



NL-CGIAR Event:

Responsible Scaling for Food Systems Transformation

13/02/2024, the Hague, the Netherlands

On the agenda

- Opening remarks, Ministry of Foreign Affairs
- Theory: Scaling from a systems perspective
- Practice: Experience deep dive
 - Mainstreaming and portfolio management at CGIAR
 - LAND-at-scale pilot at RVO
- Open dialogue
- Final remarks and closing



Opening remarks

Wilma van Esch

Head Food Security Division

IGG Department

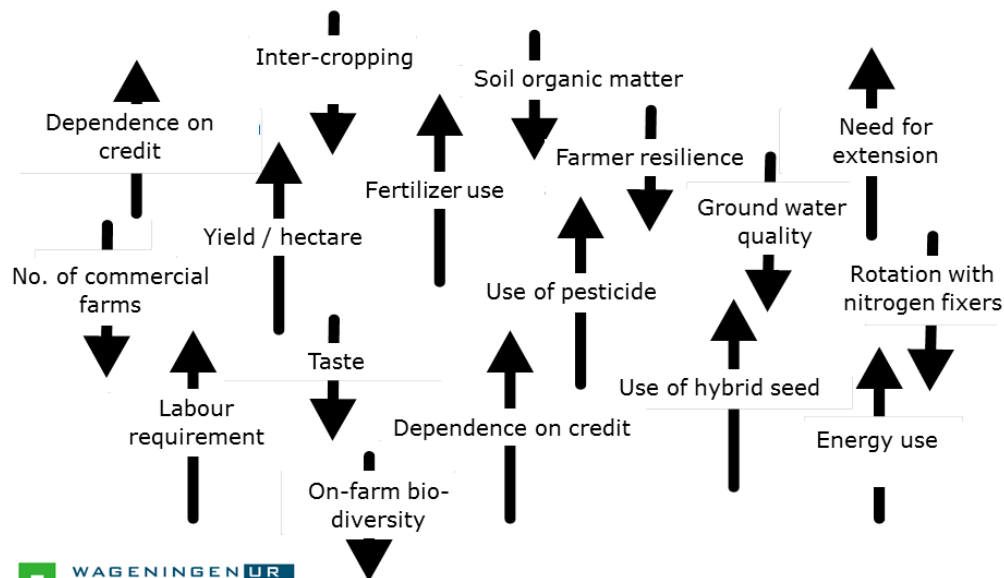
Ministry of Foreign Affairs



Scaling from a systems perspective: conceptual underpinnings of Scaling Readiness

Responsible Scaling for Food System Transformation, A breakfast meeting on Scaling Readiness, The Hague 13-2-2024

Cees Leeuwis, Knowledge, Technology and Innovation group



Achieving SDGs is often associated with scaling solutions (note: eventually the prime aim is to scale outcomes, not innovations)

INNOVATIONS IN AGRICULTURE: Scaling Up to Reach Millions
SCALE UP
sourcebook

3 GOOD HEALTH AND WELL-BEING

4 QUALITY EDUCATION

6 CLEAN WATER AND SANITATION

7 AFFORDABLE AND CLEAN ENERGY

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

11 SUSTAINABLE CITIES AND COMMUNITIES

THE GLOBAL GOALS
For Sustainable Development

SCALING CLIMATE INNOVATION
SUPPORTING LOCAL SOLUTIONS TO ADDRESS CLIMATE CHALLENGES AND DRIVE ECONOMIC DEVELOPMENT
Wed. March 2, 2016
9:00 AM – 12:45 PM
Washington, D.C.

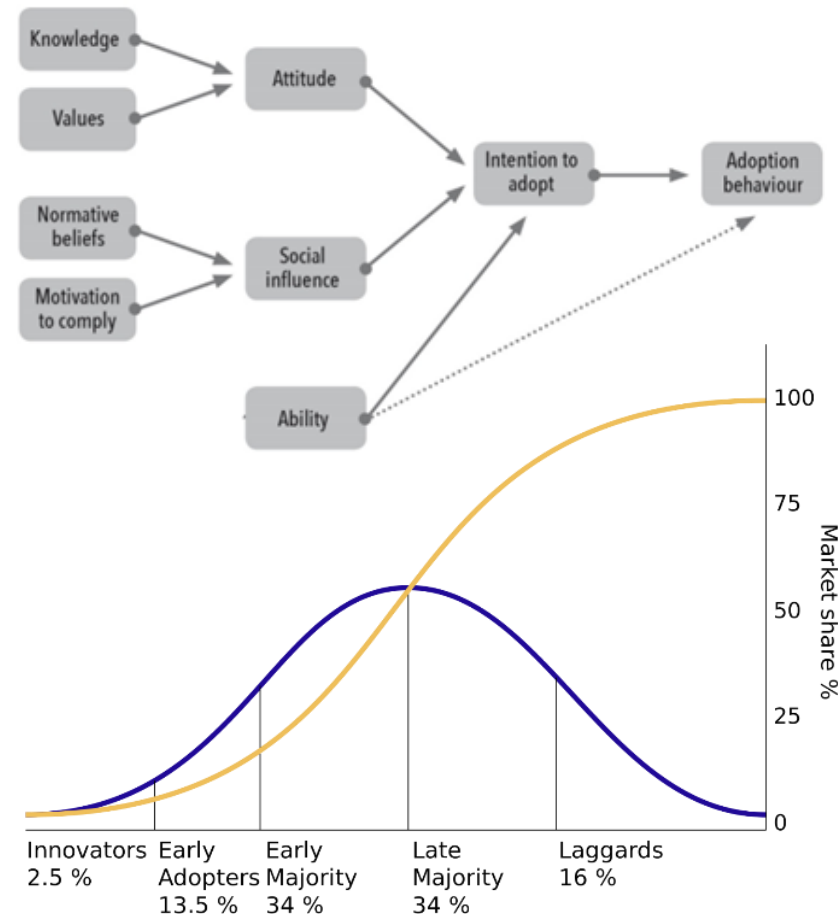
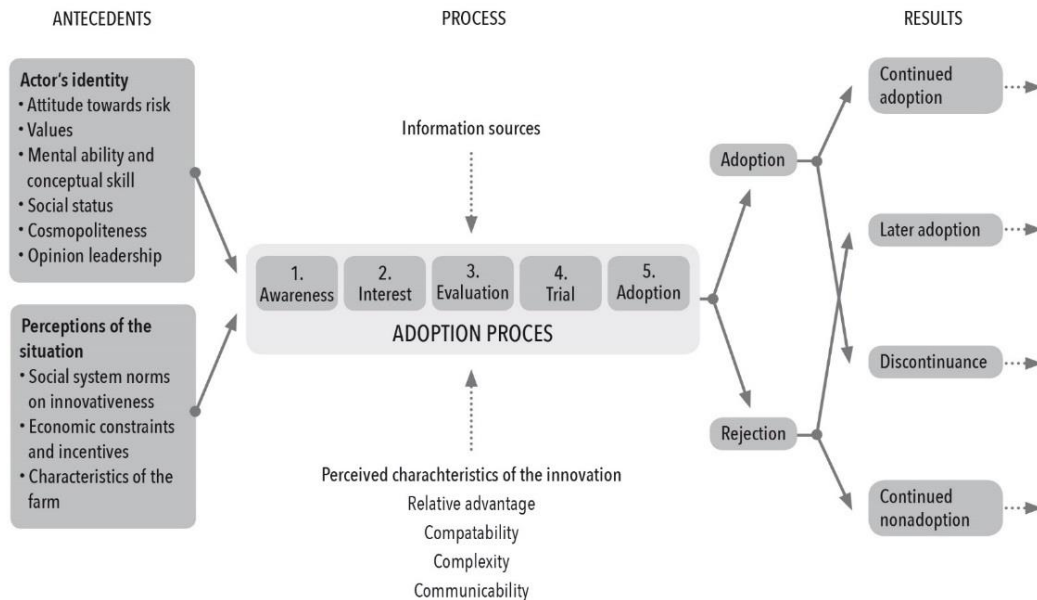
THE CARIBBEAN | MOROCCO | VIETNAM
GHANA | ETHIOPIA | KENYA
SOUTH AFRICA

