Reflections on the Learning Journey for Developing Scaling Delivery Strategies in the CGIAR

By Jan W. Low, Ilena Paltzer, Edwin Kangethe, Nicoletta Buono, Ijudai Jasada, Esther Kihoro and Marc Schut

CGIAR, International Livestock Research Institute (ILRI)

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Introduction

This report reviews the Gates Foundation-supported project aimed at designing, testing and delivering an effective and standardized methodology for development of Scaling Delivery Strategies for CGIAR agricultural innovations with high impact potential, focused on the learnings from this process and how they inform next steps and the way forward.

The project's core objective was to establish a standardized approach for crafting these strategies and refining the selection of "ready-to-scale" innovations. Pilot projects in Mali (thermotolerant PPR vaccine), Nigeria (cassava peels for animal feed), and Ethiopia (harmonized fertilizer advisory services) tested the approach. While the pilot efforts yielded valuable insights that can inform a revised and iterated version of this approach, the project's execution revealed significant fundamental challenges such as in process design (very high-touch, requiring significant engagement and drive from the lead consultant), data availability (significant gaps in the data collected and available to inform scaling strategies), resourcing (significant human and financial resources required for the process), and team capacities (leadership to drive the process was critical and in some cases lacking) that indicate a need to re-evaluation the design of the process and consider a more sustainably replicable methodology.

Process and Methodology

The project's methodology, while conceptually rigorous in its pursuit of co-design, encountered inherent limitations in execution across three central phases:

- **Innovation Selection:**

  Successes: Longlisting of 17 innovations was undertaken with logical selection criteria developed from extensive literature review of similar processes in the background/harnessing stage and by reviewing written material from innovation profiling & packaging stages.

  Challenges: Reviewing the innovation profiles revealed data gaps and did not allow for sufficient assessment of critical "soft" factors such as team leadership, commitment, and internal capacity. This led to the selection of teams whose readiness for intensive strategy development was uneven, directly impacting project timelines and output quality. The absence of a mandatory interview stage with innovation teams/leadership was an oversight.

- **Strategy Development:**

  Successes: The co-design approach was deliberately open, flexible and iterative, intending to be user-centric and needs-driven. This allowed the project to adapt to the diverse needs and contexts of the innovation teams. This flexibility was crucial in accommodating the variability in team capacity, innovation complexity, and scaling pathways. The stakeholder workshops were highly effective in fostering participation and generating buy-in among diverse stakeholders. Participants consistently expressed appreciation for the opportunity to contribute and shape the scaling strategies – the final delivery outline was collectively refined, giving a more streamlined structure that provides a solid foundation to be used in future scaling strategy development efforts. This underscores the importance of in-person, collaborative events in launching the strategy development process.

  Challenges: The process was often strongly driven by the lead consultant, and highly time and touch intensive. This was a partial reason for extended project timelines and also placed a heavy burden on consultant resources, as well as requiring further support from wider CGIAR teams (IPSR and Impact at Scale team members). Consultants (including the lead as well as those contracted by innovation teams) often played a role in drafting, rather than purely facilitating the process. The expectation for significant pre-workshop writing by teams, which largely did not materialize due to competing commitments, exposed a challenging gap between the project design and the operational realities of CGIAR scientists. There was also a heavy reliance on workshops (some virtual and extensive in person ones) which revealed issues with the limitations of virtual collaboration, challenges securing consistent engagement, and that workshops were effective for sourcing inputs, facilitating brainstorming, fostering initial engagement, buy-in & collaboration, but not for sustained rigorous document drafting (teams were expected to come to the workshops with significant portions of the document drafted, but this did not happen).

- **Tools and Training:**

  Successes: The project successfully enhanced participants' understanding of scaling principles and strategy development. For many, it was their first exposure to responsible scaling principles, highlighting the role in building crucial capacity within CGIAR and partner organizations. Virtual trainings were cost-effective and helped facilitate initial team engagement.

  Challenges: The provision of scaling tools and training was underutilized. Teams did not actively seek out training or capacity building support. The reason for this should be further interrogated as it may suggest a disconnect between the teams' perceived needs (i.e. more rigorous and earlier needs assessment should be conducted, and tailored training offered), or the format of tools and training need to be offered in a more embedded, hands-on and possibly mandatory manner.

Key Lessons Learned:

- **Co-design and Ownership:** While co-design is crucial, the project struggled to achieve genuine leadership among innovation teams. The consultant's role often shifted from facilitator to driver, indicating a need for a more nuanced understanding of how to foster true collaborative strategy development and a focus on clearer roles, responsibilities and incentives from the outset.
- **Team Leadership:** The importance of strong team leadership cannot be overstated. It is required to navigate internal team dynamics, secure partner engagement and drive the writing process. It became apparent that not assessing this during selection caused follow-on challenges, contributing to uneven progress and delayed completion.
- **Enabling Environment:** Country-specific enabling environments have a strong impact on scaling pathways; however some innovations may possess regional scaling potential (e.g. the PPR vaccine). The framework was focused on single country strategies, and flexibility is needed to expand that (along with resources).
- **Data and Analysis:** The lack of readily available, up-to-date and robust data, particularly cost-benefit analysis for end-users and market demand, was an impediment when developing the scaling strategies. This suggests required changes in the CGIAR IPSR data collection system and process. Such data should be collected in the profiling or packaging stage to strengthen the investment cases for innovations.
- **Capacity Strengthening and Support:** Innovation teams demonstrated a need for more intensive, sustained and specialized technical support across various areas (e.g. economic analysis, business modelling, responsible scaling). One consultant cannot provide all required support (as tested in this pilot) and this points to the need for a "scaling services support team" with a diverse roster of technical experts acting as embedded guides rather than external drafters.

Replicability and the Way Forward: A Call for Change

For replicability, the current approach needs to be modified based on the lessons identified here - a proposal is provided in this document. However, the proposed changes still suggest a model that is reliant on highly specialized external consultants, is resource intensive (with in-person workshops required) and remains a potentially 6 month minimum process. If replication at a scale that allows for widespread adoption across CGIAR's innovation portfolio is desired, a further revision of the approach is required as the current approach may not be sustainable for broader implementation.

Key suggested changes include:

- **Overhaul the Selection Process:** Implement a multi-stage selection process that incorporates mandatory interview(s) to assess team leadership, commitment and core team members. Prioritize innovations with demonstrable leadership and a clear understanding of the scaling challenge.
- **Restructure the Strategy Development Process:**
  - A more front-loaded approach to data collection and analysis is needed. Mandate collection of economic data, market analysis and user-demand data into earlier innovation profiling stages e.g. through the "Innovation Profile Plus" concept. This ensures a robust evidence base *before* strategy development begins.
  - Deliver standardized and proactive capacity building via mandatory virtual training modules for each section of the scaling strategy (i.e. not only offered on demand, which may not come), coupled with integrated writing workshops.
  - Redefine the role of consultants. The "Scaling Services Support Team" should be technical guides, gap-fillers and trainers for specific data needs, not for drafting documents which innovation teams should be empowered to lead.

- **Investment in a Centralized, Permanent Scaling Support Enabling Infrastructure:** Investment in supporting scaling across the CGIAR includes the Scaling Services Support Team as a well-resourced, permanent entity. This team will provide continuous, embedded technical assistance, facilitate peer-to-peer learning, and ensure consistent application of scaling principles.
- **Rethinking Funding and Timeframes:** this process indicated the need for dedicated budget lines to cover a percentage of staff time for core innovation team members involved in scaling strategy development, recognizing this as a critical investment in impact. Timeframes need to acknowledge the complexity of the process.
- **Integrate Responsible Scaling from Inception:** Responsible scaling principles (gender equity, environmental sustainability, do no harm, co-design) must be embedded from the earliest stages of innovation design and continuously reinforced, not just introduced during strategy workshops.
- **Develop a Multi-Country Scaling Framework:** Create a distinct framework and resource model for developing multi-country or regional scaling strategies, acknowledging their increased complexity and resource requirements.

Conclusion

The pilot project served as an invaluable learning journey. The experience provides critical lessons on the realities of developing scaling delivery strategies with diverse innovation teams in the CGIAR system. This document suggest a revised approach but it is built on the foundational building blocks of what was tested in the pilot. For replicability at scale, a broader rethinking of the process may be required that places a greater emphasis on robust data, capacity building and systematized or automatized stages and process. Furthermore, to deliver a systematically integrated and capacity-driven scaling ecosystem in the CGIAR, there needs to be a re-alignment of incentives, resources and organizational culture to unlock the potential of CGIAR's innovations to bring about widespread and sustainable impact.

Introduction: The Importance of Scaling Delivery Strategies in CGIAR

As a global partnership for a food-secure future, the CGIAR system is committed to ensuring that its research and innovations translate into tangible, widespread impact. This demands a robust and systematic approach to scaling innovations with high potential for impact. Historically, the emphasis within research organizations has been skewed towards the research and development phases, with less systematic attention paid to the deliberate design and implementation of pathways for these innovations to achieve scale.

This document delves into the critical learning journey undertaken by CGIAR in developing and refining its scaling delivery strategies in partnership and with the support of the Gates Foundation. The Scaling Delivery Strategy design project was envisioned as a one-year proof-of-concept effort on how to identify candidates from the CGIAR pool of over 1000 innovations that are “ready-to-scale” and work with multi-organization teams to develop co-designed scaling delivery strategies that would form the foundation for subsequent resource mobilization and implementation efforts. Lessons from this effort would lead towards a standardized approach for developing scaling strategies and improving the candidate selection process.

This document provides an in-depth reflection on pilot experiences and synthesizes a comprehensive set of lessons learned and actionable recommendations for the way forward.

Section 1. Scaling Delivery Strategy: Process & Methodology.

As part of the proposal, three categories for potential candidate innovations were pre-selected: International Livestock Research Institute (ILRI) bilateral projects; ILRI-led Sustainable Animal Productivity for Livelihoods, Nutrition, and Gender Inclusion (SAPLING) innovations; and innovations under the Excellence in Agronomic (EiA) initiative. The project began in November 2023, with 17 innovations shortlisted by January 2024.

1.1 Design, Timeline, and Implementation of the 3 Pilot Scaling Delivery Strategies

Design: Resourcing, Innovation Selection, Staffing

- **Staffing & methodology:**
    - Innovation packaging workshops were conducted from January to March 2024 by three scaling team members specializing in the IPSR approach, to review the 10 longlisted innovations.
    - A 3-day Responsible Scaling workshop for scaling specialists was held in Nairobi in March 2024, backstopped by a gender specialist from University of California-Davis and a knowledge, technology and innovation specialist from Wageningen University. The CGIAR has committed to responsible scaling principles in designing its delivery strategies.
    - In May 2024, a lead consultant was engaged to guide scaling delivery strategy development, co-creation, implementation, and alignment with the IPSR approach, assisted part-time by an Innovation and Scaling specialist consultant. Initial steps included a review of existing scaling approaches, tools, and funding mechanisms (see Annex A: "Background Harnessing of Scaling Experience").
- **Innovation Selection:**
    - Thirteen criteria, derived from the "Harnessing" document, were used to score 17 longlisted innovations from across the CGIAR system.
    - The analysis revealed a predominance of public-sector (9) and public-private partnership (7) scaling pathways over market-led (1), reflecting CGIAR's pro-poor orientation and historical supply-led approach.
    - Financing Strategies and Traction and Market Validation were generally weak across all innovations.
    - Team Leadership and Commitment were not adequately assessed due to the absence of teams at interviews (though written commitments were provided).
    - Final selection prioritized innovation type and country diversity, resulting in: 1. Thermotolerant Peste des Petits Ruminant vaccine in Mali (SAPLING), 2. Processed Cassava Peels as Animal Feed in Nigeria (ILRI Bilateral), 3. Harmonized Localized Fertilizer Advisory in Ethiopia (EiA) (Recommendations for selection process improvements are in section 2.6).

- **Resource Allocation and Collaboration:**
  - Each team received USD $40,000 for 2 in-person stakeholder workshops and consultants for addressing data-collection gaps, particularly for cost-benefit analysis. CGIAR staff time could not be covered with these funds.
  - A collaboration framework was agreed upon in July 2024, requiring each team to form a core writing team with expertise in: *
    - Innovation
    - Economics/business development
    - Scaling
    - Country enabling environment
  - Core teams were to include at least three partner organization representatives and commit at least 20 days.
  - A contributory team was also recommended, comprising specialists in 1. gender, 2. systems (including environmental concerns), 3. communications, 4. graphics design, 5. resource mobilization, and 6. budget preparation.
- **Strategy Development:**
  - By 31st July 2024, teams were constituted, and the eight-section Scaling Delivery Strategy content outline was finalized (Appendix B).
  - The strategy's first five sections focused on long-term ambition (by 2024), market/client segments, and evidence-based targets.
  - The last three sections detailed implementation planning components (governance, policy priorities, risk management, logical framework).
- **Iterative Approach:**
  - The project employed an open, iterative approach to accommodate team variability in innovation, scaling pathways (public or PPP), team composition, capacity, skills, leadership, and availability.
  - This user-centric approach, while adapting support to individual team needs, increased time demands due to the need for customized materials, tools, and guidance.
- **Timeline:** The actual implementation timeline exceeded one year (Figure 1), with two deadline extensions
  - Initially, due to the late onboarding of the lead consultant.
  - Subsequently, due to delays in teams drafting strategy sections, which proved more time-consuming than anticipated. While the 6 workshops were largely completed on schedule (except one delayed until January), write-up was hindered by co-authors' competing commitments.
- **Process Adjustments** - to address these challenges:
  - Writing leaders were designated for each sub-section.
  - The initial expectation for teams to complete significant drafts of the first four sections before workshops was not met, resulting in most partnership engagement occurring during workshops.
  - Following the Ethiopia team's successful 6-day write-shop after the first workshop, the consultant implemented 2-3 small group write-shops before the second workshop for the remaining teams. Despite adjustments, the final draft strategy was submitted on April 25, 2025, later than the planned January 2025 deadline, due to staff time conflicts.

