



Scaling for Impact Program

Full design document

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List of acronyms

Notes: For definitions of terms used in this proposal, please go to the Glossary.

General

AABS	Asia-Africa BlueTech Superhighway
AoW	Area of Work
ARI	Advanced research institutes
BN	Billion
CA	Comparative advantage
CAC	CGIAR Advisory Committee
CBO	Community-based organization
CoA	Cluster of activity
COAST	Climate and Ocean Adaptation and Sustainable Transition
CSO	Civil society organization
CWANA	Central and West Asia and North Africa
DTC	Drought tolerant crops
EE	Enabling environment
EOIO	End of Initiative Outcome
ESA	East and Southern Africa
GESI	Gender equality and social inclusion (framework)
ha	Hectare
OP	High-level outcome
I-OC	Intermediate outcome
IA	Impact assessment
IDA	International development association
IDO	International development organization
IDP	Internally displaced persons
IFI	International financial institution
KPI	Key performance indicator
LAC	Latin America and the Caribbean
M	Million
marginalized groups	Women, youth, underrepresented and marginalized groups
MEL	Monitoring, evaluation, and learning
MELIA	Monitoring, evaluation, learning and impact assessment
MoU	Memorandum of understanding
MSP	Multistakeholder platform
N/A	Not applicable

NARES	National agricultural research and extension system
NGO	Non-governmental organization
OC	Outcome
OP	High-level output
PCA	Principal component analysis
PPP	Private-public partnership
REC	Regional economic community
RO	Research organization
SA	South Asia
SEA	Southeast Asia
SIMEC	Strategic Monitoring, Evaluation and Learning Committee of CGIAR
SME	Small- and medium-scale enterprise
SRO	Subregional organization
TA	Technical assistance
ToC	Theory of change
TVET	Technical and vocational education and training
WCA	West and Central Africa

CGIAR partners

ADB	Asian Development Bank
AfDB	African Development Bank
AGRA	Sustainably Growing Africa's Food Systems (formerly Alliance for a Green Revolution in Africa)
AID-I	Southern Africa Accelerated Innovation Delivery Initiative
APART	Assam Agribusiness and Rural Transformation Project (World Bank)
ASARECA	Association for Strengthening Agricultural Research in Eastern and Central Africa
BMGF	Bill & Melinda Gates Foundation
CAF	Development Bank of Latin America and the Caribbean
CCARDESA	Centre for Coordination of Agricultural Research and Development for Southern Africa
COAST	Climate and Ocean Adaptation and Sustainable Transition
CPAVCDP	Cabinda Province Agriculture Value Chains Development Project
CSICAP	Colombian Science and Innovation for Agricultural Productivity
CORAF	West and Central African Council for Agricultural Research and Development
DeSIRA	Development Smart Innovation through Research in Agriculture (joint initiative)
FAO	Food and Agriculture Organization of the United Nations
FARA	Forum for Agricultural Research in Africa
FASA	Financing Agriculture Small- and Medium Enterprises in Africa
FCDO	Foreign, Commonwealth and Development Office (UK)
FLAR	Latin American Fund for Irrigated Rice

GCF	Green Climate Fund (within UNFCCC)
IDB	Inter-American Development Bank
MasAgro	Sustainable Modernization of Traditional Agriculture (joint project)
RECs	Regional Economic Communities (of the African Union)
REWARD	Regional Resilient Rice Value Chains Development Program
RFSA	Resilience food security activity
TAAT	Technologies for African Agricultural Transformation (AfDB program)
UN	United Nations
USAID	United States Agency for International Development
WE4F	Water and Energy for Food (joint initiative)

CGIAR entities

AgriLAC Resiliente	Resilient Agrifood Innovation Systems in Latin America and the Caribbean (CGIAR Regional Integrated Initiative)
AICCRA	Accelerating Impacts of CGIAR Climate Research in Africa
AMD	Asian Mega- (CGIAR Regional Integrated Initiative)
CSISA	Cereal Systems Initiative for South Asia
DEWAS	Wheat Disease Early Warning Advisory System
Fragility to Resilience (F2R)	Fragility to Resilience in Central and West Asia and North Africa (CGIAR Regional Integrated Initiative)
GFAiR	Global Forum on Agricultural Research and Innovation (formerly GFAR, Global Forum on Agricultural Research)
ImpactSF	CGIAR Hub for Sustainable Finance
IPM	Innovation Portfolio Management
IPSR	Innovation Packages and Scaling Readiness (approach)
NPS	National Policies and Strategies (CGIAR Initiative)
PABRA	Pan-African Bean Research Alliance
Portfolio	Programs, Accelerators, and bilateral projects of CGIAR
PCU	Program Coordination Unit of CGIAR
PPU	Portfolio Performance Unit of CGIAR
PRMS	Performance and Results Management System of CGIAR
RII	Regional Integrated Initiative of CGIAR
RIZAO	Creating Employment Opportunities for Young People in West Africa's Rice Value Chain
SASAS	Sustainable Agricultural Solutions for Smallholders (Sudan)
SPIA	Standing Panel on Impact Assessment
TAFS-WCA	West and Central African Food Systems Transformation (CGIAR Regional Integrated Initiative)
TAFSSA	Transforming Agrifood Systems in South Asia (CGIAR Regional Integrated Initiative)
Ukama Ustawi	Diversification for Resilient Agrifood Systems in East and Southern Africa (CGIAR Regional Integrated Initiative)

Glossary

The definitions in this glossary are largely assembled from:

- *Scaling Brief #4:Scaling glossary*, CGIAR 2020 and
- CGIAR glossary of terms for monitoring, evaluation, learning, and impact assessment

Beneficiaries:The individuals, groups, or organizations, whether targeted or not, that benefit, directly or indirectly, from the chain of events that research has contributed to.

CGIAR 2025-30 Portfolio: CGIAR Science Programs, Accelerators, and bilateral projects

Collaborative research: With partners and users of innovations and scaling work, co-designing, co-implementing, co-creating, co-producing, co-testing, etc., at different levels from planning the work through to implementing and reporting on it.

Comparative advantage: In economic terms, a comparative advantage in producing or selling a good is possessed by an individual, firm or country with the lowest opportunity cost (as opposed to absolute cost) in producing the good. In these standards the term refers more broadly to the role and mandate of CGIAR in producing international public goods where there are no alternative research suppliers that are better positioned to produce those goods.

Equilibrium effects: Changes that occur throughout an economy/country when a policy change or other factor such as a global crisis affects markets. Unlike partial equilibrium analysis, which focuses on a single market (e.g., rice), general equilibrium considers how changes can ripple through the entire economy, affecting all sectors (agriculture, industry, and services), markets, institutions, and households.

Impact: A durable change in the condition of people and their environment brought about by a chain of events to which research, innovations, and related activities have contributed.

Impact assessment: Studies that estimate the causal effects of research outputs and related activities on one or more development parameters of interest. Assessing the costs of the intervention vis-a-vis the magnitude of impact achieved is important as well. Impact assessments are usually carried out after scaling has taking place and typically include estimates on the extent of use/adoption of the intervention as well as development outcomes.

Impact pathway: The causal pathway for a research project or program that outlines the expected sequence to achieve desired objectives beginning with inputs, moving through activities and outputs, and culminating in outcomes and impacts. Assumptions underpinning the causal chain and feedback loops are usually included (Closely related terms include Logical Framework and Theory of Change.)

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

Innovation bundle: Different technological, social, institutional, financial, business, or process innovations “bundled” together to enable different innovations to complement one another and adapt to new contexts they are being introduced into. Innovation bundles reflect a combination of product/service innovations or solutions, e.g., seed + fertilizer + training. Innovation bundles are part of innovation packages.

Innovation package: The combination of innovations needed for scaling in a specific location or context. Packages add those market, policy, extension, or knowledge system enablers for bundles to become available/affordable/usable by clients, e.g. market, policy, sociocultural, or political system enablers

Innovation system: The interlinked set of people, processes, assets, and social institutions that enable the introduction and scaling of new ideas, products, services, and solutions capable of facilitating impact.

Intervention: A project, program, policy, or other initiative taken by actors aimed at influencing behaviors or outcomes. In terms of scaling, certain interventions can be aimed at developing and scaling an innovation.

Marginalized groups: Women, youth and all underrepresented and marginalized groups of people, including, for example, Indigenous, displaced, and elderly groups of people.

Monitoring: A process of continuous or periodic collection and analysis of data to compare how well a project, program, or policy is being implemented against expected progress and results, in order to track performance against plans and targets, identify reasons for under or over achievement, and take necessary actions to improve performance.

NARES/NARS: Organizations and institutions created and/or funded by the government as a support for the national program of agricultural

development with the purpose of improving agricultural research, management, financing, and service delivery (extension services). They comprise a variety of public or private stakeholders (universities, civil society, farmers' groups, private sector) engaged in agricultural research and promote linkages with institutions at national, regional, and international level.

Outcome: A change in knowledge, skills, attitudes, and/or relationships, which manifests as a change in behavior, to which research outputs and related activities have contributed.

Output: Knowledge or technical or institutional advancement produced by CGIAR research, engagement, and/or capacity development activities. Examples of outputs include new research methods, policy analyses, gene maps, new crop varieties and breeds, institutional innovations, or other products of research work.

Partners: Organizations or individual stakeholders that CGIAR collaborates with to achieve its goals.

Responsible scaling: Requires ethics of co-responsibility for ensuring impacts from the innovation are well captured by the intended beneficiaries and minimizing negative societal or ecological consequences, whether these impacts are intentional or not, and whether they can be fully foreseen or not.

Results: The output, outcome, or impact of an intervention.

Scaling: A deliberate and planned effort to enable the use of innovations to have positive impact for many people across broad geographies. **"Scaling out"** refers to the most common way of attempting to get to scale with an innovation: reaching greater numbers of people by replication and dissemination. **"Scaling up"** refers to the attempt to change institutions at the level of policy, rules, and laws. **"Scaling deep"** refers to changing relationships, cultural values, and beliefs, addressing normative barriers to inclusive scaling.

Scaling approach: An integrated set of scaling tools and procedures that can be used to design and implement scaling activities in different contexts.

Scaling readiness: A combined score of innovation readiness and innovation use that reveals the potential and key bottlenecks in an innovation package for a specific scaling objective and context.

Scaling scan: An approach that helps formulate and assess the scalability of an innovation in a specific context.

Scaling strategy: A set of coherent activities, stakeholders, and stakeholder engagement models to enable scaling.

Science: Rigorous hypothesis-based research.

Science of scaling vs practice of scaling: The science of scaling is research on which scaling approaches and practices work in certain contexts and why. Science of scaling can inform the practice of scaling, which is the use of those strategies and practices. Ideally the two are linked in a virtuous feedback loop.

Stage-gating: A recognized performance management approach used to manage the process of design, testing, validation, and scaling of both technological and non-technological CGIAR innovations.

Stakeholders: Agencies, organizations, groups, or individuals who have a direct or indirect interest in CGIAR or its components, for instance, a research program or its evaluation.

System: A set of interacting entities and processes that form a complex whole.

System transformation: A major shift — bringing about significant positive change for the majority of people involved — in the governance and functioning of a system. It requires action from multiple stakeholders who work toward common goals along transformation pathways.

Systems research: Develops knowledge about how a complex system functions as a whole, with interactions among components studied to understand the whole system.

TAAT-Clearinghouse: The Technologies for African Agricultural Transformation (TAAT)-Clearinghouse brokers high impact and climate resilient CGIAR technologies and innovations, ensuring their integration into large-scale agricultural investment projects primarily financed by the African and Islamic Development Banks and other international financial institutions (IFIs), including the World Bank and International Fund for Agricultural Development (IFAD).

Theory of change: An explicit, testable model of how and why change is expected to happen along an impact pathway in a particular context. A basic research-for-development theory of change (TOC) identifies the context and key actors in a system and specifies the causal pathways and mechanisms by which the research aims to contribute to outcomes and impacts. (Closely related terms include logical framework and impact pathway.)

1. Executive summary

CGIAR’s research, engagement, and impact agenda stands at a critical crossroads: While half a century of research-for-development by CGIAR and its partners provides a strong foundation to overcome food, land, and water systems challenges, the widespread adoption and continuous use of innovations — including technological advances, social and institutional processes, and evidence and policy support — has only partially achieved the levels needed to ensure transformative and durable change. Mismatches between innovation supply and the needs of farmers, agrifood value chain actors, and consumers, along with unsystematic and linear approaches to research, engagement, and scaling, undermine progress. Inadequate investment in enabling policies, financing, and market environments, and insufficient understanding of effective scaling and impact strategies, further impede advancement. *Scaling for Impact* disrupts this cycle to deliver significant, overdue impact at scale.

Scaling for Impact is CGIAR’s first Program fully dedicated to scaling food, land, and water systems innovations. Currently, 9.2% of the world’s population lives in extreme poverty. More than 3.3 billion live in countries vulnerable to climate risks. Globally, three billion globally cannot afford a healthy diet, while 2.33 billion people are moderately or severely food insecure, and 733 million are facing hunger. *Scaling for Impact* tackles these challenges head-on by applying transdisciplinary scaling science and practice. It places partnerships — both within and outside of CGIAR — at its core. As the integrative heart of CGIAR’s scaling efforts, *Scaling for Impact* generates essential evidence and delivers critical services and functions to overcome challenges, minimize unintentional duplication, and unlock synergies that enhance impact.

Scaling for Impact supports research and scaling across CGIAR’s entire Portfolio. The Program comprises five interconnected areas of work (AoWs) that establish a framework for driving substantial and inclusive impact. AoW 1 engages and empowers stakeholders. Recognizing the importance of locally-led innovation processes, it starts with mapping and aligning innovation supply and demand, ensuring that the right research and solutions are prioritized by CGIAR’s Programs, Accelerators, and bilateral projects to better meet the needs of governments and stakeholders. Through the co-design of tailored innovation bundles, packages, and scaling pathways, AoW 2 accelerates the transition from research to substantial, large-scale impact. Simultaneously, AoW 3 strengthens policy and market environments to ensure that innovations are accessible, inclusive, and effectively used. By supporting governments and investors with ready-to-deploy solutions and technical assistance, AoW 4 unlocks catalytic finance to boost impact. Finally, AoW 5 cultivates continuous learning and adaptation across CGIAR’s Programs, Accelerators and bilateral investments through dynamic innovation portfolio management, strengthened South-South scaling capacity sharing, and learning from and correcting failures.

Accelerated, systematic impact: By 2030, *Scaling for Impact* will leverage systems and financing to support more than 62 million people, of which 30% will be women, youth, marginalized, or underrepresented groups, who will gain access to innovations that enhance their livelihoods and health. Biodiversity-friendly and/or climate-smart innovations will be applied to more than 10 million hectares. A quarter of a million jobs will be created or enhanced, and 480,000 people — half of them women — will access healthier diets. These figures, in part driven by the Program’s goal to leverage US\$5 billion in investment from development partners, is also expected to increase as the Program co-supports impacts from across CGIAR’s Portfolio. *Scaling for Impact* seeks a minimum annual investment of US\$45 million to catalyze enduring impact.