WORLD BANK GROUP

Getting to Scale
How to Bring Development Solutions to Millions of Poor People

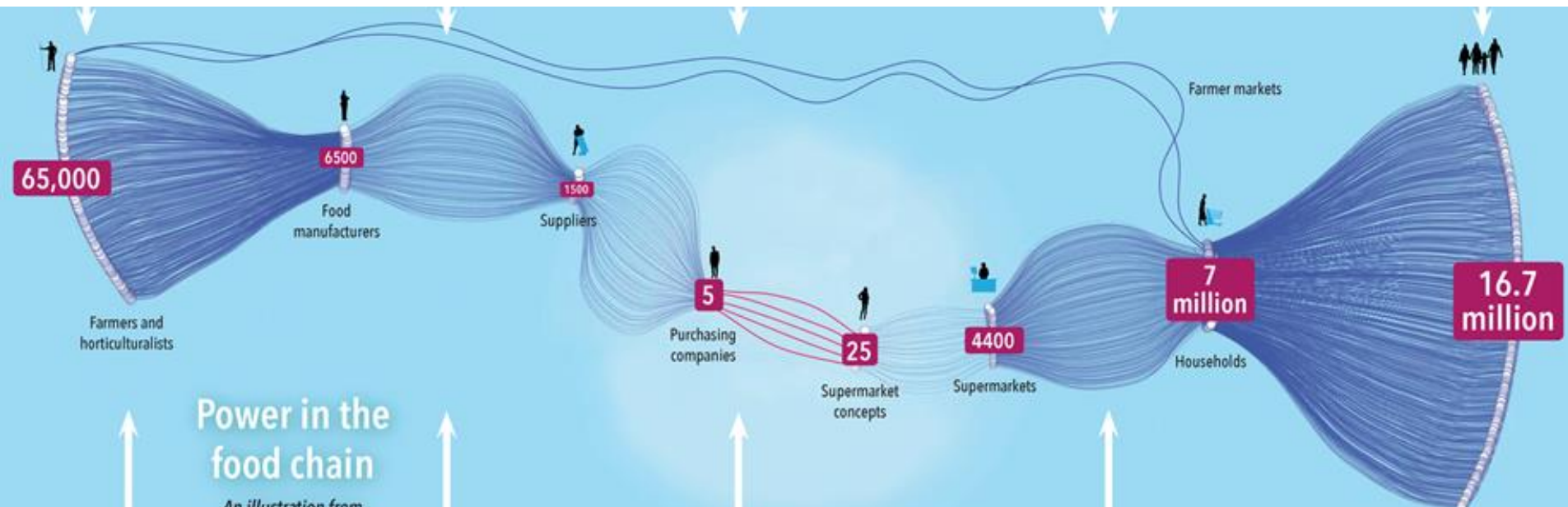
Individual adoption is NOT a good starting point for scaling strategy development

(Adoption and Diffusion Theory / Technology Uptake models / Theory of Planned Behaviour / Knowledge Attitude Practice)



Such individual models overlook fundamental interdependencies & complexity

- vertical: e.g. value chain actors, policy, legal
- horizontal: e.g. peers, community members
- temporal: e.g. previous courses of action
- domains: e.g. multiple spheres of action



Also: between technical and social:

Social-organisational and policy change is a critical component

- Use of new varieties for quantity/quality improvement may require e.g.
 - distribution networks
 - multiplication
 - licencing and quality control
 - pro-poor credit and insurance system
 - re-organisation of labour
 - market development
 - arrangements for land security
 - viable extension models



Scaling happens in configurations of interdependent technical and social changes: i.e. system innovations

- **Hardware:** technology, management practices
- **Orgware:** relationships, trust, incentive systems, rules
- **Software:** knowledge, visions, discourses



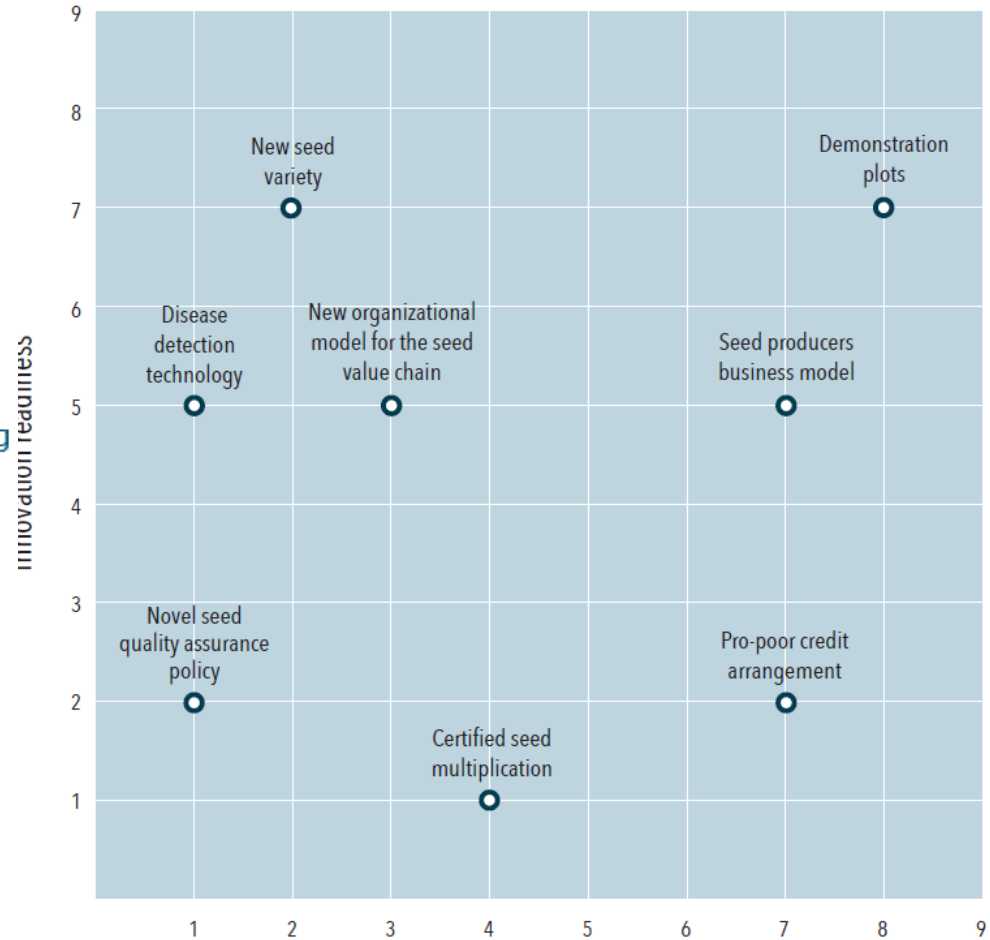
Scaling happens in packages of core and complementary innovations / changes

- With different levels of 'maturity' ...

- ... different support networks / levels

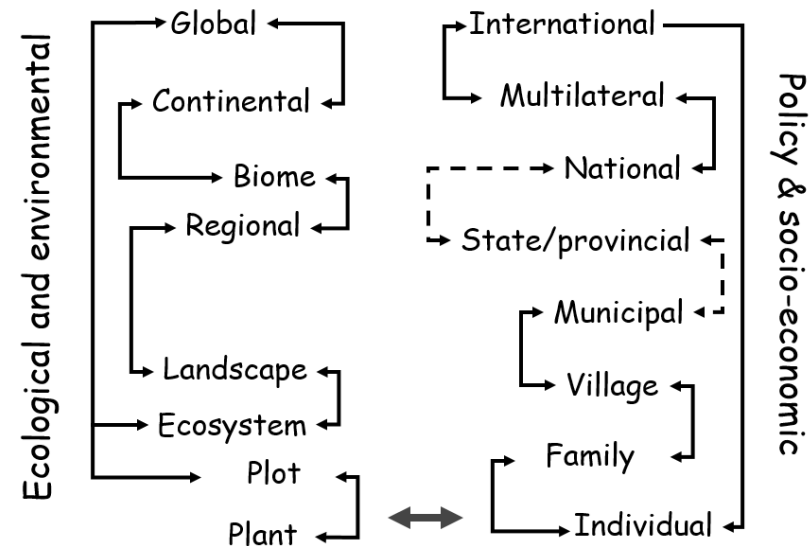
- Ready
- Incubation
- Proof of Application
- Working Application
- Working Model
- Formulating Working Model
- Basic Model
- Basic Research
- Hypothesis
- Idea

An Innovation Package with its Innovations
 Time: Year - Quarter / Space: Country - Site / Goal: SDG - Indicator



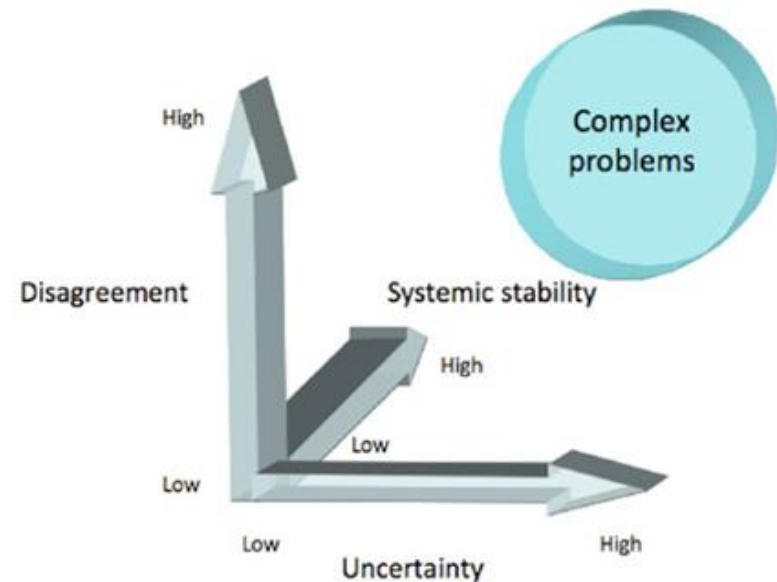
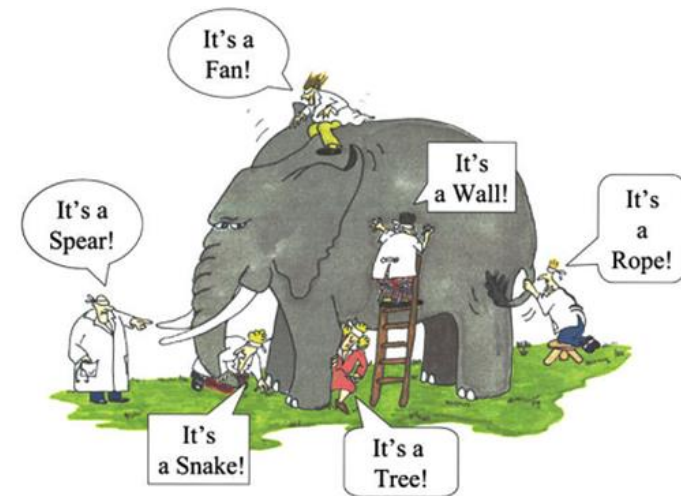
In configurations there are several connotations of 'scaling'