Figure 1. Timeline for Key Activities Undertaken for the Scaling Delivery Strategy Pilot.

1.2 Feedback from Participants, Key Lessons Learned, and Recommendations

Participant Feedback and Key Insights

Feedback gathered from workshops and a virtual meeting on March 11, 2025, was overwhelmingly positive. Participants reported significant shifts in their understanding of scaling, recognizing it as a **collaborative, complex, and long-term process** that demands **stakeholder engagement, planning, iterative learning, and adaptation**. They highly valued the **capacity strengthening** provided, particularly their initial exposure to responsible scaling principles.

Participants also identified challenges, such as ensuring **equitable access for women and marginalized groups** and the need to **refine communication strategies** for specific beneficiaries. They underscored the critical importance of **partnerships and clearly defined scaling pathways**.

For future efforts, participants suggested:

- Deeper integration with **grassroots communities**.
- **Increased financial support**.
- Enhanced **private sector collaboration**.
- Integrating **business model validation and/or cost-benefit analysis earlier** in the innovation development process, along with necessary capacity building in this area.
- Providing **immediate financial support for scaling** after strategy completion to maintain momentum (requested by two teams).

While virtual training was offered on scaling pathways and market segmentation, no additional requests were made despite teams being asked to share training needs. It was recommended that future virtual training sessions should be provided for each section of the strategy to ensure common understanding, foster brainstorming, and offer ongoing during writing.

Key Lessons Learned and Recommendations

Table 1 outlines the nine key steps in developing scaling delivery strategies, detailing their strengths, weaknesses, and recommended adjustments. Scaling staff involved in facilitation also continuously reflected on and adjusted the process during workshops and follow-up meetings in February and March 2025.

Table 1. Steps in Scaling Delivery Strategy Process, Strengths (St) and Weaknesses (Wk) Encountered, and Recommended Adjustments

Pilot Process: Steps Implemented	Strength (St) and Weaknesses (Wk)	Suggested Revised Process
1. Longlist selected (section 2.4) within 3 sub-groups. Shortlisting criteria developed drawing from review of scaling literature.	(St) 2 ILRI groups had completed the IPSR and bundling process, with the Scaling Support team knowledgeable about teams. (Wk) EiA group adapted from a different scaling process. (Wk) All teams lacking financing strategies and market demand analysis.	Revise information required at innovation profile stage (scoring 7 & above) to include cost-benefit analysis for end user of the innovation and basic financial strategy plan.
2. Teams selected by committee based on submitted scaling readiness and innovation bundling exercises and desire to have diverse innovations to test	(St) Objective criteria basis for selection (Wk) Impossible to assess team leadership and scaling potential at present time due based on written materials alone.	Top 2 teams for each delivery strategy should be interviewed to better assess team leadership and clarify any information gaps.
3. Teams informed of their selection to develop strategy; est. time commitment and suggested composition of core writing and collaborating teams shared. Teams composed by designated leads.	(St) All teams recognized the value of having a delivery strategy. (Wk) Some expected that consultant would write strategy; others more funding support. Amount was not specified in advance. Some teams failed to capture all desirable stakeholders, focusing on "traditional" partners. Collaborative members were rarely used.	Introduce a virtual session to fully explore team composition to ensure that all major stakeholders & needed skill sets are present. Drop collaborative teams; core team only.
4. Developed an 8 section outline for scaling delivery strategy, based on literature review; teams agreed on content. Lead author(s) assigned to each section. Writing prior to workshops expected.	(St) Two-thirds of outline focused on developing delivery strategy in distinct phases until 2024; Last third on concrete plan for 1st phase or agreed upon period (purpose: to assist with resource mobilization in the short-term).	Outline to be revised to remove duplication and clarify content desired in each section.
5. Virtual training sessions on selected topics upon request.	(St) Sessions on theory of change, scaling pathways and market segmentation only. (Wk) Limited demand and participation. Difficult to know if all understood content and purpose.	Have some standardized pre-recorded virtual sessions with short tests of comprehension at the end.
6. Periodic virtual progress meetings	(St) Aided in developing common understanding of outline (Wk) Not regular enough due to conflicting time commitments. Participation level dropped off over time. Connectivity problems excluded some stakeholders from participating.	At outset, get teams to commit to standard, regular meeting time every two weeks.
7. 1st stakeholder workshops to review sections 1-4.	(St) Excellent participation and buy-in during meetings. (Wk) Expected commitment to writing prior to workshops did not occur; most stakeholder input gathered during in person meetings.	Hold a writing workshop just after the 1st workshop with a smaller group or prior to the 2nd workshop. Add outstanding workshop participants into the core writing team.

Pilot Process: Steps Implemented	Strength (St) and Weaknesses (Wk)	Suggested Revised Process
8. Missing data/information to be collected and analyzed prior to the second workshop.	(Wk) All teams needed to collect cost-benefit information; Mali used other funds for consultant engagement; Nigeria engaged local business economist; Ethiopia consultant to facilitate workshops (language & organization & note taking) (St) Ethiopia team recognized and implemented need to have 6-day write-shop to get sufficient co-authorship by stakeholders.	Implementation period should take into consideration complexity and time requirements of any data that needs to be collected.
9. 2nd Stakeholder workshop to review sections 5-8.	(St) Shorter write-shops aligned with 2nd Mali and Nigeria workshops held to advance writing. (St) Agreement on Scaling Ambition by all stakeholders during the workshop. (Wk) Responsible Scaling needs to be introduced during the innovation design process.	GenderUp or equivalent training should take place with the core writing team prior to the second workshop. Skilled facilitator required.
10. Draft finalization.	(St) Teams with strong leaders better able to complete the draft. (Wk) No staff time covered for the core team; CGIAR staff had other demanding time commitments.	Permit percentage of budget to cover at least some staff time of key core team writers.

While the table captures major findings, three key lessons learned need further emphasis.

1. **Co-design, Ownership and Consultant Roles.** While knowledge of key scaling principles should be integrated earlier in innovation development (including responsible scaling principles), significant technical support for scaling strategy development will likely be needed for the next five years. In this project, the consultant's role was to facilitate co-design, but one team wanted a consultant to develop the shole strategy. It is clear, the complexity of scaling strategies and the extensive support required by the pilot teams, the wider reliance throughout this process on the CGIAR IPSR and Impact at Scale teams to provide significant delivery support, suggest a need for a more comprehensive **"scaling services support team."** This team should include a core coordination unit and a roster of technical experts (further discussed in Section 2.7).

2. **Strong Team Leadership is Essential.** Effective team leadership is crucial. Innovation strategy leaders must address issues of co-author participation proactively. Future selection processes should include interviews with key innovation leaders and input from scaling focal points familiar with team dynamics.

3. **Scaling and the Enabling Environment.** The current approach struggles to effectively tackle the *scaling beyond* issue. Scaling is heavily influenced by the enabling environment, making a scaling delivery strategy best developed at the country level. However, many innovations may be able to scale in multiple countries concurrently – this should be identified. The PPR vaccine example highlights the need for mechanisms to facilitate rapid scaling across multiple countries. Teams should be able to propose concurrent strategy development for multiple countries, acknowledging the cost implications.

1.3 Revised Outline for the Scaling Delivery Strategy, Useful Tools and Steps in Implementation

As scaling is a deeply complex and multidimensional effort, capturing all the required information into the scaling delivery strategy outline was challenging. The outline was revised throughout the process to improve its logical flow and reduce duplication across the process.

Completing the outline was challenging for teams across various areas – this included particularly the need for up to date data that was not always accessible (and would need to be collected for any scaling strategy to be valid), and the particularly difficulty for the economic elements including estimating costs for the intervention and conducting the cost-benefit analysis.

This experience suggests that core innovation teams need to have access to a roster of technical expert consultants who can guide them through the process needed to complete sections of this outline, or consultants who can “plug the gaps” on any pieces of data or information collection, such as market assessments, cost-benefit analysis etc.

The pilot process highlighted that certain elements in the outline would need information to be collected before the strategy development process is underway and, therefore, need to be integrated into the earlier stages of IPSR, for example, the cost-benefit analysis for the end user of the innovation.

Reflecting on the lessons learned, we proposed the following revised sequence for developing the scaling delivery strategy:

To improve flow, sub-sections were reorganized within some strategies. At the end, the entire outline was reviewed, eliminating, combining, or reordering sections as needed. The revised outline is in Table 2, along with the most useful tools identified during the review and implementation.

During the pilot, despite providing innovation tools and templates to support drafting the early strategy sections (e.g. on problem/solution statements, stakeholder mapping), teams didn't use them. While more tools and templates would benefit CGIAR innovation teams particularly as a number of the concepts or innovation approaches that are rooted in a human-centered design or double-diamond innovation approaches may be new to teams, they're best demonstrated and utilized in expert-led virtual or in-person sessions. Teams need capacity building to understand the tools' usefulness. A roster of technical experts within the proposed scaling support team could integrate these or their own tools into sessions and guide CGIAR teams in their use.

If resource constraints require, sections seven and eight (detailed first-phase implementation plans) could be dropped. However, more explicit first-phase planning helps address teams' concerns about practical implementation.

Table 2. Revised Outline for Developing the Scaling Delivery Strategy and Useful Tools to Assist is Design

No.	Sections for the Journey to Scale	Description	Potential for Developing CGIAR Standardized Template	Link(s) to Existing Example Templates
0	**Executive Summary**	Overview of the problem, the innovation itself, key evidence on the case for investment, the long-term ambition, and goals and implementation plan for the first scaling phase.		
1	**Problem Statement and Existing Demand**	Justification for the investment. Captures whether demand-driven or requires demand creation. Articulates the target group determination after identifying user need	Yes	Revising your Problem Statement Worksheet (Elrha Humanitarian Innovation Guide): *a longer worksheet with prompt questions to have you review, revise and refine your original draft problem statement based on more insights and information you have gathered.* Problem Statement Canvas (UNDP)*: a UN-customized tool for articulating the specific problem you are looking to solve, and for whom.*
1.1	Justification	Rationale includes literature citations		
1.2	Relevance in the Country Context	Justifies why the country (countries) were selected for Scaling at this point in time, citing key strategic documents and/or requests		
1.3	Current Demand in Broader Context and Relevant Competition	Explores whether this is a need in the sub-region, region, or even globally and also identifies "competition" concerning similar innovations or alternative approaches. Address the question of whether this is a unique solution. In-depth analysis of the competition should occur in section 5.6	Yes	The creation of user personas or profiles would help address the information required in at least part of this section. HCD Masterclass on Personas (Unicef): *a useful training slide deck on the value and creation of personas.*
2	**Core Innovation(s) and Scaling Readiness**	Describes the core innovation(s) to be scaled (these may be bundled innovations. Cites evidence of their desirability, feasibility and viability	Yes	Desirability - Feasibility - Viability Framework: *this is a conceptual framework for assessing your innovation.*
2.1	History of Innovation Development	Reviews chronology of development of the innovation to date, citing evidence base and providing a clear description of how it works and its effectiveness	Yes - could be developed	

No.	Sections for the Journey to Scale	Description	Potential for Developing CGIAR Standardized Template	Link(s) to Existing Example Templates
2.2	Innovation Readiness	Draws on the findings of the IPSR process or equivalent, including definition of key partners in this process, but should be updated to reflect status at the time of writing of this document. Explore what part of the food system the proposed innovation package fits into-- upstream (production); midstream (marketing); downstream (retail or post-harvest handling) [from former section 3.5]	Yes - IPSR templates	
2.3	Current and Potential Scaling Readiness of the Innovation Package	Summarizes findings and key remaining bottlenecks for Scaling the Innovation Package (former 3.6)	Yes - IPSR templates	
2.4	Barriers to Scale and Ideas for Overcoming or Mitigating	Brainstorm potential solutions to overcome or mitigate bottlenecks to scale in the enabling environment and technically and any knowledge gaps, building on findings from IPSR workshop (former 3.7)	Yes (multiple)	Examples may include: How Might We, 5 Whys, Brainwriting, Rapid Ideation. How Might We (Interaction Design Foundation)
3	**Setting the Scaling Vision in the Specific Context**	Assessing Scaling Readiness and Scaling Potential into the Context in which it will take place	Yes - IPSR templates	
3.1	Reflection on Responsible Scaling Principles	Review of responsible scaling principles and prospects for incorporation and/or strengthening in scaling effort. 4 core criteria to be considered include: 1) Gender equity and inclusivity (focus on women and youth); 2) Environmental sustainability; 3) Do no Harm; 4) Co-design & alignment with national priorities	Yes	Ethics for Humanitarian Innovation, a toolkit (ALNAP) *Toolkit with guidance and activities on how to support ethical humanitarian innovation across your work.* Principles & Ethics: Section of the Humanitarian Innovation Guide (Humanitarian Innovation Fund) *Elrha provides seven principles for ethical humanitarian innovation management based on the experience of those seeking to drive humanitarian innovation, whether from headquarters or at field level.*
3.2	Understanding the Existing Enabling Environment	Review of current conditions in the selected country that describes the relevant enabling environment and potential improvements and risks in the coming decade.	Yes	UNDP RBAP Horizon Scanning Initiative (UNDP Asia Pacific) *An example case study of UNDP applying Horizon Scanning & PESTEL analysis in Asia Pacific region* Identify Trends - PESTEL Analysis, (the Humanitarian Innovation Fund - HIF) *Guided*

