

Scaling...

Why is it so difficult and how can we do better?

BLP2025 conference

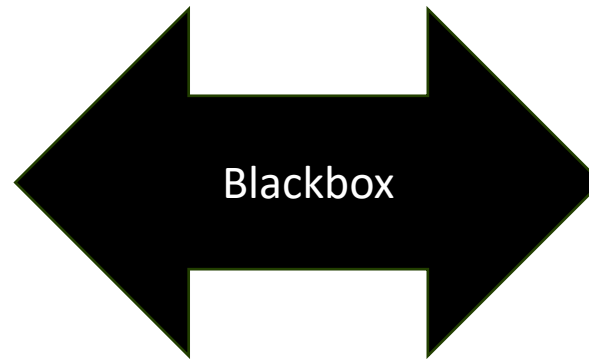
28 January 2025

Iddo Dror and colleagues

The scaling challenge many of us face...



1000s of Innovations
under development



100s impact cases

Why is scaling so difficult?

The real-world is complex, unpredictable and uncontrollable

- Exposing innovations to volatile policy and market pressures
- Only 10% will succeed: prepare for failure!

Scaling is political

- Sunk investment
- Scaling = Change

Scaling through short projects is not effective

- Slow magic: Idea-to-impact pathways take 10-15 years
- Ultimately we want to scale through market or public policy



What are common pitfalls?

1. **Premature scaling:** scale before innovations are proven to work
2. **Unsustainable scaling:** ramping up ‘reach’ or adoption numbers in an unsustainable way (e.g. pay clients to ‘adopt’ innovations)
3. **Techno-focus:** Too much focus on the technology, and not enough on policy, market and finance enablers
4. **Myths:** copy-paste approaches, if the innovation is good enough, it will be adopted
5. **Irresponsible scaling:** innovation use at scale causing unintended consequences
6. **Limited scaling competencies:** Not the ‘right’ capacity and mindset (scientist not the best scalers)

How to deal with this?

1. **Premature scaling:** scale before innovations are proven to work

How to address it?

- Has the innovation been tested for its *readiness* to achieve a certain result or impact?
- Do we have evidence to support that the innovation works under uncontrolled conditions?
- Innovation Readiness may differ across countries or even within countries (e.g. agroecological zones, market accessibility, etc.)



How to deal with this?

2. **Unsustainable scaling:** ramping up 'reach' or adoption numbers in an unsustainable way (e.g. pay clients to 'adopt' innovations)

How to address it?

- Numbers are only part of the story...
- Scaling through public or private sector next users
- Innovation use without project support

I don't like the taste and there is no market, but anyway...

Alright then

I'll give you USD 10 if you adopt this new variety



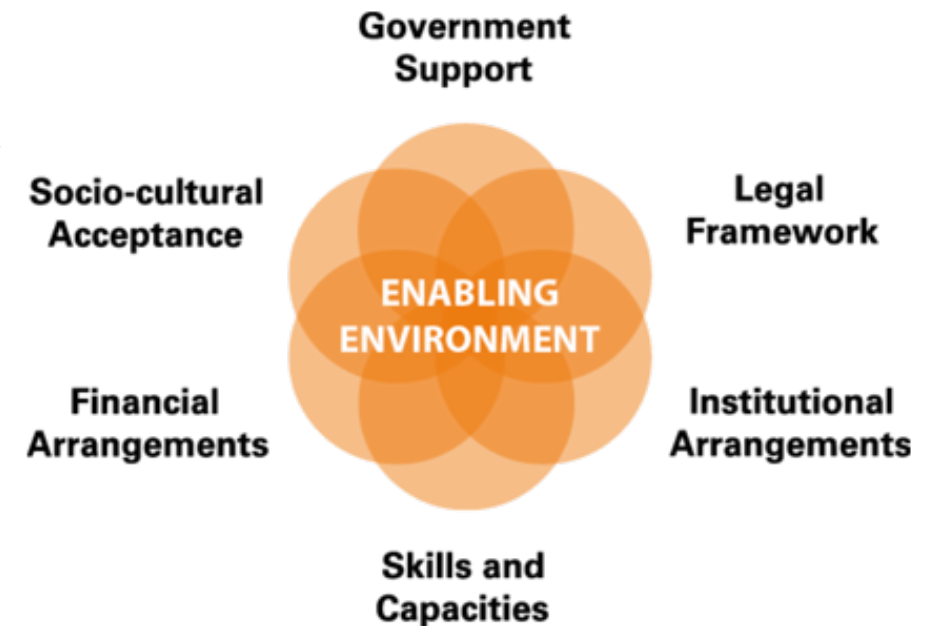
*Donor Report
2021*
**250,000
farmers
adopted our
new variety!!**

How to deal with this?