- 'Scaling up' (institutionally)
- 'Scaling out' (geographically / collectively)
- 'Scaling down' (replacing)
- 'Scaling deep' (mental models)
- 'Cross scale' (effects in other sphere)



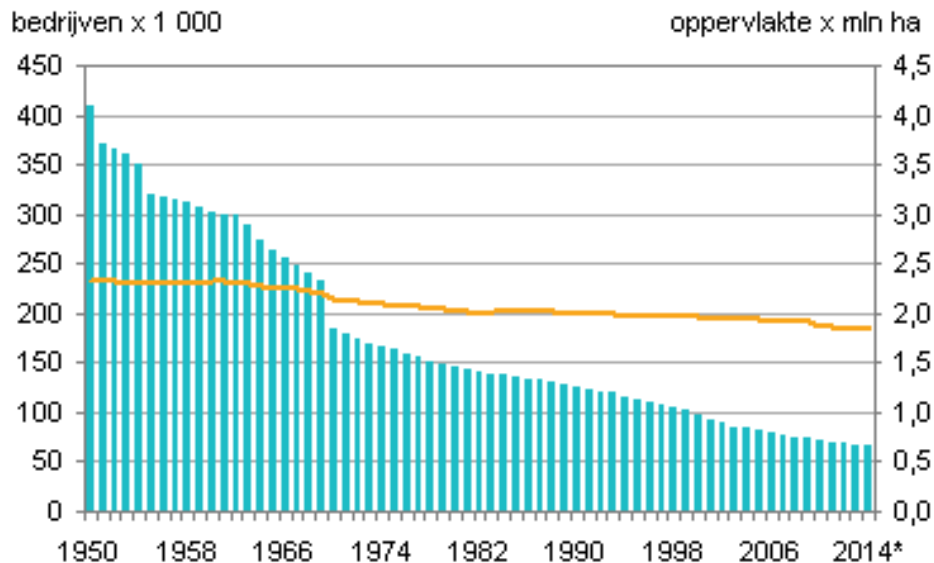
Scaling configurations (system change) is far from easy! Factors contributing to 'paralyses':

- competing views, goals and options
- multiple levels, siloes and spheres
- diversity and unequal power
- existing systems are resilient
- no actor in full control
- leverages are hard to find



Scaling is not inherently good

- Groups may be excluded or face negative consequences
- Undesirable consequences for environment / biodiversity
- We need to think about **Responsible Scaling**



Bron: CBS

Bedrijven Cultuurgrond

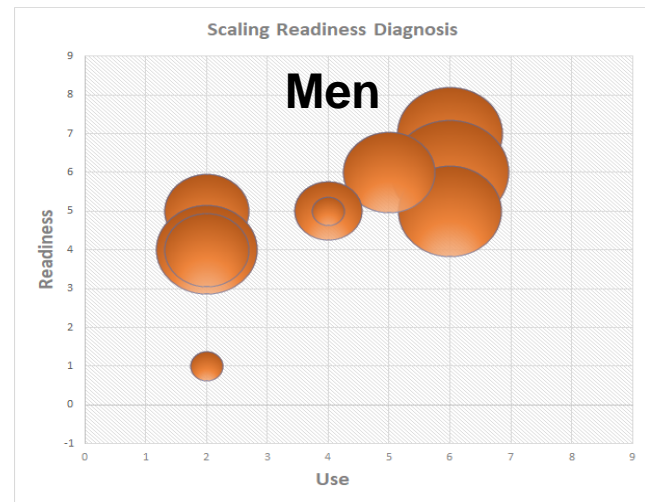
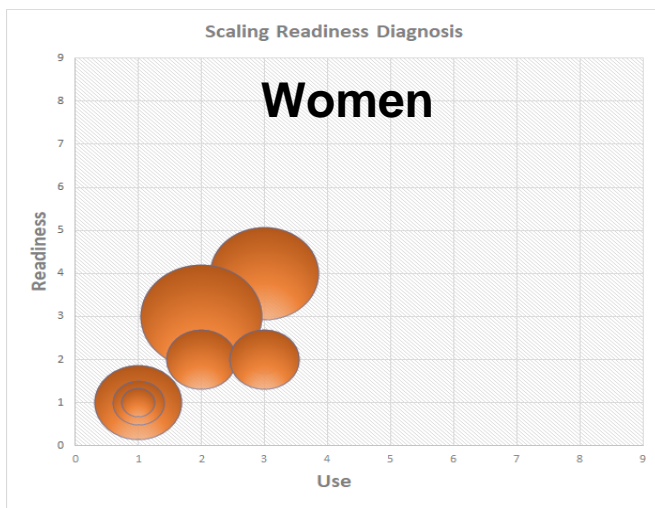


Whether women benefit from improved varieties depends on: credit rules, land-tenure, labour organisation, insurance, delivery models



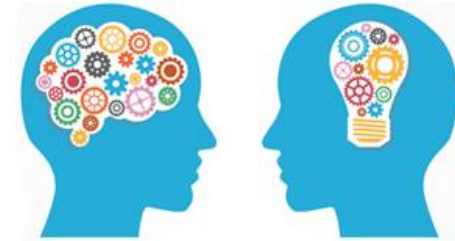
In other words: Innovation packages must be adapted to user categories (and context!)

- The package determines:
 - whether users can adopt/adapt
 - who is able to adopt/adapt
- 'Readiness' of one package may differ per group (or context) - packages need to be tailored



In sum: effective and responsible scaling requires:

- Discovering interdependencies / packages
- Assessing relevant diversity
- Anticipating unintended consequences
- Aligning partners, perspectives and visions
- Overcoming tensions, common ground
- Forging relations and coalitions
- Distributing roles and responsibilities
- To arrive at **coordinated / concerted scaling strategies**



Requiring
Methodological
Guidance:

Dialogue
Information
Evidence
Learning
Negotiation

Developing systemic scaling strategies and managing innovations portfolios

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CGIAR

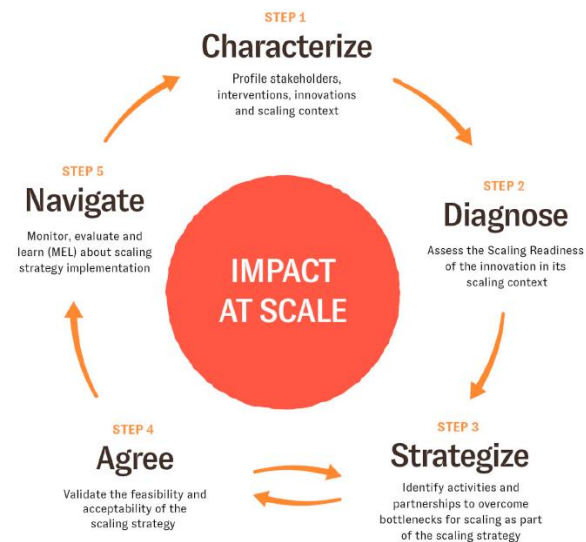
HOW IT WORKS ▾ LET'S TRY ▾ COURSES CALCULATOR ABOUT

Scaling Readiness

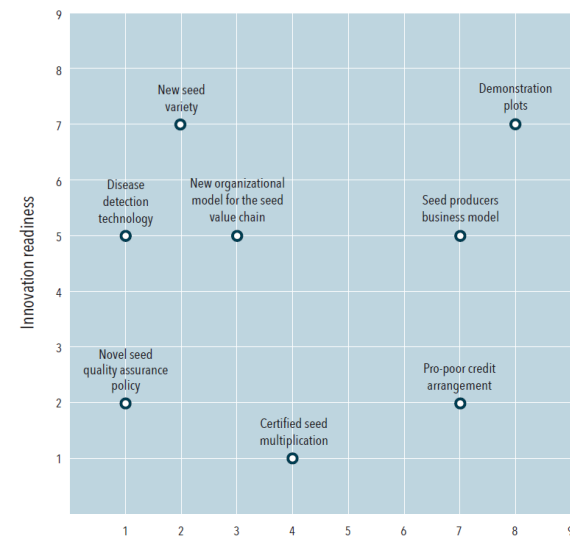
Assessing and accelerating the scaling of innovations

[ABOUT US >](#)

1:30



An Innovation Package with its Innovations
Time: Year - Quarter / Space: Country - Site / Goal: SDG - Indicator



GenderUp

A conversational method for responsible scaling

www.genderupforscaling.org

(Scaling readiness compatible)

GenderUp
A conversational method for responsible scaling

Join the GenderUp Journey

Learn about the impact of GenderUp, uncover resources and information on the newly designed website, and share your thoughts on how you can use GenderUp in the future.

JOIN US!