No.	Sections for the Journey to Scale	Description	Potential for Developing CGIAR Standardized Template	Link(s) to Existing Example Templates
				activity and exercises that will help you explore trends in your context or in the wider humanitarian sector that could create problems or opportunities.
3.3	Expected Benefits for End Users	Cost-Benefit analysis from the perspective of the endusers; disaggregated by target group paying attention to power dynamics; Also note non-economic benefits.	Yes - could be developed	
3.4	Understanding the Competition	Depending on innovation, need to understand the economic viability and ease of implementation/update of the innovation in relation to its competitors. Are there any tools similar to yours in other countries in use which may be useful to cite.	Yes - could be developed	
3.5	Scaling Ambition, key Desired Outcomes and Target Client/User Groups (Market Segments)	General Goals within a Responsible Scaling Context. Estimation of size of each market segment and a description of key characteristics of those in each segment will be captured.	Yes	Market Segmentation Matrix Template: *This practice divides your target market into subsets based on demographics, geography, needs, interests, psychographics, and behavior.*
3.6	Theory of Change to Reach Desired Outcomes	An existing or updated Theory of Change (TOC) and/or Impact Pathway. *Template used for Cassava Peels useful.*	Yes	From the Annie E Casey Foundation TOC Concepts & Language TOC Steps & Examples TOC Documentation Templates TOC Examples
4	**Scaling Pathways**			
4.1	Timeline and Pathways to Scale	Overview of next 15 years beyond the current point in use of core innovations; dividing into phases relevant to scaling pathway options in each phase. Utilize definitions of public-sector led, market-led (driven by goal of financial sustainability, and public-private sector partnerships (PPPs). In some cases, the pathway may change over time. Include estimated targets for each period. Includes definitions of scale (scaling within or beyond) from former section 4.4. Distinguish between reach targets and adoption targets	Yes - could be developed	

No.	Sections for the Journey to Scale	Description	Potential for Developing CGIAR Standardized Template	Link(s) to Existing Example Templates
4.2	Organization of Roles Along the Scaling Pathway	Map out activities to deliver innovation packages to different target groups. Define the tasks and responsibilities of each actor to support the process, including roles associated with the scaling process (i.e. facilitator, solution provider, enabler, etc.) [former 5.1]; Value proposition document for each partner provided in an annex (former 5.2) or used to design this section. In the case of CGIAR centers, explore whether at some stage the center will "exit" from the scaling effort; or be explicit on how the Center's role will change over time.	Yes - could be developed	
4.3	Practical Delivery Design with Identified Partners	Detailed description of best way to deliver existing innovation package, with clear roles designed for each partner in each phase of scaling. Assign lead roles for different activities in each phase. Note changing roles of CGIAR center(s) along the pathway (former 5.3)		
4.4	Capacity to Implement	Defines human resources needs for implementation and discussion of infrastructure and other needed capacities for each partner, pinpointing strengths and needs of each. Note which positions will require new hires.	Yes	SWOT analysis could be used to develop at least part of the content required for this section. SWOT analysis template: *The template helps you map out the strengths, weaknesses, opportunities, and threats of your organization or project. It informs strategies, action plans, and next steps.*
5	**Cost of Scaling and Prospects for Sustainability**			
5.1	The Cost Structure	Identify what the key cost categories will be in setting up the scaling program, indicating which ones will be the most expensive. Explore whether there will be significant economies of scale aligned with specific major activities	Yes-could be developed	Each case would be able to modify sub-categories
5.2	Prospects for Financial Sustainability	For market-led and parts of PPPs, assess the willingness to pay for the core and complementary innovations. Is 100% financial sustainability via a market-led approach a realizable goal, and if so, in what time frame? For public-led, will 100% subsidy be required?		

No.	Sections for the Journey to Scale	Description	Potential for Developing CGIAR Standardized Template	Link(s) to Existing Example Templates
5.3	Considerations for Environmental Sustainability	Should consider how the innovation package implementation will negatively affect the environment, and what mitigating steps can be taken. Likewise are there positive contributions that use of the package will make towards improving the environment at the households and/or landscape level.		
5.4	Business Case for Market-led Packages and Selected Components of PPPs	Business strategy over a 5-10 year period, showing cost & revenue stream.	Yes - could be developed	Social Innovation Canvas: *The Social Innovation Canvas is a business model framed in a canvas. It aims at providing the grounds of a structured social innovation project.*
6	**Financial and Strategic Support for the First Scaling Phase (or other time period preferred)**			
6.1	Identification of Best Options for Financial Support	Review type of Investors and Rank them from Highest to Lowest in Terms of Fit with the Scaling Pathway at different stages of scaling.		
6.2	Investor Assessment	Brainstorm on Top Five Likely Investors and Review their Current Strategies and Potential Alignment with Your Objectives. Discuss Low, Medium high funding scenarios in relation to top potential investors [former 6.3]		
6.3	Advocacy and Communication Plan for the Scaling Narrative	Develop an outline of key approaches for creating support among government officials and other investments in the innovation package. Supplementary items may be developed to support a one page pitch or slide pitch deck	Yes - could be developed	
7	**System Strengthening for the First Scaling Phase (or other time period preferred)**			
7.1	Steps to Improve the Policy and Regulatory Environment	Need to understand and address any potential bottlenecks to scaling on the policy and regulatory side, including environmental concerns. Be specific about which agencies are involved relevant to the innovation package to prioritize for addressing during the 1st Phase.		
7.2	Governance and Partnership Management	Agree on governance structure for upcoming scaling phase, and tools for reviewing partnership functioning		

No.	Sections for the Journey to Scale	Description	Potential for Developing CGIAR Standardized Template	Link(s) to Existing Example Templates
7.3	Stakeholder Engagement & Adaptive Management Plan	Research and monitoring so that responsible scaling efforts are ensured and adjustments can be made along the way	Yes - could be developed	
7.4	Capacity Strengthening	Analyze what capacity strengthening will be needed for both administrative and technical staff among all participating organizations during the first phase. Include team building. Explore whether graduate students and senior researchers should be supported to do supplementary research and identify key topics. Include human resource requirements, especially new positions required.		
7.5	Priority Areas for Investigation to Improve Efficiency of Delivery Models and Address Barriers	Look at suggested actions that might be invested in/tested, their rationale, and primary stakeholders aligned with the scaling effort to improve the delivery strategy during the next phase and resolve any technical barriers.		
8	**Implementation Plan for the Next Six Years (or other selected time period)**	Develop a six year investment plan based on a realistic budget support estimate for most likely investor. If none has been identified, then choose a figure based on cost of reaching agreed upon number of direct beneficiaries.	Yes - could be developed	
8.1	Projected Reach and Target Locations	Capture direct and indirect beneficiaries, gender breakdown, youth engagement (if relevant); other marginal groups. Include rationale for location selected.		
8.2	Approach to Gender Equity and Inclusivity	Focus on specific actions to be undertaken during the first phase.		
8.3	Sustainability Considerations	Focus on what actions will be taken during the first phase to address sustainability concerns.		
8.4	Logic Model for Six Years	Impact (Ultimate outcome), Intermediate, and Immediate Outcomes	Yes	Used by teams
8.5	Output and Activities Linked to Implementation Calendar	In the text, highlight 5-6 key activities and output for the first phase. For each Immediate Outcome	Yes	Used by teams

No.	Sections for the Journey to Scale	Description	Potential for Developing CGIAR Standardized Template	Link(s) to Existing Example Templates
8.6	Risk Management	Use a standardized template that emphasizes mitigation or adaptation strategies to be taken in response to perceived risks and who (organization) will manage the risk	Yes	Used by teams
8.7	Monitoring, Evaluation, Learning and Impact Assessment (MELIA) Plan	Key indicators and targets for six year period, and how they will be measured. Decide what kinds of research will be done and how reach and uptake and beneficiary level benefits will be captured and potential use of digital tools. Build in schedule for progress review and permit adaptive management.	Yes	Used by teams
8.8	**Budget and Partner Contributions (OPTIONAL)**	Capture in-kind contributions, other investors, as well as cash request (OPTIONAL depending on donor identification success)	Yes	

1.4 Most Useful Tools for Co-Design of Strategy in Workshops

Workshops used various interactive tools and provided templates (icebreakers, Menti.com, World Cafe, pitch contest, writing workshops, scaling timeline calendars), which participants highly appreciated. Investing in engaging workshop design that motivates and inspires participants is valuable. Table 3 summarizes the tools and their pros/cons.

While workshop agendas were adjusted in real-time based on needs, this may not be practical for mainstreaming. A more standardized agenda, leveraging pre-workshop online/virtual work, seems more feasible. Customizing agendas is resource-intensive, so standardization for public, public-private, and market-led pathways should be considered.

Table 3. Tools Deployed during the Delivery Strategy Workshops, their Positive Aspects and Challenges

Tool	Positive Aspects	Challenges
On-line meetings to introduce concepts (i.e. scaling pathways)	Less costly -not in person meetings; Help to get core members interested in and capacitated to starting writing different sections; Powerful platform for topics such as responsible scaling (good for getting outside expertise engaged for short periods)	Assessment of understanding by all participants not complete; Attendance varies during meetings; Serious connectivity issues in Mali in particular
Ice breaker: declaring your agreement or disagreement with a statement	Got discussions of key topics on the agenda from the start; Participants opened up & truly broke the ice	Must identify the correct statements, i.e. where there is expected diversity of opinions; Must allocate at least 45 minutes
Ice breaker: Menti.com	Participants loved learning a new digital tool; Visualization of the answers attractive; Get recorded data on opinions	Must train on how to use it; must budget an hour for the exercise; Connectivity can be an issue; Facilitator needs sufficient IT skills to design and implement
Menti.com for evaluating workshop	Vast improvement over paper questionnaires for digitizing and analyzing data; Use of Menti, with visualization, helped “animate” the participants	Limited in scope on length of the question and restrictions on type of question; No in-depth questioning possible; Needs to be prepared in advance
World Café approach to getting feedback (participants move between tables with different topics to discuss; 20 minutes at each table)	Very engaging of participants; Limited time activated participants to contribute ideas up front; Smaller groups encourage greater individual participation	Good questions need to be defined in advance. Need to coordinate with facilitators so they understand process
Contest: Innovation Pitch or Key Communication messages	Enthusiastic participation among participants; Realization of skills needed for good communication; Diverse value offerings presented; Realization that messages need to be targeted for specific audiences	Needs facilitation to implement, use of video on phone so can study your capacities; Need to engage with facilitators in advance to understand the process; Set up teams to ensure those with good skills are well distributed among the different teams
Panel discussions	Created a platform for honest conversation, especially to address controversial issues; Forum for those with practical experience to share with others; Avenue for collective engagement for developing common mindsets for moving to next steps/reaching consensus;	Choosing right panel composition is critical; Some cultures do not prefer panel option, as statements are in the public domain; Must develop questions in advance;

Tool	Positive Aspects	Challenges
	Enables high profile individuals to engage with others effectively and be appreciated and be asked questions by participants	Need rules to keep speakers to time and/or strong facilitator
Writing Workshops with sub-groups working on specific sections	Highly effective for getting more partner participation in writing and diverse expertise	High cost; Must arrange to get key data in advance to maximize value
Field trips or video demonstrations of the innovation in action	Understand the steps involved in how the innovation works; Helps to identify constraints in using the innovation	Time to site of implementation; Cost of video preparation; Specific example may not be representative
Wall calendars for developing timelines for scaling by phase	Good for planning over long periods of time; Visualizes the ambition; Gets buy in and engagement by participants; Can potentially separate by actor types	Requires time for preparation and time to implement; Reconciliation and agreement on the way forward requires time if there are different proposed timelines.
On-line meetings for progress updates	Helps keep team on track; Emphasizes deadlines	Consistent participation is difficult given time demands on teams; Best to have email follow-up to meeting (AI summaries help) Connectivity issues in some locations
Market Segmentation Tool	Realize what distinct categories are and need for size estimates of different categories	Most appropriate for market-led interventions
Value Proposition Tool	Helps organization to think of their role within the strategy	Form had to be revised to make instructions clearer; Does not capture necessarily evolving role over time; Consider pre- and post-workshop forms
Theory of Change template	More recent template helped core innovation team envision what to do	All teams struggled with the theory of change.