3. Techno-focus: Too much focus on the technology, and not enough on policy, market and finance enablers

How to address it?

- Innovations scale as part of package
- Technology readiness is just one element
- Consider market readiness, policy readiness, finance readiness, socio-cultural readiness, etc.
- Bottlenecks are often found in the enabling environment (not easy to fix)

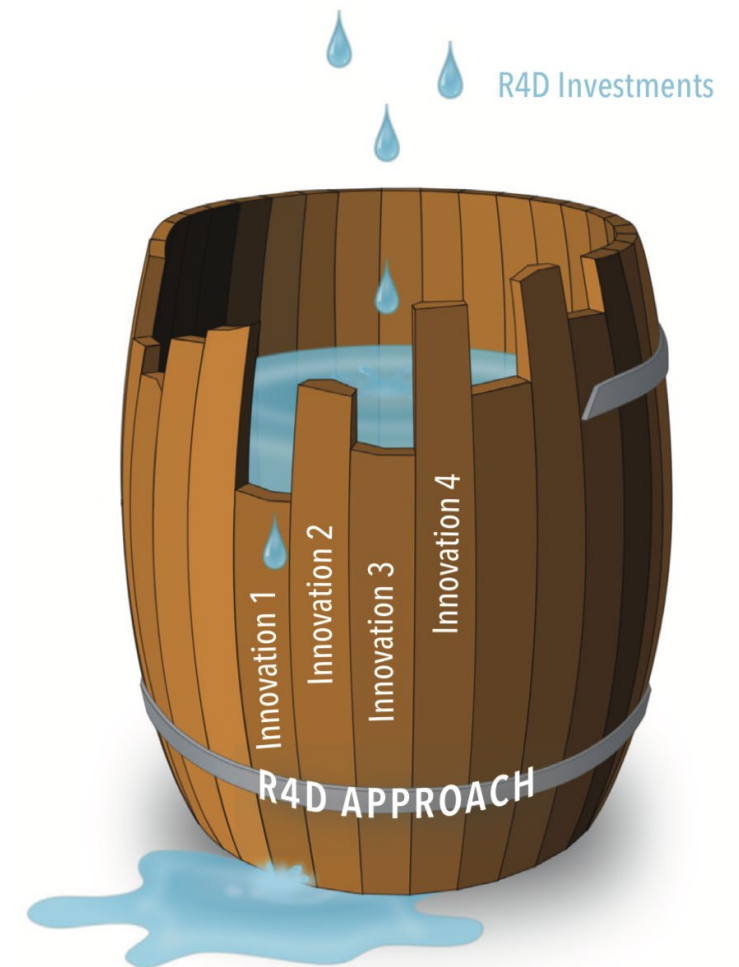


How to deal with this?

4. Myths: copy-paste approaches, if the innovation is good enough, it will be adopted

How to address it?

- Innovation packages are context-specific (performance of NARS, how markets work, policies, finance, capabilities)
- Partnerships are essential, and usually vary across countries
- Bottlenecks and how to best overcome them vary from context to context