February 15, 2024

7 AM PST / 3 PM UTC



Webinar registration Link:

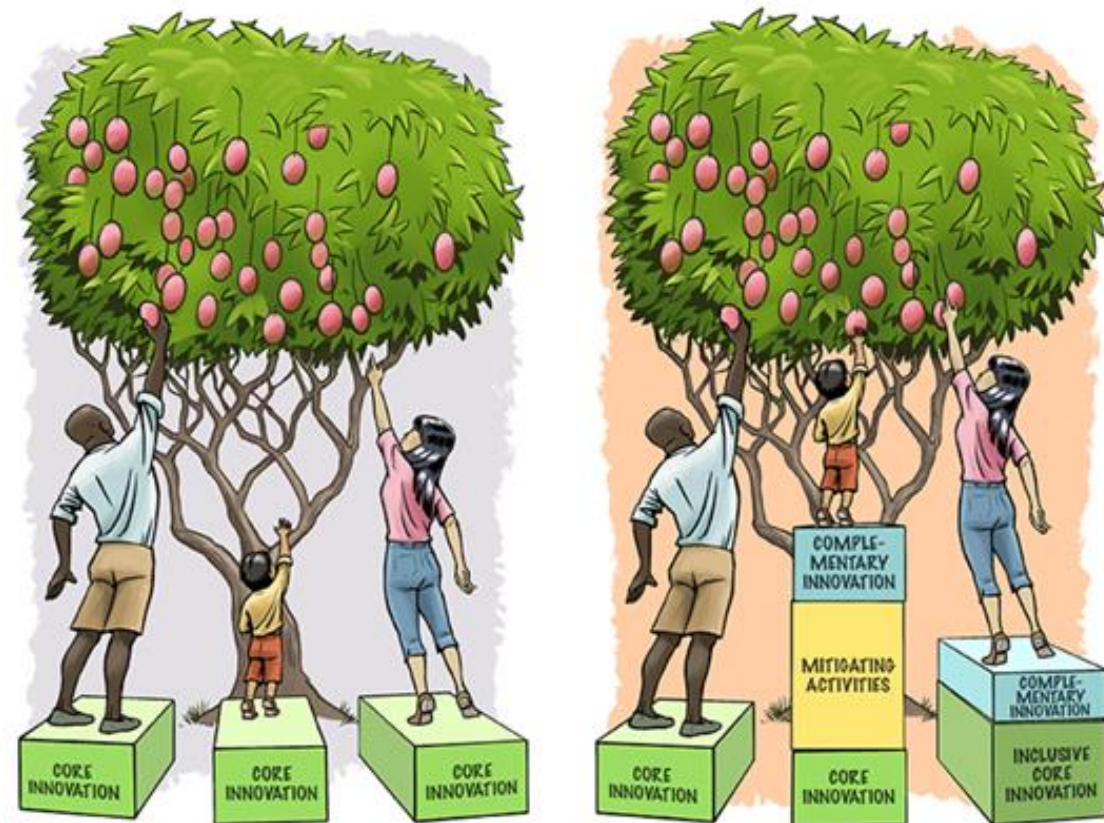
<http://tinyurl.com/3nur836y>



USAID
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HORTICULTURE
INNOVATION LAB

UC DAVIS
UNIVERSITY OF CALIFORNIA



Developed by:

Erin McGuire, Cees Leeuwis, Anne Rietveld, Bela Teeken

Thank you for your attention!





CGIAR Innovation Packages and Scaling Readiness

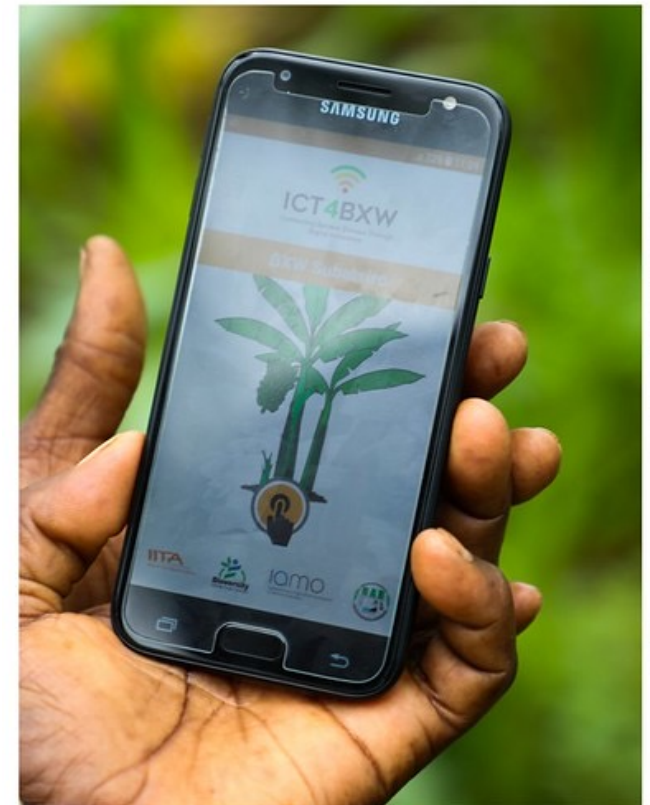
Marc Schut (CGIAR-PPU)
Senior Advisor Innovation
Portfolio Management
13 February 2024

Bottom Line Up Front (BLUF)

- CGIAR is among the few public sector organizations that uses a systematic approach to innovation management for impact at scale
- CGIAR has embraced the Scaling Readiness approach to:
 - Improve scaling performance under its centralized portfolio (USD236M)
 - Manage its innovation and scaling investments in an evidence-based way
- Scaling Readiness support the design, implementation and monitoring of realistic and action-oriented scaling strategies (scaling in complex systems)
- CGIAR's approach is attracting interest from external organizations (e.g. RVO, FAO, CIRAD, other UN) and funders such as GIZ, BMGF, AfDB and MFAT (NZ)

Overcoming scaling myths and challenges

- From idea to 2M users in a 3-year project
- Copy-paste and one-size-fits-all approaches
- Nothing ever fails, nothing ever scales
- Start thinking about scaling at the end of a project
- Simplistic ideas about how scaling happens (e.g. policy-brief)
- Being too much focussed on the numbers
- Scientists are often not the best scaling experts



CGIAR's ask for Scaling Readiness

CGIAR mission:

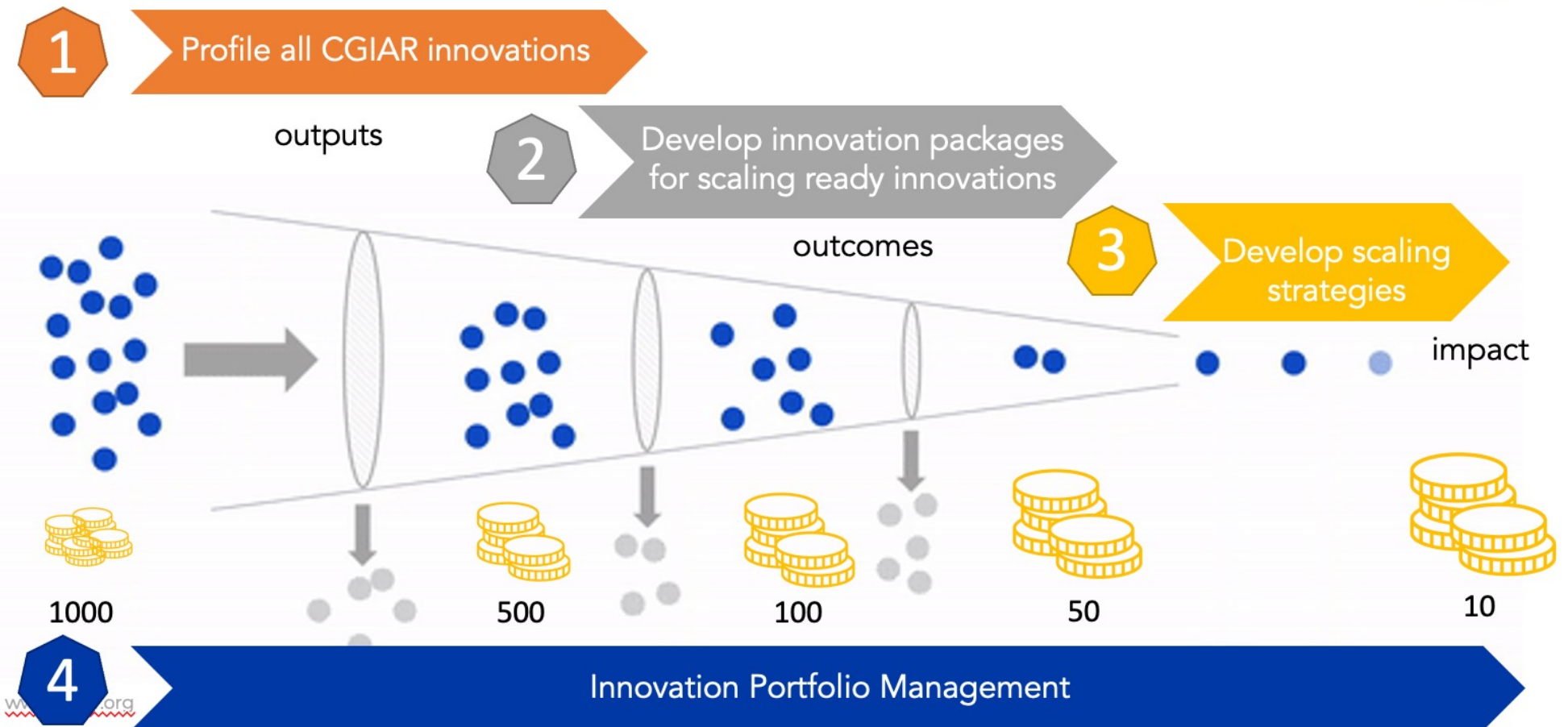
To **deliver science and innovation** that advance transformation of food, land, and water systems in a climate crisis

Improving CGIAR's performance in delivery of science and innovation to achieve the SDGs

Systematic approach to innovation portfolio management and decision-making against the CGIAR 2030 mission



Scaling Readiness in CGIAR



1 Track innovation development (1000s)

CGIAR Innovation Packages and Scaling Readiness (IPSR)
INNOVATION PROFILE

ENVIRONMENTAL FLOW ESTIMATION TOOLS

A set of software tools will enable quick coarse-scale desktop estimates of the environmental flow requirements of rivers by water planners and managers using time series data of monthly river flows.

