



TASKFORCE ON SCALING

Creating impact at scale through
innovations from agricultural research

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WHY IS SCALING OF AGRICULTURAL INNOVATIONS IMPORTANT?

For decades, the global research partnership for a food secure future (CGIAR) and their affiliated institutions (such as the World Vegetable Center and the International Center for Insect Physiology and Ecology) develop, test, and disseminate agricultural innovations. Hence, there is an immense number of innovations out there, tackling a wide variety of challenges in the agricultural sector of countries in the global south. Those vary from improved plant varieties and agronomic practices to new policies and ICT (Information and Communication Technology) tools. However, few of these innovations go beyond pilots and have an

impact at scale. This means even after successfully testing them in a controlled environment, they often reach only a small share of the target group of smallholder farmers. We need more effective and sustainable scaling strategies to develop the full potential of innovation from international agricultural research.

The [BMZ strategy](#) recognizes scaling to be very important, as it is vital to create impact for smallholder farmers. Finally scaling of agricultural solutions is an integral part to reach the UN 2030 development goals, such as “No poverty” and “Zero Hunger”. The Deutsche Gesellschaft



With the end of 2021, the CGIAR reform process to “One CGIAR” is completed. From 2022 onwards, „One CGIAR” implements its „2030 research and innovation strategy” ([OneCGIAR-Strategy.pdf](#)). One CGIAR is aiming for greater integration and impact in the face of the interdependent challenges facing today’s world. To achieve this, CGIAR’s partnerships, knowledge, assets and global presence has been reformulated. With 31 initiatives, the CGIAR has a common research portfolio for the first time. Through the work in initiatives, One CGIAR aims to ensure that international agricultural research can contribute even more effectively to ending hunger and poverty in the global South. Scaling is an integral part of the new research portfolio, where each initiative systematically implements approaches to assess scalability of their innovations.

für Internationale Zusammenarbeit (GIZ) GmbH has developed and implemented scaling approaches across sectors and regions for many years and can build upon vast experience. To support the global research partnership in delivering on their strategic goals, the GIZ, on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ), launched the Task Force on Scaling in 2017. The Task Force consists of a team of integrated experts who are placed in international agriculture research centers to support them in the design and implementation of adapted scaling approaches.

BMZ STRATEGY



<https://www.bmz.de/en/news/publications/publikationen-reihen/100758-100758>



WHAT DOES INNOVATION AND SCALING MEAN?

INNOVATION



A new idea, product, service, and/or solution capable of facilitating impact through innovation systems involving multiple partners and enablers.

SCALING



Scaling of innovations is a deliberate and planned effort to enable the use of innovations to have a positive impact for many people across broad geographies.

Source: Scaling Brief #4: Scaling glossary

THE ROLE OF THE TASKFORCE – AN INTERDISCIPLINARY TEAM OF EXPERTS

The members of the GIZ-CGIAR Task Force on Scaling are based at CGIAR centers via the Centre for International Migration and Development (CIM), a joint venture between GIZ and the German Federal Employment Agency. In that role, each member is part of GIZ, supported by BMZ, and at the same time employee of CGIAR. They support his/ her host center and also the overall CGIAR system in scaling of innovations from agricultural research as well as applying innovations from other sectors in agriculture.

