r/advisors-and-board/build-effective-advisory-board/#sm.0000w9pq0yt7bcubqdk2mzcvqx595) * **Hiring**   + [Stanford Entrepreneurial Summer Intern Program](http://www.gsb.stanford.edu/organizations/leverage-gsb/internships-experiential-learning/entrepreneurial-summer-program#Guidelines_for_Participation)   + [Upwork](https://www.upwork.com/)   + [Job application form](http://forms.entrepreneur.com/categories/new-employee/job-application-form?_ga=1.60561389.1731630339.1466602821)   + [Devex](https://www.devex.com/jobs)   + [Idealist](http://www.idealist.org/)   + [LinkedIn for Nonprofits](https://nonprofits.linkedin.com/) * **Selling your business**   **Redesigning the business plan**   * [SWOT Analysis](https://www.mindtools.com/pages/article/newTMC_05.htm) * [SWOT Analysis Examples for Every Business Situation](http://pestleanalysis.com/swot-analysis-examples/) * [Seed Transformation Program – East Africa](https://www.gsb.stanford.edu/seed/transformation-program/east-africa)   **Developing a growth strategy**   * [Steer your Business to Success](https://www.coursera.org/specializations/business-strategy) * [Seed Transformation Program – East Africa](https://www.gsb.stanford.edu/seed/transformation-program/east-africa) * [Wharton Entrepreneurship](https://www.coursera.org/specializations/wharton-entrepreneurship) * **Supply chain management**   + [FinancialForce](http://www.financialforce.com/)   + [TradeGecko](https://www.tradegecko.com/supply-chain-management?utm_source=capterra&utm_medium=paid&utm_campaign=Supply%20Chain%20Management%20Capterra) * **Demand generation**   + **Building partnerships**   + [LinkedIn for Nonprofits](https://nonprofits.linkedin.com/) | **Pitch deck and other marketing materials**   * [The 11 Slides You Need to Have in Your Pitch Deck](http://articles.bplans.com/what-to-include-in-your-pitch-deck/) * [The Best Startup Pitch Deck](http://bestpitchdecks.com/)   **Managing cash flow**   * **Accounting**   + [Free Intuit QuickBooks budget template](http://quickbooks.intuit.com/r/budgeting/essential-small-business-financial-tools-free-startup-budget-template-and-guide/#sm.0000w9pq0yt7bcubqdk2mzcvqx595)   + [FreshBooks](https://www.freshbooks.com/)   + [AfID](http://www.afid.org.uk/partners)   **Legal services**   * [Lex Mundi ProBono Foundation](http://www.lexmundiprobono.org/lexmundiprobono/default.asp)   **Management software**   * [Salesforce](https://www.salesforce.com/) * [Asana](https://asana.com/?utm_source=facebook&utm_medium=pd_soc_acq&utm_campaign=US-U-22-64_US&nan_pid=1853644186&ad_id=1984533)   **Need for flexible capital -** Banks, grants, partnerships, leasing options   * **Identifying impact investors** - (list of impact investors in stage 5) * [The 50 Top Microfinancing Institutions](http://www.forbes.com/2007/12/20/microfinance-philanthropy-credit-biz-cz_ms_1220microfinance_table.html)   **Consulting**   * [Deloitte Pro Bono Services](http://www2.deloitte.com/us/en/pages/about-deloitte/articles/corporate-citizenship-pro-bono-skills-based-volunteering.html) * [Inspire](https://inspireinc.herokuapp.com/) * [Seed Transformation Program – East Africa](https://www.gsb.stanford.edu/seed/transformation-program/east-africa) * [Governance Counts](http://governancecounts.org.in/index.htm) * [Catchafire](https://www.catchafire.org/)   **Online courses**   * [Wharton Entrepreneurship](https://www.coursera.org/specializations/wharton-entrepreneurship) * [Steer your Business to Success](https://www.coursera.org/specializations/business-strategy) |

**Stage 5: Market expansion - *what is needed to scale products to new markets?***

→ Depends on expected pathway to scale and will look different for every business, but market/public/private/hybrid will share commonalities.