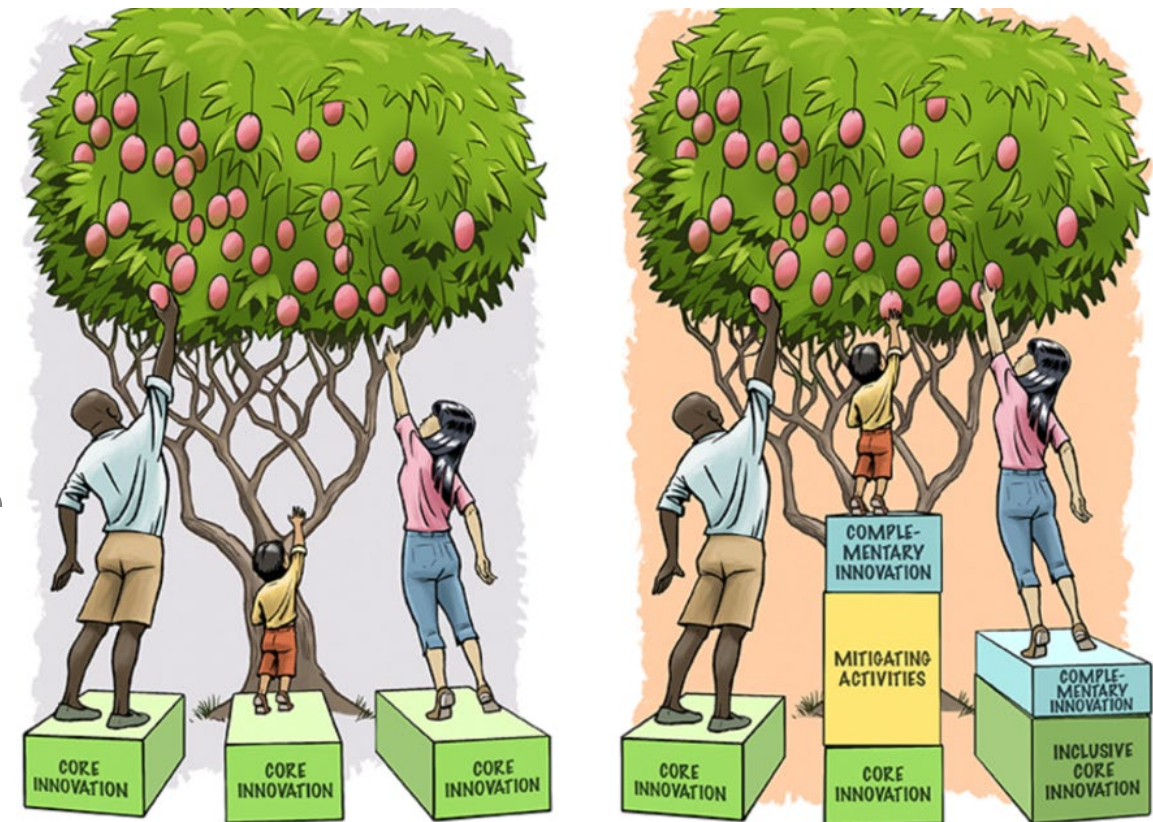


How to deal with this?

5. Irresponsible scaling: innovation use at scale causing inequalities or unintended consequences

How to address it?

- Understand relevant diversity (gender/ age/ location, etc.)
- Co-create and user-centred
- Ex-ante assessments to anticipate unintended consequences
- Diverse innovation/ scaling teams



How to deal with this?

6. Limited scaling competencies: Not the 'right' capacity and mindset (scientist not the best scalers)

How to address it?

- Use people in their strength (let scientists be scientists, let them work with scaling experts)
- Fit-for-purpose partnerships along impact pathway
- Invest in organizational capacity and culture growth



Course curriculum

A bioenergy example (1)

- Biogas digester
- Kenya

Questions to ask:

- Is the technology proven to work in the expected geolocations (without project support)?
- Do we have solid evidence of that?



A bioenergy example (2)

Questions to ask:

- Are people aware? Do they trust the technology? Do they have access? Can they finance it? Do they have capacity to operate it?
- Is there a conducive policy/legal environment?
- Are users willing to pay? What is the RoI projection?



A bioenergy example (3)

Questions to ask:

- Are there service providers to train the digester owners?
- Are there mechanics to repair broken biodigesters?
- Are there local spare-parts people can access/ afford?
- Is waste collection/ preparation competing with other household labor requirements/ activities?



A bioenergy example (4)

Questions to ask:

- Do people have access to sufficient feedstock/ water?
- Does the innovation disrupt any community or household dynamics?
- Who benefits/ who does not?
- Could use at scale cause any unintended consequences
- What happens when projects stop? Is there an exit-strategy?