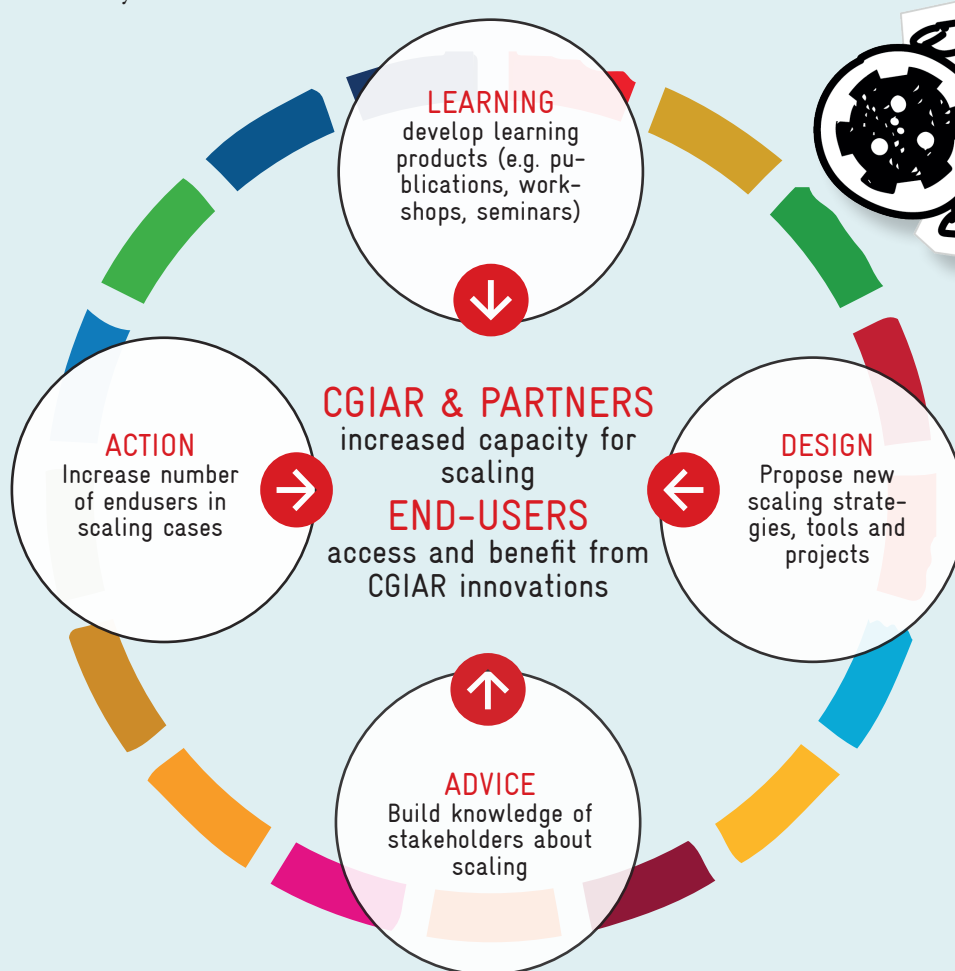
Every Taskforce member brings their individual professional background and work experience to the team. This diversity enables them to develop adapted pathways for scaling (e.g. through sustainable finance models, outreach and communication, seed system development, and the transformation of food systems). In an orientation phase, the Task Force on Scaling experts learn about different scaling approaches

and develop “scaling cases” that address specific innovations or aspects of scaling in their host organization. These cases build a framework for designing and implementing strategies and activities in the following phases of their assignment over a period of maximum six years.

With their diverse backgrounds, the team members work on different innovations, scaling pathways, environments and countries. Interdisciplinary work and a start-up mentality are crucial ingredients for successful innovation. Yet, constant dialogue between them ensures that common cornerstones of scaling are uncovered and systematically fed back into the scaling community of CGIAR. Apart from individual work of the Task Force on Scaling members, the team regularly meets to exchange on latest developments and enhance the capacity of scaling in CGIAR collectively via events and knowledge products.

HOW DOES THE TASKFORCE APPROACH SCALING?

To focus the work of the Task Force on impact, the team has created a Theory of Change in 2020. The Theory of Change is built around four types of activities: *Learning, Design, Advice and Action*. Whereas activities around *Learning, Design and Advise* primarily aim at building capacities of CGIAR to systematically address scaling in their research approaches, Action directly aims at reaching a wide group of end-users with innovations promoted in the scaling cases. Each member of the Task Force sets out a target number of users who will benefit from the use of innovations promoted by CGIAR centers.