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| **Stages of market expansion** | **Stages of business development** | **Support needed** |
| **Identifying new target markets**   * **Market research**   + [Kline](http://www.klinegroup.com/market-research/research_industries.asp)   + [SWOT Analysis](https://www.mindtools.com/pages/article/newTMC_05.htm)   + [SWOT Analysis Examples for Every Business Situation](http://pestleanalysis.com/swot-analysis-examples/) * **Market Sizing**   + [How to Size a Market Opportunity](http://www.slideshare.net/OpenViewVenturePartners/how-to-size-a-market-opportunity-fast)   + [SWOT Analysis](https://www.mindtools.com/pages/article/newTMC_05.htm)   + [SWOT Analysis Examples for Every Business Situation](http://pestleanalysis.com/swot-analysis-examples/)   **Customer segmentation**/ Identifying new target customer segments   * [Bain Customer Segmentation](http://www.bain.com/publications/articles/management-tools-customer-segmentation.aspx) * [Market Research and Consumer Behavior Coursera Course](https://www.coursera.org/learn/market-research#pricing)   **Consumer preference research**, willingness to pay studies, etc.   * [Pricing Strategy Coursera Course](https://www.coursera.org/learn/pricing-strategy#pricing)   Establishing new **supply chains**   * [ThomasNet](http://www.thomasnet.com/)   **Partnerships**; Identify appropriate partners   * [Partnership Evaluation Framework](http://energy.gov/sites/prod/files/2014/01/f6/partnership_evaluation_framework.pdf) * [Partnerships: Frameworks for Working Together](http://www.strengtheningnonprofits.org/resources/guidebooks/Partnerships.pdf) * [Building Partnerships](http://diytoolkit.org/tools/building-partnerships-map-2/) * [LinkedIn for Nonprofits](https://nonprofits.linkedin.com/)     Establishing new **distribution networks** | (Many of the same issues as earlier stages - setting up in new countries, developing new supply chains and distribution models, etc.)  Establishing initial **supply chain**s   * [ThomasNet](http://www.thomasnet.com/) * Supply Chain Software   + [Fishbowl Inventory Software](https://www.fishbowlinventory.com/)   **Product adaptation**: Adapting product to local conditions/needs   * [Product Standardization and adaptation in international marketing](http://www.diva-portal.org/smash/get/diva2:543563/fulltext01) * [Pro Bono Economics](http://www.probonoeconomics.com/)   Country **product standards and regulations**   * [Lawyers Without Borders](http://www.lwob.org/) * [ISO Standards Catalogue](http://www.iso.org/iso/home/store/catalogue_ics.htm)   Building a strong **management team**   * [12 Ways to Build an Effective Team](http://people.rice.edu/uploadedFiles/People/TEAMS/Twelve%20Ways%20to%20Build%20an%20Effective%20Team.pdf) * [Devex](https://www.devex.com/jobs) * [Building Future Leaders Diagnostic Survey](http://www.bridgespan.org/publications-and-tools/career-professional-development/develop-my-staff/building-future-leaders-diagnostic-survey.aspx) * [Strategic Leadership and Management](https://www.coursera.org/specializations/strategic-leadership)   **Market expansion** opportunities   * [SWOT Analysis](https://www.mindtools.com/pages/article/newTMC_05.htm) * [SWOT Analysis Examples for Every Business Situation](http://pestleanalysis.com/swot-analysis-examples/)   **Exit strategy**  **Social impact bonds**   * [Social Impact Bond Infographic](http://www.goldmansachs.com/our-thinking/pages/social-impact-bonds.html)   Developing a **Growth strategy**   * **Acceleration programs**   + [Seed Transformation Program – East Africa](https://www.gsb.stanford.edu/seed/transformation-program/east-africa)   + [Echoing Green](http://www.echoinggreen.org/our-programs)   + Y Combinator * Supply chain management   + [FinancialForce](http://pages.financialforce.com/financialforce_supply_chain_software/)   + [TradeGecko](https://www.tradegecko.com/supply-chain-management?utm_source=capterra&utm_medium=paid&utm_campaign=Supply%20Chain%20Management%20Capterra) * [SWOT Analysis](https://www.mindtools.com/pages/article/newTMC_05.htm)   Setting up **large scale manufacturing** (potentially with own factories or through agreement with manufacturer, location may vary)   * [Learning Loop](http://diytoolkit.org/tools/learning-loop/) * [Scaling Plan](http://diytoolkit.org/tools/scaling-plan-tool/)   Identifying relevant **legal services** and regulatory structures (labor laws, import tariffs and restrictions, etc.)   * [Lawyers Without Borders](http://www.lwob.org/) * [Lex Mundi ProBono Foundation](http://www.lexmundiprobono.org/lexmundiprobono/default.asp)   Establishing more sophisticated after sales service and maintenance   * [Zoho Projects](https://www.zoho.com/projects/) * [Salesforce](https://www.salesforce.com/) * [Happy Fox](https://www.happyfox.com)   **Hiring**, seeking additional help   * [Stanford Entrepreneurial Summer Intern Program](http://www.gsb.stanford.edu/organizations/leverage-gsb/internships-experiential-learning/entrepreneurial-summer-program#Guidelines_for_Participation) * [Idealist](http://www.idealist.org/) * [LinkedIn for Nonprofits](https://nonprofits.linkedin.com/) | **Investor networks**; Networks of investors interested in innovator products   * [Global Impact Investing Network](https://thegiin.org/the-network/)   **Scaling** plan   * [Scaling Plan](http://diytoolkit.org/tools/scaling-plan-tool/) * [SWOT Analysis](https://www.mindtools.com/pages/article/newTMC_05.htm) * [SWOT Analysis Examples for Every Business Situation](http://pestleanalysis.com/swot-analysis-examples/) * [Cost Effectiveness and Scaling Up: Measurement](https://www.youtube.com/watch?v=xx_EKHvNO3Q&feature=youtu.be&noredirect=1)   **Accounting management and software**   * [Accounting: Principles of Financial Accounting](https://www.coursera.org/learn/financial-accounting#pricing) * [Accounting Management Solutions](http://www.amsolutions.net/) * [FinancialForce](https://www.financialforce.com/)   **Consulting**   * [Deloitte Social Impact Consulting](http://www2.deloitte.com/us/en/pages/operations/solutions/about-social-impact-consulting-services.html) * [Deloitte Pro Bono Services](http://www2.deloitte.com/us/en/pages/about-deloitte/articles/corporate-citizenship-pro-bono-skills-based-volunteering.html) * [Dalberg Global Development Advisors](http://www.dalberg.com/) * [FSG](http://www.fsg.org/) * [Bridgespan](http://www.bridgespan.org/Home.aspx) * [Inspire](https://inspireinc.herokuapp.com/) * [Stanford Entrepreneurial Summer Intern Program](http://www.gsb.stanford.edu/organizations/leverage-gsb/internships-experiential-learning/entrepreneurial-summer-program#Guidelines_for_Participation) * [Pro Bono Economics](http://www.probonoeconomics.com/) * [Echoing Green](http://www.echoinggreen.org/our-programs) * [Governance Counts](http://governancecounts.org.in/index.htm)   **Online courses**   * [Wharton Entrepreneurship](https://www.coursera.org/specializations/wharton-entrepreneurship) * [Strategic Leadership and Management](https://www.coursera.org/specializations/strategic-leadership) * [Innovation Design for Global Grand Challenges](https://www.coursera.org/learn/grand-challenges)   **Impact investing**   * **Financial Inclusion**   + [Accion](https://www.accion.org/)   + [Bamboo Finance](http://www.bamboofinance.com/about/)   + [Elevar Equity](http://elevarequity.com/)   + [GrayGhost Ventures](http://www.grayghostventures.com/) * **Energy**   + [Bamboo Finance](http://www.bamboofinance.com/about/)   + [Vital Capital](http://www.vital-capital.com/)   + [Acumen Fund](http://acumen.org/investments/) * **Agriculture**   + [Bamboo Finance](http://www.bamboofinance.com/about/)   + [Elevar Equity](http://elevarequity.com/)   + [Vital Capital](http://www.vital-capital.com/)   + [Acumen Fund](http://acumen.org/investments/)   + [Root Capital](https://www.rootcapital.org/) * **Health**   + [Bamboo Finance](http://www.bamboofinance.com/about/)   + [Better Ventures](http://www.better.vc/)   + [Vital Capital](http://www.vital-capital.com/)   + [DBL Partners](http://www.dblpartners.vc/)   + [Acumen Fund](http://acumen.org/investments/) * **Sustainability**   + [Better Ventures](http://www.better.vc/)   + [DBL Partners](http://www.dblpartners.vc/) * **Environment**   + [EcoEnterprises Fund](http://www.ecoenterprisesfund.com/)   + [Root Capital](https://www.rootcapital.org/) * **Humanitarian**    + [Elevar Equity](http://elevarequity.com/)   + [Root Capital](https://www.rootcapital.org/) * **Technology**   + [GrayGhost Ventures](http://www.grayghostventures.com/)   + [DBL Partners](http://www.dblpartners.vc/) * **Housing**   + [Vital Capital](http://www.vital-capital.com/)   + [Acumen Fund](http://acumen.org/investments/) * **Education**   + [Vital Capital](http://www.vital-capital.com/)   + [Acumen Fund](http://acumen.org/investments/) * **All**   + [Grassroots Business Fund](http://www.gbfund.org/)   + [Big Issue Invest](http://bigissueinvest.com/application-form/)   + [SEAF](http://seaf.com)   + [Echoing Green](http://www.echoinggreen.org/our-programs)   **Legal services**   * [Lawyers Without Borders](http://www.lwob.org/) * [Lex Mundi ProBono Foundation](http://www.lexmundiprobono.org/lexmundiprobono/default.asp) |

***Measurement and impact***

How can our innovators efficiently and effectively monitor, measure, and test whether their innovation is achieving impact?