Scaling for Impact is highly ambitious, confronting challenges head-on to match urgent needs. It is forward-thinking and unflinching, positioning CGIAR as the go-to partner in agrifood systems innovation scaling. By creating synergies across CGIAR and with partners, it supports the delivery of innovation benefits at scale while prioritizing inclusivity and responsibility. **The urgency is clear, the opportunity is now, and *Scaling for Impact* is the key to unlocking transformation.**

2. High-level vision in response to challenges and megatrends

2.1. Challenges and megatrends

The trouble with our times is that the future is not what it used to be — Paul Valéry

Notwithstanding decades of agricultural research-for-development, including that of CGIAR and its many partners, widespread adoption and sustained use of innovations to improve farming practices, policies, and technologies and their social and institutional contexts has seldom generated the desired levels of widespread, inclusive, and lasting change to transform food, land, and water systems in a climate crisis. Global megatrends — climate change, environmental degradation, geopolitical instability, population growth, rising inequality, and unsustainable diets — create major obstacles to the sustainability of scaling efforts (ISDC, 2023; Meinke et al., 2023; Richardson et al., 2023). These interconnected challenges undermine traditional development paradigms and threaten the achievement of the Sustainable Development Goals (SDGs). They also inhibit outcome-based scaling efforts by creating unpredictable barriers that disrupt the sustained impact of innovations. As global megatrends intensify, scaling innovations to achieve long-term, measurable outcomes becomes increasingly difficult, requiring new approaches that can adapt to these complex and evolving challenges (Meinke et al., 2023). These “wicked” problems require transdisciplinary approaches and non-linear scaling strategies that bring stakeholders into the research process to co-create adaptable solutions (Bernstein, 2015; Rigolot, 2020). Science must rapidly evolve to generate scalable innovations resilient to today’s challenges and tomorrow’s climate, ensuring transformative impact across key areas like food security, poverty reduction, gender equality, climate adaptation, and environmental sustainability (CGIAR, 2021; Dahl & Zulu-Hume, 2022; Govaerts et al., 2021).

2.2. High-level vision

Scaling for Impact is business as unusual for CGIAR. It will provide — for the first time — “whole-of-CGIAR” and transdisciplinary responses to evolving megatrends. It will dismantle barriers that hinder the effective integration of research with scaling across CGIAR’s Portfolio of Programs, Accelerators, and bilateral projects to achieve impact. Scaling for Impact is designed to advance the scaling of a broad range of promising technological, social, policy, and process innovations from CGIAR and its partners. By enhancing synergies across CGIAR’s Portfolio, it will also eliminate conceptual and practical obstacles, providing effective solutions to scaling challenges. Utilizing dynamic feedback, learning loops, and adaptive management, it will minimize fragmentation and reduce the risk of unintentional duplication across CGIAR’s Programs. Scaling for Impact is CGIAR’s first unified effort to fully integrate and elevate research with scaling through a comprehensive, Portfolio-wide approach.

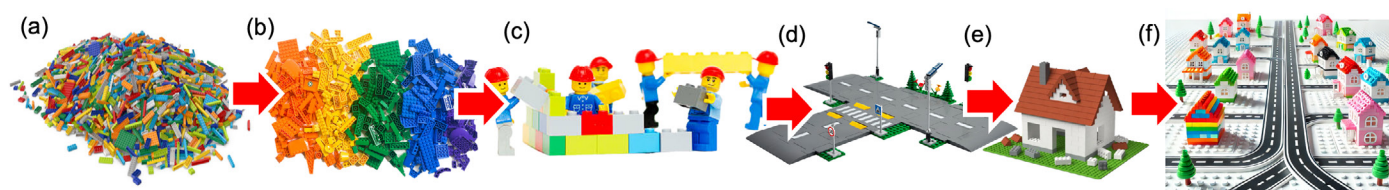
While most CGIAR Programs and bilateral projects will engage in scaling activities, Scaling for Impact will serve as the integrative core — and impact-multiplier — of all of CGIAR’s scaling efforts. It will systematically prioritize regional and country-based stakeholder demands for research and scaling. It will foster collaboration between CGIAR’s Programs and multistakeholder networks at all levels. Scaling for Impact will work closely with regional organizations, governments, national agricultural research and extension systems (NARES), United Nations (UN) agencies, non-governmental organizations (NGOs), civil society organizations (CSOs), community-based organizations (CBOs), private companies and businesses, and food producer and consumer groups. It will build on the wealth of innovation networks established through the six Regional Integrated Initiatives (RIIs) in CGIAR’s 2022-24 Portfolio — TAFSSA (South Asia), Ukama Ustawi (East and Southern

Africa), AgriLAC Resiliente (Latin America and the Caribbean), Asian Mega-Deltas (Southeast Asia), Fragility to Resilience in Central and West Asia and North Africa, and Transforming Food Systems in West and Central Africa — and the National Policies and Strategies (NPS) Initiative. Integrating and supporting CGIAR’s Programs to enhance innovation bundling and packaging, scaling strategies, transformative partnerships, and adaptive scaling management, Scaling for Impact will unlock Portfolio-wide synergies and drive transformative change (Appendix 1).

2.3. What’s new in this Program?

Scaling processes are rarely straightforward (Newell et al., 2021). Failures commonly result from a lack of transdisciplinary and systems thinking, insufficient planning and sequencing of activities and interventions, a lack of ability to respond to emerging challenges or opportunities, and obstacles in the enabling environment, among others (IWMI, 2021; Totin et al., 2020; Woltering et al., 2024). As CGIAR’s first Portfolio-wide Program addressing these challenges in a coordinated, systematic, and effective manner, Scaling for Impact is structured to foster synergies across all Programs, Accelerators, and bilateral investments to avoid these pitfalls. The Program’s areas of work translate scaling science and theory into practice by integrating CGIAR’s Innovation Packages and Scaling Readiness approach (IPSR, which builds on NASA’s Technology Readiness) (Sartas et al., 2020; Schut et al., 2024), along with a variety of relevant scaling frameworks and innovation systems approaches (e.g., Hall et al., 2023; Klerkx & Begemann, 2020; Wigboldus et al., 2022; Woltering et al., 2019). These elements inform the design, sequencing, evaluation, and adaptive enhancement of scaling pathways for innovation packages that will be implemented across CGIAR’s 2025-30 Portfolio (Figure 1).

Figure 1. Key concepts of the Scaling for Impact Program are illustrated using a Lego® analogy: (a) CGIAR and its partners develop numerous singular innovations, some of which are developed in isolation, often without a clear theory of change or scaling pathway. (b) To address this, complementary innovations are “bundled” together (e.g., seed with nutrient and water management, or water harvesting with micro-irrigation, combined biodiversity and integrated pest management practices, or improved fish or livestock breeds with advanced feeding practices). (c) Innovations are then “packaged” to enhance their accessibility and usefulness, potentially including market or policy interventions, risk-reducing incentives, or cultural adaptations. (d) Innovation packages are then aligned with a scaling pathway co-designed with partners to implement and expand their use in broader contexts. (e) Tailored and scaling-ready packages deliver significant societal benefits. (f) Adaptations are made to innovation bundles, packages, and pathways to maximize their impact across various contexts



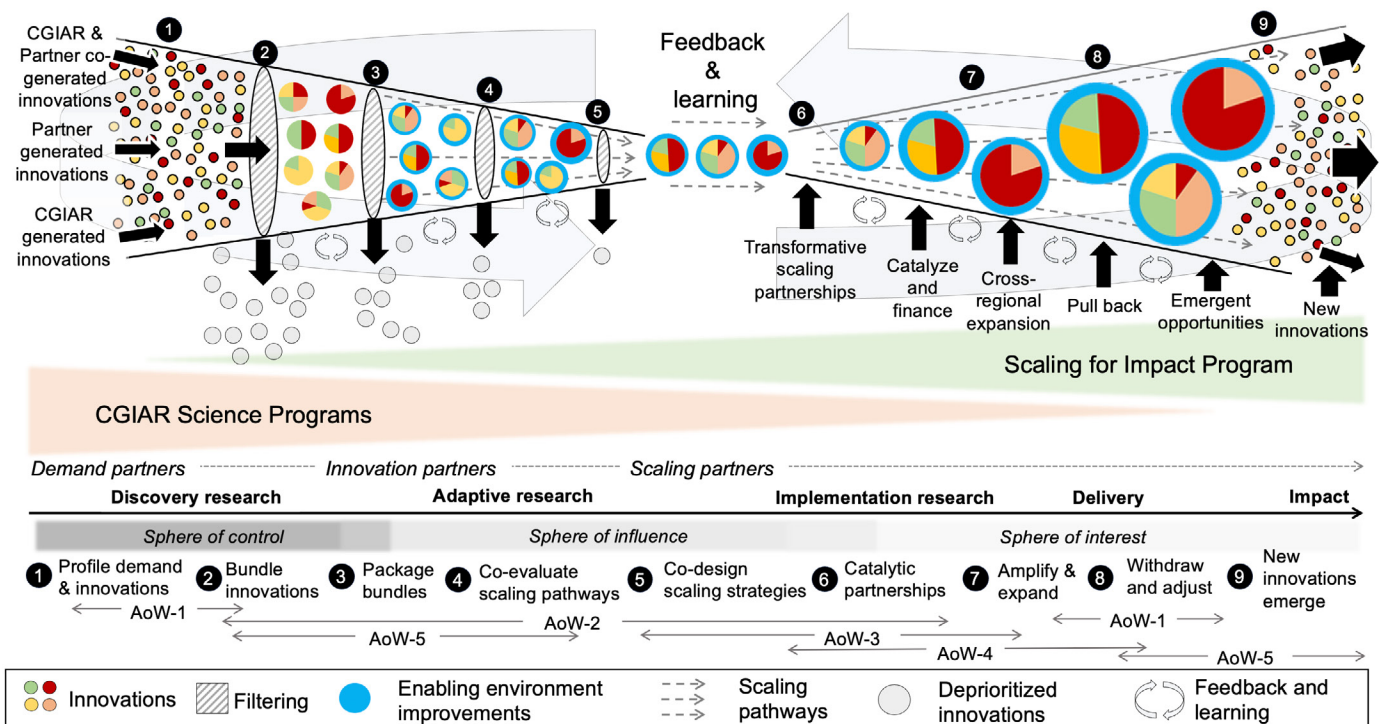
Addressing the recognized need for CGIAR to enhance stakeholder engagement, coordination, and empowerment (Palmieri et al., 2024), Scaling for Impact will, for the first time in CGIAR’s history, implement robust systems that enable partners to regularly signal their demand and actively contribute to the shaping of CGIAR’s Portfolio-wide research and scaling priorities. In response to concerns often raised by CGIAR’s donor community and governmental partners, the Program will facilitate Portfolio-wide efforts to mitigate the risks associated with unintentional duplication in research and scaling. In a new CGIAR-wide institutional innovation, Scaling for Impact will also introduce robust mechanisms that will facilitate Portfolio-wide learning and

improvement through structured and outcome-oriented adaptive management processes, effectively fostering and leveraging synergies across Programs, Accelerators, and bilateral projects engaged in research and scaling. It will support not only promising innovations generated by CGIAR, but also those developed by its partners. Building on prioritization and feasibility assessments of stakeholder-demanded innovations, Scaling for Impact will collaborate across CGIAR’s 2025-30 Portfolio to enhance the research, practice, and delivery of innovation bundling, packaging, and scaling pathway co-design, evaluation, refinement, and amplification (Figure 2).

Barriers to effective scaling often stem from policy, market, and cultural challenges that must be systematically tackled and overcome to achieve widespread and inclusive impact (Adeniyi et al., 2024; Lecoutere et al., 2024; Minh et al., 2021; Woltering et al., 2019). Scaling for Impact will support CGIAR's Programs, Accelerators, and bilateral projects in overcoming obstacles that hinder the scaling of innovations. It will facilitate essential policy adjustments, market system changes, and improvements in business and institutional capacity while addressing normative barriers to ensure socially inclusive scaling. At the frontier of CGIAR's scaling efforts, the Program will also enhance enabling

environments by unlocking transformative finance from IFIs. It will attract and leverage impact and private corporate social responsibility investments to amplify scaling efforts. The Program will also target and cultivate unconventional partnerships with the humanitarian sector and international NGOs that operate at scales significantly larger than CGIAR's current capabilities. Building on these advances, Scaling for Impact will connect the dots across CGIAR's 2025-30 Portfolio by facilitating continuous learning through the advancement of scaling science, innovative impact assessment methodologies, and South-South capacity sharing.

Figure 2. The dynamic and adaptive process of innovation scaling embodied by the Scaling for Impact Program. The pink and green wedges highlight the depth and breadth of Scaling for Impact and other CGIAR Programs, ranging from discovery (sphere of control) to adaptive and implementation research (spheres of influence and interest), and ultimately to delivery and impact (sphere of interest). Technological, social, and institutional innovations and evidence and policy support innovations developed by CGIAR and its partners are shown on the left. (1) In AoW 1, the Program identifies and signals stakeholder demand for research and scaling, prioritizing innovations developed by CGIAR and its partners (either together or independently) through improvements that will be made in CGIAR's innovation portfolio management process. (2) Innovations meeting demand and feasibility criteria generated by CGIAR and its partners are bundled in AoW 2 with input from partners, CGIAR Programs, and AoW 5 and are tailored to specific biophysical and social contexts. Innovations that fail to meet scaling criteria are filtered out and deprioritized, and work focuses progressively on higher-potential innovations to enhance research cost-effectiveness. (3) AoW 2 works across CGIAR's Portfolio and with partners to increase the accessibility, relevance, and social acceptance of bundled innovations. This process is referred to as "innovation packaging" and may include the integration of socio-technical innovations with bundles. Examples include, but are not limited to, policy interventions; risk-mitigation incentives, including climate "futureproofing;" demand creation and awareness raising systems; behavior change communication; and/or approaches that ensure innovations are or can be made socially acceptable to women, youth, and underrepresented and marginalized groups. (4) In AoW 2, scaling pathways in agrifood systems are co-designed and evaluated with innovation and scaling partners. This includes action research conducted at scale to assess how innovation packages, delivered through pathways such as public, private, or public-private extension systems, digital tools, business models, value chain adjustments, or improved policies, among many others, can accelerate impact. (5) Transitioning to AoW 3, strategies are developed to avoid trade-offs and unintended negative consequences in scaling. Evidence-based adjustments to enabling environments (e.g. through improved policy, markets, or business plans) are made to improve social inclusion and adoption potential. (6) Across AoW 3 and AoW 4, the Program collaborates with governments, the private sector, financial institutions, NGOs, CBOs, CSOs, and donors to translate research innovations into tangible impact. It also develops novel methods for impact assessment and fosters a culture of learning in AoW 5. (7) As partners gradually assume responsibility for sustaining the scaling processes, the Program will withdraw. Concurrently, new opportunities are expected to emerge that CGIAR and its partners can seize. This process will give rise to new innovations — particularly those developed independently by CGIAR's partners but influenced by the Program's innovation systems and scaling capacity-sharing efforts — that can be reintegrated to enhance innovation development and scaling processes. (8) This dynamic feedback loop, depicted by large and small interacting circular arrows, is anticipated to generate new innovations for reintegration.



Conversely, countries such as Sudan and Myanmar face significant governance and civil conflict challenges. Despite these issues, they were identified as promising due to the extensive CGIAR activities already under way (particularly through bilateral projects described below) and the new opportunities they present to collaborate with large-scale humanitarian and relief organizations that have requested CGIAR’s technical scaling assistance.

Role of bilateral investments: Bilateral projects are crucial for scaling. They provide more than financial support, offering targeted opportunities to align CGIAR’s research and innovations with international donor investments and national and regional development goals (see Section 14). Scaling for Impact’s theory of change (TOC) integrates bilateral projects to support accelerated, systemwide impact across multiple geographies. In 2025, 60 projects across 54 countries rank represented 80% of bilateral projects mapped to the Program. The remaining lifetime value of these projects is \$113M. These investments highlight the leverage potential of bilateral projects to accelerate impact, regardless of a country’s preliminary prioritization as a “catalyst” or “opportunity” country. Finally, beyond “catalyst” and “opportunity” countries and as detailed in the TOC, Scaling for Impact is dedicated to collaborating with countries and partners where demand exists and is prepared to deploy its expertise to support these efforts.