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SCALING
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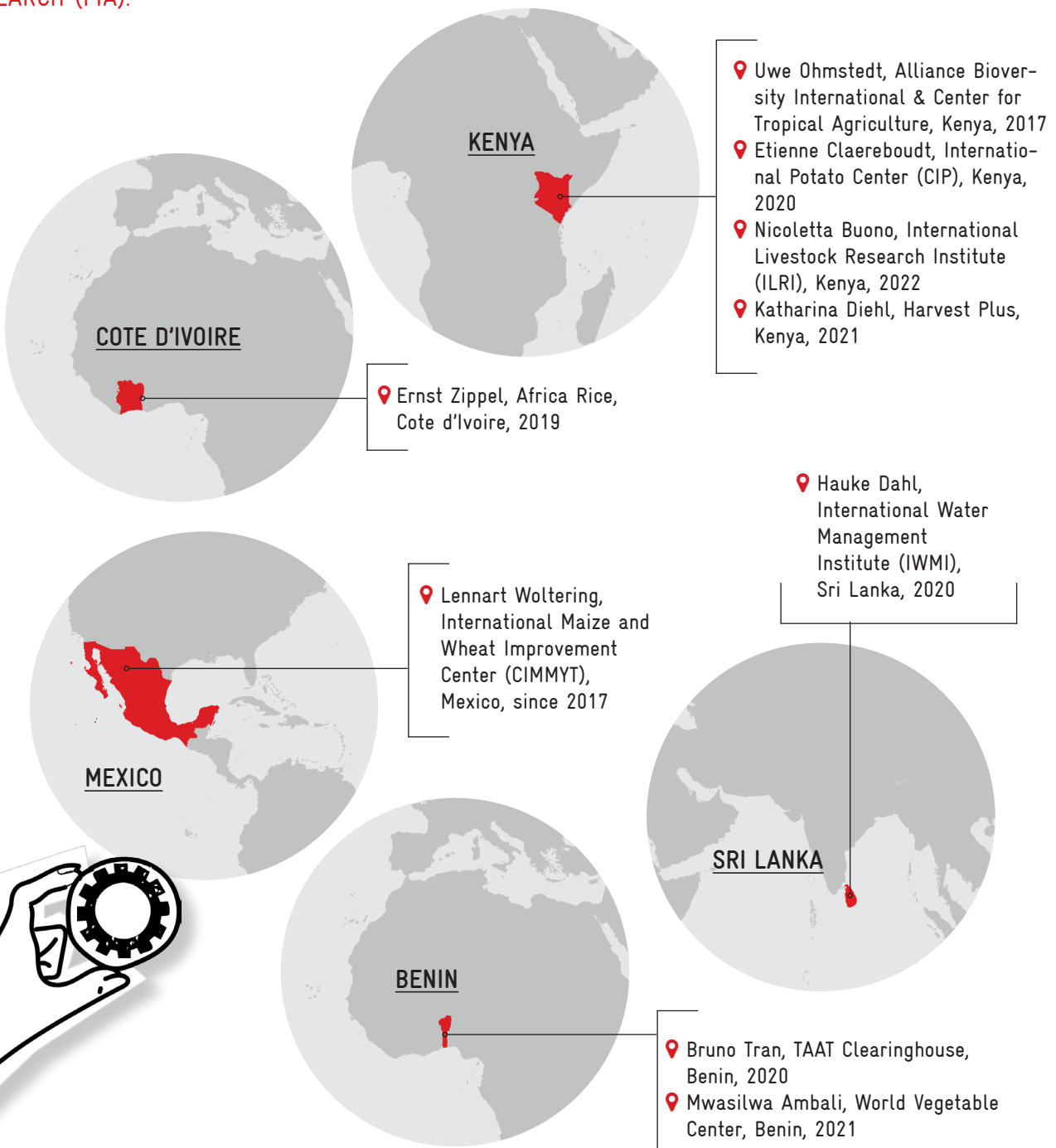
<https://www.giz.de/de/downloads/giz2020-en-scaling-brief-scaling-web-conference-series-with-the-cigar-science-leaders.pdf>

It is important to understand that there is not only one way of approaching scaling. Every scaling case has different contextual conditions varying in political, social, economic, and cultural dimensions. Therefore, every member creates their individual scaling pathway with new partnerships, financing models, marketing and communication – or often a mix of many. Thus, our experts align innovations with framework conditions e.g. by creating supportive partnerships, policies or financing modalities. Only when all parts of the system run smoothly together like cogs of a clock, scaling can be successful.

Particular attention needs to be paid for these tailor-made strategies to be gender-responsive and socially inclusive. This means successful scaling approaches do not only reach a large number of end-users, but also enables sustainable change at scale. To gain an in-depth understanding of what works and what does not and why, the Task Force on Scaling uses a robust monitoring and evaluation system. You never stop learning in the field of scaling.