2022
1st Edition

The Environmental Flow Estimation Tools are a set of user-friendly (online and offline) software tools enabling desktop estimation of quick, coarse-scale environmental flow requirements of rivers. The input data required are time series data of monthly "natural" river flows, either measured or estimated. The tools are meant to be used by water planners and managers in making initial planning-level estimates of environmental flows, which may then be followed by more comprehensive assessments using further data related to aquatic ecology, moving beyond river flow data. Five tools are currently available, two covering major rivers and the other three specifically for estimating environmental flow requirements in the Ganges Basin, Sri Lanka and Nepal. The tools are also useful for building capacity on environmental flow estimation, including for students and practitioners seeking to gain an initial understanding of the concept of environmental flows.

INNOVATION TYPOLOGY

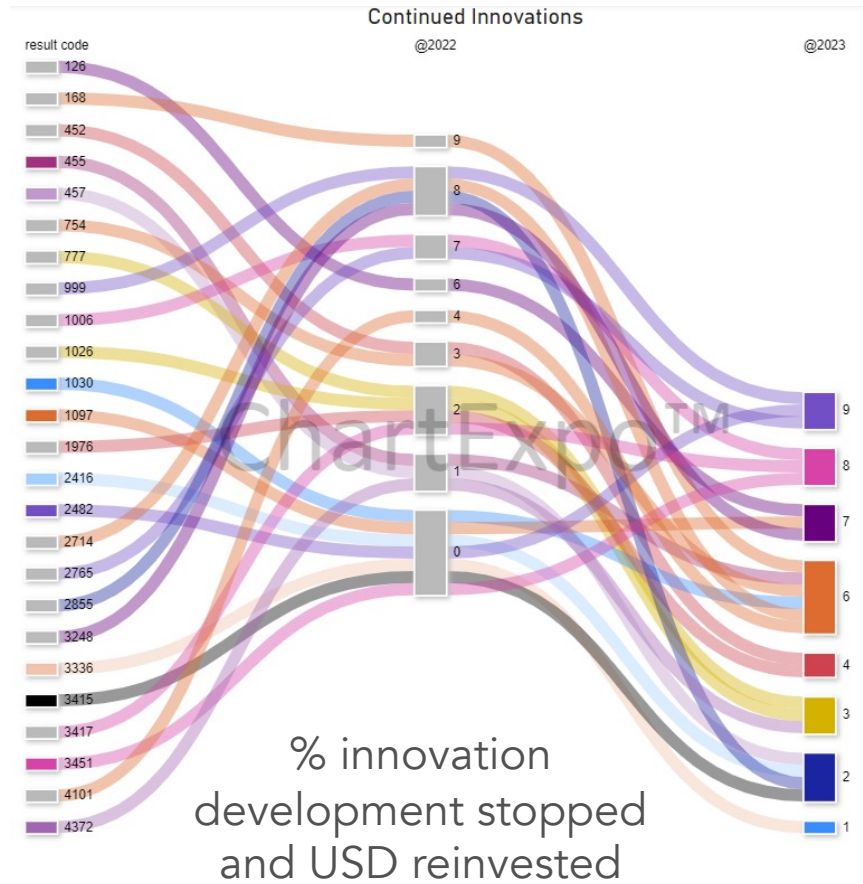
Technological Innovation

Innovations of technical/material nature, including varieties/breeds; crop and livestock management practices; machinery processing technologies; big data and information systems.

Incremental Innovation

Innovations that already exist and undergo constant, steady progress and improvement.

CGIAR IPSP Innovation Profile | ENVIRONMENTAL FLOW ESTIMATION TOOLS



CURRENT INNOVATION READINESS

9
8
7
6
5
4
3
2
1
0

- 9 **PROVEN INNOVATION**
The innovation is validated for its ability to achieve a specific impact under uncontrolled conditions.
- 8 **UNCONTROLLED TESTING**
The innovation is being tested for its ability to achieve a specific impact under uncontrolled conditions.
- 7 **PROTOTYPE**
The innovation is validated for its ability to achieve a specific impact under semi-controlled conditions.
- 6 **SEMI-CONTROLLED TESTING**
The innovation is being tested for its ability to achieve a specific impact under semi-controlled conditions.
- 5 **MODEL/EARLY PROTOTYPE**
The innovation is validated for its ability to achieve a specific impact under fully-controlled conditions.
- 4 **CONTROLLED TESTING**
The innovation is being tested for its ability to achieve a specific impact under fully-controlled conditions.
- 3 **PROOF OF CONCEPT**
The innovation's key concepts have been validated for their ability to achieve a specific impact.
- 2 **FORMULATION**
The innovation's key concepts are being formulated or designed.
- 1 **BASIC RESEARCH**
The innovation's basic principles are being researched for their ability to achieve a specific impact.
- 0 **IDEA**
The innovation is at idea stage.

INNOVATION READINESS JUSTIFICATION

1 Some examples of innovations



Technological Innovation

Innovations of technical/material nature, including varieties/breeds; crop and livestock management practices; machines; processing technologies; big data and information systems.



Mbili Mbili cropping systems for diversification and climate resilience

<https://hdl.handle.net/10568/125429>



Capacity Development Innovation

Innovations that strengthen capacity, including farmer, extension or investor decision-support services; accelerator/incubator programs; manuals, training programs and curricula; online courses.



Shamba Shape Up: Digital channels to deliver bundled agriculture, climate, and financial information services

<https://hdl.handle.net/10568/126423>



Policy/Organisational/Institutional Innovation

Innovations that create enabling conditions, including policy, legal and regulatory frameworks; business models; finance mechanisms; partnership models; public/private delivery strategies.



Gendered business models for improved cattle artificial insemination service delivery

<https://hdl.handle.net/10568/126009>

2 Innovation Packaging for Use (100s)

- Scaling Ambition
- Innovation Package
- Scaling Readiness assessment
- Scaling bottlenecks



Scaling “novel forages” in Kenya, 4 May 2023

CGIAR Innovation Packages and Scaling Readiness (IPSR)
INNOVATION PACKAGE AND SCALING READINESS REPORT

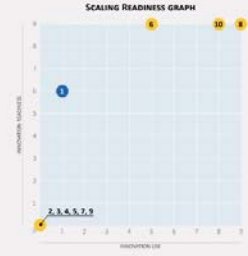
DAIRY PROFITABILITY SIMULATOR MOBILE APPLICATION IN KENYA

Dairy profitability simulator is a mobile application that creates personal farm profitability projections based on several small holder dairy production practices and parameters.

2022
1st Edition

Scaling Ambition
 By 2024, SAPLING and partners will work together with the County Governments and Dairy Farmers Cooperatives to accomplish the use of the Dairy Profitability Simulator Mobile App by 200 Frontline Extension Personnel, and a total of 30,000 Farmers in Kenya contributing to adoption of integrated technologies & services and increased milk productivity by 50-70%.

SCALING READINESS GRAPH



INNOVATION PACKAGE

- 1 Dairy profitability simulator mobile application
- 2 Extension officers' capacity development
- 3 Training material for use of the core innovation
- 4 Awareness & promotional campaign through social media
- 5 Access to affordable internet service
- 6 Farm data record systems
- 7 Interoperability of the core innovation with existing platforms
- 8 Mobile app legal requirements and data protection
- 9 Identification of benefits and formulation of the app's value proposition for public and private institutions in the sector
- 10 Internet coverage penetration

SCALING READINESS METRICS

Scaling Readiness Score	0	Scalability Potential Score	10.1
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TOP SCALING BOTTLENECKS IDENTIFIED

- Extension officers' capacity development
- Training material for use of the Dairy Profitability Simulator App
- Awareness and promotional campaign through social media
- Affordable internet service for using the Dairy Profitability Simulator App
- Interoperability of the Dairy Profitability Simulator App with existing platforms
- App's value proposition to attract public and private institutions' interest

THIS INNOVATION IS EXPECTED TO CONTRIBUTE TO THE FOLLOWING IMPACTS

CGIAR IMPACT AREAS AND COLLECTIVE GLOBAL TARGETS

- Poverty reduction, livelihoods & jobs (Target 2.2)
- Sustainable consumption and production (Target 12.4)

SDG AND SDG TARGETS

- End poverty in all its forms everywhere (Target 1.4)

CGIAR IPSR REPORT | DAIRY PROFITABILITY SIMULATOR MOBILE APPLICATION IN KENYA

2

ILRI Livestock Packages for Uganda



- Centers
 - Governance
 - Advisory & Evaluation
 - Careers
 - Contact
 - Ethics
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- IMPACT RESEARCH DASHBOARDS NEWS & EVENTS HOW WE WORK FUNDERS

Home > News & Events > News

CGIAR's SAPLING Initiative targets Uganda's pig and cattle sectors to expand benefits for farmers

From International Livestock Research Institute (ILRI)