1.5 Recommendations on Administrative Issues in Strategy Development Management

In the case of the Scaling Deliver Strategies, each team was allocated 40,000 USD with a budget code that could be charged in the ILRI system. This proved problematic for teams in Mali, where ILRI is hosted by ICRISAT, and the CIAT and ICRISAT teams in Ethiopia. Although sub-grants entail administrative overhead costs, this is a superior approach for hosted teams because it will enable them to closely monitor their budget expenditure. Since CGIAR scientific staff are key lead authors in strategy development, permitting up to 20% of the budget being allocated to staff time will facilitate timely completion of the strategy. Teams were not aware of the stipend and conditions of the funding prior to application – as the decision was made after the project begun. This should be announced in advance, so the institutions and key staff members are fully aware of the time commitment prior to the application, especially if staff time is not covered.

Section 2. Towards improved Management of Innovation Validation and Responsible Scaling within the CGIAR: Lessons Learned and Recommendations for the Way Forward

2.1 Overview of Existing Process for Innovation Profiling & Packaging

The Innovation Packaging for Scaling Readiness (IPSR) approach contributes to Evidence-based Innovation Portfolio Management through Pause and Reflect / Adaptive Management. At its core, IPSR provides CGIAR initiatives with structured tools and practices to manage innovations consistently and strategically across stages of readiness and scaling potential.

Profiling and packaging are key building blocks in this system:

- **Innovation profiling** is the structured documentation of science-based innovations and their readiness for use and scaling. It helps establish a common understanding of each innovation's characteristics, evidence base, and intended use.
- **Innovation packaging**, which follows profiling, identifies the necessary conditions, partnerships, and strategies to enable scaling in specific contexts.

Together, profiling and packaging form the backbone of IPSR's support for innovation management, helping initiatives move beyond reporting toward strategic portfolio decisions, including prioritization, resource allocation, and readiness-based investment.

2.1.1 Profiling Process and Support

Profiling innovations through the IPSR approach is conducted directly by innovation teams or leads. It represents the first output-level reporting activity and is fully managed within the Performance and Results Management System (PRMS). Key characteristics of the profiling process include:

- An innovation team-led process in which Innovation or research teams are responsible for collecting, validating, and inputting their data into PRMS.
- Self-guided and supported, meaning no formal training is required to complete a profile, but IPSR offers drop-in support sessions and updated guidance annually.
- Targeted readiness training is provided, with dedicated sessions to help teams interpret scaling readiness levels and align them with appropriate evidence for credibility.
- Standardized guidance and tools are provided, including a profiling template with mandatory and optional fields and an online Innovation Readiness and Use Level Calculator (https://www.scalingreadiness.org/calculator/).

As seen in the GF scaling cases, profiling is crucial in surfacing innovations with scaling potential. The candidate innovations were selected from an initial longlist of entries that had already been profiled and submitted through PRMS.

Components of an Innovation Profile Each innovation profile consists of structured information that enables consistent and comparative analysis across CGIAR. These components are grouped as follows:

Component Category	Details Included
General Information	• Long title- Detailed description- Contact person- Thematic relevance tags (e.g., gender equality, climate change, nutrition, environment, poverty)
Alignment with Strategic Frameworks	• CGIAR Initiative and Theory of Change linkages- Action Area Outcomes- Impact Area targets- SDG mapping
Partnerships	• Roles of innovation, demand, and scaling partners- Involvement of CGIAR Centers- Related bilateral projects
Geographic Focus	• Tagging by level: Global, Regional, National, Subnational- Where the innovation is developed, tested, or scaled
Linkages and Legacy	• Connections to past CGIAR results and CRP innovations- Related outputs and earlier contributions

Component Category	Details Included
Innovation Characteristics	• Typology: Technological, Capacity Development, Policy/Institutional- Nature: Incremental, Radical, Disruptive- Anticipated users: Actor group, Gender, Youth
Responsible Innovation Features	• Gender equality and social inclusion (GESI) actions- Mitigation of unintended consequences- Intellectual property (IP) considerations
Team Composition and Diversity	• Contributors and their affiliations- Metrics on gender, disciplinary, regional, and expertise diversity
Readiness Level and Evidence	• Readiness score (Levels 0–9) with justification- Up to 3 linked evidence sources
Investment Tracking	• Estimated cash and in-kind contributions- Sourced from lead/contributing Initiatives, bilateral projects, and partners

Finally, innovation profiles serve not only individual reporting purposes but also portfolio-level analysis. They inform cross-initiative/program reviews, and support learning loops.

2.1.2 CGIAR Innovation Packaging, Bundling and Scaling Readiness

Innovation packaging is a strategic process that enables teams to move beyond documenting their innovations (profiling) and instead prepare them for use at scale. It is not a communications product or a reporting formality. Instead, it is a tool that supports evidence-based portfolio management, adaptive learning, and scaling readiness improvement by bringing together the right stakeholders to diagnose bottlenecks and co-develop solutions.

It bridges the gap between innovation development and widespread uptake, ensuring the scaling ambition is grounded in reality, informed by evidence, and collectively owned.

Innovation bundling and packaging are complementary processes for scaling agricultural solutions, each with distinct roles in overcoming adoption barriers and enhancing systemic readiness. Bundling involves combining multiple agricultural inputs, services, or technologies into a single offering tailored to the needs of smallholders (Abetu et al., 2024). For example, bundling a drought-tolerant seed variety with soil fertility management practices and market access services enhances adoption potential by concurrently addressing agronomic performance, resource access, and economic incentives. Bundling tackles the “last-mile” challenge by making innovations more accessible and appealing to smallholders, directly addressing behavioral and practical barriers to adoption.

On the other hand, CGIAR’s innovation packaging and scaling readiness focus on organizing the enabling environment around a specific innovation to make it scalable. This involves systematically documenting the innovation's characteristics, evidence of readiness, scaling ambition, required partnerships, potential barriers, and contextual enablers (e.g., policies, finance, or capacities) (CGIAR, 2023).

The innovation package is a strategic tool to guide decision-making, coordinate actors, and identify investment opportunities. While a bundle represents the “what” that is delivered to users, a package defines “how” that innovation can be successfully scaled within a given system. Packaging may include a bundle as the core innovation, but its scope extends beyond integration to include systemic readiness, alignment with policy and development goals, and sustainability planning. Together, bundling and packaging represent different layers of design and support within scaling strategies.

Importantly, bundling is a critical design and delivery process that the current IPSR framework does not yet adequately accommodate. To strengthen the coherence between innovation design and scaling strategy, the next phase of IPSR development will include clearer articulation and guidance on how bundling can be integrated within the packaging process.

Together, bundling and packaging represent different layers of design and support within scaling strategies.

Overview of the CGIAR Innovation Packaging and Scaling Readiness (IPSR) Process

Innovation packaging follows a step-by-step methodology, usually implemented through a workshop setting, though it can be achieved through other structured means if all required information is available.

Workshop Structure and Stakeholder Curation: The core of the packaging process is the packaging workshop, which gathers key stakeholders along the scaling pathway. These stakeholders represent areas such as innovation expertise, awareness, trust, access, affordability, compatibility, user capacity, GESI, legal/regulatory, and partnerships.

Scaling Ambition: The innovation team proposes a scaling ambition, which is collaboratively reviewed. This involves defining both a short-term ambition (tied to project timelines) for focus and accountability, and a longer-term ambition (reflecting broader system change) for sustained impact.

This duality of ambition, pairing a practical, near-term goal with a longer-term systems vision, emerged as a key insight from the current GF-supported scaling strategy development process. Innovation teams recognized that the initial framing of ambitions around what can be delivered within the program/project cycle was too limiting for scaling phases. By introducing a dual framing, teams can maintain accountability for short-term results while also articulating the broader transformation their innovation seeks to contribute to.

Identifying Bottlenecks and Designing Solutions: The group diagnoses critical bottlenecks that if unaddressed would hinder scaling ambitions and identifies actionable solutions, assigning them to specific actors. Solutions may be integrated; one solution can address multiple bottlenecks, and should be actionable and assigned to specific actors or partners for follow-up.

Scaling Readiness Assessment: Solutions and the core innovation are assessed using the IPSR 9x9 Scaling Readiness Matrix, which evaluates readiness across 9 levels of maturity and use, simulating the logic of treating each solution as a mini innovation. With each item scored on current readiness and use levels on a matrix, the aggregate scaling readiness score for the full innovation package is calculated.

This provides a realistic picture of which elements are ‘blocking scale’ and which are ready for expansion. For instance, if farmer training programs are undeveloped (low readiness and use), they may prevent adoption even if the core innovation is technically ready.

Actionability and Ownership: the innovation package inspires action & provides a clear path forward with tangible next steps and assigned responsibilities (to innovation teams, partners & programs), fostering shared ownership & driving progress. Efforts are underway to strengthen this actionability dimension, ensuring that packages move from insight to implementation.

Optional Non-Workshop Route: A package may be developed without a workshop if all necessary information already exists and requires only minor input or verification (rare).

Support Systems and Resources: CGIAR provides a guidebook, templates, training/mentorship, Scaling Champions, and a Scaling Community and Culture platform.

Integration with Portfolio Management

Innovation packaging is linked directly to CGIAR’s innovation performance and scaling strategy. It informs innovation portfolio prioritization, monitoring and progress tracking via PRMS, and Cross-initiative learning and adaptive management.

2.2 Recommendations & Revisions for Innovation Profiling

2.2.1 Innovation Profiling – approach & Mindset

To scale the IPSR approach across CGIAR, innovation profiling must shift from a reporting task or promotional tool to being seen as a strategic, evidence-based tool for responsible scaling and investment decisions.

This shift requires both technical improvements to the profiling system and cultural change in how scientists, MEL staff, program leads, and innovation teams engage with and value the profiling process.

To support this shift, innovation profiling must move from a static, one-time exercise to a dynamic, self-driven tool that evolves with the innovation. CGIAR needs profiles to be living processes that inform:

- Scaling strategy development
- Innovation readiness assessment
- Investment prioritization
- Cross-initiative learning

Therefore, profiling should answer key investor, program lead, and partner questions:

- Is this innovation ready to scale? Is the profile complete and compelling?
- Why invest? What's the value proposition and impact?
- When to support? What signals readiness for piloting, mainstreaming, scaling?

- How to engage? What partnerships, conditions, geographies offer success?

2.2.2 Introducing the Innovation Profile Plus

To meet these needs, this pilot suggested a need for a more advanced version of the standard profile: Innovation Profile Plus. This enhanced format is intended for innovations that have moved beyond early development/prototype and are undergoing validation in diverse conditions (typically at readiness levels 6–9). At this stage, innovations are potential candidates for packaging and scaling, and therefore require richer, decision-oriented documentation. The Innovation Profile Plus should incorporate:

New Field	Description
Comparative Advantage and Strategic Justification (narrative)	Concisely explain the innovation's comparative advantage and scaling potential, including: • Description of alternatives and how the innovation differs or improves upon them. • Clear articulation of the unique value proposition (e.g., cost-effectiveness, adaptability, superior outcomes). This positions the innovation as a strategic investment: Why scale this, not something else?
Context-Specific Validation Evidence (Enhanced Use of Existing Readiness Section)	The current readiness section, while using the CGIAR Scaling Readiness framework, provides evidence—especially at levels 6–9—that is often vague, requires filtering, and is hard for external users to interpret. Validation data is frequently buried in external links, making it difficult for decision-makers to easily confirm the connection between evidence and readiness level. To address this, the Innovation Profile Plus will require innovation teams to provide concise, context-specific validation evidence, including: • Locations and conditions of validation (e.g., agroecological, institutional, market) • Types and numbers of users or institutions involved • Specific outcomes, including trade-offs or variations • Key lessons for scalability and adaptation A checklist for evidence expectations at readiness levels 6–9 will be included to ensure consistency and provide decision-useful data.
Innovation Use Evidence (New Complementary Section)	Innovations at higher readiness levels (6-9) are being applied under real-world conditions, but profiling doesn't clearly demosntrate this. The Innovation Profile Plus would highlight evidence of real-world use through: • User types and numbers (e.g., farmers, organizations, policymakers) • Geographic and institutional settings where the innovation is being used • User feedback on performance, usability, and outcomes • Adoption signals, such as repeat use, word-of-mouth demand, or co-investment • Enabling or limiting factors influencing use at scale This is required to demonstrate user desirability & feasibility (not just technical readiness).
Sustainability and Scalability Pathway (New Narrative Field)	Include a brief narrative explaining how the innovation will continue delivering impact post-scaling. This could include: • Public sector integration strategies • Private sector delivery models, including public-private partnerships • Institutionalization through policy or extension systems
Optional Signal Tags for Dashboard Filtering	Include investment-relevant tags to support program-level decision-making: • Is there a revenue-generating component? (Yes / No / Not sure) • Does the innovation rely on public system integration? (Yes / No / Mixed) • Does the innovation have the potential to evolve into a market led system in the medium-term? (Yes/No/Not sure)

New Field	Description
	• Estimated time to cost recovery or institutionalization (Dropdown) These investment-framing enhancements will make profiles more actionable, providing clear signals to internal and external actors on where to engage, how to invest, and what impact to expect. They will also strengthen CGIAR's capacity to present innovations as scalable solutions ready for partnership, co-investment, and adoption at system level.

2.2.3 Building Scaling Awareness Among Scientists: Why It Matters and How to Do It

Many scientists tend to end their involvement at the proof-of-concept stage, assuming scaling will be handled by others (Leeuwis et al., 2021). This mindset widens the gap between research and widespread adoption (Schut et al., 2020).