Next steps: The preliminary prioritization and selection of “catalyst” and promising “opportunity” countries will be revised and refined during the Program’s inception, with the selection remaining tentative and subject to change until the full prioritization process can be completed in collaboration with all CGIAR’s Programs. In addition, this Program’s Areas of Work and activities may vary in intensity across selected geographies or follow a staggered implementation approach to ensure appropriate levels of 2022-24 Portfolio continuity and to address strategic Program start-up needs. After September 2024, Scaling for Impact will review and consolidate the prioritization exercises carried out by other Programs, including the methods used and the enabling environment factors considered. It will also engage in strategic discussions with a wider group of stakeholders, including Science Programs, funders, and other stakeholders, to further refine and align the Program’s geographic scope.

4. Comparative advantage

Comparative advantage analysis allows CGIAR to focus its efforts on areas where it excels and can achieve significant impact while identifying when, where, and with whom to partner (ISDC, 2022b). This section summarizes Scaling for Impact’s preliminary comparative advantage analysis; more detailed initial results with descriptions of the Program’s high-level outputs (OPs) are presented in Appendix 5. This first-step comparative advantage analysis considers the diverse set of inputs required to deliver its OPs. These inputs can be categorized as **(i)** incentives/mandates, **(ii)** human/experiential capital, **(iii)** social/political capital, and **(iv)** biophysical/financial/locational capital (ISDC, 2022a), each of which needs to be considered and contrasted with alternative partners and service providers to identify where the Program’s comparative advantage lies.

Partner typologies and their sources of comparative advantage:

A selection of partner and alternative service provider typologies is presented below. Of importance are **governments, regional**

and **subregional organizations (SROs)**, and **NARES**, which offer legitimacy, localized knowledge, networks, financial capital, and delivery capacity, and **advanced research institutes (ARIs)**, which provide international research perspectives and advanced methodologies. Close collaboration with **CBOs** and **CSOs** will also be essential because they have sources of comparative advantage in knowledge and understanding of local contexts, values, and norms relevant to scaling, as well as access to local partnership networks. **Private-sector investors**, including impact investors, corporate social responsibility funders, and **IFIs**, provide crucial monetary capital and expertise in financial, legal, and institutional frameworks for large- and medium-scale scaling investments, while international development organizations (**IDOs**), which maintain commitment to humanitarian goals and to the SDGs, are specialized in development operations and maintain important partnerships and networks. **Private firms** mobilize and incentivize stakeholders, particularly individual actors (including farmers and consumers) and small- and medium-scale enterprises (SMEs). **UN agencies** offer a combination of global legitimacy, technical expertise, delivery, and well-established government connections.

Initial comparative advantage results: Preliminary analysis suggests that *Scaling for Impact’s* sources of comparative advantage stem from its planned work to institutionalize stakeholder engagement and demand to inform CGIAR’s research and scaling priorities and to support adaptive management across CGIAR’s 2025-30 Portfolio (**OP 1.1** to **OP 1.3**). This source of comparative advantage arises from robust stakeholder relationships and effective regional and national coordination, notably through planned integration of CGIAR Country Conveners and Center and regional leadership teams, supported by long-term, in-country presence. During the 2025-30 Portfolio, Scaling for Impact will have a mandate to integrate and support scaling efforts across CGIAR, further underscoring its internal basis for comparative advantage. Scaling for Impact, however, recognizes the need for clearer governance principles and processes to support cooperation and synergies among Programs.

As part of the world’s largest international agricultural research consortium, Scaling for Impact uniquely engages in, and studies, the process and practice of scaling agrifood innovations across diverse systems, which is essential for **OP 2.1** to **OP 2.4**. CGIAR’s scaling science mandate and experience, extensive multistakeholder networks and scaling hubs established by CGIAR Centers, RIIs, and NPS and other Initiatives are also supportive sources of comparative advantage. These networks, cultivated particularly by the RIIs and integrated into the Program, have also been previously recognized as a potential source of CGIAR’s comparative advantage, offering platforms that connect global research functions with local partners (ISDC, 2022b). Internally, many CGIAR Centers and Science Programs *are expected to have sources of comparative advantage* in creating agrifood innovations for the public- and private-sector domains; rather than compete with them, Scaling for Impact will therefore partner and synergize with them.

CGIAR’s global and local expertise, decades of in-country policy presence, and a track record of enabling scaling research (e.g. through bilateral projects such as Accelerating Impacts of CGIAR Climate Research in Africa [AICCRA], Southern Africa Accelerated Innovation Delivery Initiative [AID-I], Cereal Systems Initiative for South Asia [CSISA], Sustainable Modernization of Traditional Agriculture [MasAgro], and Water and Energy for Food [WE4F]) provide sources of comparative advantage for the Program’s **AoW 3, Enabling Environment Lab**. They are crucial for **OP 3.1** to **OP 3.3**. While UN organizations and other policy advocacy organizations

hold comparative advantage in delivering policy outcomes through their integration with governments, their links to science-based and multistakeholder approaches to strengthening enabling environments for innovation scaling (particularly with the private sector, NARES, and ARIs) tend to be weaker than those of CGIAR, including activities envisioned in Scaling for Impact.

Scaling for Impact will work to unlock transformative international finance, impact investments, and non-traditional partnerships to amplify the impact of food, land, and water systems innovations for the public benefit (OP 4.1 to OP 4.3). Preliminary analysis suggests that the Program’s potential sources of advantage come in part from existing experience collaborating with multilateral banks, their projects, and financial organizations (e.g. through AICCRA, the CGIAR Hub for Sustainable Finance [ImpactSF], Technologies for African Agricultural Transformation [TAAT]), the Regional Resilient Rice Value Chains Development Program [REWARD]) and from close relationships with governments. While other organizations — particularly the UN and large, longstanding development programs and organizations — may have similar sources of comparative advantage, Scaling for Impact’s strength is anticipated to be more uniquely derived from an ability to match demand with scaling-ready agrifood innovations, which will be curated in a global CGIAR clearinghouse (OP 4.1) supported by innovation portfolio management principles unique to CGIAR and the Program (Schut et al., 2024). Scaling for Impact will leverage IPSR to facilitate a filtering process from innovation development to scaling, focusing efforts on fewer, higher-impact agrifood innovations, thereby reducing research inefficiencies and increasing impact. Through OP 4.1, Scaling for Impact will provide tailored technical expertise in designing large public and private investments. While UN organizations may have units focused on science and innovation, no other global science organization currently matches evidence-based food, land, and water systems innovations with transformative investment at this scale. However, IFIs, the private sector, and governments hold strong sources of comparative advantage in offering capital and expertise in the financial, legal, and institutional frameworks required for large-scale investments. As such, Scaling for Impact will partner closely with these change agents to amplify its comparative advantage.

Scaling for Impact’s expertise, networks, and experience in scaling capacity needs assessment and sharing (Wigboldus et al., 2022) have been provisionally identified as sources of comparative advantage in fostering continuous learning in scaling science, innovation portfolio management (Schut et al., 2024), and scaling capacity sharing (OP 5.1 to OP 5.4). This source of comparative advantage derives from transdisciplinary expertise, experience linking research to scaling implementation, and access to local knowledge from six regions that can be leveraged into a global scaling agenda. CGIAR’s long-term social research relevant for impact assessment is also crucial. The Program will partner closely with CGIAR’s Standing Panel on Impact Assessment (SPIA) for alignment with SPIA’s research agenda and technical backstopping support (AoW 5, *Learning for Impact*). ARIs also possess some research advantages in impact assessment; for this reason, Scaling for Impact will partner with relevant universities.

In summary, new partnerships with IFIs, UN agencies, and IDOs, and new engagement models with governments (particularly NARES) and the private sector, as well as CBOs and CSOs, are required for producing Scaling for Impact’s OPs. It is important to note that Scaling for Impact will not serve as CGIAR’s delivery service provider; nor will it be the sole scaling arm of CGIAR. Rather, the Program

will apply the science of scaling and rely on CGIAR’s Portfolio — its Programs, Accelerators, and bilateral projects — that embrace scaling partners to drive innovations into large-scale use. Internally, it will be crucial for the Program to fully leverage CGIAR Country Conveners and CGIAR (regional) leadership while making use of CGIAR Centers and Science Programs’ comparative advantage in creating innovations for public benefit.

5. Program-level theory of change

Megatrends and challenges: As an integrator of CGIAR’s research and scaling efforts, Scaling for Impact addresses coordination and efficiency obstacles internal to the Portfolio of Programs, Accelerators, and bilateral projects, while working to overcome multiple megatrends — particularly inequality, marginalization, demographic shifts, climate change, market concentration and instability, and unhealthy diets — that impede agrifood systems science from generating widespread benefits in low- and middle-income countries (ISDC, 2023). These megatrends also hinder progress toward the SDGs. Scaling for Impact’s TOC integrates CGIAR’s research and scaling efforts, overcoming coordination barriers between Programs, bilateral projects, and partners and advancing progress in CGIAR’s Impact Areas and the SDGs (Figure 4).

Research questions: Scaling for Impact asks: (i) Given that catalytic partnerships are crucial for scaling (Kalas, 2019), what strategies can CGIAR’s Programs, Accelerators, and bilateral projects, and its partners employ to develop and scale innovative solutions for food, land, and water systems challenges during a climate crisis? (ii) Does enhancing CGIAR’s internal coordination and responsiveness to stakeholder demand improve the alignment of research with scaling outcomes? (iii) Can co-designing and evaluating scaling pathways that connect farm production to markets and consumers enhance research outcomes and scaling impact? (iv) What actions can create enabling environments for scaling while minimizing unintended negative consequences, particularly for marginalized groups and the environment? (v) How can transformative finance and scaling strategies be leveraged to maximize impact? (vi) How can CGIAR reconfigure its innovation approaches to promote dynamic learning and capacity sharing that enhances impact while reducing trade-offs and the risk of scaling failures?

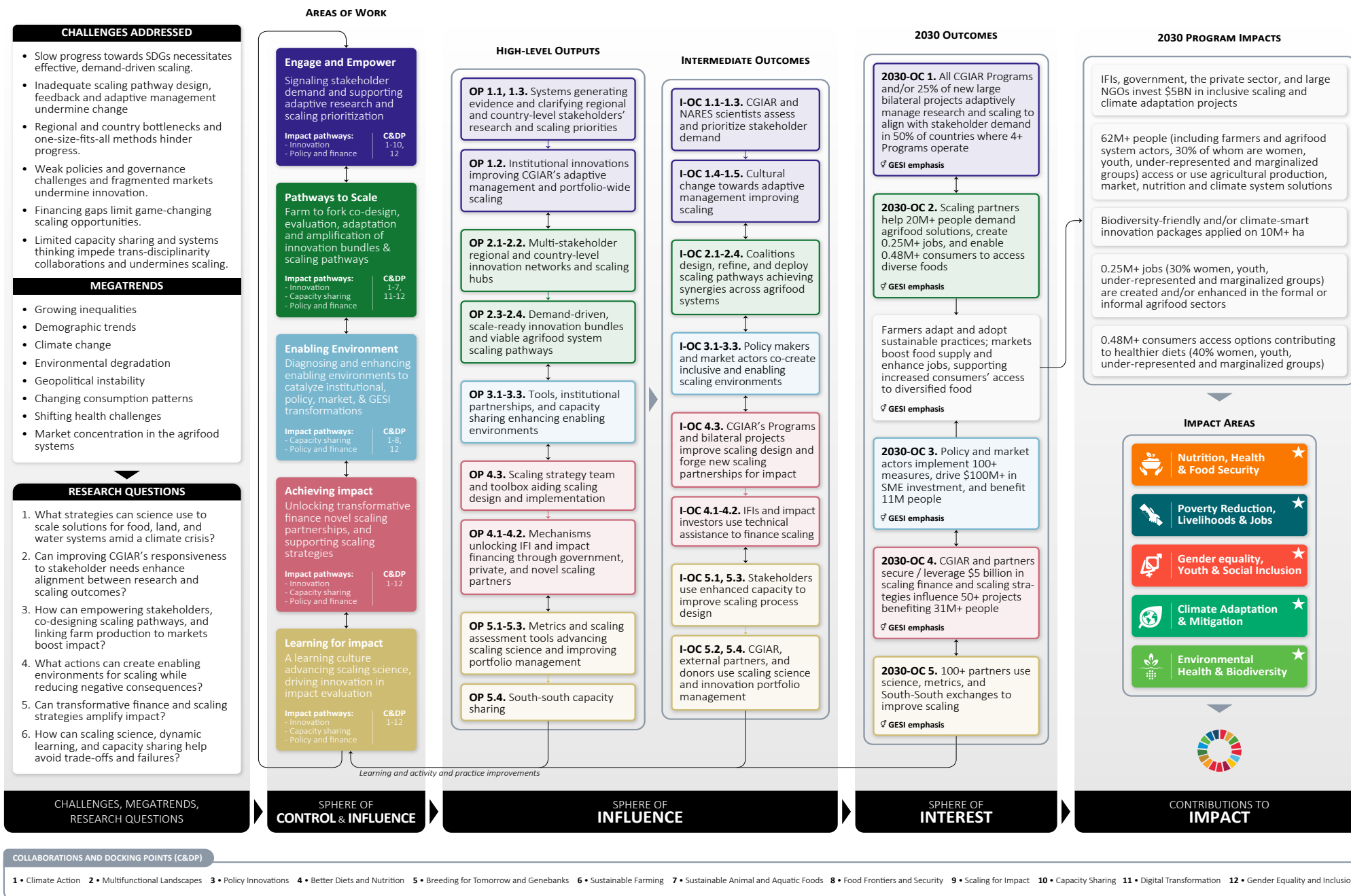
Assumptions: In addressing these critical questions, Scaling for Impact is designed to test the following assumptions in different regions, countries, and scaling contexts: (i) *If* research is demand-driven and adaptively managed, and scaling is seamlessly integrated into agrifood systems science, *then* food and nutrition security, poverty reduction, gender inclusion, and climate adaptation and mitigation will be improved while minimizing environmental and social externalities. (ii) *If* CGIAR implements mechanisms to systematize and respond to the publicly stated demands of stakeholders (including governments, NARES, ARIs, CBOs, SROs, CSOs, IFIs, IDOs, UN agencies, private firms, and investors) and integrates them into the co-design, evaluation, adaptation, and amplification of innovation bundles and scaling pathways, *then* the impact of CGIAR’s research and scaling efforts will be enhanced. (iii) *If* South-South scaling capacity sharing is elevated, *then* the impact of CGIAR’s research and scaling efforts will be improved. (iv) *If* an agrifood systems approach that links farm production through value chains to markets, food environments, and consumers is applied, *then* food, land, and water systems scaling outcomes will be

improved. **(v)** *If* policy, market, and business enabling environments are strengthened to overcome scaling challenges and to address gender equality and social inclusion, *then* unintended negative consequences can be reduced and scaling efforts made more successful. **(vi)** *If* transformative finance is leveraged and combined with well-designed scaling strategies, *then* the impact of scaling efforts will be amplified.