Published on 22.08.22

Impact Area Gender equality, youth & social inclusion, Nutrition, health & food security

Innovation packages

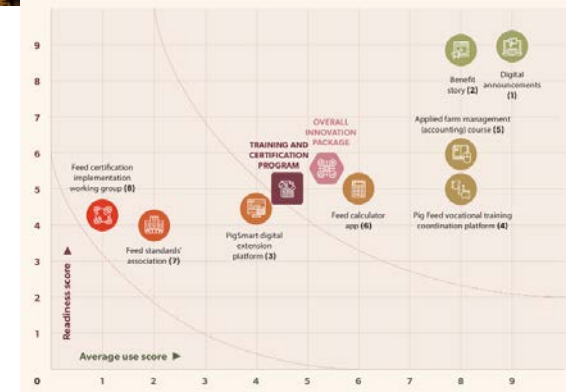
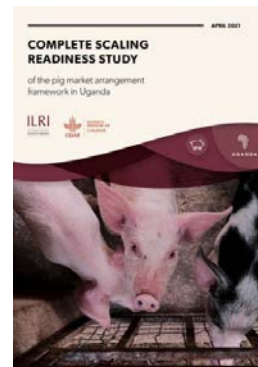
SAPLING will implement a series of activities, titled 'innovation packages' for the development of the pig and cattle value chains. Emily Ouma, a senior scientist at ILRI and the Uganda SAPLING initiative lead said, 'Pig sector interventions will include farmer-level capacity building, training of vets to promote herd health, and developing of business models to strengthen artificial insemination delivery for genetic improvement, and promote linkages between farmers and buyers, said X, at the workshop. Social behaviour change communication will be used to promote consumption of animal-source foods to improve nutrition.'

www.cgiar.org



Figure 2: Scaling readiness assessment of the training and certification innovation package for Uganda, September 2020, Productive and Safe Pig Feed

The innovation package has		
5.72	5.76	32.4
Average readiness score	Average use score	Scaling readiness average score

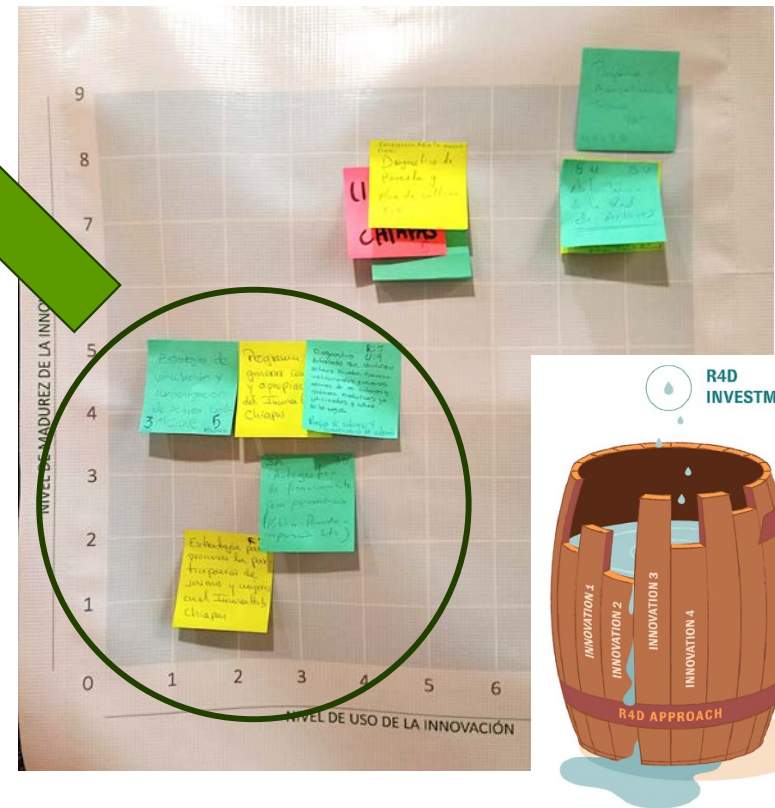


3 Scaling Strategies (10s)

- Support CGIAR and partners in co-creating actionable and fundable scaling strategies to overcome bottlenecks for scaling
- Scaling tools and tactics team that offers expertise on how to (further) improve an enabling environment for scaling (sustainable finance, responsible scaling, advocacy, etc.)

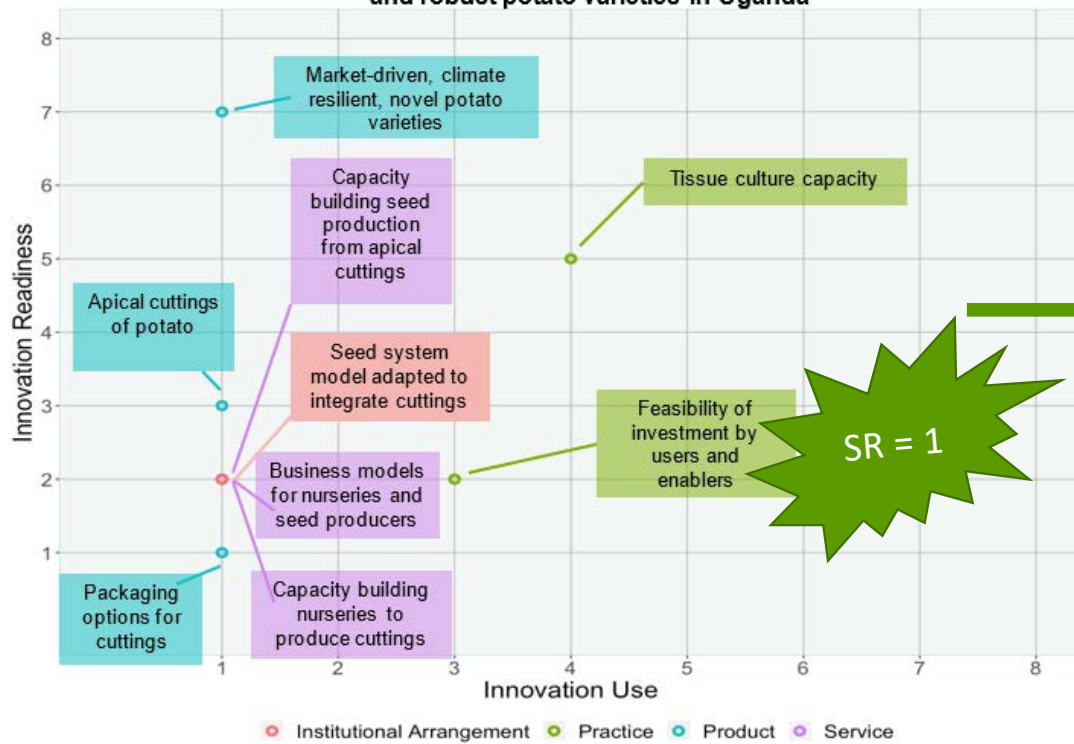
BILL & MELINDA GATES foundation

Innovation package for scaling a agrifood system partner network approach

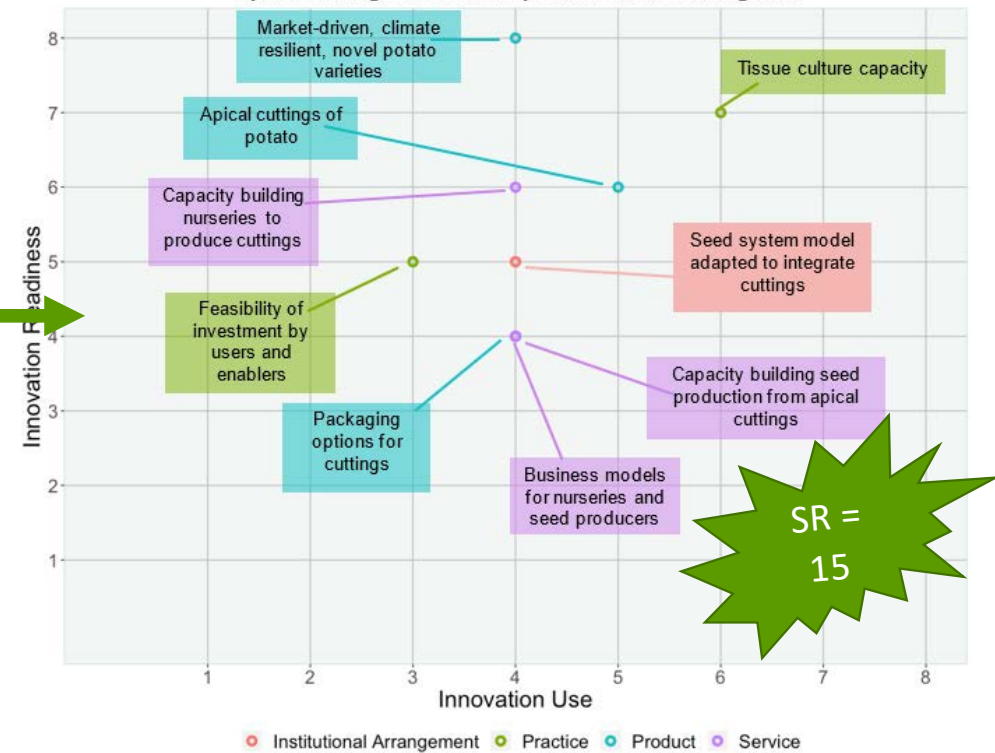


3 Scaling Strategies – MEL towards impact

Readiness versus Use at introduction of innovation package of apical cuttings and robust potato varieties in Uganda