However, achieving impact at scale requires scientists to understand their vital role in *enabling, informing,* and *planning* for scaling. Scaling begins with the science. For instance, interventions designed without prioritizing affordability, local adaptability, or policy alignment are less likely to achieve transformative scale (Barrett et al., 2020). For CGIAR innovations to have impact, they need sustained integration into practical systems (Sanyang et al., 2016). Therefore, scaling awareness should be a core scientific competency, like scientific communication, integrated into hiring, training, and evaluation.

Scaling awareness is also crucial for MELIA teams, engagement teams, Initiative/program coordinators, and partners. Everyone involved in innovation plays a role in identifying scaling pathways.

Key messages:

- Scaling is not accidental – It requires intentional planning, robust evidence, and the right partnerships.
- Not all innovations should scale – Scaling readiness helps determine *what* is ready, *where*, and *for whom*.
- Scientists are critical to scaling – Their contributions shape the evidence base, value propositions, and adaptation pathways.
- Scaling is iterative and contextual – It's not just about expansion, but about continuous learning and systems alignment.

Practical Steps to Build Scaling Awareness are provided in Annex C.

2.3 Lessons for Innovation Packaging, Bundling & Scaling

Innovations often combine to maximize impact; these are called innovation bundles. Organizations and projects combine related innovations—such as new technologies, practices, or services—into coordinated bundles, recognizing that an innovation's effectiveness and scalability depend on its compatibility with other elements.

An innovation package is a structured approach that bundles a core innovation with necessary supporting elements—such as resources, enabling conditions, and strategies—to facilitate scaling in a specific context (Kangethe et al. 2023). The CGIAR uses the Innovation Packages and Scaling Readiness (IPSR) framework to assess and strengthen the scalability of bundled innovations. An innovation package combines the main innovation (e.g., a new crop variety) with essential enablers for effective scaling.

Each innovation package is assessed for its Scaling Readiness, a structured, evidence-based approach to enhance the potential of innovations to achieve impact at scale (Sartas et al. 2020). The 2024 CGIAR portfolio contained 1018 quality-controlled innovations and 68 innovation packages.

IPSR assessment of innovation packages yields several useful metrics:

- Scaling readiness score: based on the limiting factor (element with the lowest score).
- Scalability potential: calculated as the average innovation readiness x innovation use.
- Future scaling readiness: projection of scaling readiness with one year of optimization.

These metrics provide insights at various levels:

- **Innovation portfolio management:** evidence-based data on innovation and enabling environment maturity, useful for prioritization and resource allocation (Shut et al, 2024). However, other factors like market traction, team leadership, responsible scaling, financing, and partnerships are also fundamental.

- **Innovation team level:** metrics highlight areas needing attention to advance scaling readiness, identify suitable scaling pathways, and enhance impact for end-users.

Lessons from the Pilot Project:

Lesson	Recommendation
Clear value proposition & user needs: The cassava case in Nigeria highlighted the importance of aligning bundling with inclusive business models and gender-responsive design. The LAFA case, by contrast, demonstrated how poor access and limited targeting can reduce impact potential even when technical design is robust.	• Conduct comprehensive user needs at early stage innovation development, incorporate it and gender anaylsis into packaging • Develop user-specific targeting strategies • Integrate business model development into packaging process – focusing on financial viability and sustainability for users
Contextual Adaptation is Essential: scaling efforts must align with local capabilities and systemic challenges	• Thorough contextual analysies to identify key enabling & disabling factors (policy, infrastructure, socio-cultural norms) before packaging • Develop adaptation strategies that address contentual challenges • Engage relevant stakeholders early in packaging process to ensure buy-in
Support metric with qualitative understanding: IPSR metrics alone were insuffient for pilot teams to build on. More data on market dynamics, financial viability & stakehodler readiness is needed to assess scaling potential.	• Integrate FGDs, KIIs into packaging process to complement metrics • Develop framework for assesing market dynamics, financial viability, stakeholder readiness. • Train/guide innovation teams for additional data collection.
Bundling is Iterative and Participatory. Effective packaging evolved through workshops, stakeholder engagement, and iteration. Participatory approaches like co-design write-shops and inclusion of diverse voices (e.g., ministries, cooperatives, private sector) led to more realistic and context-sensitive innovation packages.	• Implement iterative co-design processes for innovation packaging, involving key stakeholders. • Establish multi-stakeholder platforms that include representatives from diverse groups to ensure inclusive and participatory packaging. • Allocate sufficient time and resources.
Strategy Support and Responsible Scaling Must Be Embedded Early. Teams emphasized the need for earlier integration of responsible scaling principles, business model validation, and cost-benefit analysis. Dedicated support for these areas is critical to move beyond technically sound but socially disconnected innovation bundles.	• Integrate responsible scaling principles, business model validation, and cost-benefit analysis into the initial design and development of innovation packages. • Establish dedicated support mechanisms (e.g., training, mentorship, technical assistance) for innovation teams in these areas. • Develop guidelines and tools for incorporating responsible scaling considerations (e.g., gender equality, social inclusion, environmental sustainability) into innovation packaging.

2.4 Process of Longlisting and Shortlisting the Innovation Packages

Innovation submissions for this process were formally requested from the International Livestock Research Institute (ILRI) and two CGIAR Initiatives—Sustainable Animal Productivity (SAPLING) and Excellence in Agronomy (EiA). In parallel, the Performance and Results Management System (PRMS) was reviewed to screen for relevant innovations across the two CGIAR initiatives and ILRI.

The key eligibility criteria for innovation selection included:

- Minimum readiness score of 5 (indicating the innovation had reached at least the pilot phase).
- Clear scaling potential through the private sector or other scaling actors.
- Evidence of replicability across diverse geographies.
- Demonstrated or potential impact, inclusivity, and demand.

- Documentation within PRMS under innovation development.
- Willingness of innovation teams to actively participate in the strategy development process.
- Additional “points” were allocated when there was an existing partnership with the private sector, a climate mitigation focus and evidence of gender and social inclusion.

All innovations had to be packaged under the IPSR system.

Key Learnings from the Innovation Prioritization Process are:

1. **Early alignment with strategic donor priorities enhances focus and buy-in.** Securing initial engagement with the Gates Foundation and clearly articulating their prioritization criteria enabled the involved CGIAR initiatives to focus efforts on innovations with the strongest alignment and potential for donor interest.
2. **Clear criteria foster objectivity and transparency.** The use of structured criteria—including readiness scores, scaling potential, and replicability—helped ensure a transparent and comparable assessment process across different initiatives and institutions.
3. **Bonus points on other value-adding criteria should be Incentivized.** Awarding bonus points for private sector partnership, climate mitigation, gender and social inclusion and cross-initiative collaboration promoted system-level thinking and encouraged teams to consider synergies beyond their immediate programmatic boundaries. This approach fostered integrative innovation packaging, and more scalable solutions.
4. **Structured internal engagement strengthens ownership.** The involvement of initiative leadership and scaling experts in facilitating conversations with innovation teams helped strengthen internal ownership and build a shared understanding of the process objectives and expectations.
5. **The Innovation Packages and Scaling Readiness (IPSR) Framework needs broader familiarity and application.** Several promising innovations had not yet been packaged using the IPSR framework, requiring additional time and effort. This highlighted the need for earlier and more consistent use of scaling tools across CGIAR to accelerate readiness documentation and uptake.

2.5 Learnings from a Complementary Approach: The Scaling Fund

Concurrent with the Scaling Delivery Strategy development, there was another scaling investment, the Scaling Fund, financed by the New Zealand government through the Ministry of Foreign Affairs and Trade (MFAT). The Scaling Fund provided the Regional Integrated Initiative on Diversification in East and Southern Africa (Ukama Ustawi) a practical way to facilitate coordination and collaboration among various CGIAR Centers and target countries to ensure a unified and impactful approach to scaling innovations. The Scaling Fund was designed to provide essential funding to scale promising innovations. Its goal was to bridge the gap between early-stage funding of an innovation and its expansion phase, facilitating growth, market penetration, and sustainability. It is designed to accelerate the adoption of high-impact agricultural innovations. In its initial round in 2024, the Fund awarded $125,000 to each of three innovation teams.

The core objectives of the Scaling Fund were to:

1. Offer technical and financial support for scaling work
2. Advance the scaling of innovation packages
3. Co-create solutions with innovation teams and partners
4. Develop scaling strategies

2.5.1 How the Scaling Fund was executed

The Scaling Fund was implemented in five integrated phases: First, an **Inception Phase,** where the winners were introduced to the broader Ukama Ustawi team, then a **Capacity Strengthening Phase** and a **Design Phase**, which included workshops on Innovation Packages and Scaling Readiness (IPSR) and refinement of work plans, followed by an **Execution & Impact Phase**, focused on execution and scaling strategy development, and concluding with a **Reflection and Review Phase**, featuring the presentation of achievements in share fairs and during Scaling Week 2024. Figure 2 illustrates the Scaling Fund timeline.

Figure 2. Scaling Fund activities implemented in 2024

2.5.2 Lessons learnt and recommendations

Topic	Previous Approach	Recommendation
Capacity strengthening	• Masterclass on Scaling Readiness and the IPSR process • Online Scaling Readiness course • Hands-on training on responsible scaling using the GenderUp tool • Peer-to-peer learning sessions • Direct coaching and advisory support • Flexibility in the use of funds to engage consultants for technical areas (e.g., human-centered design, scaling strategy development)	• Offer timely, tailored support with comprehensive tools and advisory resources. • Organize regular peer learning events for cross-team collaboration. • Create a streamlined process for engaging vetted IPSR consultants. • Provide diverse capacity-sharing formats (webinars, courses, coaching). • Include training on transitioning from development to scaling readiness, including complementary innovations. • Maintain flexible, needs-based support for emerging implementation challenges.
Partnerships and team leadership.	• Internally: Cross-functional collaboration within CGIAR (MELIA, stakeholder engagement, design thinking). • Externally: Nurtured trust-based relationships with external partners. • Engagement through IPSR workshops, informal discussions, and thematic events. • Informal engagement methods were effective in deepening collaboration.	• Ensure strong team leadership (key for successful scaling journey) • Preserve the fund's flexibility to support iterative, co-created solutions. • Encourage informal, consistent engagement with partners to build trust. • Ensure innovation teams allocate time and resources to support partners' needs. • Be mindful of partner dynamics, starting with trusted actors and scaling partnerships gradually.
Innovation Packaging and Scaling Readiness.	• Define scaling ambition, identify key bottlenecks, align stakeholders around a shared goal. • Exposure to Scaling Readiness helped teams use the fund resources strategically	• Provide a structure on how to prioritise bottlenecks identified during the IPSR workshop • Allocate more time for IPSR workshops when needed, as they provide essential groundwork for scaling. • Provide clearer guidance on stakeholder identification and scoring during the IPSR process.

Topic	Previous Approach	Recommendation
Optimization: Work plan development and implementation.	• Following packaging, teams revised work plans to address scaling barriers in collaboration with partners. • The focus was on: business models, user-centered design, MELIA, and foresight. • Flexibility in fund use enabled teams to respond to emerging insights and strengthen implementation.	• Support teams in designing adaptive business models based on innovation maturity and delivery context. • Emphasize user-centered design throughout the innovation development and scaling process. • Integrate MELIA into scaling activities to support adaptive learning and course correction. • Build capacity to monitor and respond to both positive and unintended effects of scaling efforts.
Scaling delivery strategy development.	• External consultants supported teams • No uniform framework • Insights from IPSR work integrated • Challenges distinguishing between strategic vision & operational implementation plan.	• Provide a flexible framework for scaling strategy development. • Engage donors and partners in strategy design. • Clarify the link between strategic and implementation planning. • Establish a contact list of scaling strategy consultants. • Promote strategic thinking, while allowing stakeholder choice. • Adjust strategy expectations based on innovation maturity, market readiness, and the enabling environment.
Donor engagement and outreach.	• IPSR process helped teams identify donors & their communication needs • Field Visits & demonstrations raised visibility and attracted interest • Showcasing work at events was critical.	• Strategic donor communication to showcase impact and funding needs • Funder database and profiles is useful • Consistent branding & a repository of comms products • Regular pause & reflects to share lessons throughout scaling journey.
Operational and administrative logistics	• Flexibility and responsiveness in logistics—particularly in procurement, fund transfers, and onboarding—should be prioritized	• Streamline internal processes for timely fund transfers to teams (e.g., faster transfer mechanisms for amounts under $100,000). • Embed operational planning from the start, with clear budget and resource allocation. • Consider streamlining project scope or extending the implementation timeframe, as a one-year timeframe is often insufficient. • Reduce management intensity and meeting frequency to allow teams more implementation time, recognizing that they often manage multiple concurrent projects.
Responsible scaling.	• Each of the teams was trained on responsible scaling. However no specialised support was provided on responsible scaling.	• Offer tailored guidance for integrating responsible scaling principles. • Include targeted activities for vulnerable groups and allocate specific funding. • Provide specialized responsbile scaling support depending on innovation type e.g. digital tools differ from crop variety innovations.