Impact pathways: Addressing CGIAR's Impact Areas, Scaling for Impact aligns with CGIAR's three impact pathways: Innovation, Policy, and Capacity Sharing (CGIAR, 2021). The Program **(i)** will assist CGIAR and its partners in co-developing and evaluating innovation bundles, packages, and scaling and intervention sequencing pathways that integrate production, markets, and consumption

while achieving socially inclusive and environmental goals. The Program will **(ii)** work through multiple institutional policy pathways that will **(a)** enhance CGIAR's internal procedures for adaptive research and scaling management, including but not limited to CGIAR's [annual pause and reflect process](#) commenced during the 2022-24 Portfolio, and **(b)** support external partners in developing policies that advance gender equality and social inclusion (GESI). Scaling for Impact will also **(c)** support the navigation of institutional policies and partnerships to unlock transformative financing. Policy actions will also advance equitable market systems for responsible scaling. Additionally, the Program **(iii)** will emphasize locally led innovation systems and capacity sharing through inclusive learning, improved use of scaling diagnostics by scientists and partners, and South-South scaling learning exchanges.

Figure 5.1. Scaling for Impact Program-level ToC



2030 Program impacts: Scaling for Impact will create the conditions needed across CGIAR's Portfolio in regions and prioritized countries (Section 3) to bring about the following impacts (Appendix 6): **(a)** IFIs, governments, private companies, and large NGOs are expected to invest in and mobilize \$5BN+ in inclusive scaling and climate adaptation projects that the Program will advise; these actions will facilitate **(b)** 62M+ people (including farmers and agrifood system actors, 30% of whom are women, youth, underrepresented, and marginalized groups, hereafter referred to as "marginalized groups") to access or use agricultural production, market, nutrition, and climate system solutions. **(c)** Biodiversity-friendly and/or climate-smart innovation packages will be applied on 10M+ ha; **(d)** Over 250,000 jobs (30% from marginalized groups) are anticipated to be created and/or enhanced in the formal or informal agrifood sectors; **(e)** 0.48M+ consumers (40% from marginalized groups) will be supported to access options contributing to healthier diets (see Appendix 7 for details on how impact targets have been calculated). These figures are also expected to increase as the Program integrates and co-reports contributions from the other CGIAR Programs and bilateral projects it will integrate and support. Achieving these 2030 Program Impacts will require an average annual investment representing an ambition of \$44.98M with a 15% increase for each year from 2025 forward from pooled Windows 1 and 2 Funds. Upward adjustments to impact targets will be made once investments are clarified and collaborations with other Science Programs and bilateral projects are advanced.

2030 Program outcomes: The above impacts are reached through five Program outcomes that will catalyze and align CGIAR's Portfolio and its partners' actions to encourage farmers to adopt sustainable practices, to boost food supply and job creation, and to ensure more equitable access by consumers to diverse, healthy foods: **(1)** all CGIAR Programs and/or 25% of new large bilateral projects will adaptively manage innovation development and scaling to align with stakeholder demand in 50% of countries where more than four Programs operate; **(2)** through the actions of scaling partners, 20M+ people are anticipated to be able to access agrifood solutions. Working through value chain actors, public and private partners will be supported to create 0.25M+ jobs and to enable 0.48M+ consumers to access diverse foods; Program activities will build enabling environments that position **(3)** policy and market actors to implement more than 100 new policies or policy adjustments and/or market interventions, driving \$100M+ in investment in scaling activities, ultimately benefiting 11M agrifood participants. The Program will engage with IFIs and impact investors such that **(4)** \$5BN will be secured and/or leveraged to support scaling projects implemented by partners. These efforts will be supported by the development of improved scaling strategies expected to influence more than 50 projects benefiting more than 31M people. **(5)** 100+ partners will be supported in applying innovation portfolio management, and impact assessments. South-South and North-South learning exchanges will advance progress toward these outcomes.

Intermediate outcomes: Although not directly controlled by the Program, intermediate outcomes (**I-OCs**) are within its sphere of influence. These include: CGIAR and NARES scientists will assess stakeholder demands (**I-OC 1.1 to I-OC 1.3**) and CGIAR will use this information to enhance research and scaling (**I-OC 4.1 to I-OC 4.5**). Stakeholder coalitions will design and implement scaling pathways (**I-OC 2.1 to I-OC 2.4**), while policymakers and market actors co-create enabling environments (**I-OC 3.1 to I-OC 3.3**). CGIAR will support IFIs and impact investors in applying scaling strategies (**I-OC 4.1 to I-OC 4.2**) and improve

scaling design through Programs and bilateral projects (**I-OC 4.3**). Scaling science, impact assessment, and innovation portfolio management will be improved (**I-OC 5.1 to I-OC 5.3**).

Areas of work: Scaling for Impact has five interlinked areas of work (Sections 2.2, 2.3, and 6) tailored to the Program's research questions. **AoW 1, Engage and Empower**, focuses on understanding stakeholder demand and using this demand to inform adaptive research activities and scaling priorities across CGIAR's Portfolio. **AoW 2, Pathways to Scale**, involves co-designing and refining innovation bundles, packages, and scaling pathways. **AoW 3, Enabling Environment Lab**, improves conditions for scaling through institutional, policy, market, and GESI transformations. **AoW 4, Achieving Impact**, unlocks IFI, impact investor, and corporate social responsibility finance. It helps investors improve their scaling projects through better integration of comprehensive scaling strategies. Finally, **AoW 5, Learning for Impact**, fosters a learning culture based on monitoring, evaluation, learning, and impact assessment (MELIA) that enhances scaling science and innovation in impact assessment processes.

High-level outputs: Scaling for Impact will generate OPs that interact with each other and can be summarized as follows: Mechanisms to synthesize stakeholders' food, land, and water systems priorities, linked to the development of regional and country-level strategies, enhance Portfolio-wide research prioritization, scaling coordination, and policy alignment (**OP 1.1** and **OP 1.3**), and institutional innovations improving CGIAR's adaptive management of its Research Portfolio and scaling capabilities (**OP 1.2**). **OP 2.1 to OP 2.4** support regional and country-level innovation networks and scaling hubs to connect demand-driven innovation bundles to scaling pathways. Tools, institutional partnerships, and capacity sharing mechanisms enhancing enabling environments are produced by **OP-3.1 to OP-3.3**. Mechanisms for unlocking IFI and impact financing, as well as scaling strategy support, result from **OP 4.1 to OP 4.3**. Metrics and scaling assessment tools advancing scaling science and innovation portfolio management are covered by **OP 5.1 to OP 5.3**, while South-South capacity sharing is addressed by **OP 5.4**.

6. Areas of Work

Scaling for Impact's first three Areas of Work build on the foundations laid by the RIIs and NPS, while the latter two introduce exciting new scaling activities. All Areas of Work will draw on CGIAR's extensive experience in scaling programs and strong, established partnership networks, including Sustainably Growing Africa's Food Systems (**AGRA**), **ASEAN-CGIAR** Innovate for Food and Nutrition Security Regional Program, **CSISA**, Latin American Fund for Irrigated Rice (**FLAR**), **GFAiR**, advancements in biofortification scaling by **HarvestPlus** and **HarvestPlus Solutions**, the Pan-African Bean Research Alliance (**PABRA**), and Development Smart Innovation through Research in Agriculture (**DeSIRA**), among many others.

6.1. AoW 1: Engage and Empower

Challenges

CGIAR is the world's largest publicly funded group of agrifood system research Centers that operates as a global research partnership aimed at a food- and nutrition-secure future. More than 9,000 CGIAR staff work in more than 80 countries alongside more than 3,000 partners. The complexity of this operational environment presents an enormous challenge to ensuring the CGIAR Portfolio

of research and innovation meets national stakeholder priorities and that the numerous innovations generated by research can be prioritized and scaled up, out and deep (Wigboldus & Brouwers, 2016) in ways that ensure the best chance of achieving large-scale impacts across CGIAR's five Impact Areas.

Given this complexity, it is essential to embed research and scaling activities within regional, national, and local innovation systems that foster transformative collaborations. This involves co-designing and executing research with partners, leveraging their expertise and resources, and promoting the co-development of innovative solutions tailored to contextual needs (Kalas, 2019; Schut et al., 2020). When research and scaling aligns with stakeholder needs and priorities, gaps between research, successful adaptation and adoption, and sustained use of innovations close (Wani et al., 2022). Multistakeholder partnerships can drive innovation, foster policy development, and create conditions that turn research outputs into impactful actions, especially when embedded in public and private agricultural development and extension networks and linked to large-scale development investments (Schut et al., 2018; Minh et al., 2023). CGIAR's efforts to formally engage and systematically consult its diverse partners, exemplified by its 2024 Listening Sessions in 27 countries, are in early stages.

To effectively address these complexities and drive impactful change, key challenges facing CGIAR's efforts to drive durable and socially inclusive change include: **(i)** insufficient "pulse-checking" and systematic stakeholder demand data collection, which impedes the rigorous identification and articulation of stakeholder priorities for research and innovation. This is compounded by suboptimal alignment of research demand with assessments of scaling feasibility and potential impact. **(ii)** Even when stakeholder demands are recognized, they may not be adequately prioritized as sources of capital to support CGIAR's comparative advantage in research and scaling efforts. Opportunities to co-create research, innovation, and scaling processes with partners exist within CGIAR's ecosystem, but may be applied in a fragmented manner, limiting their potential for transformative change. CGIAR's effectiveness could be improved by aligning research supply with stakeholder demands and employing adaptive portfolio management to refine research and scaling processes, avoiding unproductive and expensive research and scaling pathways while capitalizing on emerging opportunities. Lastly, **(iii)** although progress is being made in improving CGIAR's engagement with demand, innovation, and scaling partners, regional- and country-specific strategies are required to better align research and scaling with stakeholder priorities and prevent unintentional duplication across the Portfolio.

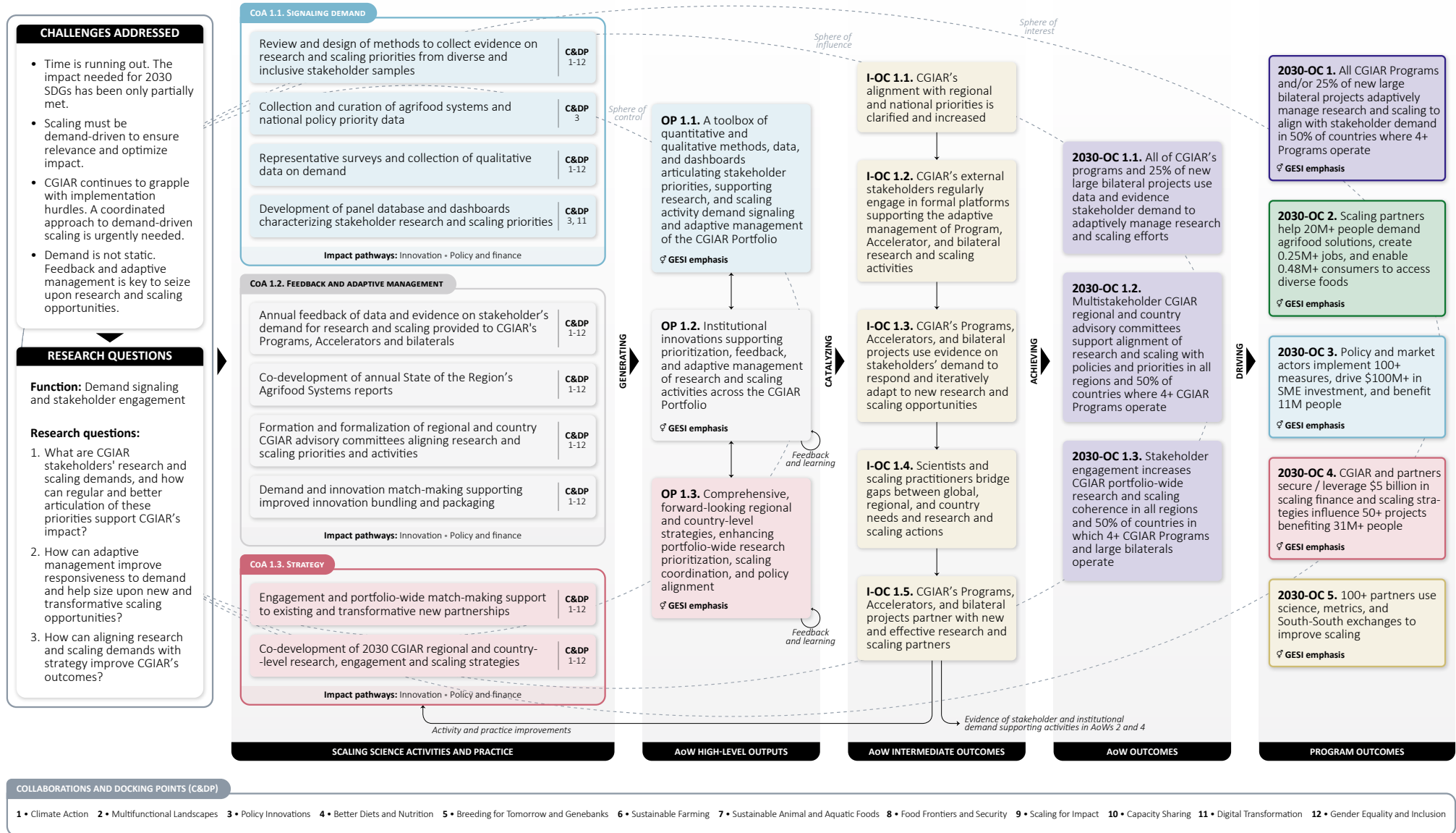
Ambition

AoW 1, Engage and Empower, confronts these challenges head on. Responding to requests for better Portfolio-wide and country-level coordination during CGIAR's 2024 Listening Sessions in 27 countries, this AoW will **(i)** transform CGIAR's approach to partner engagement, research portfolio management, and scaling for impact through coordinated responses to stakeholders' priorities. In doing so, **AoW 1** will emphasize the needs of marginalized groups who may be neglected during less-systematic research and scaling prioritization processes. **(ii)** **AoW 1** will also provide integrative research and service functions supporting the entire CGIAR Portfolio, including Science Programs, Accelerators, and bilateral projects, and reducing unintentional duplication. Supporting CGIAR Portfolio-wide adaptive management, *Engage and Empower* will serve as a beacon for demand signaling and activity (re)prioritization to improve the potential for research to reach impact. Finally, **(iii)** **AoW 1** will enhance CGIAR stakeholder engagement by aligning research and scaling with national priorities, developing regional- and country-specific strategies (Figure 5).

Outcomes

The *Engage and Empower* AoW will build on multistakeholder convergence functions of CGIAR's RIIs and NPS Initiative to advance CGIAR's five Impact Areas. **AoW 1** will focus on two impact pathways: **(i)** enhancing internal and external synergies, feedback, and learning loops; and **(ii)** strengthening CGIAR's procedures, as well as stakeholders' institutional capacities to meet demand for prioritized responsible scaling, while addressing innovation user diversity, power imbalances, and decision-making processes. The achievement of Scaling for Impact's Program-level outcomes will be supported by three 2030 AoW outcomes delivered through these impact pathways (Appendix 8). These include: CGIAR's Programs and Accelerators and 25% of new large bilateral projects will use data and evidence on stakeholder demand to inform adaptive management of research and scaling activities (**2030 OC 1.1**). Additionally, multistakeholder CGIAR regional and country advisory committees will support the alignment of research and scaling with national priorities in all regions and 50% of countries where four or more Programs or Accelerators operate (**2030 OC 1.2**). Finally, these processes will increase CGIAR Portfolio-wide research and scaling coherence in these geographies (**2030 OC 1.2**).