1. **Introduction to evaluations: “the what, why, who, when, and how of evaluations”**
   1. Basic
      1. [Measuring Impact](http://www.socialimpactinvestment.org/reports/Measuring%20Impact%20WG%20paper%20FINAL.pdf)
      2. [Building a Performance Measurement System](http://www.rootcause.org/docs/Resources/Books/Building-a-Performance-Measurement-System/Building-a-Performance-Measurement-System.pdf)
   2. Intermediate
      1. [Impact Evaluation](http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTPOVERTY/EXTISPMA/0,,menuPK:384339~pagePK:162100~piPK:159310~theSitePK:384329,00.html) - World Bank
      2. [Introduction to Impact Evaluation - Australia](https://www.interaction.org/sites/default/files/1%20-%20Introduction%20to%20Impact%20Evaluation.pdf)
      3. [UNICEF Overview of Impact Evaluation](https://www.unicef-irc.org/publications/pdf/brief_1_overview_eng.pdf)
   3. Advanced
      1. [Scaling Up and Evaluation](http://economics.mit.edu/files/766)
      2. [Introduction to Evaluation](https://www.povertyactionlab.org/sites/default/files/resources/Introduction%20to%20Evaluations%20%281%29.pdf) - J-PAL, Randomized evaluations
      3. [Outlines of Principles for Impact Evaluations](http://www.oecd.org/dac/evaluation/dcdndep/37671602.pdf)
      4. [Using Randomization in Development Economics Research: A Toolkit](http://scholar.harvard.edu/files/kremer/files/randomization_toolkit_dev_economics.pdf)
      5. [Impact Evaluation in Practice](http://siteresources.worldbank.org/EXTHDOFFICE/Resources/5485726-1295455628620/Impact_Evaluation_in_Practice.pdf)
2. **Research Question**
   1. [Narrowing a Topic and Developing a Research Question](https://libraries.indiana.edu/sites/default/files/Develop_a_Research_Question.pdf)
   2. [Identifying a Relevant Research Problem and Question, and Searching Relevant Literature](http://www.prchn.org/Downloads/Identifying%20a%20research%20problem%20and%20question%20searching%20relevant%20data.pdf)
   3. [Evidence Gap Maps](http://www.3ieimpact.org/en/evidence/gap-maps/) - help figuring out what data is already out there
3. **Research Design**
   1. Target population and outcomes (tied to research questions)
   2. Sampling
      1. [WHO STEPS Sample Size Calculator and Sampling Spreadsheet](http://www.who.int/chp/steps/resources/sampling/en/)
      2. [A Practical Guide to Sampling](https://www.nao.org.uk/wp-content/uploads/2001/06/SamplingGuide.pdf)
   3. Randomization/IE design
   4. Power Calculations/sample size
      1. Overview
         1. [Power and Sample Size Calculation](http://powerandsamplesize.com/)
         2. [Determining Sample Size: How to Ensure You Get the Correct Sample Size](https://www.qualtrics.com/blog/determining-sample-size/)
         3. [Determining Sample Size eBook](http://success.qualtrics.com/rs/qualtrics/images/Determining-Sample-Size.pdf)
      2. Optimal Design software
         1. [Exercise: How to do Power Calculations in Optimal Design Software](https://www.povertyactionlab.org/sites/default/files/06.Exercise_PowerCalc_OD.pdf)
         2. [Power Calculations: STATA and Optimal Design](http://siteresources.worldbank.org/INTDEVIMPEVAINI/Resources/3998199-1285617002143/PowerCalculations.pdf)
4. **Measurement and Data Collection**
   1. Survey Design
      1. [World Bank LSMS](http://econ.worldbank.org/WBSITE/EXTERNAL/EXTDEC/EXTRESEARCH/EXTLSMS/0,,contentMDK:21610833~pagePK:64168427~piPK:64168435~theSitePK:3358997,00.html)
   2. Data collection - Software options
      1. Free
         1. [ODK](https://opendatakit.org/)
         2. [Fieldata](http://fieldata.in/) - free option
         3. [Computer-Assisted Personal Interview technology (World Bank)](http://web.worldbank.org/WBSITE/EXTERNAL/EXTDEC/EXTRESEARCH/EXTPROGRAMS/EXTCOMPTOOLS/0,,contentMDK:23426734~pagePK:64168182~piPK:64168060~theSitePK:8213597,00.html)
            1. [Survey question designer from World Bank](https://solutions.worldbank.org/account/login?ReturnUrl=%2f)
            2. [Survey solutions tester](https://play.google.com/store/apps/details?id=org.worldbank.solutions.Vtester)