IN WHICH COUNTRIES DO THE TASKFORCE MEMBERS WORK?

THE MEMBERS OF THE TASKFORCE ARE BASED AT CGIAR CENTERS ACROSS ASIA, AFRICA AND LATIN AMERICA. COORDINATION AND SUPPORT IN THEIR WORK IS PROVIDED BY A TEAM OF ADVISORS AT GIZ'S FUND FOR INTERNATIONAL AGRICULTURAL RESEARCH (FIA).



MEET SOME OF THE TEAM MEMBERS

Meet Etienne Claereboudt ...

ETIENNE, TELL US A LITTLE MORE ABOUT YOUR PROFESSIONAL BACKGROUND:

Before joining the Task Force on Scaling, I was working at Climate KIC, which is the main EU climate Innovation Initiative. I was running the French Start-up Accelerator Program, where I advised start-ups all along their development from a promising idea to a marketable product. This included not only connecting them to investors and institutions, but also challenging their business models and counselling them to improve those.

WHAT IS YOUR GREATEST ACHIEVEMENT WHILE WORKING AS TASKFORCE MEMBER?

I designed an innovative scaling approach to switch from a free distribution model of tool-kits for better nutrition of babies through including sweet potato into their diets, to a market-based approach. This should increase the number of beneficiaries of the innovation and therefore improve its impact at scale. Institutional partners and colleagues are convinced by this new scaling strategy and I'm now liaising with a variety of industrial partners and businesses (e.g., the World Food Programme) to roll out the scaling strategy.

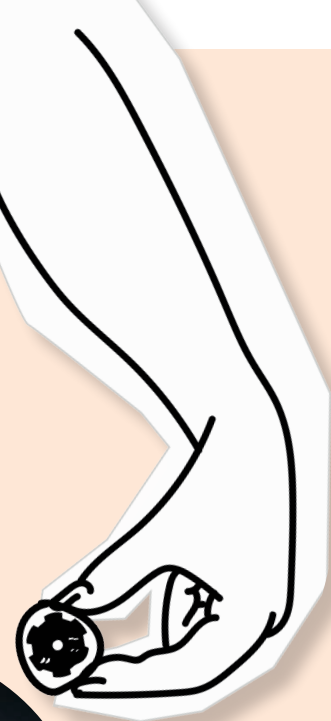


ETIENNE, WHAT IS YOUR PERSONAL SCALING PATHWAY?

I'm working on a scaling case of an innovation that has the potential to have a big impact if it is widely used. The product is very cheap to produce and has been freely distributed by the International Potato Center (CIP) previously. Whilst this approach was successful for the selected communities, the number of households that could benefit from this innovation was limited. Taking a market-based approach for scaling allows reaching a maximum of potential beneficiaries.

WHAT HAS BEEN YOUR MOST IMPORTANT LEARNING AT WORK?

An important learning is that a network is essential to scale out an innovation and serendipity often helps you to build the scaling network.



Meet Katharina Diehl...



KATHARINA, TELL US A LITTLE MORE ABOUT YOUR PROFESSIONAL BACKGROUND:

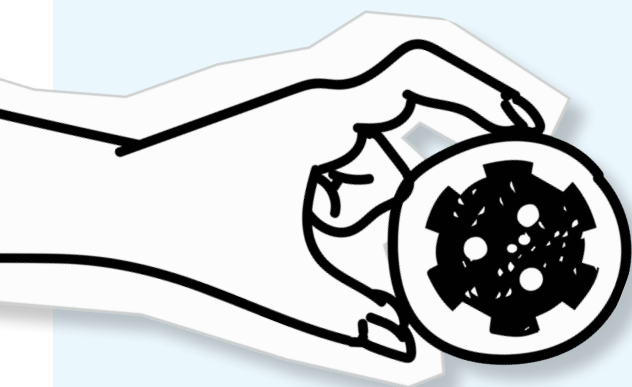
I have a background in landscape ecology and agricultural sciences. My focus is on sustainability-oriented innovations, taking the innovation system into consideration. For previous projects at Uni Potsdam and the Leibniz Centre for Agricultural Landscape Research (ZALF), I have worked on innovations including the biologic control of soil-borne fungi, dual-use chicken production and cultivation measures to adapt to and mitigate climate change. For HarvestPlus, I work as a scaling expert for improved seeds, particularly enhanced nutritious content in staple crops grown and consumed in Eastern Africa.