2.6 Selection Procedure for Who will Receive Funding to Develop the Scaling Delivery Strategy: Lessons Learned and Recommendations

The current written information captured in the IPSR process is insufficient for comparative evaluation of candidates for Scaling Delivery support. Twelve of the 15 criteria used to select the pilot candidates for delivery strategy development were derived from the scaling literature and are valid to continue with. The three non-relevant criteria were linked to capturing donor priorities and having diverse topics and countries for the pilot trial. There are three major changes recommended:

1. **Two categories of submissions are required:** Single Country and Multi-country/Regional Approach. For the pilot effort, all submissions were from country teams. For the case of the thermotolerant PPR vaccine, a regional approach would have been more appropriate, recognizing that a regional or multi-country approach would require more resources.

2. **A two-step shortlisting process is desirable:** For each strategy category, identify two or three candidates. Scaling specialists involved in ther IPSR process for each specific innovation should thoroughly review first-round shortlists, assessing evidence quality in the summary template (which teams often don't interpret), and provide a one-page report on evidence quality, key findings, and the need for innovation optimization.

   Then, the selection committee should interview at least one representative from each candidate team to assess leadership, availability, and commitment. For multi-country submissions, include representatives from each country team. Assess the team's involvement in the IPSR process; heavy consultant reliance can indicate a lack of team understanding.

3. **Selection Committee Composition:** The core of the proposed Scaling Strategy Support Team (described in section 2.7) should be part of the selection committee, along with representatives of the PPU support leadership, and if relevant, any specific consultants or relevant donors linked to the financing of the delivery strategy development.

We reviewed the selection criteria used in the pilot selection process and Table 4 provides the criteria recommended for use in the next round, with comments provided concerning when this information should be gathered during the scaling design process.

Table 4. Selection Criteria Recommended to Obtain Support to Develop a Scaling Delivery Strategy

No	Criteria & (Definition)	Changed	Scale	Indicator	Comments
1	Strategic priority: CGIAR & Donor (Measures the degree to which an innovation aligns with the strategic priorities of CGIAR and relevant Donor (if applicable), indicating potential synergies and the rationale for enhanced support and promotion.)	Yes, Minor	1-3	Category 1 (Low Alignment): Limited synergy with strategic priorities, including country selection. Category 2 (Moderate Alignment): Some objectives align with priorities. Category 3 (High Alignment): Strong alignment and potential for synergy with strategic priorities, justifying an increased focus.	Priorities can vary over time and may represent the CGIAR system or specific center priorities depending on the call.
2	Alignment with Government and/or Regional Priorities (Innovation part of a sector/value chain or policy appearing among top priority areas of the country government and/or regional body)	Yes, Minor	1-3	Category 1: Low Alignment Category 2: Moderate (not explicitly mentioned), but fits with priority criteria concerning productivity, income or nutrition improvement, or sustainability Category 3: Explicit Alignment	
3	Evidence of User Need or Explicit Demand (Innovation addresses articulated problem or expressed community demand for the specified user group(s))	No	1-3	Relevant statistics cited (food security, poverty, nutrition) or assessments conducted as part of the evidence base (preference, willingness to pay): Category 1: Weak (not convincing) Category 2: Adequate (Need or Demand) Category 3: Strong (Need and Demand)	
4	Core Innovation Readiness (A metric used to assess the maturity of an innovation, with a scale ranging from the idea (lowest level) to validated under uncontrolled conditions (highest level).	No	0-9	Innovation Readiness scores: 0-9. *Please confirm that the score has been validated through the 1st Round of the Quality Assurance process (indicated by the bolding of the score)*	The current Innovation profiling process does not provide as much detail as is desirable for deciding about an innovation's scaling readiness. Consider that Innovations scoring 7 (validation-proven) or higher fill in additional information to capture basic cost-benefit data for the end users of the core innovation ("Innovation Profile Plus".
5	Scaling Readiness Score (Package) (Assesses the overall readiness of an innovation package for scaling based on the product of the lowest-scoring enablers.)	No	0-81	Average scalability 0-81. *Confirm that 2nd round of Quality Assessment has been completed (indicated by score appearing in bold print).*	If accepted for developing a scaling delivery strategy, most teams will need to update the Scaling Readiness Score as a first step in the delivery strategy process.

No	Criteria & (Definition)	Changed	Scale	Indicator	Comments
6	Partnerships (Relevant partnership types needed for scaling are recognized and indicated in the document)	No	1-5	1. Inadequate consideration of partnership types needed for scaling 2. Mapping of stakeholder ecosystem or equivalent 3. Clear identification of key strategic partners but currently no active collaboration 4. Demonstrated collaboration with key relevant partners 5. Demonstrated co-investment in activity by key partner(s)	In Bundling and Packaging strategy, need to provide blank space for team to specify what the role of the partner will be in the scaling strategy. In current system, a partner is just characterized in broad categories and their exact role is not specified.
7	Dominant Scaling Pathway at the Current Time (The type of strategy will depend on the scaling pathway, which must distinguish between innovations that can be commercialized, and public goods, which must be public-sector led or be bundled with commercial products)	Dropped	1-3	1. Public Sector-driven 2. Public-Private sector partnership 3. Market-led (private-sector driven—goal 100% financial sustainability)	The scaling pathway should be more explicitly addressed in the Bundling and Packaging step, not here.
8	Responsible Scaling	No	1-4	1. No aspects of responsible scaling included 2. Limited aspects of responsible scaling included 3. At least 2 aspects of responsible scaling explicitly included 4. Responsible scaling strongly addressed	This information should assist in determining client segments.
9	Current Reach and Market size potential (Measures whether the client segments for the innovation have been defined and their current reach and potential size. Client segments should include beneficiaries and key actors engaged along the delivery chain).	Yes	1-4	1. Client segments are not clearly defined. 2. Major client segments defined; low reach numbers at the time of evaluation, and potential reach not estimated. 3. Major client segments defined, with moderate numbers of reach at time of evaluation and recognizable room for growth towards full potential. Relative size of different client groups is presented (descriptive narrative acceptable). 4. Target reach numbers estimated for defined client segments or user profiles provided and clear evidence exists for the potential for further uptake of the innovation with high potential for impact, indicating readiness for scaling. Market penetration rate can be determined (actual reach/potential reach)	Most important market or client segments (not necessarily quantified) identified as part of the Bundling and Packaging Assessment. Setting the ambition depends on the resource envelop which is best done during the Scaling Delivery Strategy. Estimates for each segment will be determined during Delivery Strategy Development process.

No	Criteria & (Definition)	Changed	Scale	Indicator	Comments
10	Drivers of uptake among different users	New	1-2	1-No studies conducted examining drivers of innovation uptake by defined market/client segments 2-At least one study of drivers of innovation uptake or adoption	
11	Financing Strategies (Based on their scaling pathways, evaluate the evidence presented for how they see the scaling effort to be financed in the long-term)	No	1-4	1. Not adequately addressed 2. Moderate understanding 3. Strong understanding 4. Strong understanding plus numeric evidence	Section to collect this information needs to be integrated into Bundling and Packaging process or discussed during optimization stage. Aligned with defined scaling pathway decision. Having this info should help decide who from the finance side should be part of the delivery strategy process
12	Traction and Market Validation (Gauges market demand for the innovation through end-user adoption, collaboration with key sector players, involvement with leading private sector entities, and support from the national government. *If public-sector led, look for expressed government demand*.	Yes	1-3	Category 1 (Emerging): Initial signs of demand, few MOUs, and limited market or uptake data. Category 2 (Growing): Noticeable end-user uptake, partnerships forming, and positive market data or strong government backing. Category 3 (Established): Strong demand evident, multiple MOUs, robust sales data or use data for public-sector-led innovations, and significant market share.	Linked to the process of improving awareness of the innovation at scale. Integrate this thinking into ProfilePlus activities.
13	Team Leadership & Commitment (to be done with leadership teams among top 2-3 choices) (Successful Strategy development within the stipulated time frame requires strong team leadership and adequate team size & commitment)	Yes	1-4	1-Weak. Insufficient evidence that there is sufficient time for identified leaders to deliver 2-Moderate. Confirmed list of at least 3 committed team members from relevant innovation within CGIAR for strategy development, of which at least 2 are resident in the target country or region (depending on type); 3-Strong. Strong CGCIAR center commitment and evidence from prior assessment process and interview that there are at least 2 committed partners and a list of 2-3 partner organization participants. 4- Very strong. Over 3 CGIAR staff members are available with strong institutional backing; strong commitment among critical partners for scaling is evident.	First, a form for the facilitator of innovation packaging assessment to fill out characteristics of the leadership team, the commitment of partners and the depth of the whole team. Standard interview questions plus opportunity to add questions.

2.7 Way forward: Entry Points for Integration into the Scaling for Impact Research Program

In January 2025, CGIAR launched a new research portfolio to achieve its ambitious CGIAR 2030 Research and Innovation Strategy (Figure 3). For the first time in its history, CGIAR has a centralized, dedicated Scaling for Impact Program of ~USD27M/ yr that will run until the end of 2030. The CGIAR Scaling for Impact Program offers a robust platform for mainstreaming scaling strategy support across the entire CGIAR 2025–30 Portfolio.

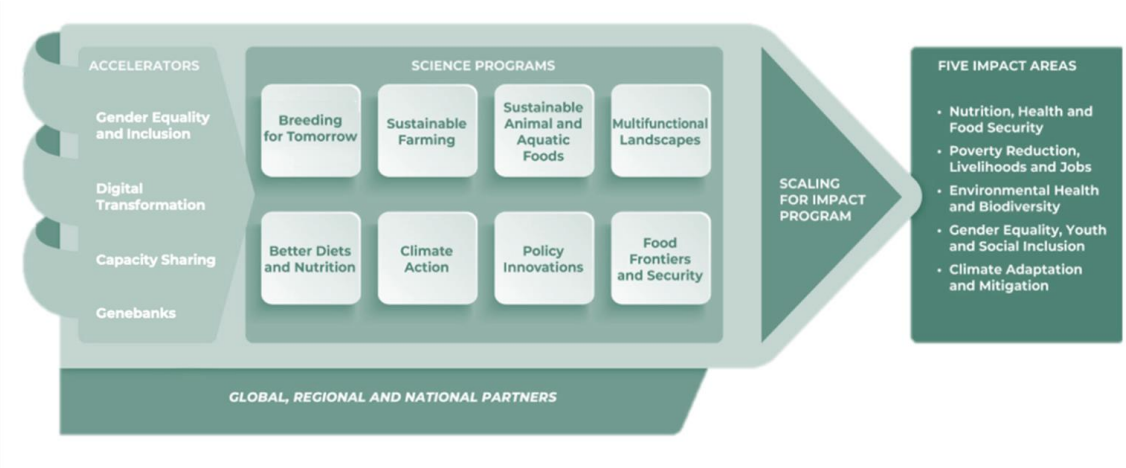
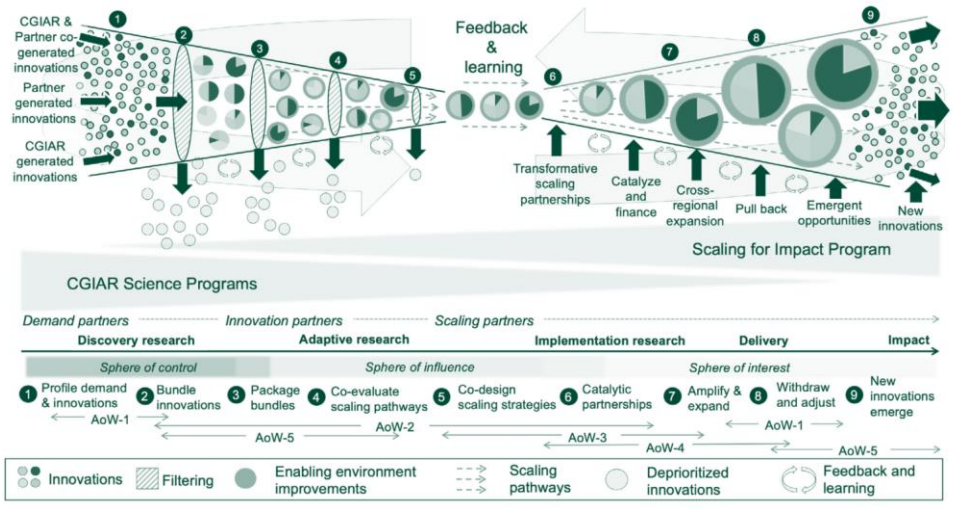


Figure 3. Overview of the Science Programs, Accelerators and Scaling for Impact Program in the new CGIAR 2030 research portfolio

The Scaling for Impact Program outlines a dynamic, step-by-step process that moves innovations from research (sphere of control) to widespread use and impact (sphere of interest). It begins with:

1. Identifying stakeholder demand (AoW 1) and selecting promising innovations.
2. These are bundled and tailored (AoW 2), with less viable ones filtered out.
3. Innovation packaging ensures relevance and social inclusion, supported by enabling policies and market conditions (AoW 3).
4. Co-designed scaling pathways are tested in real-world settings, while
5. Finance and partnerships (AoW 4) help translate strategies into implementation.
6. Learning and evaluation (AoW 5) feed continuous improvement.

Over time, partners take ownership, and new innovations influenced by this process re-enter the cycle, creating an ongoing feedback loop for scaling and adaptation. The diagram below shows the interactions between the CGIAR Science Programs and the Scaling for Impact Program, as well as how the Scaling for Impact Program and its AoW seek to support innovation scaling along an impact pathway.