Readiness versus Use 2 years after introduction of innovation package of apical cuttings and robust potato varieties in Uganda

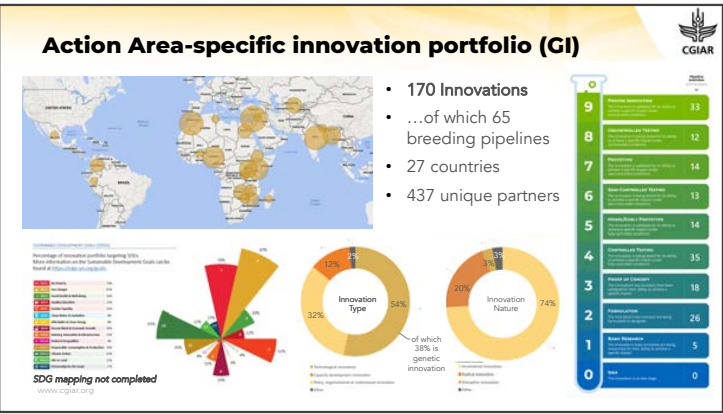


4

Innovation Portfolio Management



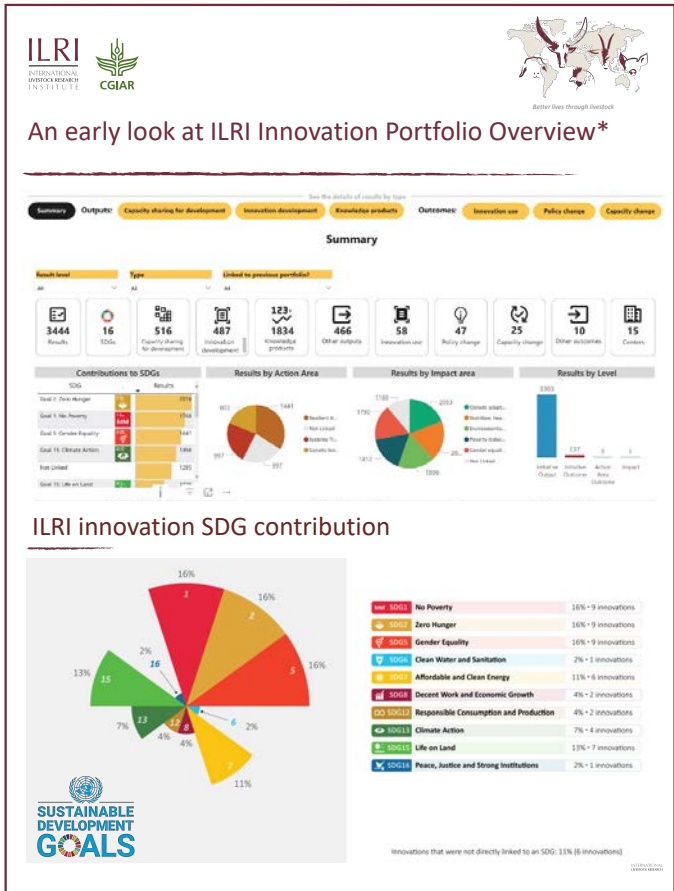
Introduction
 Diversification in East and Southern Africa (Ukama Ustawi) is a CGIAR Regional Integrated Initiative which aims to support climate-resilient agriculture and livelihoods in 12 east and southern African countries by helping millions of smallholders intensify, diversify and reduce the risks 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



Compare Apples with Apples



At CG centre level

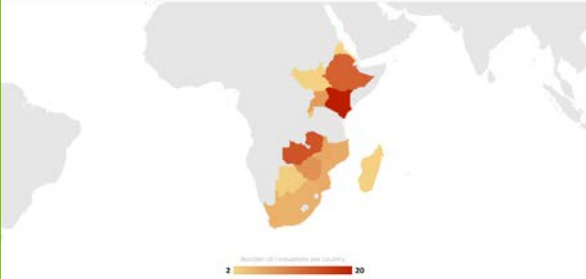
4 Innovation Portfolio Management



Ukama Ustawi - Innovation Portfolio Management System

STEP 1 STEP 2 STEP 3

Below you can find a proposed overview of innovations that meet your criteria and restrictions:



2 20

INNOVATION DEVELOPMENT DETAILS

	Short title	Contributing Initiatives	Innovation Readiness	EoID	Evidence
☑	Bean business platforms to improve business ecosystems and incentivize actors in bean corridors	<ul style="list-style-type: none"> Diversification in East and Southern Africa Market Intelligence Seed Equal 	9	EoID 3	📄
☑	CGIAR Research Initiatives on Diversification in East and Southern Africa (Ukama Ustawi) Scaling Hub- Eastern and Southern Africa Scaling Hub	<ul style="list-style-type: none"> West and Central African Food Systems Transformation Climate Resilience Digital Innovation Diversification in East and Southern Africa 	2	EoID 4	📄 📄 📄
☐	Bean business platforms to improve business ecosystems and incentivize actors in bean corridors	<ul style="list-style-type: none"> Diversification in East and Southern Africa Market Intelligence Seed Equal 	9	EoID 6	📄
☑	CGIAR Research Initiatives on Diversification in East and Southern Africa (Ukama Ustawi) Scaling Hub- Eastern and Southern Africa Scaling Hub	<ul style="list-style-type: none"> West and Central African Food Systems Transformation Climate Resilience Digital Innovation Diversification in East and Southern Africa 	2	EoID 3	📄 📄
☐	Bean business platforms to improve business ecosystems and	<ul style="list-style-type: none"> Diversification in East and Southern Africa 			

One of a kind innovation management system

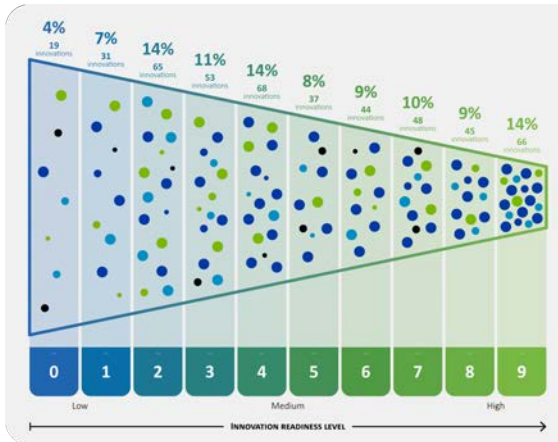


CGIAR Results Dashboard



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

Here is where we are...



~1000 innovations profiled



100 scaling experts trained (and >2000 e-learning course)

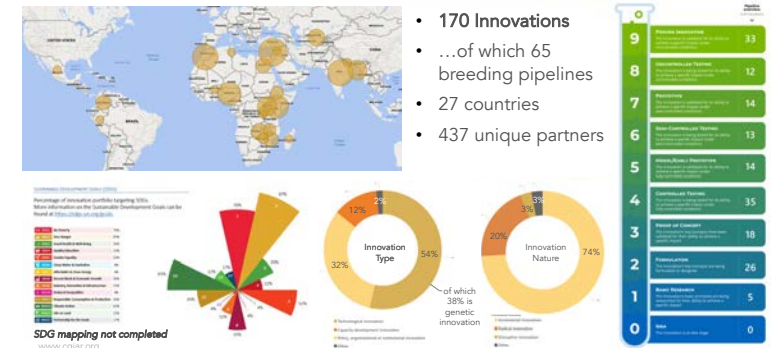


Open Source Innovation Management Software
www.cgiar.org



30+ Innovation Packages designed

Action Area-specific innovation portfolio (GI)



20+ innovation portfolio analyses created



First Scaling Fund launched

Alignment with other innovation platforms



AFRICAN DEVELOPMENT BANK GROUP
GROUPE DE LA BANQUE AFRICAINE
DE DEVELOPPEMENT



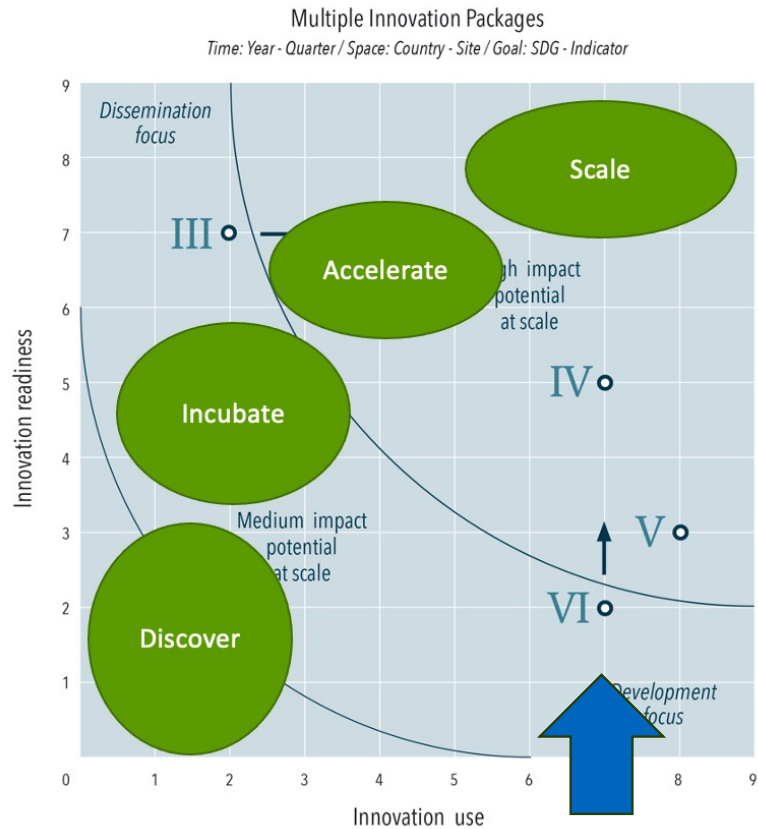
Technologies for African
Agricultural Transformation