Package for scaling a bioenergy innovation



CGIAR's scaling approach

Agricultural Systems 216 (2024) 103907

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Agricultural Systems

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Innovation portfolio management for responsible food systems transformation in the public sector: Lessons, results and recommendations from CGIAR


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HIGHLIGHTS

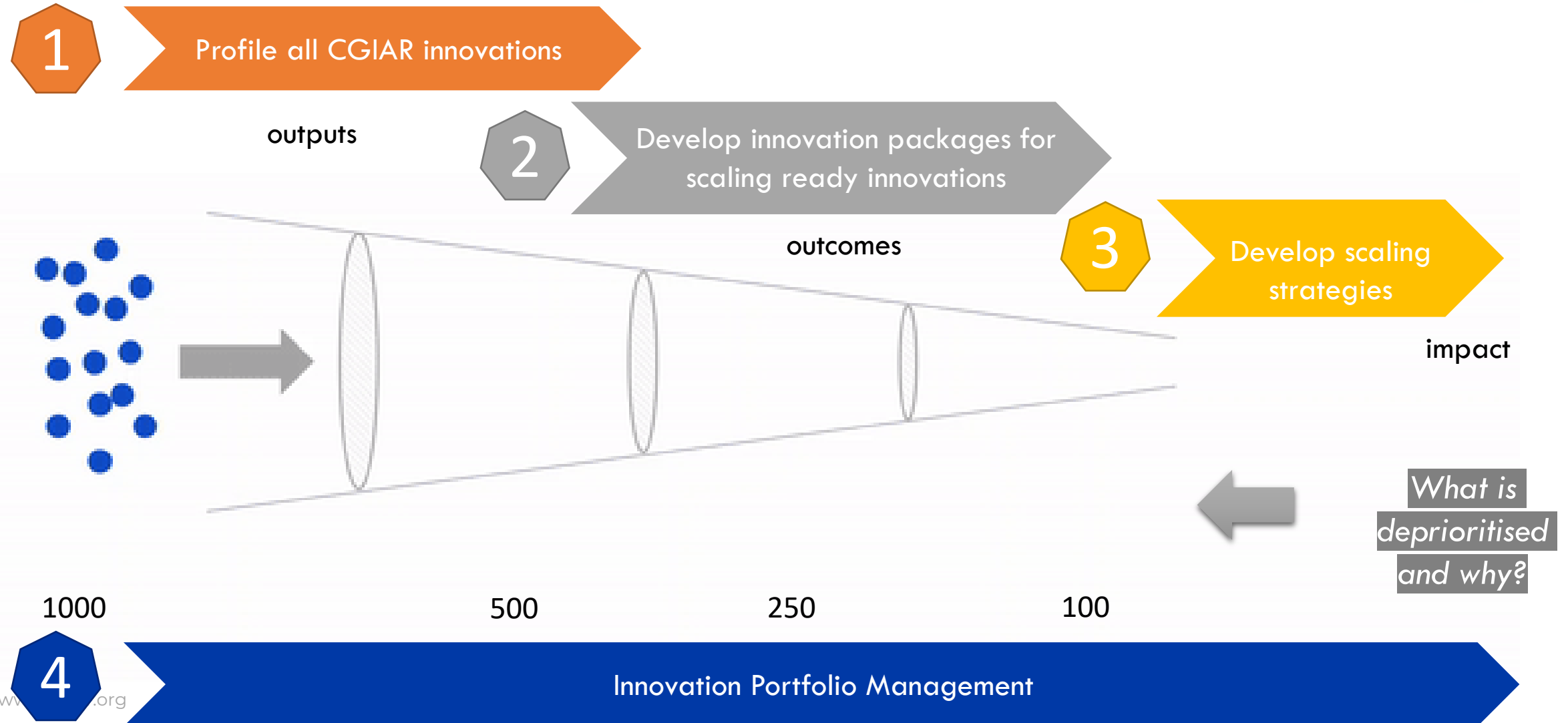
- Innovation portfolio management is underutilized in the public research and development sector.
- CGIAR is mainstreaming an innovation portfolio management approach based on Scaling Readiness principles.
- The objective is to enhance CGIAR's effectiveness and performance in achieving its 2030 research and innovation strategy.
- Innovation portfolio management necessitates a holistic approach with investment in methods, mindsets, and mechanisms.
- Integrating this approach into decision-making and program cycles serves as a significant incentive for its adoption and success.