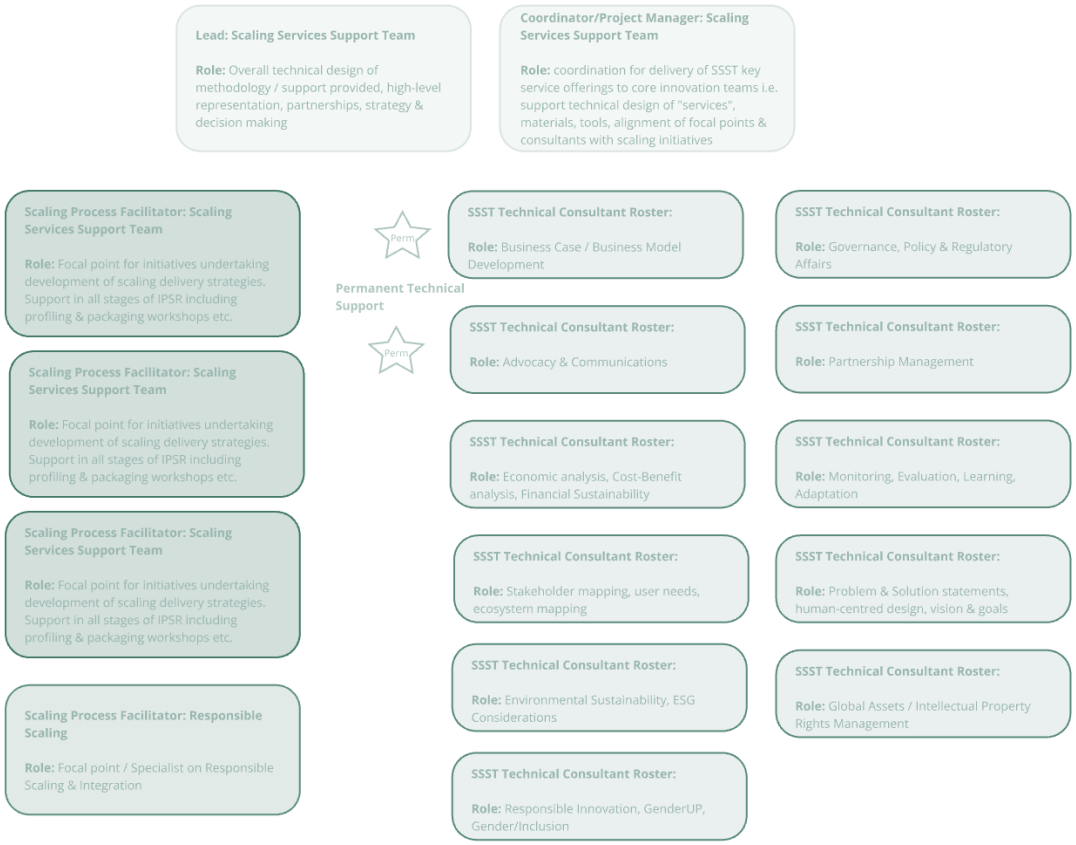


A key entry point for the design of scaling strategies would be Area of Work 2 and 4. **Area of Work 2 "Pathways to Scale"** is the core anchor for scaling strategy design. It focuses on co-designing innovation bundles, packaging solutions for context-specific use, and developing and testing actionable scaling pathways with partners. This AoW also uses diagnostics (e.g. Scaling Readiness) to prioritize and filter innovations for scaling. This AoW can play an important role in the identification of innovations and innovation packages with high impact potential and that could benefit from more in-depth scaling strategy design.

Area of Work 4 "Achieving Impact" plays a critical role in making scaling strategies investable. It provides technical assistance to governments and partners, aligns strategies with funding instruments from IFIs and private investors, and supports the integration of scaling strategies into large-scale public and private investments. AoW4 hosts the Scaling Strategy Support Team which is a core technical unit within CGIAR's Scaling for Impact Program, dedicated to helping science teams, country platforms, and partners design and implement robust scaling strategies. Drawing on expertise in innovation packaging, scaling diagnostics, enabling environment analysis, and investment design, the team provides hands-on support to ensure innovations are demand-driven, socially inclusive, and ready for scale. Operating across CGIAR's global portfolio, the team works closely with regional leadership, Science Programs, and country conveners to embed scaling strategies that deliver measurable impact and unlock transformative finance.

Scaling Strategy Support Team (a proposed model):

The GF Scaling Strategies project provided profound insights on what could be key mechanisms, functions, and the role for the Scaling Strategy Support Team to fulfill.



Role	Brief Description of responsibilities
Lead (permanent)	Overall technical design of methodology / support provided, high-level representation, partnerships, strategy & decision making. Ensure high-level planning for delivery of the services offered through the Scaling Services Support team. Ensure staffing/population of roster is aligned with needs of the core innovation teams undertaking the IPSR to scaling delivery strategy development process Involved in politics, resource mobilization and high-level partnerships. Capacity to connect successful & impactful innovations to the spaces in which they are needed. Leading process for selection of innovations to receive scaling strategy support services.

Role	Brief Description of responsibilities
Coordinator (permanent)	Support SSST lead to ensure coordination for delivery of SSST key service offerings to core innovation teams i.e. support technical design of "services", materials, tools, alignment of focal points & consultants with scaling initiatives. Assists process facilitators to ensure successful delivery of support, oversight and coordination of roster of technical expert consultants, supports match-making of consultants to core innovation teams. Support quality assurance of materials provided through the SSST (i.e. guidelines, tools, template development, automatized or systematized support services etc.)
Process Facilitator (permanent)	Dedicated focal point for core innovation teams, to ensure that processes are “on track” - works closely with innovation team leaders and wider core innovation team to guide them through the IPSR profiling, packaging and scaling process. This includes delivery of workshops and providing access to experts from the roster as needed. Responsible for liaising with a maximum of 3 innovation “cases” at one time. Will play a role in prioritization and selection of innovations to receive scaling strategy support.
Consultant Roster (mix of permanent & temporary / used as needed)	Roster is country specific i.e. there may be multiple technical experts for the same “area” (such as cost-benefit analysis) but divided geographically to ensure that teams can access those consultants with both the relevant technical and contextual expertise. Core innovation teams may pick and choose who they utilize from the roster based on their specific needs. The consultants will be able to offer a variety of services and support, including (but not limited to) delivering virtual training courses on how to complete certain sections of the scaling delivery strategy, providing teams with tools, templates and guidelines, hosting virtual live Q&A sessions to troubleshoot with teams, undertaking additional studies or data collection processes as required. It is proposed that the consultants on business case or business model development, as well as on advocacy and communication plans - are permanent members of the SSST.
Other considerations	• Inclusion of knowledge and data management position on the SSST for tracking and coordination of all resources (including ensuring partner access) • Roster advertisement and recruitment is a “no-cost” exercise

Sourcing of cases to be considered for Scaling Strategy support may be either through:

1. A competitive process (e.g. through a scaling fund challenge) - sourcing from existing CGIAR innovation and scaling reporting in PRMS, cbut integrating more information on ost-benefit, market reach, team composition/ commitment/ capacity, validated effective demand, investment opportunity, and other suggested improvements in Section 2.6.

2. Opportunity-driven (e.g. based on an explicit partner demand, funding opportunity). This modality may respond to emergent crises and opportunities for scaling.

Global CGIAR Clearinghouse:

The CGIAR Scaling for Impact Program is involved in ongoing discussions with Gates Foundation and other internal/ external stakeholders to establish a Global CGIAR Clearinghouse. Such a clearinghouse should build on existing investments between Gates Foundation, African Development Bank and the IITA-led Technology for African Agricultural Transformation (TAAT - https://taat-africa.org/), and between Gates Foundation, the International Rice Research Institute (IRRI) and Asia Development Bank. Existing discussions focus on how to leverage the CGIAR and partner innovation portfolio to become the engine room of a Global Clearinghouse with a global focus.

Scaling strategies are central to realizing the potential of a CGIAR global clearinghouse—a mechanism envisioned to match high-potential innovations with the right partners, funding, and delivery pathways. By systematically assessing innovation readiness, use, and demand, scaling strategies generate the actionable intelligence needed to feed into such a platform. They help identify which innovations are scale-ready, which require bundling or enabling environment support, and which partners are best positioned to drive uptake. When embedded in a clearinghouse model, these strategies enable more transparent, data-driven matchmaking between innovations and large-scale implementation vehicles, such as IFI-financed programs or public-private scaling initiatives. In this way, scaling strategies turn innovation portfolios into investment-ready solutions tailored for impact at scale.

2.8 Recommendations for Mainstreaming, Harmonized Reporting, and Innovation Portfolio Management

The CGIAR Scaling for Impact Program has embraced the Innovation Packages and Scaling Readiness (IPSR) approach, including scaling strategy design for CGIAR's most promising innovations.

Toward Harmonized Innovation Reporting Across the Entire CGIAR Portfolio

A key lesson from ongoing scaling strategy work is the urgent need for harmonized reporting of innovations across both pooled (W1/W2) and non-pooled (bilateral/W3) funding streams. Current efforts, including a center-led mapping of over 1,000 bilateral projects, reveal that siloed reporting undermines the ability to understand and manage the full CGIAR innovation portfolio.

For the development of effective Scaling Strategies, this integration is essential. Without clear, comparable data on where and how innovations are being developed, tested, and used—regardless of funding source—scaling support teams lack the visibility needed to prioritize, bundle, and sequence innovations for large-scale use. Harmonized reporting enables a system-wide view of innovation maturity, demand alignment, and scaling potential, which are core inputs into the strategy design process.

By tagging bilateral projects to program-level theories of change and introducing a shared set of minimum data standards, CGIAR is laying the groundwork for interoperable, portfolio-wide innovation data. Over time, this approach will support stronger strategy development, reduce duplication, improve resource allocation, and position CGIAR as a leader in integrated innovation portfolio management and reporting. Key innovation and scaling metrics (such as innovation readiness, innovation packages, etc.) are being considered part of the minimum data standards for the entire CGIAR.

Recommendations:

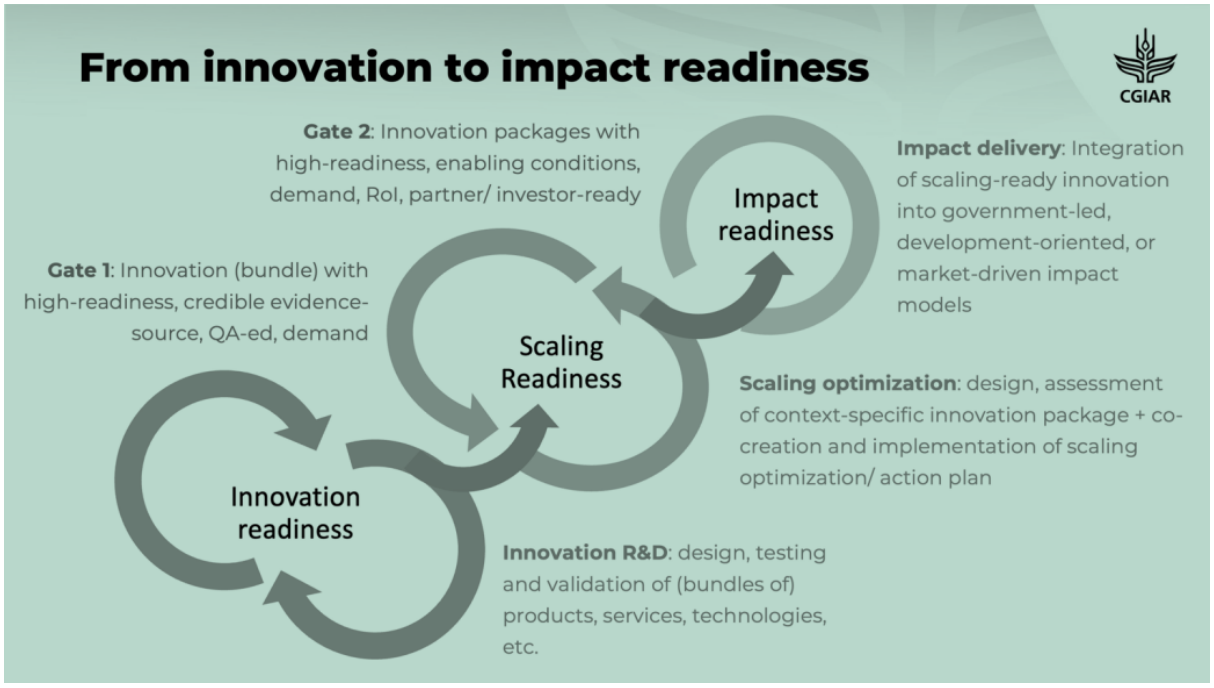
- Mandate reporting on all innovations, regardless of funding source, using a common set of core metadata and metrics across the CGIAR.

Stage-gating and Innovation Management

The ambition to stage-gate research and innovation along an impact pathway has been a topic of discussion in CGIAR for a long period of time. Stage-gating offers a structured, decision-based framework to manage innovation progress from early ideation through to large-scale use and impact. It can ensure that only the most promising, demand-driven innovations receive intensive support for scaling such as provided by a Scaling Strategy Support Team during Scaling Strategy development. Stage-gating can enable CGIAR and its partners to **assess, prioritize, and invest in innovations** based on a clear set of criteria at defined transition points—or "gates." This process promotes efficiency, reduces duplication, and focuses resources on innovations with the greatest potential for impact.