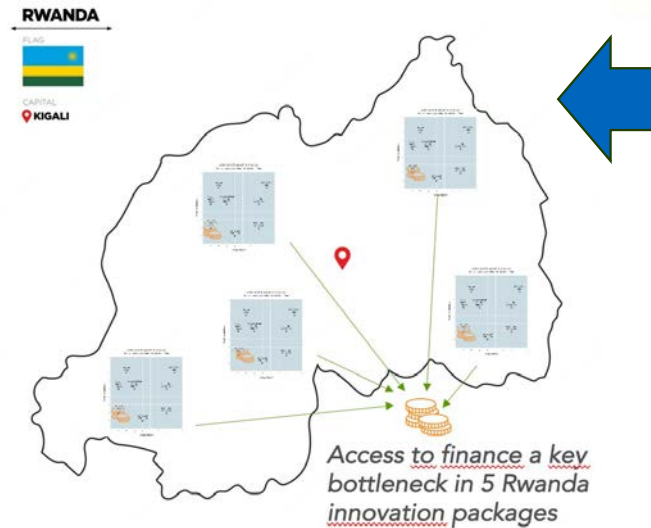
Food and Agriculture
Organization of the
United Nations



Policy-makers and funder interest

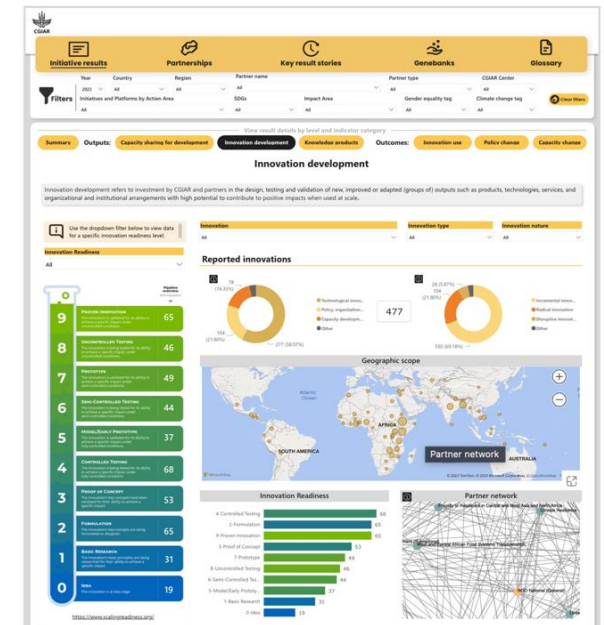


Guide investment in healthy innovation portfolios, not just projects
www.cgiar.org



Evidence-based tracking of innovation and scaling investment for prioritization and stage-gating

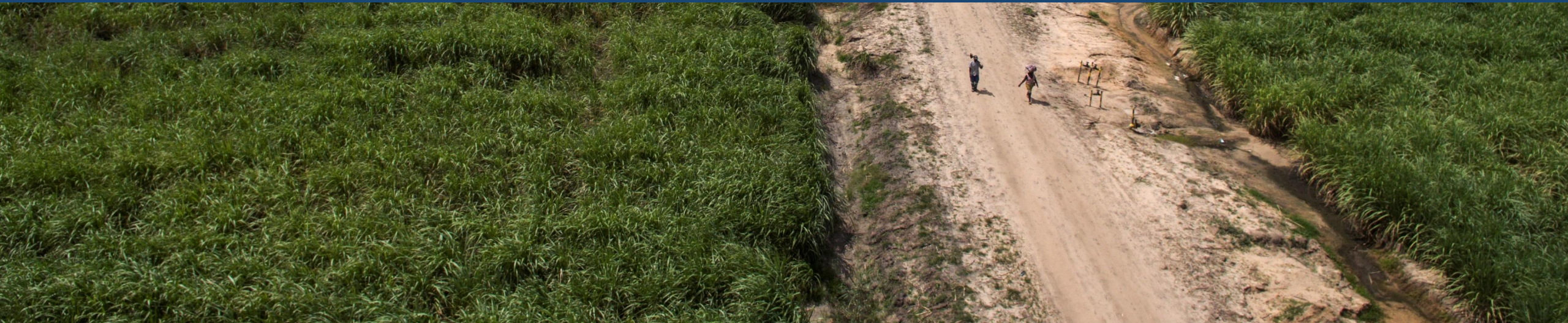
Invest in levers that can unlock innovation and impact potential in certain target context





LAND-at-scale programme

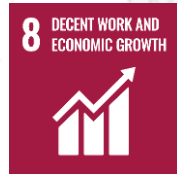
For just, inclusive and sustainable land governance globally





Introducing LAND-at-scale

- A **land governance support programme** from the Ministry of Foreign Affairs of the Netherlands;
- Launched in March 2019, running up until 2026 with budget of 37,5 million Euros
- Objective to **directly strengthen essential land governance components for men, women and youth that have the potential to contribute to structural, just, sustainable and inclusive change at scale.**



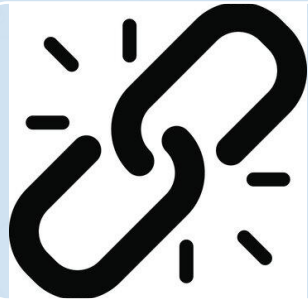
- **Three program pillars** revolved around scaling:
 - Scaling pilot initiatives
 - Innovations with scaling potential
 - Knowledge management to (ao) better understand scaling and when it works and when it doesn't.



Working definition of scaling within LAND-at-scale



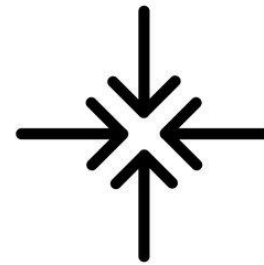
Increasing the **application** of the particular strategy.



Leading to **sustainable & structural change** in which impact remains, or increases, after the project ends.



Paying sufficient attention to the **enabling environment**, incl legal, env.. and socio-ec. factors



Adding value to and **aligning with ongoing processes** rather than attempting to achieve impact in isolation.



Including **inclusive and multi-stakeholder** approaches; buy-in of other stakeholders is vital for success



Following and adhering to **global standards and best practices** with regards to (corporate) social responsibility



Exploring the CGIAR/WUR's Scaling Readiness Approach

- Mindset of **scaling for systems and behavior change** resonates
- Why did we want to pilot SR:
 - More **systematically and efficiently** approach and (re-)assess bottlenecks and opportunities
 - Become more efficient in our interventions now (**adaptive programming**)
 - Integrate the approach in a potential second phase of LAND-at-scale
- Collaboration with WUR to **pilot SR** in two LAS cases + adapt approach (if needed) to land intervention





Piloting Scaling Readiness in LAND-at-scale

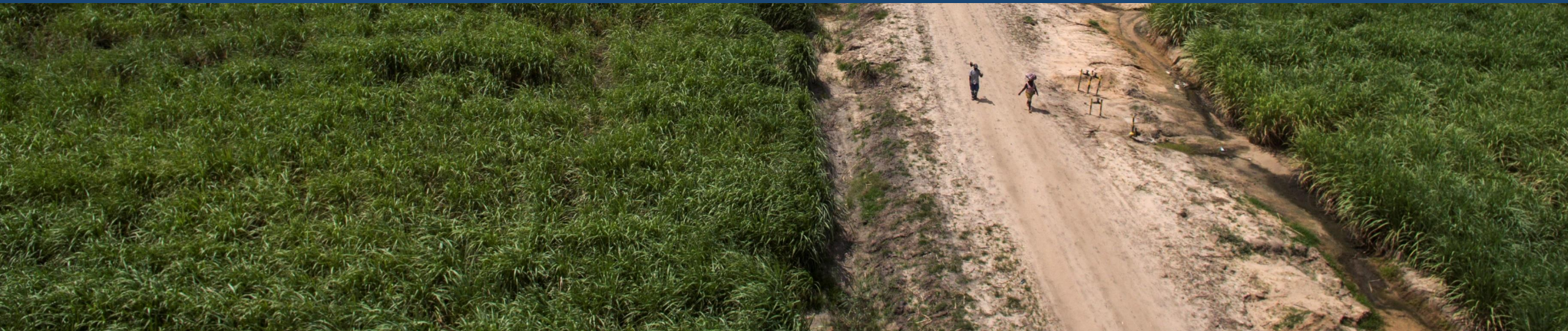
- Two pilots: first in Burundi in December 2023, second (Chad/Mali) in first half 2024.
- Overall feedback positive
 - Role and engagement of government
 - Insights into the bottlenecks enlightning
- Points identified to adjust SR to land gov interventions
 - Unclarity over innovation typology; technological association
 - Challenge to identify core innovation with systems approach
 - Discussion on 'use' barometer of enablers
 - Sometimes unclear as to the purpose of the exercise
 - Speciality topic- useful to have facilitator that knows land gov
- Next steps:
 - Second pilot in Chad or Mali
 - Design SR approach to a second phase of LAS -> integrated identification and monitoring tool.





Thank you!

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Thank
you!