GRAPHICAL ABSTRACT



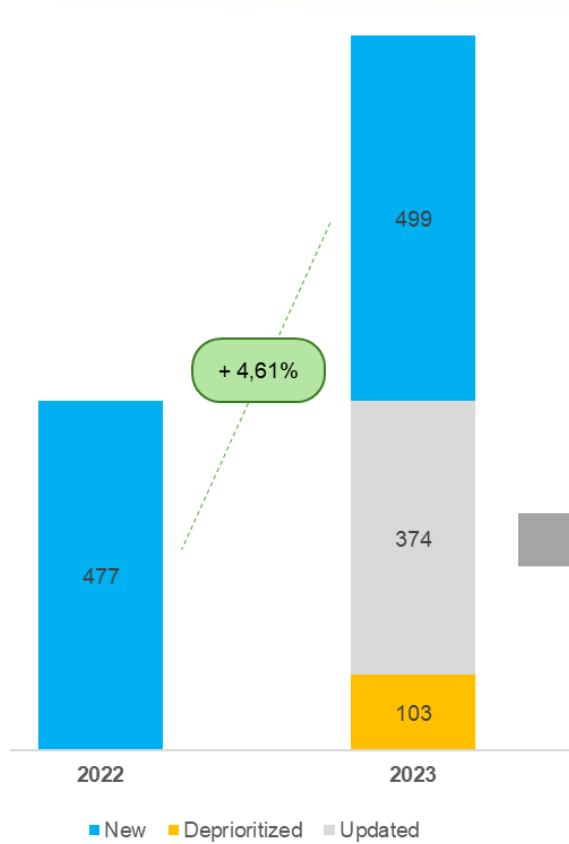
- Powered by Scaling Readiness approach
- Supports CGIAR/ partner innovation Teams in designing impact pathways with scale in mind
- Metrics are used to manage portfolio of 1000s of innovations towards impact
- Scaling culture/capacity growth
- USD 200m+ investment into new Scaling for Impact Program 2025-30

How does it work?



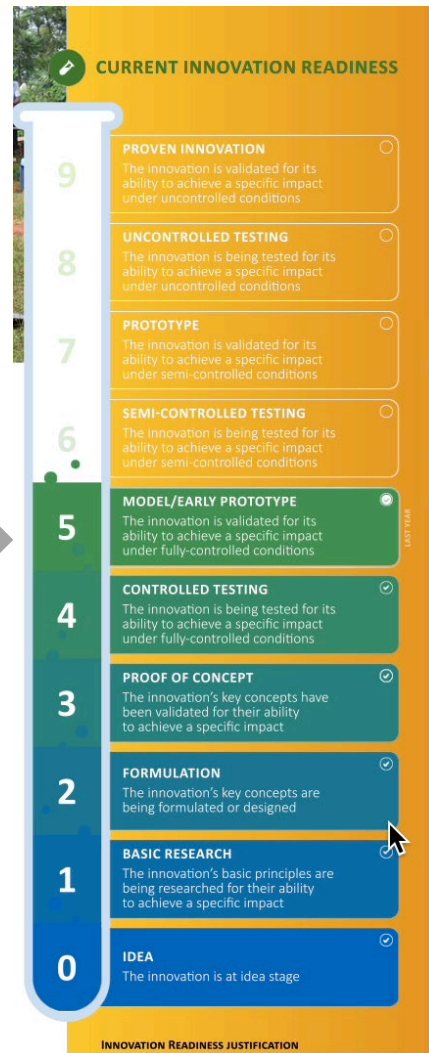
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1000 Innovations Profiled



Standardized data on SDG, readiness, geofocus, innovation type, partnerships, etc

www.cgiar.org



Changes in readiness of individual innovations



CGIAR Innovation Packages and Scaling Readiness (IPSR)
INNOVATION PROFILE

LEVERAGING SOCIAL PROTECTION FOR WOMEN'S ENGAGEMENT IN SUSTAINABLE LAND MANAGEMENT

Design innovations in leveraging social protection for women's engagement in sustainable land management practices.