KATHARINA, WHAT COULD YOU LEARN FROM YOUR FELLOW TASKFORCE COLLEAGUES DURING YOUR FIRST YEAR?

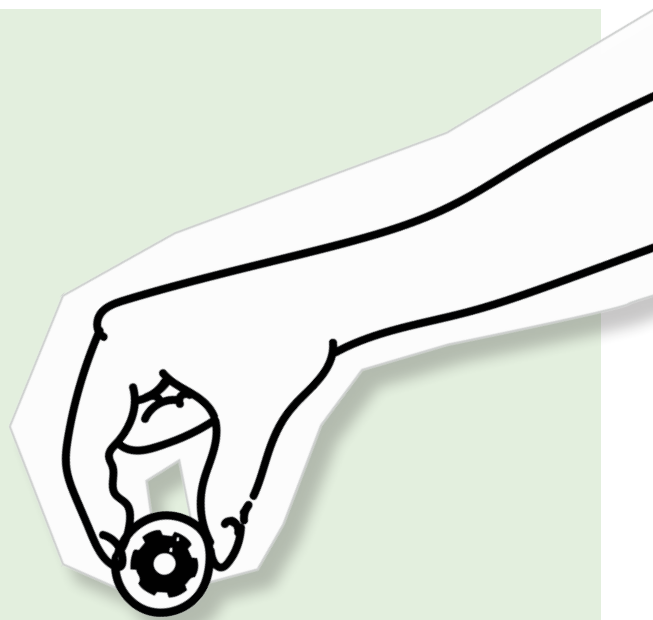
The Taskforce is a great resource for knowledge exchange. Different tools have been developed by the members of the Task Force, to be applied in the various contexts. I particularly like the structured approach of building on Theory of Change and innovation systems research, and I profited a lot from the joint regular reflection in the group.

WHERE DO YOU SEE THE BIGGEST POTENTIAL IN YOUR WORK ENVIRONMENT?

I see the biggest potential is in building markets for crops grown through environmentally sound agricultural practices. Because of climate change affecting many regions, farmers have to adapt input strategies and seed selections. This is a big chance to promote seeds that have also higher nutritious content. We have to consider food security from different angles, not only from a perspective of more production and higher yields, but also from the quality of seeds and stems for planting. If we succeed in addressing the market demand for these crops in rural as well as urban environments, we can also fill gaps in the value chains.



Meet Hauke Dahl...



HAUKE, TELL US A LITTLE MORE ABOUT YOUR PROFESSIONAL BACKGROUND:

Prior to joining IWMI, I was part of the GIZ program “Scaling Digital Agriculture Innovations through Start-Ups (SAIS)”, an accelerator program for African agri-tech start-ups. I’ve worked in Asia, Africa and Europe, and have held various positions in the consulting and start-up sectors. I hold a BA in Business Administration and an MSc in International Sustainability Management from ESCP Business School, France.

WHAT IS YOUR GREATEST ACHIEVEMENT WHILE WORKING AS TASKFORCE MEMBER?

As a Scaling Expert at IWMI, I run southern Africa’s first science-driven accelerator program for climate-smart agribusinesses. With primary focus on Zambia, the program enables SMEs to scale CGIAR-innovations by providing technical assistance on the science around climate-smart agriculture as well as through a tailor-made investment-readiness program that aims to attract funding from blended and private sources.

HAUKE, WHAT IS YOUR PERSONAL SCALING PATHWAY?

Breaking down complex agricultural innovations into bankable, sustainable solutions that convey to non-research audiences how science can work for the benefit of all humankind and help in reaching the Sustainable Development Goals.

WHAT HAS BEEN YOUR MOST IMPORTANT LEARNING AT WORK?

Field work is key. For innovation to be human-centered it has to be scaled with actual human interaction.

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