Figure 6.1. AoW 1 Engage and Empower ToC



These results will flow from the interaction of intermediate outcomes (**I-OCs**): improved alignment of CGIAR's activities with regional and national priorities (**I-OC 1.1**) and Portfolio-wide adaptive scaling management (**I-OC 1.2**), and increased ability of CGIAR and its partners to seize upon new scaling opportunities (**I-OC 1.3**). These outcomes will bridge gaps between research and scaling (**I-OC 1.4**) and enhanced collaboration with scaling partners (**I-OC 1.5**).

Research questions / functions / services

AoW 1 will embed CGIAR in regional and national innovation systems through three interacting clusters of activities (CoAs) that address a set of interlinked research questions, while providing functions and services to CGIAR. *Engage and Empower* asks: **(i)** What are the research and scaling demands of CGIAR's stakeholders and how can improved articulation of these stakeholder priorities support CGIAR's Portfolio-wide objectives? **(ii)** In addressing these demands, how can adaptive management improve CGIAR's responsiveness to demand and ability to more effectively seize upon new scaling opportunities? **(iii)** How can aligning research and scaling demands with strategy enhance CGIAR's outcomes?

In response, the *Signaling Stakeholder Research Demands and Scaling Ambitions* cluster of activities (**CoA 1.1**) will collect and broadcast robust, representative, and socially-inclusive evidence, articulating stakeholder demand for research and scaling priorities at regional and country levels. The *Feedback Informing Adaptive Management* and *Engaged Strategy* clusters of activities (**CoA 1.2** and **CoA 1.3**) will produce institutional innovations in coordination with CGIAR's Portfolio and its Portfolio Performance Unit (PPU) and Program Coordination Unit (PCU), including the establishment of regional and country-level CGIAR advisory committees and systems that support Portfolio-wide adaptive management of Programs, Accelerators, and bilateral projects (the latter where possible, depending on bilateral project structures and donors' activity, management, and reporting processes). This encompasses technical support, partner-brokering, and innovation matchmaking for CGIAR's Programs, Accelerators, and bilateral projects throughout their annual work planning and activity refinement processes. **CoA 1.3** will also develop regional- and country-level engagement and research and scaling prioritization strategies, partnership frameworks, and country-specific TOC enhancing coordination and aligning research and scaling demands. By enhancing CGIAR inter-Program cooperation and governance, **AoW 1** will complement other Science Programs and external service providers by directly supporting stakeholder demand articulation, engagement, strategy, and adaptive management across the Portfolio.

CoA 1.1: Signaling Stakeholder Research Demands and Scaling Ambitions

CoA 1.1 will investigate the research and scaling demands of CGIAR's stakeholders. In response to recommendations from CGIAR's Independent Advisory and Evaluation Service (Palmieri et al., 2024), **CoA 1.1** will collaborate with CGIAR's Country Conveners to explore how regularly articulating these demands as a source of information for adaptive portfolio management can enhance CGIAR's effectiveness. **CoA 1.1** will develop a toolbox of methods, data, and dashboards to support the collection and sharing of multistakeholder demand data and to inform the adaptive management of CGIAR's 2030 Portfolio (**OP 1.1**). **CoA 1.1** will **(i)** conduct an inventory of participatory stakeholder engagement and demand solicitation methods to inform research and scaling priority data collection. **(ii)** It will co-design and deploy quantitative panel

surveys of stakeholder organizations to capture a representative sample of current and new CGIAR stakeholder groups, with modules emphasizing marginalized groups, and with qualitative focus group and key informant demand solicitation methods to provide deeper engagement on critical issues. It will combine both formal engagement methods and bilateral engagements with IFIs and other strategic partners, leveraging longstanding partnerships built on CGIAR's neutral scientific convening power and trust.

(iii) Working closely with CGIAR's Policy Innovations Program and *Enabling Environment* Area of Work (**AoW 3**), **CoA 1.1** will curate an inventory of regional and national institutional programs and agrifood systems-related policies. **(iv)** Responding to calls to provide systematic evidence on knowledge gaps in agrifood systems across the production-to-consumption continuum (Marshall et al., 2021), **CoA 1.1** will provide evidence on regional and national research and scaling gaps through *integrated agrifood systems surveys* (Gupta et al., 2022) and other methods. **(v)** Collaborating with CGIAR's Digital Transformation Accelerator, **AoW 1** will explore representing these data in dashboards, detailing stakeholder demand and research priorities. These activities, linked to **AoW 2's** scaling pathways and **AoW3's** policy improvements through innovative partnerships, will refine research and scaling priorities and support the adaptive management work of **CoA 1.2**.

CoA 1.2: Feedback Informing Adaptive Management

Building on data from **CoA 1.1**, the *Feedback Informing Adaptive Management* cluster of activities (**CoA 1.2**) will generate institutional innovations to enhance responsiveness to stakeholder demands by improving CGIAR's internal and external collaborations. While CGIAR scientists currently use an annual "pause and reflect" process to refine their plans for work supported by Windows 1 and 2 of the CGIAR Trust Fund, the methodology for this process is applied variably and may inadequately integrate stakeholder input. Current pause and reflect processes also do not consider how to align bilateral activities that could offer economies of scale across CGIAR's Portfolio. In response, **CoA 1.2** will develop innovations to support feedback integration, improved prioritization, and adaptive planning of research and scaling activities across CGIAR's Portfolio (**OP 1.2**). **CoA 1.2** will **(i)** formalize approaches to strengthen CGIAR internal and external communication, coordination, and cooperation in integrating research and scaling practices. It will develop systems to provide CGIAR's Portfolio and key scaling partners and donors with annual feedback. This will foster dialogue, learning, and collaboration to support iterative co-design and reprioritization of research and scaling activities during the "pause and reflect" process.

Based on work pioneered by CGIAR's RIIs and data from **CoA 1.1**, **CoA 1.2** will **(ii)** generate biennial indicator-based "State of the Region's Agrifood Systems" reports for key CGIAR regions, highlighting emerging research needs from production through markets and value chains and to consumption, and linking them to scaling priorities and partnerships actionable by CGIAR's Portfolio. **CoA 1.2** will also **(iii)** formalize country-level advisory committees of stakeholders, coordinated by CGIAR's Country Conveners, to empower participation, enable dialogue, and facilitate iterative reprioritization of research and scaling. These efforts will **(iv)** connect the dots between stakeholder demand, research, and scaling opportunities, improve innovation bundling and scaling across CGIAR's Portfolio, and coordinate the Portfolio's country-level research and engagement activities (**OP 1.3**).

CoA 1.3: Engaged Strategy

Supporting feedback processes in **CoA 1.2**, the *Engaged Strategy* cluster of activities (**CoA 1.3**) will align research and scaling demands with regional and national policy priorities to boost outcomes and impact. Effective coordination across CGIAR Centers and Programs is essential to better align research with scaling, enhance Portfolio synergies, and tailor CGIAR's work to regional and national needs. Regional and country-level strategies boost stakeholder engagement and policy influence, affecting external resourcing by addressing relevant topics. Additionally, tailored TOC that consider innovation system complexity can prevent linear thinking failures and improve research-to-impact pathways (Douthwaite & Hoffecker, 2017). This can also help identify levers to build more enabling environments (linked to **AoW 4**, *Achieving Impact*) and improve monitoring, evaluation, and learning (linked to **AoW 5**, *Learning for Impact*).

CoA-1.3 will generate comprehensive and forward-looking regional and country-level strategies, enhancing Portfolio-wide research prioritization, scaling coordination, and policy alignment (**OP 1.3**). This will be achieved by **(i)** supporting ongoing engagement, scientific diplomacy, and scaling partner coordination at regional and country levels through and with CGIAR Country Conveners and by “matchmaking” between existing and new research and scaling partners with CGIAR's Portfolio. In particular, **CoA 1.3** will identify potential collaborations with new and non-traditional partners (e.g., humanitarian and consumer advocacy organizations, health institutes, and Indigenous organizations) to bridge research and scaling impact gaps. It will also **(ii)** co-develop 2030 CGIAR regional and country-level engagement and scaling strategies, including theories of change to support Portfolio-level implementation (Sartas et al., 2020; Wigboldus & Brouwers, 2016).

6.2. AoW 2: Pathways to Scale in Agrifood Systems

Challenges

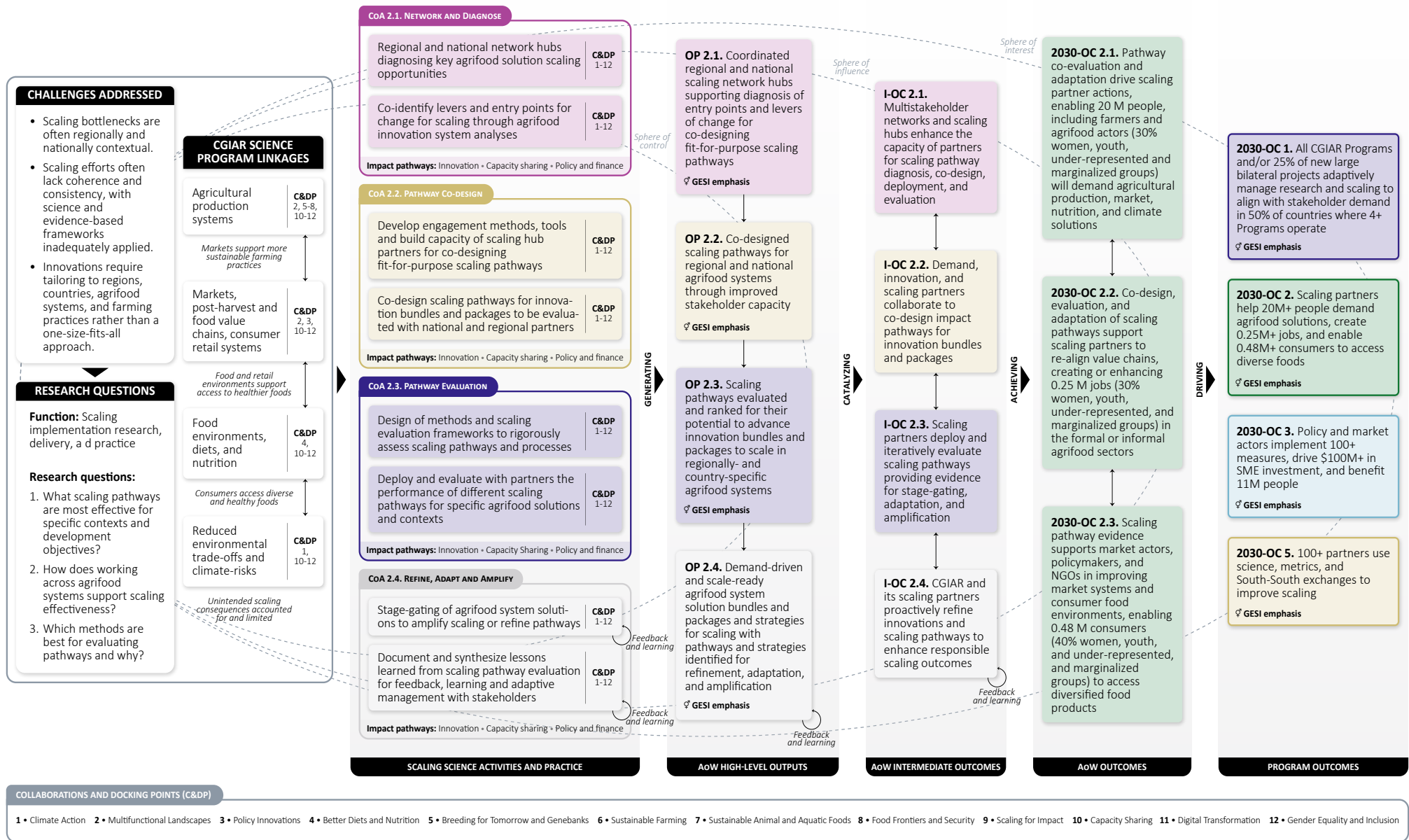
While agricultural research and development has made substantial progress in addressing agrifood system challenges, many “solutions” fail to scale or achieve desired impacts (Shilomboleni et al., 2019; Woltering et al., 2019). This is due to factors such as **(i)** poor innovation design and/or lack of co-design and **(ii)** inadequate innovation bundling, and package tailoring, and consideration of power dynamics affecting social inclusion. Rather than testing innovations with small groups in pilot projects that don't take a systems approach, researchers can and should explore how innovations can be bundled and packaged and evaluated at scale (Woltering et al., 2019). **(iii)** Insufficient efforts to co-design, rigorously evaluate, and document the factors affecting effectiveness, especially considering the structural inequalities hindering access to the benefits of science and technology by marginalized groups, are major challenges (Abate et al., 2023; Sartas et al., 2020; Wigboldus & Brouwers, 2016; Woltering et al., 2019). Scaling scientists can and should investigate how different delivery mechanisms — such as extension services, digital farmer services, seed systems, agribusiness acceleration programs, public-private partnerships, behavioral change initiatives, and financial instruments — interact with scaling pathways to translate research outputs into societal outcomes (Douthwaite et al., 2003; Kanter et al., 2016; Rubyogo et al., 2019). Agrifood systems approaches that leverage interactions among actors in agricultural, market, and consumer systems are hypothesized to assist in scaling (Govaerts et al., 2021). Scaling pathways that minimize undesirable social and environmental trade-offs also remain largely underexplored

(McGuire et al., 2022; Schut et al., 2020; Wigboldus & Brouwers, 2016). Evidence-based frameworks are therefore urgently needed to co-design, evaluate, refine, and amplify responsible scaling pathways, leveraging CGIAR's on-the-ground capacity in regions and countries. Finally, **(iv)** lessons learned from evaluating innovation bundling, packaging, and scaling are not sufficiently applied to enhance learning and adapt scaling pathways.

Ambition

The *Pathways to Scale in Agrifood Systems* Area of Work (**AoW 2**) will help CGIAR and its partners to **(i)** diagnose and identify levers for scaling in complex innovation systems, and **(ii)** bundle and package innovations and position them along scaling pathways to address agrifood system challenges from production to consumption while mitigating environmental and climate risks (Figure 6). By collaborating with CGIAR Programs, Accelerators, bilateral projects and networks of partners, **AoW 2** will highlight the connections within agrifood systems. It will **(iii)** employ scaling science to connect innovation co-development, bundling, and packaging with scaling pathway evaluation. Examining evidence, it will **(iv)** support refinement and improvements of innovation bundles, packages, and scaling strategies, aiding CGIAR Programs and bilateral projects. **AoW 2** will build on the RILs and their regional and national innovation networks established in the 2022-24 CGIAR Portfolio. It will also link to CGIAR's long-standing scaling programs and partnership networks, including AGRA, ASARECA, ASEAN-CGIAR, CCARDESA, CORAF, CSISA, FARA, FLAR, GFAiR, HarvestPlus, [HarvestPlus](#) and PABRA.