2024
1st Edition

INITIATIVES, PARTNERS AND ESTIMATED USD INVESTMENT

LEAD INITIATIVE
Y INIT26: **Gender Equality** - Harnessing Gender and Social Equality for Resilience in Agrifood Systems

CONTRIBUTING INITIATIVES
INIT35: **Fragility, Conflict and Migration**

CONTRIBUTING CENTRES
Y IFPRI - International Food Policy Research Institute

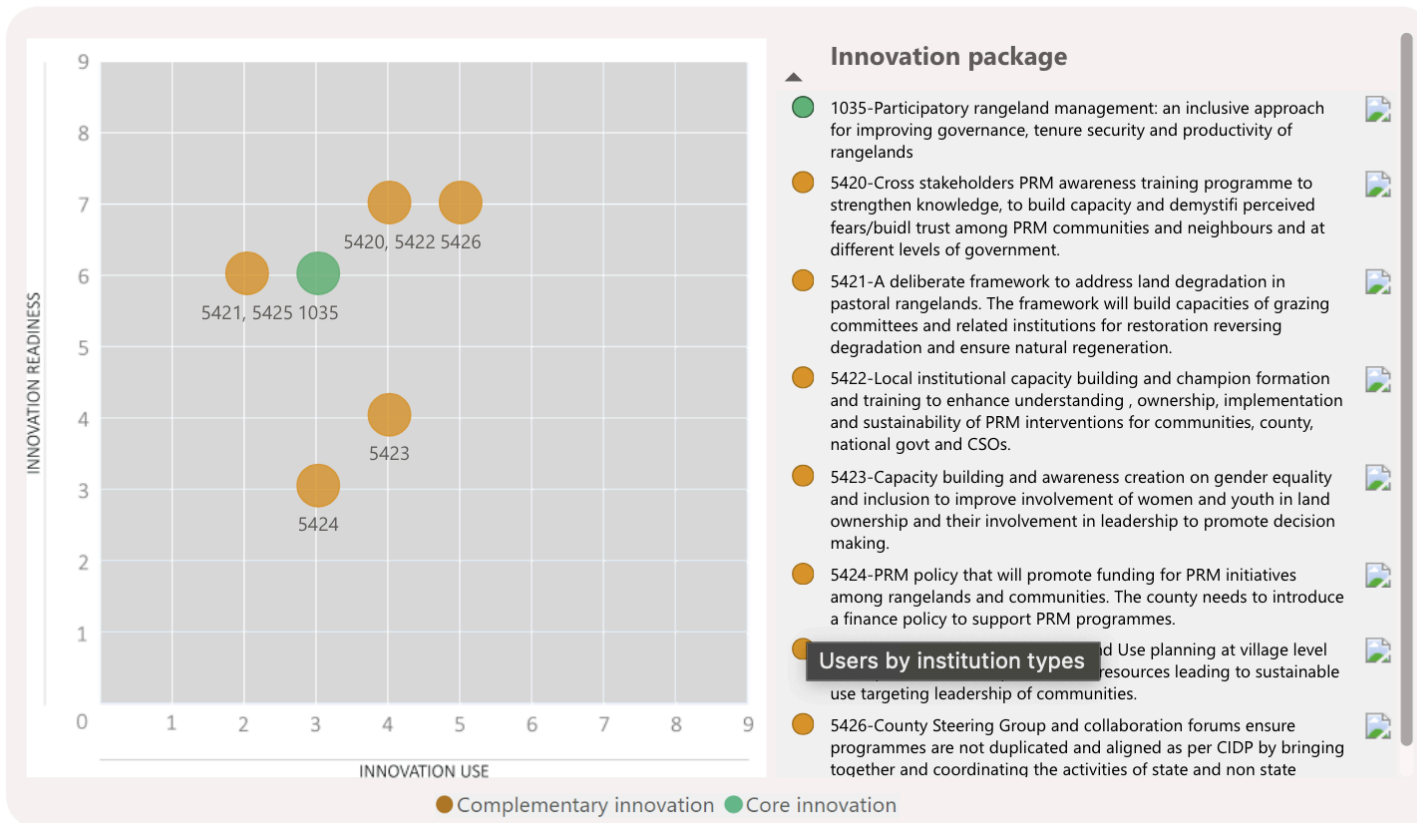
PARTNERS INVOLVED
World Vision International - Scaling, Demand, Innovation partner
CARE - Scaling, Demand, Innovation partner

Technological innovations, policy innovations, business model innovations, social innovations, gender innovations, genetic innovations, etc.