      2. Paid
         1. [SurveyCTO](http://www.surveycto.com/index.html)
         2. [SurveyBe](http://edi-global.com/surveybe-overview/)
   3. Data quality
      1. [Using Administrative Data for Randomized Evaluations](https://www.povertyactionlab.org/sites/default/files/documents/AdminDataGuide.pdf)
      2. High frequency checks guide and Stata code
         1. [BCSTATS](https://ideas.repec.org/c/boc/bocode/s458173.html)
         2. [CFOUT](https://ideas.repec.org/c/boc/bocode/s457300.html)
5. **Working with Data**
   1. Data security, backup, storage
      1. Software
         1. [BoxCryptor](https://www.boxcryptor.com/en)
   2. Data cleaning
      1. [Managing and Manipulating Survey Data: A Beginner's Guide](http://psr.iq.harvard.edu/files/psr/files/ManagingSurveyData_0.pdf)
      2. [Talend](https://www.talend.com/resource/data-quality-tools.html)
   3. Data analysis
      1. [Data classification table](http://security.harvard.edu/dct)
      2. [Best Practices for Data and Code Management](http://www.poverty-action.org/publication/ipas-best-practices-data-and-code-management)
6. **Ethics**
   1. Institutional Review Board (IRB) Overview
      1. [IRB Flowsheet](http://www.marquette.edu/orc/irb/documents/MUIRBFlowsheet.pdf)
      2. [Does my research need IRB review?](http://www.irb.umn.edu/research.html)
   2. Training and Certification on Human Subjects Research
      1. [NIH Research Involving Human Subjects](https://humansubjects.nih.gov/)
7. **Transparency and Reproducibility**
   1. [Pre-registration on AEA](https://www.socialscienceregistry.org)
   2. Pre-analysis plans
      1. [Promises and Perils of Pre-Analysis Plans](http://economics.mit.edu/files/10654)
   3. External sharing and data publication
      1. [Data Publication Guidelines](https://www.povertyactionlab.org/sites/default/files/documents/JPAL%20Data%20Publication%20Guidelines.pdf)
      2. [Center for Open Science](https://cos.io/)
      3. [International Initiative for Impact Evaluation](http://www.3ieimpact.org/en/evidence/impact-evaluations/)
8. **Software and Tools**
   1. Stata
      1. [Stata tutorial](http://data.princeton.edu/stata/)
      2. [Impact Evaluation using Stata](https://www.pep-net.org/impact-evaluation-using-stata)
   2. R
      1. <https://www.r-project.org/>
   3. OptimalDesign
9. **Cost-effectiveness Analysis**
   1. Costing
      1. [J-PAL Basic Costing Template](https://www.povertyactionlab.org/sites/default/files/resources/Basic%20costing%20template%202016.04.xls)
      2. [J-PAL Guidelines to Costing](https://www.povertyactionlab.org/sites/default/files/resources/J-PAL%20Costing%20Guidelines%202016.05.pdf)
   2. J-PAL Cost Effectiveness
      1. [J-PAL Improving Student Participation Cost-Effectiveness Analysis Example](https://www.povertyactionlab.org/policy-lessons/education/improving-student-participation)
      2. [Cost Effectiveness and Scaling Up: Measurement](https://www.youtube.com/watch?v=xx_EKHvNO3Q&feature=youtu.be&noredirect=1)
      3. [Comparative Cost-Effectiveness Analysis to Inform Policy in Developing Countries: A General Framework with Applications for Education](https://www.povertyactionlab.org/sites/default/files/publications/CEA%20in%20Education%202013.01.29_0.pdf)
   3. Education CE Guides
      1. [J-PAL Improving Test Performance Cost-Effectiveness Analysis Example](https://www.povertyactionlab.org/policy-lessons/education/increasing-test-score-performance)
      2. [Estimating the Cost of Education Programs](https://www.povertyactionlab.org/sites/default/files/resources/Guide5_Cost-Effectiveness%20in%20Education.pdf)
10. **Institutional Support/Technical Assistance**
    1. [J-PAL Executive Education](https://www.povertyactionlab.org/training/executive-education)
    2. [ImpactMatters](https://www.impactm.org) - new IPA-incubated organization that does impact audits for small nonprofits to determine how to use and produce evidence
    3. [IDinsight](http://idinsight.org)
    4. [Pro Bono Economics](http://www.probonoeconomics.com/)