Figure 6.2. AoW 2 Pathways to Scale in Agrifood Systems ToC



Outcomes

AoW 2. will support all five of CGIAR's Impact Areas. Its activities will contribute to **Program-level Outcomes 1, 2, 3, and 5**, which will flow from three AoW impact pathways: **(i)** innovation systems are used to co-develop and evaluate innovation bundles and impact pathways, **(ii)** scaling hubs influence policies and programs to improve the co-design and adaptation of scaling pathways, and **(iii)** institutions use scaling diagnostic methods to inform their decision-making. These pathways support the generation of the AoW 2030 outcomes including: 20M+ people (30% marginalized groups) will demand agricultural production, market, nutrition, and climate solutions (**2030 OC 2.1**); markets and value chain impact pathways will be realigned and leveraged to create or enhance 0.25M+ jobs (30% marginalized groups) (**2030 OC 2.2**); which will support market actors, policymakers, and NGOs in improving market systems and consumer food environments, enabling 0.48M consumers (40% marginalized groups) to access diversified food products (**2030 OC 2.3**). The 2030 outcomes are achieved through four intermediate outcomes (Appendix 9): multistakeholder scaling hubs enhance partners' scaling capacity (**I-OC 2.1**), partners collaborate in co-designing innovation bundles and packages (**I-OC 2.2**), scaling pathways are deployed and co-evaluated for adaptation and amplification (**I-OC 2.3**), and pathways are refined and used by partners to amplify innovation scaling (**I-OC 2.4**).

Research questions / functions / services

AoW 2 will implement an action learning process with stakeholders to co-design, implement, and refine scaling pathways. It will explore: What scaling pathways work best for specific contexts? How does working across agrifood systems boost scaling effectiveness? What methods can be used to evaluate these pathways? How can scaling pathways reflect transformative systems approaches and be just and responsible? These questions will be addressed through four interconnected clusters of activities: **CoA 2.1** will identify challenges through stakeholder engagement, **CoA 2.2** will develop tailored pathways in collaboration with stakeholders, **CoA 2.3** will use scaling frameworks to assess pathways, and **CoA 2.4** will refine, adapt, and amplify innovation bundles and packages along promising scaling pathways.

Each region will implement all clusters of activities through an agrifood systems lens focused on: **(i)** agricultural production and farming systems; **(ii)** postharvest value chains and food retail environments; **(iii)** biofortification, food environments, and the impact of consumption on diets and nutrition; and **(iv)** reducing environmental trade-offs including water, biodiversity and climate risks. Details of specific CGIAR Program and Accelerator links to these components are described in Section 8. Global coordination at the AoW and CoA levels will ensure global to regional alignment, while regional research leaders will tailor activities to specific agrifood systems, cultures, and environments and will collaborate on the ground with CGIAR's Programs and bilateral projects. Sources of comparative advantage of **AoW 2** stem from its integration with other CGIAR Programs, its extensive networks, and its expertise in scaling pathway design and IPSR.

CoA 2.1: Network and Diagnose

Agricultural innovation systems consist of myriad stakeholders that may include regional organizations, NARES, governmental and UN agencies, private-sector entities, business associations, financial institutions, national academic institutions, NGOs, CSOs, CBOs, farmers, and consumers. These networks facilitate interactions

among actors involved in generating, disseminating, adapting, and scaling innovations (Klerkx & Begemann, 2020). Regional- and country-specific systems tailor agrifood solutions to environmental, economic, and sociocultural contexts, enhancing their effectiveness, adaptability, and adoption potential while addressing regional challenges and opportunities (Barrett et al., 2022). The *Network and Diagnose* cluster of activities (**CoA 2.1**) will support regional and national multistakeholder scaling hubs developed through the RIs to inform the co-design of innovation bundles, packages, and tailored scaling pathways (**OP 2.1**). **CoA 2.1** will **(i)** synthesize and conduct regional and national agrifood innovation system studies in all regions and in 50% of countries where more than four Programs and/or Accelerators operate. Participatory and semi-quantitative methods will build partly on data collected in the *Engage and Empower* Area of Work (**AoW 1**) and will include stakeholder (Minh et al., 2023), innovation network (Hevey, 2018; Granstrand & Holgersson, 2020), and value chain (Lundy et al., 2014) analyses. Following validation of demand signals from **AoW 1, CoA 2.1** will **(ii)** facilitate collaborations to co-identify innovation scaling entry points and levers for change using a range of methods, including Scaling Readiness (Sartas et al., 2020), Scaling Scan (Woltering et al., 2024), adaptive scaling framework (IWMI, 2021), spatial scaling domain targeting (Notenbaert et al., 2017), and the business model canvas (Amoussouhoui et al., 2022; Lundy et al., 2014).

CoA 2.2: Pathway Co-design

Scaling involves coordinating and adapting actions among diverse stakeholders that both influence and are influenced by specific agrifood systems. Scaling and impact pathways are models that show the causal connections between an intervention's inputs, outputs, and subsequent outcomes and impacts on direct and indirect beneficiaries (Douthwaite et al., 2003) and are commonly used to facilitate this effort. Scaling pathways — particularly for public goods — tend to emphasize specific strategies and mechanisms to expand the use of innovations broadly and through the actions of partners (McLean & Gargani, 2019). Work to design these pathways applies action theory (Argyris & Schön, 1974) and will be conducted through multistakeholder scaling hubs (**OP 2.1**), where together, demand, innovation, and scaling partners design scaling pathways for innovation bundles and packages (**OP 2.2**). The *Pathway Co-Design* cluster of activities will **(i)** build the capacity of CGIAR's scaling hub partners and Portfolio to co-design fit-for-purpose innovation bundles and packages. It will then **(ii)** convene CGIAR Portfolio and external partners through multistakeholder scaling hubs in the co-design of scaling pathways for innovation bundles and packages. Co-design processes will be tailored to countries and regions, and to the interests and skills of stakeholders, but are likely to build on well-documented pathway design methods, such as *Impress ex ante* (Blundo Canto et al., 2018), participatory impact pathway analysis (Alvarez et al., 2010), logic models (Ebenso et al., 2019), extrapolation domain analyses (Otero et al., 2006), fuzzy cognitive mapping (Kok, 2009), and theory of change approaches (Maru et al., 2018), among others. Emphasis will be placed on the sequencing of scaling activities and interventions to create more efficient and well-designed initiatives (Barker et al., 2016; Douthwaite et al., 2003). Collaboration with CGIAR's Capacity Sharing Accelerator will support efforts to enhance transdisciplinary thinking and innovation capacity, particularly among NARES.

The development of scaling pathways will employ an agrifood systems approach (Govaerts et al., 2021), co-designing with partners pathways that leverage push-and-pull approaches (Wigboldus & Brouwers, 2016) across food production, postharvest

value chains, and food environments. A responsible scaling perspective will support efforts to anticipate and mitigate negative environmental and socioeconomic trade-offs (Dror et al., 2024). Co-designed scaling pathways will use delivery mechanisms such as public-private partnerships, entrepreneurship models, extension services, seed system interventions, and market linkages tailored to agrifood systems and national contexts. Pathways may also include innovation commercialization models (Adeniyi et al., 2024), [agribusiness incubation](#), acceleration (Dahl et al., 2023; Lozano Lazo et al., 2023) and business model interventions (Lundy et al., 2014), value chain food retail practices (Giordano et al., 2024), and behavioral change interventions for consumers (Appendix 9)

CoA 2.3: Pathway Evaluation

The *Pathway Evaluation* cluster of activities (**CoA 2.3**) will build on **CoA 2.1** and **CoW 2.2** and will collaborate with **AoW 5, Learning for Impact**. It will assess scaling pathways and early- to mid-stage scaling processes within regions and countries using comprehensive assessment frameworks (**OP 2.3**). Efforts will draw on quantitative and qualitative approaches to **(i)** design new methods and scaling evaluation frameworks for assessing scaling pathways and processes, for example, to assess whether these pathways reflect transformative systems approaches. Together with partners, **CoA 2.3** will also **(ii)** deploy and evaluate different scaling pathways to assess their performance in overcoming regional- and country-specific agrifood system challenges. Activities will build on scaling theory (Maru et al., 2018; Wigboldus & Brouwers, 2016), impact pathway (Sharma et al., 2021), and value chain (Lundy et al., 2014) analyses, outcome harvesting (Wilson-Grau, 2018), and economic and financial analyses (Nowak et al., 2020), among other methods. The latter will interact with and enhance IPSR and CGIAR-wide innovation portfolio management approaches by conducting cost-benefit and return-on-investment analyses for innovation bundles and packages. Finally, efforts will **(iii)** assess conditions for scaling successful innovations, particularly among marginalized groups. Evaluation of agrifood system scaling pathway indicators (Appendix 10) will guide the filtering of innovation bundles and packages for further refinement and adaptation with other Science Programs ([Figure 2](#)), ensuring that scaling efforts are iteratively improved based on evidence and feedback.

CoA 2.4: Refine, Adapt, and Amplify

The Refine, Adapt, and Amplify cluster of activities (**CoA 2.4**) will work with CGIAR stakeholders, Programs, Accelerators, bilateral projects, and innovation and scaling partners to refine, adapt, and amplify scaling pathways for demand-driven, scale-ready agrifood solution bundles and strategies (**OP 2.4**). **CoA 2.4** will **(i)** collaborate with **AoW 4, Achieving Impact**, and with regional and national partners through multistakeholder networks and scaling hubs (**CoA 2.1**) to build capacity for stage-gating innovations along scaling pathways building on IPSR (Schut et al., 2024). It will also **(ii)** synthesize lessons learned from scaling impact pathway evaluations to facilitate feedback, learning, and adaptive management for **CoA 2.1** to **CoA 2.3**.

6.3. AoW 3: Enabling Environment Lab

Challenges

Innovations in food, land, and water systems often face slow adoption due to unfavorable policy and business environments (Klerkx et al., 2019). **(i)** Weak regulatory frameworks, ineffective institutions, poor governance, market barriers, limited business

capacity, social fragmentation, insufficient external (e.g. economic) and internal (e.g. family) incentives, resistance from entrenched interests, ideological differences, and lobbying by interest groups are but a few of the challenges in the enabling environment that can impede their uptake (IFPRI, 2020; Mockshell & Birner, 2020). Consequently, **(ii)** marginalized groups, including risk-averse smallholder farmers, are often unintentionally excluded from the benefits of scaling processes, in some instances experiencing 30–50% increases in the cost of trading goods due to non-tariff barriers on intra-regional trade (Michalscheck et al., 2023; Stevenson et al., 2014). **(iii)** Tailored technical assistance is needed to address these myriad challenges that hinder the development of a robust innovation system and to drive more inclusive scaling outcomes (Klerkx & Begemann, 2020; Teferi et al., 2024). Responding to these underlying bottlenecks, the *Enabling Environment Lab* Area of Work (**AoW 3**) will deploy transdisciplinary approaches to strengthen enabling environments in regional and country contexts for scaling partners to scale solutions inclusively, sustainably, and cost-effectively. This will be achieved by addressing policy and market constraints identified under **AoW 1, Engage and Empower**, and **AoW 2, Pathways to Scale**, and leveraging key policy and market opportunities for amplification and investment in **AoW 4, Achieving Impact by Unlocking Finance and Partnerships**.

Ambition

Through strategic partnerships with policymakers, investors, research institutes, private-sector partners, CSOs, and national, regional, and international organizations and programs — including CGIAR’s Science Program on Policy Innovations and the Gender Equality and Inclusion and Capacity Sharing Accelerators — **AoW 3** will address barriers to scaling innovations by tackling policy, market, and societal constraints at different levels in agrifood systems ([Figure 7](#)). **(i) AoW 3** will enhance the productivity, sustainability, inclusivity, and cost-effectiveness of scaling processes, equipping stakeholders in the regional innovation and scaling hubs supported by **AoW 2** with essential tools and insights to implement more effective scaling strategies, thus contributing to all CGIAR Impact Areas.

AoW 3 will focus on innovation bundles and packages identified by **AoW 2** and specifically demanded by country and regional partners in **AoW 1** with enabling environment challenges to scaling. **AoW 3** will also **(ii)** assist agrifood system actors with technical assistance to co-create strategies, policies, institutional innovations, and investment plans that catalyze the adoption of specific innovation bundles. It will **(iii)** support agribusinesses and farmer cooperatives by enhancing business plans and market expansion strategies, improving risk management for deploying new innovations, and identifying economic incentives for farmers and SMEs. These efforts will collectively reduce transaction costs, boost transparency and accountability in governance, and expand client outreach as fundamental enabling environment prerequisites. They will also enhance community awareness and drive innovation use through demand-creation efforts, collective action, and improved extension systems.

Outcomes

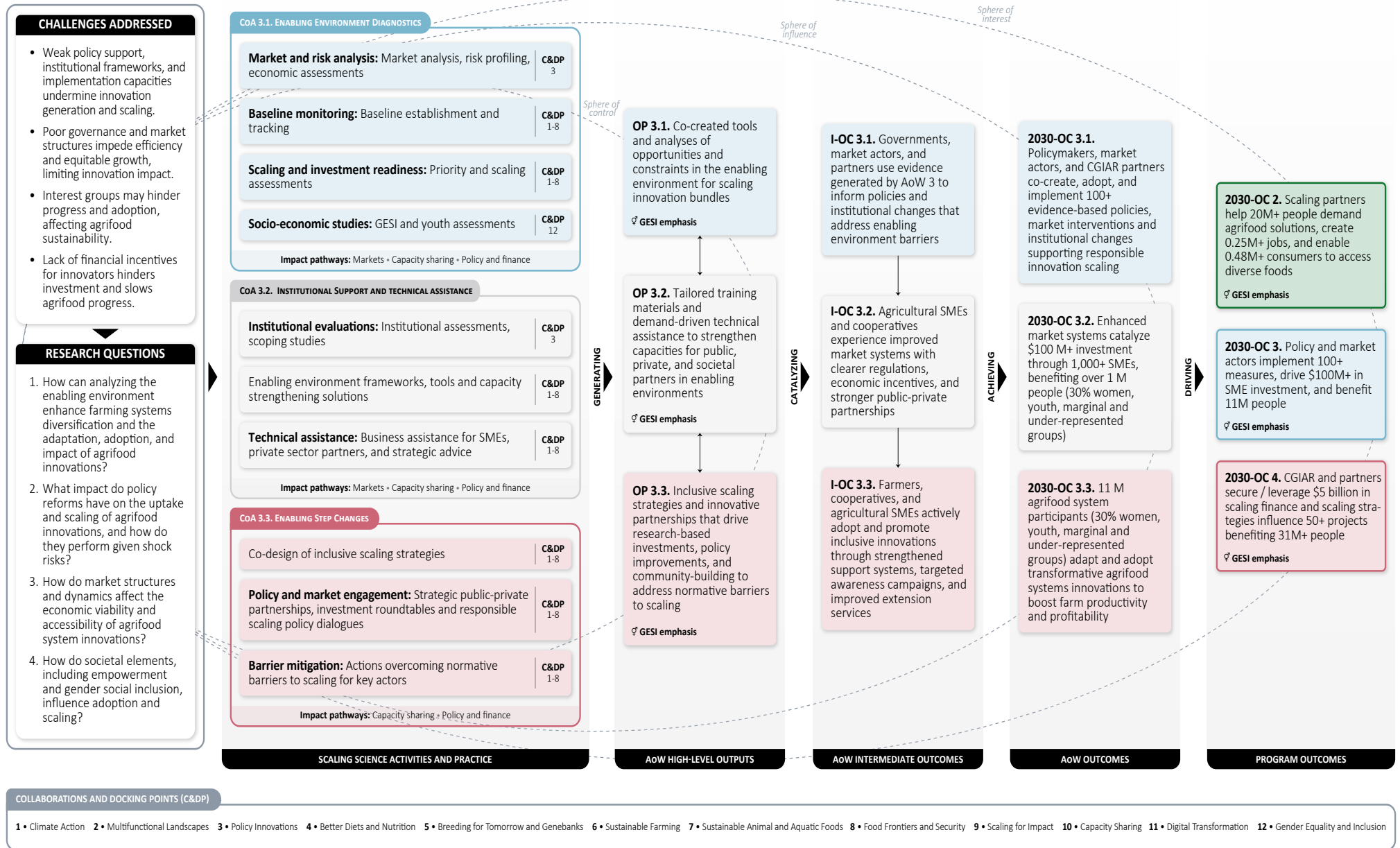
AoW 3 supports Program-level outcomes through three pathways: **(i)** the policies pathway strengthens governance systems for scaling innovations; **(ii)** the market pathway ensures economic viability through competitive markets and sustainable business models; and **(iii)** the societal pathway, using poverty and risk-reduction and life cycle approaches to gender equality and social inclusion

(GESI), addresses barriers for marginalized groups, builds innovation demand, and incorporates a “scaling deep” typology to enhance inclusive and sustainable innovation scaling, ensuring broader societal and cultural integration.