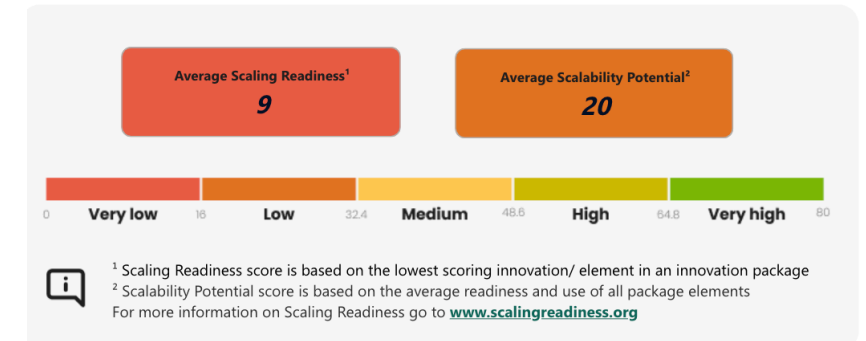
100 Context-specific Innovation Packages

Scaling Ambition

By 2024, the Livestock and Climate and partners will work together with Resource Conflict Institute and County Government of Baringo to accomplish the use of Participatory rangeland management: an inclusive approach for improving governance, tenure security and productivity of rangelands by 1000 women (500 youth / 500 non-youth) & 1000 men (500 youth / 500 non-youth) Farmers/ (agro)pastoralist/ herders/ fishers and 5 women (0 youth / 5 non-youth) & 5 men (0 youth / 5 non-youth) Policy actors (public or private), 2 Other, 10 NGO Local (General), 1 Research organizations and universities National (NARS), 1 Government (National) and 1 Government (Subnational), 150000 # of hectares, in Kenya to contribute achieving 500,000 hectares of land under improved governance, management and restoration .



Scaling Readiness Metrics



- Insights in enabler types (awareness, confidence, access, affordability, capacity, policy, etc.)
- Brings together ecosystem players to achieve impact

3

10 Scaling Strategies co-created

- Identify Innovation Packages with transformative potential
- Develop investor-ready Scaling Strategies for those innovation packages
- Navigate and monitor scaling strategy implementation



**Gates
Foundation**

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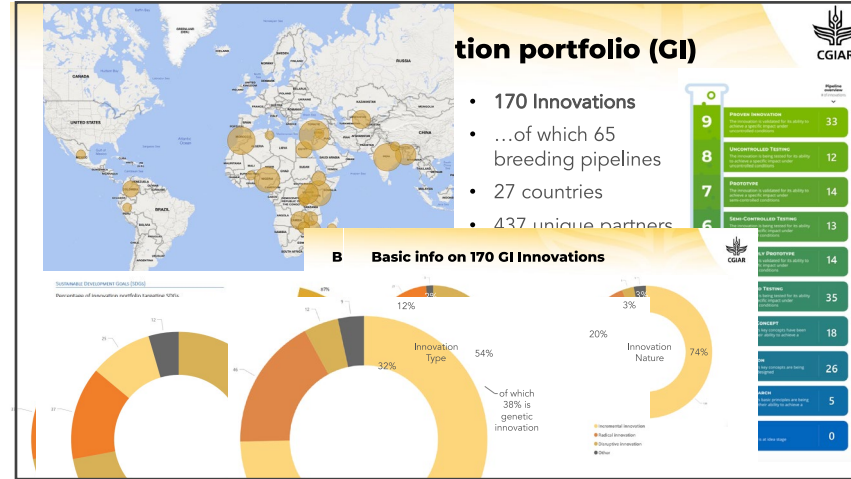
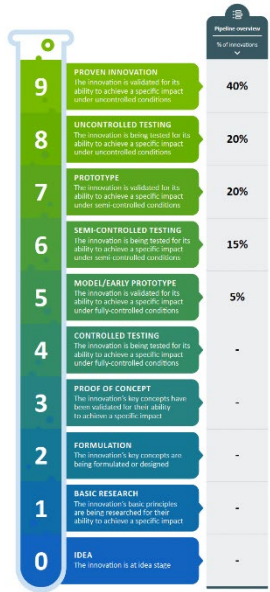
Innovation Portfolio Management