CGIAR has made substantial progress in operationalizing many of the foundational components of a stage-gating approach through its Innovation Packages and Scaling Readiness (IPSR) system. IPSR supports (1) tracking of innovations along an impact pathway through evidence-based monitoring of innovation, scaling and impact readiness, and as (2) service function to CGIAR and partner innovation teams on how to best accelerate progress along that impact pathway. Stage-gating can support CGIAR in determining which innovations are ready at output (innovation readiness), outcome (scaling readiness) and impact (impact readiness) level, which may trigger certain kinds of support services such as scaling strategy design (Figure 4).

Figure 4. Conceptualization of Where Use of "Gates" could Guide the Process of Moving from Innovation Readiness to Impact Readiness



However, full implementation is still underway. Here's where CGIAR stands:

- Innovation data systems and readiness/use metrics are functional: CGIAR has deployed a standardized system (PRMS) to collect data on innovation readiness and use, aligned with IRL scales and responsible innovation indicators. This provides the technical backbone for a stage-gating system.
- Reporting incentives are in place: Technical reporting arrangements require Initiatives to provide innovation data. These data are quality-assured and used for internal decision-making and public dashboards.
- Gate criteria are not yet fully defined or operationalized: While data is being collected, there is not yet an agreed set of criteria to guide decision-making on which innovations advance to the next stage—or are discontinued.
- Resource allocation and governance are underdeveloped: No formal system yet exists to allocate resources based on stage-gate decisions, and governance mechanisms for portfolio management are still evolving.
- Organizational mindset and capacity are progressing but uneven: There is growing leadership support and early adopter engagement, but mainstream acceptance and technical capacity across the system are still developing.

Recommendations:

To move from partial implementation to a fully functional stage-gating system, CGIAR should prioritize the following:

- **Manage at the level of thematic pipelines**: Breakdown the CGIAR innovation portfolio into different 'pipelines' (e.g. livestock vaccines, digital climate advisory, biofortified crops, etc.)
- **Define and operationalize gate criteria:** Establish clear, evidence-based decision criteria (hard and soft) for moving innovations through pipeline stages—aligned with readiness, use, demand alignment, risk, and scaling potential.
- **Link gate decisions to resource allocation:** Develop rules for how passing a gate unlocks access to funding, technical support (e.g. scaling strategy design), or clearinghouse inclusion—and how failing a gate triggers redesign or exit.
- **Institutionalize governance processes:** Clarify who makes gate decisions at different levels (Centers, Program, Executive Management) and embed gate reviews into the annual "report–reflect–(re)plan" cycle.

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Appendix A. Attached: Harnessing Experience and Tools from the Scaling Community of Practice

Appendix B. Outline for the Scaling Delivery Strategy Document for CGIAR Innovations in 2024

Section or Sub-Section	Sections for the Journey to Scale	Description
0	**Executive Summary**	Includes how the strategy was developed, key aspects of the pitch and value proposition, the long-term ambition, and next phase goals.
1	**Problem Statement and Existing Demand**	Justification for the investment. Captures whether demand-driven or requires demand creation. Articulates the target group determination after identifying user need
1.1	Justification	Rationale includes literature citations
1.2	Relevance in the Country Context	Justifies why the country (countries) were selected for Scaling at this point in time, citing key strategic documents and/or requests
1.3	Current Demand in Broader Context and Relevant Competition	Explores whether this is a need in the sub-region, region, or even globally and also identifies "competition" concerning similar innovations or alternative approaches. Address the question of whether this is a unique solution.
2	**The Core Innovation(s) and Solution Statement**	Describes the core innovation(s) to be scaled (these may be bundled innovations. Cites evidence of their desirability, feasibility and viability
2.1	History of Innovation Development	Reviews chronology of development of the innovation to date, citing evidence base and providing a clear description of how it works and its effectiveness
2.2	Scaling Readiness of Core Innovation(s)	Summarizes findings of the IPSR process, including definition of key partners in this process
2.3	Solution Statement	Summary of key elements developed later in the document concerning benefits for the end-user, key costs and making the case for investment
3	**The Context-Specific Innovation Bundle and Package**	Assessing Scaling Readiness and Scaling Potential
3.1	Reflection on Responsible Scaling Principles	Review of responsible scaling principles and prospects for incorporation and/or strengthening in scaling effort. 4 core criteria to be considered include: 1) Gender equity and inclusivity (focus on women and youth); 2) Environmental sustainability; 3) Do no Harm; 4) Co-design & alignment with national priorities
3.2	Scaling Ambition, key Desired Outcomes and Target Client Groups (Market Segments)	General Goals within a Responsible Scaling Context. Estimation of size of each market segment and a description of key characteristics of those in each segment will be captured.
3.3	Theory of Change to Reach Desired Outcomes	An existing or updated Theory of Change (TOC) and/or Impact Pathway. *The updating of the pathway is potentially an exercise at the first workshop.*
3.4	Understanding the Existing Enabling Environment	Review of current conditions in the selected country that describes the relevant enabling environment and potential improvements and risks in coming decade. Can draw on the findings from innovation workshop held in March 2024.

Section or Sub-Section	Sections for the Journey to Scale	Description
3.5	How Innovation Package Fits within Food System and/or Ecosystem Framework	Explore what part of the food system the proposed innovation package fits into-- upstream (production); midstream (marketing); downstream (retail or post-harvest handling)
3.6	Current and Potential Scaling Readiness of the Innovation Package	Summarizes findings and key remaining bottlenecks for Scaling the Innovation Package
3.7	Barriers to Scale and Ideas for Overcoming or Mitigating	Brainstorm potential solutions to overcome or mitigate bottlenecks to scale in the enabling environment and technically and any knowledge gaps, building on findings from IPSR workshop
4	**Scaling Pathways**	
4.1	Timeline and Pathways to Scale	Overview of next 15-20 years beyond the current point in use of core innovations; dividing into phases relevant to scaling pathway options in each phase. Utilize definitions of public-sector led, market-led (driven by goal of financial sustainability, and public-private sector partnerships (PPPs). In some cases pathway may change over time.
4.2	Prospects for Financial Sustainability	For market-led and parts of PPPs, assess the willingness to pay for the core and complementary innovations. Is 100% financial sustainability via a market-led approach a realizable goal, and if so, in what time frame? For public-led, will 100% subsidy be required?
	Considerations for Environmental Sustainability	Update of management of cyanide; water quality testing
4.3	Definitions of Scale in Current Context	Phases of Scaling (Pilot; Test & Validation: Scaling Within: Scaling Beyond) defined. Propose focusing on scale is expansion/replication of IP.
5	**Critical Design Elements, Costs and Benefits**	
5.1	Organization of Roles Along the Scaling Pathway	Map out activities to deliver innovation package to different target groups. Define the tasks and responsibilities of each actor to support the process, including roles associated with the scaling process (i.e. facilitator, solution provider, enabler, etc.)
5.2	Value Proposition for Each Partner in the Scaling Strategy and Gap Identification	Each partner develops a Value Proposition for what they can best contribute to the scaling effort. Undertake stakeholder/ecosystem mapping and analysis for due diligence partnerships & network roles in scaling with goal of identifying any missing elements/partner types required
5.3	Practical Delivery Design with Identified Partners	Detailed description of best way to deliver existing innovation package, with clear roles designed for each partner in each phase of scaling. Assign lead roles for different activities in each phase. Note changing roles of CGIAR center(s) along the pathway
5.4	Expected Benefits for Endusers	Cost-Benefit analysis from the perspective of the endusers; disaggregated by target group paying attention to power dynamics; Also note non-economic benefits.
5.5	The Cost Structure	Identify what the key cost categories will be in setting up the IP, indicating which ones will be the most expensive. Explore whether there will be significant economies of scale aligned with specific major activities
5.6	Understanding the Competition	Depending on innovation, need to understand the economic viability and ease of implementation/update of the innovation in relation to its competitors. Are there any tools similar to yours in other countries in use which may be useful to cite.

Section or Sub-Section	Sections for the Journey to Scale	Description
5.7	Business Case for Market-led Packages and Selected Components of PPPs	Business strategy over 10 year period, showing cost & revenue stream
5.8	Capacity to Implement	Defines human resources needs for implementation and discussion of infrastructure and other needed capacities for each partner, pinpointing strengths and needs of each. Note which positions will require new hires.
5.9	Setting Scaling Use and Adoption Targets	Will separate goals for reach versus use and adoption (% update after XX years) for specific phases. Focus here is on more quantifiable numbers, which depend on information on cost and estimated benefits.
6	**Financial and Strategic Support for the Next Six Years (or other time period preferred)**	
6.1	Identification of Best Options for Financial Support	Review the type of Investors and rank them from Highest to Lowest in Terms of Fit with the Scaling Pathway at different stages of scaling.
6.2	Investor Assessment	Brainstorm on Top Five Likely Investors and Review their Current Strategies and Potential Alignment with Your Objectives
6.3	Funding Scenarios	Low-Medium and High in Relation to ambition and likely funding sources
6.4	Development of the Convincing Pitch	Develop a one-page pitch and a 10-slide pitch, stressing why the case is compelling, what is the proposed solution is, how, when and where it will be done, who it will impact, and a call to join
6.5	Advocacy and Communication Plan for the Scaling Narrative	Develop an outline of key approaches for creating support among government officials and other investments in the innovation package. Supplementary items may be developed to support the pitch.
7	**System Strengthening for the Next Six Years (or other time period preferred)**	
7.1	The Policy and Regulatory Environment	Need to understand and address any potential bottlenecks to scaling on the policy and regulatory side, including environmental concerns. Be specific about which agencies are involved are relevant to the innovation package.
7.2	Governance and Partnership Management	Agree on governance structure for upcoming scaling phase, and tools for reviewing partnership functioning
7.3	Capacity Strengthening	Analyze what capacity strengthening will be needed for both administrative and technical staff among all participating organizations. Include team building. Explore whether graduate students and senior researchers should be supported to do supplementary research and identify key topics.
7.4	Recommendations for Improving Efficiency and Replicability of Scaling Delivery Model and to Assure its Sustainable Growth	Look at suggested actions that might be invested in/tested, their rationale, and primary stakeholders aligned with the scaling effort to improve the delivery strategy during the next phase.
8	**Implementation Plan for the Next Six Years**	Develop a six year investment plan based on a realistic budget support estimate for most likely investor. If none has been identified, then choose a figure based on cost of reaching agreed upon number of direct beneficiaries.

Section or Sub-Section	Sections for the Journey to Scale	Description
8.1	Projected Reach and Target Locations	Capture direct and indirect beneficiaries, gender breakdown, youth engagement (if relevant); other marginal groups. Include rationale for location selected.
8.2	Approach to Gender Equity	
8.3	Sustainability Considerations	Environmental and Financial
8.4	Logic Model for Six Years	Impact (Ultimate outcome), Intermediate, and Immediate Outcomes
8.5	Output and Activities Matrix	For each Immediate Outcome; Ideally Budgeted per Activity
8.6	Implementation Calendar by Year	
8.7	Stakeholder Engagement & Adaptive Management Plan	Research and monitoring so that responsible scaling efforts are ensured and adjustments can be made along the way
8.8	Risk Management	
8.9	Monitoring, Evaluation, Learning and Impact Assessment (MELIA) Plan	Key indicators and targets for six year period, and how they will be measured. Decide what kinds of research will be done and how reach and uptake and beneficiary level benefits will be captured and potential use of digital tools. Build in schedule for progress review and permit adaptive management.
8.10	Human Resource Requirements	Needs for six year intervention (minimum and ideal?)
8.11	**Budget and Partner Contributions (OPTIONAL)**	Capture in-kind contributions, other investors, as well as cash request (OPTIONAL depending on donor identification success)

Appendix C. Practical Steps to Build Scaling Awareness

1. **Start with a Shared Understanding of Scaling**

   Facilitate introductory sessions for innovation teams that:

   - Debunk common myths (e.g., “scaling = dissemination”)
   - Introduce key concepts: scaling readiness, scaling pathways, enabling conditions, responsible scaling
   - Use real examples, from success stories to lessons learned

2. **Localize Scaling to Their Innovation**

   Help teams map the scaling journey of their specific innovation by asking:

   - What is the target system for change?
   - Who are the intended users and key enablers?
   - What barriers stand in the way?

   Different innovation types require different scaling approaches e.g., policy innovations may rely on timing and champions, while technological innovations may scale via market or public delivery systems. Awareness sessions should be tailored accordingly.

3. **Link Scaling to Roles and Incentives**

   Clarify scientists’ contributions to scaling, including:

   - Generating use-case evidence
   - Validating demand
   - Co-developing delivery partnerships
   - Informing contextual adaptation

   Align this with scientists’ motivations, whether publishing applied work, attracting funders, contributing to institutional KPIs, or driving tangible change.

4. **Normalize Scaling in Routine Practice**

   Integrate scaling into standard processes:

   - **Planning sessions:** “What are our scaling goals this year?”
   - **Innovation reviews:** “Has readiness or demand changed?”
   - **Partner updates:** “Who are our emerging scaling allies?”

   Tools:

   - Add scaling prompts to reporting templates and review formats

5. **Build Capacity Through Real-Time Support**

   Offer practical learning opportunities such as:

   - Scaling clinics and feedback sessions
   - Team-based “pause and reflect” reviews
   - Peer-to-peer learning loops

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