AoW 3 contributes to **Program Level Outcomes 2, 3, and 4**, with the first impact pathway supporting **AoW 3’s** first 2030 outcome (Appendix 11), in which policymakers, market actors, and CGIAR partners co-create, adopt, and/or implement more than 100 evidence-based policies, market interventions, and/or institutional changes supporting sustainable and responsible innovation scaling (**2030 OC 3.1**). This will be achieved through tailored technical assistance to governments, donors, and the private sector to stimulate business growth, expand markets, navigate regulatory barriers, and climate-proof investments (**I-OC 3.1**). Leveraging CGIAR’s long-established partnerships with governments, regional economic communities (RECs), SROs, NARES and other last-mile delivery partners, as well as Scaling for Impact and other Program/Accelerator scientists embedded within countries, **AoW 3** will co-create innovation bundle-specific strategies, policies, market, and institutional changes that improve business and policy environments. For example, it will support the institutionalization of agent-based national scaling mechanisms (e.g., [Agripreneurs](#) in Kenya, see Section 7).

Additionally, **AoW 3** will enhance market systems by catalyzing over \$100M in business and scaling investments through at least 1,000 agrifood-oriented SMEs, benefiting more than 1M people (30% of which are from marginalized groups) (**2030 OC 3.2**). This will stem from a more competitive and inclusive market environment through science-based technical assistance to business incubation and acceleration pathways evaluated in **AoW 2**, *Pathways to Scale*, as well as the provision of tools/innovations that help to derisk scaling investments. Partnering with the *Enabling Environment Lab*, SMEs and cooperatives will gain improved market access, clearer regulations, and knowledge to adapt, create demand for, and scale innovations (**I-OC 3.2**). Lastly, through strengthened support systems, mass media campaigns, inclusive extension services, and targeted awareness efforts (**I-OC 3.3**), **AoW 3** will help more than 11M agrifood system participants (30% of whom are from marginalized groups) adopt innovations that boost productivity and profitability while addressing cultural barriers for broader acceptance (**2030 OC 3.3**). It will also support enhancing leadership and decision-making roles in multiparter policy platforms.

Figure 6.3. AoW 3 Enabling Environment Lab ToC



Research questions / functions / services

AoW 3 will investigate how analyzing the enabling environment can improve agrifood innovation scaling impact. It asks: What policy reforms are needed to increase uptake and scaling? How do market structures influence the viability, accessibility, and affordability of agrifood innovations? How do societal factors like GESI, and its interaction with poverty and risk, impact adoption and empowerment? How can GESI-transformative change be accelerated through inclusive scaling methodologies?

AoW 3's three-pronged approach to support the sustainable scaling of FLW systems solutions will be organized in three interconnected yet context-specific clusters: enabling environment diagnostics (**CoA 3.1**), institutional support and technical assistance (**CoA 3.2**), and enabling environment step changes (**CoA 3.3**). These activities will be initiated after the demand for a specific innovation bundle has been signaled (**AoW 1**) and as a bundle and package is developed, tested, and deployed at scale in **AoW 2**. **AoW 3** will provide knowledge, technical support, and advisory services to ensure that innovation bundles are supported by suitable enabling environments, including the public sector, market, agribusiness, and society, that enhance intrinsic motivations for sustained solution adoption rather than relying solely on extrinsic incentives.

CGIAR's sources of comparative advantage in **AoW 3** come from its unique global and local expertise in the science-policy interface, decades of in-country presence, and collaboration with the private sector, leading to impactful, region-specific solutions. **AoW 3's** ability to achieve its high-level outputs will also be supported by experience in prior programs and bilateral projects, including the [Peace-and-Stability Accelerator](#), the [CGIAR Food Systems Accelerator](#), policy and market systems step changes achieved through CSISA and MasAgro, the [Agroecological Transitions Program](#), the [Water and Energy for Food Innovation Hub](#), the [AICCRA Zambia Acceleration Program](#), and [IFPRI's Country Programs](#).

CoA 3.1: Enabling Environment Diagnostics

The *Enabling Environment Diagnostics* cluster of activities (CoA 3.1) will focus on diagnostics directly related to innovations designed and collaboratively evaluated with other Programs in **AoW 2**. It will analyze relevant policies, strategies, markets, and institutions, and generate forward-looking projections, alternative scenario analyses, and scaling course corrections. Four interlinked activity sets, supported by innovation co-design in **AoW 2**, CoA 2.1, will produce actionable tools to evaluate opportunities and constraints in the enabling environment to better support the packaging of innovations (**OP 3.1**) across the three primary pathways. These include **(i)** policy, market, and economic risk and landscape analyses, using methods such as economic and financial cost-benefit analysis and policy environment assessment tools (Abate et al., 2023; Song et al., 2023; Mockshell et al., 2023). These establish the foundation for **(ii)** evaluations through surveys, structure-conduct performance assessments, and situational stock-taking, utilizing methods such as PESTEL and Problem Tree analysis to monitor progress and manage unintended scaling risks (Irani & Sharif, 2018). This will also support **(iii)** scaling, investment readiness, and enabling environment evaluations (Woltering et al., 2024; Minh et al., 2023; Sartas et al., 2020). Additionally, **(iv)** Gender Action Learning assessments, socioeconomic impact evaluations, process tracing (Giordano et al., 2024), methods like GenderUp (McGuire et al., 2024), and impact stories focused on GESI (Quisumbing et al., 2023; Ogutu et al., 2024) will help ensure policies and investments are socially inclusive and impactful.

CoA 3.2: Institutional Support and Technical Assistance

The *Institutional Support and Technical Assistance* cluster of activities (**CoA 3.2**) will aid national and regional partners to scale solutions by offering demand-driven technical support based on diagnostic assessments of innovation networks conducted in **CoA 2.1**. It will support institutional capacity development and generate training materials and modules on scaling, while providing targeted enabling environment technical assistance to public- and private-sector partners. These actions will enhance their institutional, analytical, and operational capacities for scaling (**OP 3.2**). **CoA 3.2** activities will target four areas linked to **AoW 5's CoA 5.4** on South-South scaling capacity sharing: **(i)** institutional assessments and scoping studies to identify scaling capacity gaps, e.g., using New Institutional Economics approaches (Kirsten et al., 2009; Meinzen-Dick & Nkonya, 2007), the Institutional Analysis and Development Framework (Ostrom et al., 1994), and political economy analyses (Little & Watts, 1994; Peluso & Lund, 2011; Bernstein & Oya, 2014; Hall et al., 2017; Scoones et al., 2018). These will be used in the **(ii)** development of enabling environment frameworks, tools, profiles, and methods to overcome capacity gaps using Capacity-focused Problem Tree analysis (Irani & Sharif, 2018), among other methods. Additionally, **CoA 3.2** will inform **(iii)** targeted technical assistance, providing evidence-based enabling environment support and mechanisms to de-risk scaling and business expansion investments by SMEs and private-sector partners. It will also provide strategic guidance to scaling actors using enabling environment analyses, including core business and impact analyses (Benni, 2024).

CoA 3.3: Enabling Systemic Step Changes

The Enabling Systemic Step Changes cluster of activities (**CoA 3.3**) will focus on creating transformative shifts in enabling environments that make them more inclusive and equitable (**OP 3.3**). It will feed insights to **AoW 4**, Achieving Impact, which works to amplify scaling for broader impact. In close collaboration with **CoA 2.2**, which works toward development of tailored scaling pathways, **CoA 3.3** will focus on **(i)** co-developing and implementing inclusive scaling strategies that address the unique enabling environment challenges faced by marginalized groups, ensuring they have equitable access to essential resources such as knowledge, finance, and market opportunities (McGuire et al., 2024; Enokenwa Baa & Nortje, 2023). It will **(ii)** foster strategic public-private partnerships and promote policy coherence across sectors by convening investment roundtable discussions, forums, and responsible scaling policy dialogues, creating a supportive framework that enhances the effectiveness of these inclusive strategies linked to the innovation and scaling hubs formed through **AoW 2**, **CoA 2**. **CoA 3.3** will then **(iii)** leverage the crucial role of NGOs, CBOs, and CSOs in scaling efforts and promoting behavioral changes that can benefit marginalized groups. Where possible, **CoA 3.3** will catalyze innovations in scaling, for example through responsible scaling ideation hackathons, to identify opportunities to overcome normative barriers to scaling affecting youth.

6.4. AoW 4: Achieving Impact by Unlocking Finance and Partnerships

Challenges

Considerable financial resources are needed to sustainably transform agrifood systems, with estimates ranging from \$265 billion annually to achieve Zero Hunger (World Bank, 2024) to \$1.8 trillion over the next decade when considering climate adaptation in agriculture (Lipper et al., 2021). Despite this, **(i)** a scaling challenge has been the limited integration of proven innovations by CGIAR

and its partners into large-scale development projects funded by institutions such as the World Bank, Asian Development Bank (ADB), African Development Bank (AfDB), and Inter-American Development Bank (IDB). Although CGIAR and scaling partners do collaborate with these institutions, they could expand and intensify to achieve greater scaling outcomes. Most crucially, the lack of comprehensive integration of CGIAR's innovations into IFI programming prevents wider leverage of solutions and opportunities to align with large-scale development programs and activities needed for agrifood systems transformation. Additionally, **(ii)** many scaling efforts overlook transformative financial mechanisms, such as impact investments, corporate social responsibility funds, and blended finance, which could support the acceleration of research innovations into impacts. This oversight results from insufficient scaling strategy use, causing **(iii)** misaligned stakeholder objectives and high transaction costs. These, in turn, impede successful partnerships and financial flows to the agrifood sector. In this context, CGIAR and its partners could benefit from consolidated, comprehensive scaling strategies. The Program's *Achieving Impact by Unlocking Finance and Partnerships* Area of Work (**AoW 4.**) will tackle these challenges by securing transformative financial resources and partnerships and by incorporating science-based innovations and scaling advisory services into large-scale investments at national and regional levels.

Ambition

AoW 4 is a new frontier for CGIAR. It will position CGIAR as a leading technical support partner for the more effective design and implementation of large-scale agricultural, food systems, and economic development projects implemented by governments with international financial assistance. It will **(i)** strengthen existing collaborations and build new ones with governments, IFIs, and value chain actors across agrifood systems to better support development programming. It will also **(ii)** leverage finance and scaling opportunities through private-sector investors and partnerships with large international NGOs and humanitarian organizations to channel scaling opportunities into impact. **AoW 4** will also **(iii)** support the entire CGIAR Portfolio in scaling innovations and using data and insights to co-create models suited to targeted investors and contexts. **AoW 4** will ensure that CGIAR and its innovation and scaling partners are central players supporting the design and implementation of from multilateral and governmental agricultural development programs.

Outcomes

AoW 4 will advance CGIAR's Impact Areas and progress toward 2030 targets, including poverty reduction, food and nutrition security, and enhanced productivity and climate resilience. It will contribute to 2030 **Program-level Outcomes 4 and 5** (Figure 8).

AoW 4 will support CGIAR in leveraging \$3BN in public finance and \$2BN billion in blended finance for scaling (**2030 OC 4.1**). The latter will include impact investments and, potentially, corporate social responsibility funds. Scaling partners will deploy innovation bundles and packages through projects and networks, helping 31M people, including farmers and agrifood actors (30% of whom are from marginalized groups), access, adapt, or adopt new solutions (**2030 OC 4.2**). Lastly, **AoW 4** will build a Scaling Strategy Support Team, which will support the use of scaling tools to improve strategies in more than 50 large-scale bilateral scaling projects (**2030 OC 4.3**). These outcomes (Appendix 12) will result from several intermediate outcomes (I-OCs) including IFIs, governments, and the private sector widely integrating CGIAR-partner innovations into their investment pipelines (**I-OC 4.1**), scaling partners forming coalitions with CGIAR's

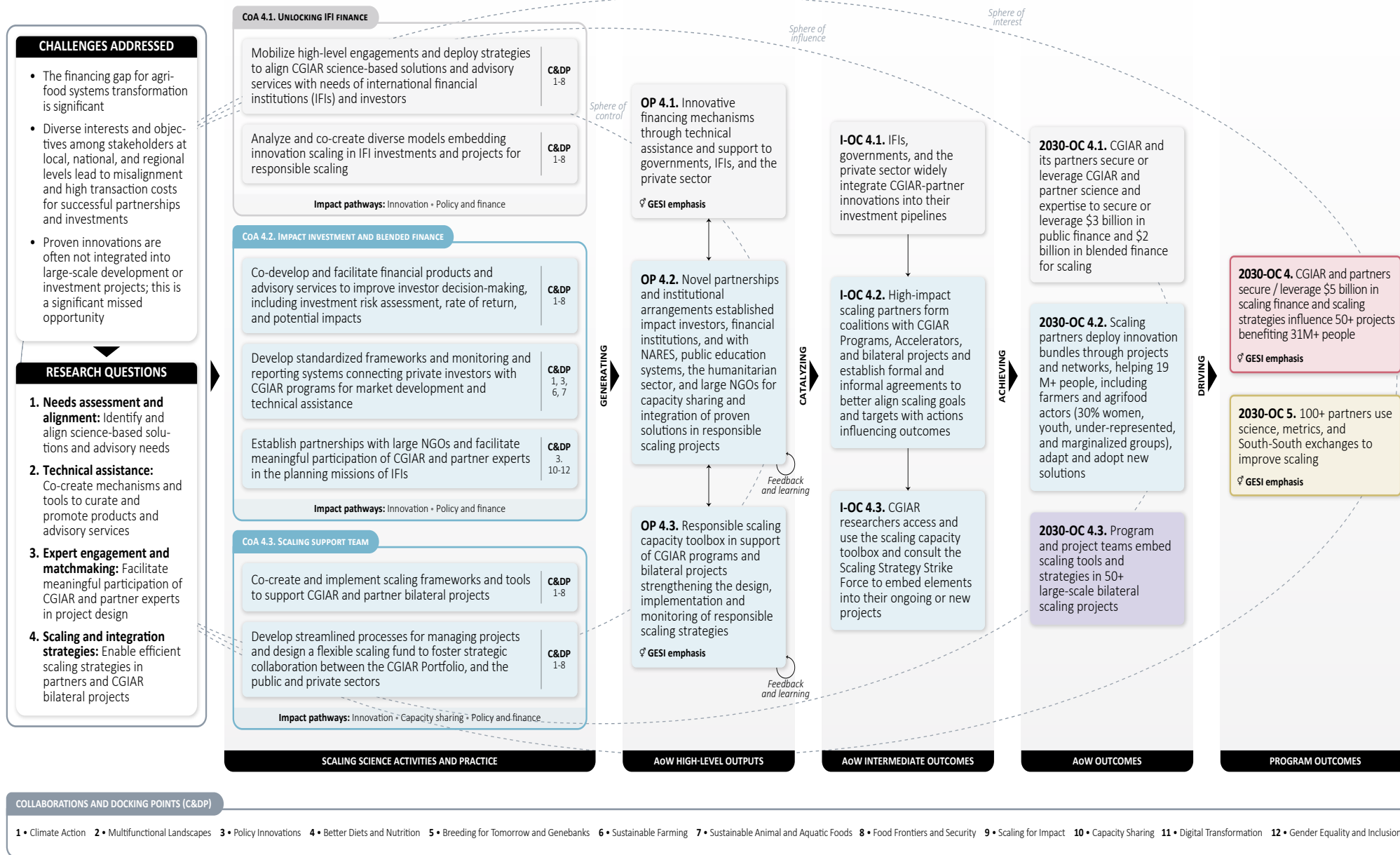
Portfolio and establishing agreements to better align scaling goals and actions (**IOC 4.2**), and CGIAR researchers using the responsible scaling capacity toolbox in consultation with the Scaling Strategy Support Team to enhance scaling strategies for projects and programs (**I-OC 4.3**).