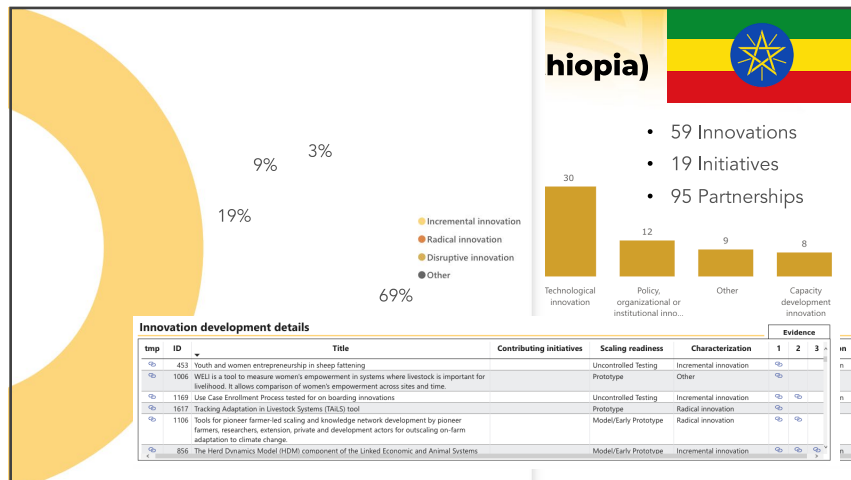
Introduction

Diversification in East and Southern Africa (Ukama Ustawi) is a CGIAR Regional Integrated Initiative which aims to support climate-resilient agriculture and livelihoods in 12 east and southern African countries by helping millions of smallholders intensify, diversify and reduce the risks in maize-based farming through improved extension services, small and medium enterprise development, supporting governance frameworks and increased investment with a gender and social inclusion lens.

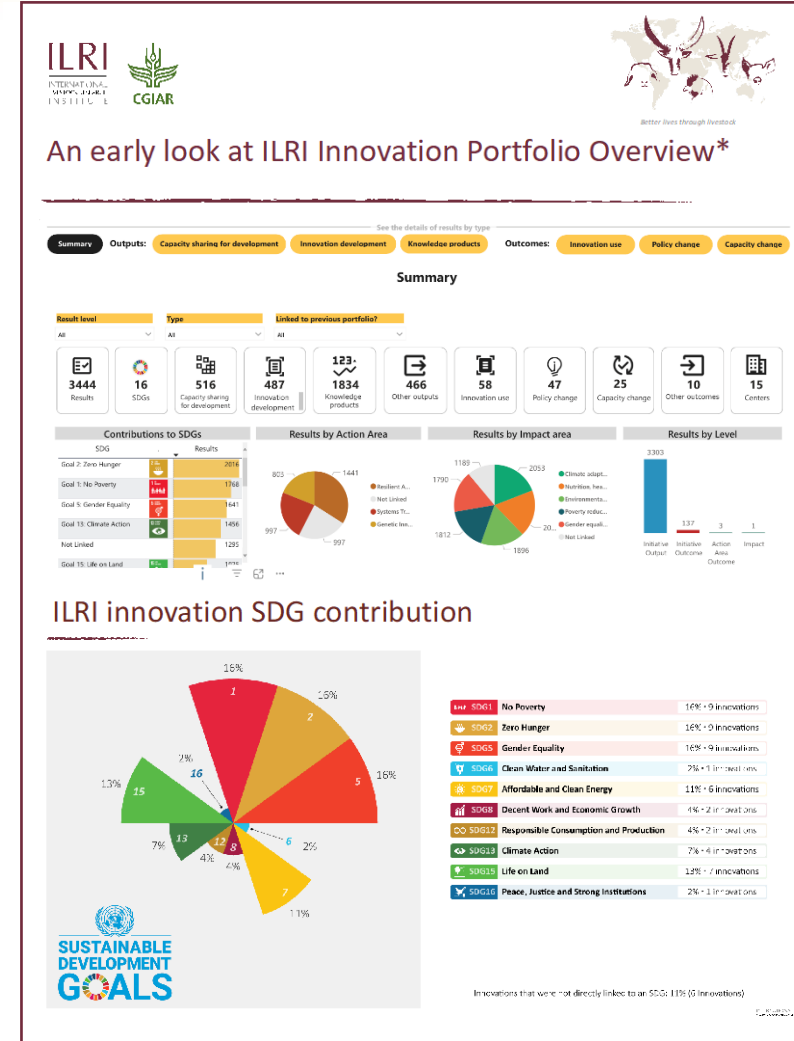
This report provides an overview of the portfolio of innovations developed by the Initiative and its partners.



At AA/ SG level



At country level



At Initiative level

At CG centre level

All innovation data publicly available

CGIAR Results Dashboard



<https://www.cgiar.org/food-security-impact/new-results-dashboard/>