Sources of **AoW 4's** comparative advantage in delivering **OP 4.1** to **OP 4.2** stems from its experience with multilateral banks and governmental projects and impact investment (e.g., via AICCRA, Assam Agribusiness and Rural Transformation Project [APART], ImpactSF, Regional Resilient Rice Value Chains Development Program [REWARD], and TAAT). Integration of the Scaling Strategy Support Team will amplify this advantage by offering specialized support to the bilateral projects of CGIAR and its partners, driving the delivery of **OP 4.3**.

Research questions / functions / services

AoW 4. will mobilize and co-create large-scale development financing from the public and private sectors, fostering partnerships to drive transformative scaling outcomes. It will identify science advisory needs and align evidence-based solutions with high Scaling Readiness scores for development institutions and investors. It will assess, manage, and report on scaling risks and impacts from CGIAR's Portfolio and partner networks. Mechanisms and tools will be developed to enhance investor decision-making, stimulate diverse investment forms, and accelerate entrepreneurial opportunities for responsible scaling. Additionally, as a strategic brokerage unit, **AoW 4** will enable CGIAR experts to participate in development project planning with governments and financial institutions and will facilitate matchmaking between scientific innovators and impact financiers. In collaboration with **AoW 3, AoW 4's** Scaling Strategy Team will co-create GESI-sensitive frameworks and tools to enable

Figure 6.4. AoW 4 Achieving Impact by Unlocking Finance and Partnerships ToC



efficient scaling strategies for bilateral projects, driving transformative outcomes for diverse groups of farmers and consumers. These functions will be organized in three interactive clusters of activities. **CoA 4.1** will focus on leveraging finance from IFIs by integrating CGIAR's solutions into large-scale agriculture and food systems projects led by governments with a strong political commitment. **CoA 4.2** will support and co-design blended finance from the private sector and impact investors, identifying high-impact innovations and co-developing investment vehicles. **CoA 4.3**, through the Scaling Strategy Support Team, will support the design and execution of scaling strategies for large bilateral projects, applying scaling science to address bottlenecks and ensure responsible scaling. Customized technical assistance will cater to the specific needs of different investors, aligning approaches with their mandates and incentives. **AoW 4** builds on, but is not limited to, CGIAR's experience with multi- and bilateral projects. **CoA 4.1** builds on AfDB's support to TAAT and REWARD and will vet and promote proven technologies to the public and private sectors. **CoA 4.1** will strengthen the TAAT program in Africa, and this model will be expanded to IFIs in Asia and Latin America, beginning with the [ADB's five-year scaling cooperation agreement with CGIAR](#), which commits to accelerating the use of agricultural innovations for the sustainable and inclusive development of Asia's agrifood systems. **CoA 4.2** will build on the work of ImpactSF, a key technical partner for sustainable finance actors, integrating science-based key performance indicators into investment decision-making. **CoA 4.3** will build on the work of CGIAR's IPSR team, providing crosscutting support on Scaling Readiness, strategies, and operationalizing scaling funds.

CoA 4.1: Unlocking IFI Finance for Agrifood Systems Solutions

Generating innovative financing mechanisms through technical assistance and support to governments, IFIs, and the private sector (**OP 4.1**), the *Unlocking IFI Finance for Agrifood Systems Solutions* cluster of activities (**CoA 4.1**) will link and prioritize CGIAR's proven and emerging innovations to farmers and agrifood value chain actors through substantial loans and grants to countries. It will analyze and co-create models for embedding innovation scaling that are appropriate for specific IFIs, countries, and agrifood systems contexts. This is crucial because different IFIs implement different policies and procedures for agricultural development. The World Bank, for example, emphasizes concessional loans and technical assistance for comprehensive agricultural transformation programs (World Bank, 2017), while the ADB and AfDB provide technical assistance, large-scale infrastructure, and regional agricultural development (AfDB, 2019; Naciri, 2018). In all cases, with strict but different risk assessment procedures, sustainability criteria and risk mitigation measures may be required. Given that GESI considerations may be overlooked in large multilateral projects, and that marginalized groups typically play significant roles in agriculture but face unique systemic and structural challenges (UNOPS, 2022), **CoA 4.1's** technical assistance will also focus on enhancing capacity in integrating social inclusion principles into the design and implementation of such projects where needed.

CoA 4.1 will **(i)** mobilize high-level engagements and deploy strategies to align CGIAR's science-based solutions and advisory services with the needs of governments, IFIs, and investors. Serving multiple regions, **CoA 4.1** will enhance existing collaborations and forge new ones with ADB, AfDB, the Development Bank of Latin America and the Caribbean (CAF), the Islamic Development Bank, and the World Bank. This effort will innovate and refine the TAAT Clearinghouse model of partnership with the AfDB,

which has included CGIAR solutions in loans totaling \$1.704BN, approved from July 2022 through December 2023, with these programs expected to enable 11.8M farmers to increase yields and incomes by using CGIAR innovations. **CoA 4.1** will also draw on learnings from AICCRA and APART, supported by the World Bank, and REWARD, supported by the AfDB. It will structure new collaborations with other IFIs, focusing on reducing transaction costs of engagement and curation of CGIAR-partner innovations into investment projects to improve partnership success. This cluster of activities will also **(ii)** assist governments in co-creating, implementing, and monitoring innovation scaling actions, targeting priority countries with a commitment to food systems transformation and strong enabling environments. It will also deepen partnerships with large NGOs and facilitate meaningful participation of CGIAR and partner experts in the planning missions of IFIs. In achieving these goals, **CoA 4.1** will also explore formalizing new partnerships, particularly with FAO's Investment Center, to achieve synergies in evidence-based technical assistance.

CoA 4.2: Impact Investment and Blended Finance to Catalyze Scaling

In collaboration with the private sector, catalytic capital providers, and impact investors, the *Impact Investment and Blended Finance to Catalyze Scaling* cluster of activities (**CoA 4.2**) will deliver evidence to support investors and corporate social responsibility funders in evaluating scalable agrifood system solutions. Leveraging established investment partnerships, **CoA 4.2** will attract new collaborators to co-design products and services aimed at transforming agrifood systems. Responding to the need for financial leverage in scaling (Cosgrove et al., 2023), it will forge new partnerships and institutional arrangements between private impact and corporate social responsibility investors, banks supporting blended finance, and entities such as NARES, public education systems, the humanitarian sector, and large NGOs developing their own and/or using CGIAR's innovations. This will enhance the integration and dissemination of proven solutions in scaling projects (**OP 4.2**). Specific activities will include **(i)** co-development and facilitation of financial products and advisory services to improve investor decision-making, including rate of return and risk assessment, and potential development impacts and **(ii)** creation of frameworks and monitoring systems to connect private investors with CGIAR Programs for market development and technical assistance.

CoA 4.2 is a dynamic and emerging area where CGIAR is gaining significant traction. It builds on ImpactSF, which has successfully operated in 16 countries since 2021. This model has mobilized \$150M of blended finance through its climate-smart food systems fund and is currently developing science-based analytical models with three major financial institutions to automate climate and environmental risk assessment in credit scoring for agricultural finance. **CoA 4.2** will collaborate closely with **AoW 2** and CGIAR's Programs and bilateral projects, where market-driven scaling pathways for agrifood system innovation bundles and packages are evaluated at scale across different regions and themes.

CoA 4.3: Scaling Strategy Support Team

The *Scaling Strategy Support Team* cluster of activities (**CoA 4.3**) will deliver tailored scaling strategies supporting high-impact actions and outcomes. **CoA 4.3** will establish a team with expertise from CGIAR, NARES, and other partners to enhance and optimize the implementation of large-scale bilateral projects. This novel Area of Work will build and/or increase scaling capacity within and beyond CGIAR by developing a toolbox of options to strengthen the design,

implementation, and monitoring of responsible scaling strategies in CGIAR's Programs and bilateral projects (**OP 4.3**). This effort will include identifying proven innovations and creating demand-driven, evidence-based, and tailored scaling strategies through collaboration with **AoW 1, 2, and 3**. It will offer feasibility studies, social inclusivity analysis and scaling guidance, risk assessments, and stakeholder consultations to refine project performance and ensure consistency and quality across CGIAR Programs.

CoA 4.3 will provide advice based on Scaling Readiness scores, and validated scaling pathways from **AoW 2** and evidence-based scaling policy from **AoW 3**. In doing so, **CoA 4.3** will **(i)** co-create and implement scaling frameworks and tools to support CGIAR and partners' bilateral projects. It will also **(ii)** develop streamlined processes for managing scaling projects and design a flexible **Scaling Fund**. Leveraging insights from piloting the Scaling Fund in the CGIAR Research Initiative on Diversification in East and Southern Africa, the Scaling for Impact Program will extend this approach to other regions. The Scaling Fund will be used to facilitate targeted collaboration between CGIAR's Portfolio and public- and private-sector partners, supporting both Program efforts and bilateral projects that may otherwise lack the resources to test new partnership mechanisms and scaling strategies. Scaling capacity development activities will be informed and coordinated with **AoW 5** and CGIAR's Capacity Sharing Accelerator.

6.5. AoW 5: Learning for Impact

Challenges

CGIAR's approach to scaling innovations has historically aimed at reaching tens of millions of resource-poor farmers with new agricultural solutions, often using technology-centered and linear transfer models. This primary focus has largely overlooked other desirable scaling outcomes, such as more contextual, socially inclusive, and sustainable scaling, or faster and more cost-effective scaling (McLean & Garagani, 2019; Beaudreault et al., 2024). To date, the adoption rates of many innovations are not high and adoption has generally remained specific to certain contexts, with sustainable impact often achieved only after many years (Woltering et al., 2019). Consequently, while CGIAR's impact has been demonstrably significant – particularly in genetic innovation, access to seed, and certain agronomic technologies (e.g., Fuglie and Encheverria, 2024) — processes of learning *about* and *for* impact in its several dimensions has not been fully exploited, limiting the ability of CGIAR and its partners to achieve the reach and depth required to transform food, land, and water systems in a climate crisis (Lynam et al., 2024).

This situation is driven by four major challenges: **(i)** Poor alignment of diverse (public/private/mixed) scaling approaches and simplistic “copy-paste” approaches have led to unsustainable and ineffective outcomes, sometimes with unintended negative consequences (Wigboldus et al., 2016). This has been partly a result of insufficient advancement of frontier scaling science to inform effective and responsible research-to-impact pathways (Schut et al., 2020). **(ii)** Learning fails to consider the full spectrum, impacts, and depth of scaling efforts for transforming agrifood systems and relies on sporadic evidence, using often loosely defined metrics and indicators. This is driven by a lack of use of rigorous, novel, and integrated monitoring, evaluation, and impact assessment approaches. **(iii)** An uncoordinated approach to scaling has led to suboptimal management of innovation and scaling investments. The lack of systematic approaches and interoperable systems for

managing innovation and scaling at the Portfolio level has reduced opportunities for synergies and learning across CGIAR Programs and with external partners (Hall et al., 2003; Schut et al., 2024). **(iv)** Limited investment in enhancing scaling capacity, coaching, culture, and community — particularly through South-South exchanges — weakens the connections among science, innovation, and scaling. These barriers reduce CGIAR's potential for impactful collaboration with NARES and other scaling science and practice partners in LMICs.

Ambition

The ambition of the *Learning for Impact* Area of work (**AoW 5**) is to foster systems thinking and a culture of diverse and continuous learning on scaling agrifood innovations. Learning — scientific, systematic, coordinated, and experiential to affect behavioral change — is the central theme across **AoW 5** and has four key ambitions. **(i)** This AoW will advance the frontiers of scaling science through learning-focused case studies and action research with other CGIAR Programs and partners which will deepen the scientific learning of how to design and implement effective research-to-impact pathways. **(ii)** **AoW 5** will develop and apply a holistic impact assessment approach to rigorously assess the diversity and depth in scaling outcomes, their tradeoffs, and (un)intended and (un)desirable consequences. This systematic learning approach includes feedback loops to refine, adapt, and improve scaling efforts. **(iii)** **AoW 5** will improve coordination and learning at innovation portfolio-level among CGIAR and its innovation, scaling, and demand partners and funders. This will be achieved by improving the functionality and interoperability of existing innovation portfolio management systems (e.g., CGIAR's Results Dashboard) for better demand-supply alignment and adaptive management of innovation and scaling investments. **(iv)** **AoW 5** will institutionalize experiential learning through South-South exchanges by investing in scaling capacity, community, and culture growth. **AoW 5** will ensure learnings are documented and widely shared to inform agricultural training curricula and practical action across CGIAR's regions, emphasizing the value of learning from failure. **AoW 5** has four dedicated clusters of activity that respond to these challenges and ambitions.

Outcomes

By 2030, *Learning for Impact* (**AoW 5**) and its partners will produce a range of outcomes (Appendix 13) at the Areas-of-Work level and across the entire Program, through CGIAR's three impact pathways. **(i)** Innovation will be used to advance the science of scaling and its applied evidence to enhance scaling effectiveness. **(ii)** Capacity sharing will be utilized to support South-South knowledge exchanges, expand scaling networks, and advance scaling science. **(iii)** Policies will be used to support partners in integrating evidence on innovation bundles into their national programs and projects.

CGIAR and its partners will build an integrative science-of-scaling agenda, and stakeholders will be encouraged to incorporate scaling science approaches into their innovation processes. Outcomes will include more than 100 external partners who will integrate scaling science into the design of innovation processes, governance frameworks, and scaling mechanisms. They will also adopt scaling metrics, utilize innovation portfolio management, and apply evidence-based insights for optimal and responsible scaling interventions (**2030 OC 5.1**). **AoW 5** will ensure that the projects and programs of more than 50 external partners use scaling metrics and innovation portfolio management to optimize effective and responsible scaling (**2030 OC 5.2**). Lastly, **AoW 5** will support the institutionalization of South-South scaling science

learning exchanges and will document efforts to learn from scaling failures across all CGIAR regions. This will increase the ability of more than 100 external partners to scale innovations optimally and responsibly (**2030 OC 5.3**). **AoW 5** outcomes will result from four intermediate outcomes, including increased application of scaling science by CGIAR and its partners (**I-OC 5.1**), improvements in impact assessment supporting scaling partners to implement better programs (**I-OC 5.2**), application of innovation portfolio management tools by CGIAR and its partners (**I-OC 5.3**), and enhanced scaling partner collaboration underpinned by capacity sharing (**I-OC 5.4**). These intermediate outcomes will be supported by four high-level outputs (Figure 9), leveraging the Program's sources of comparative advantage in integrating scaling science and practice (see Section 4) and its work in "catalyst" and "opportunity" countries (Section 3).

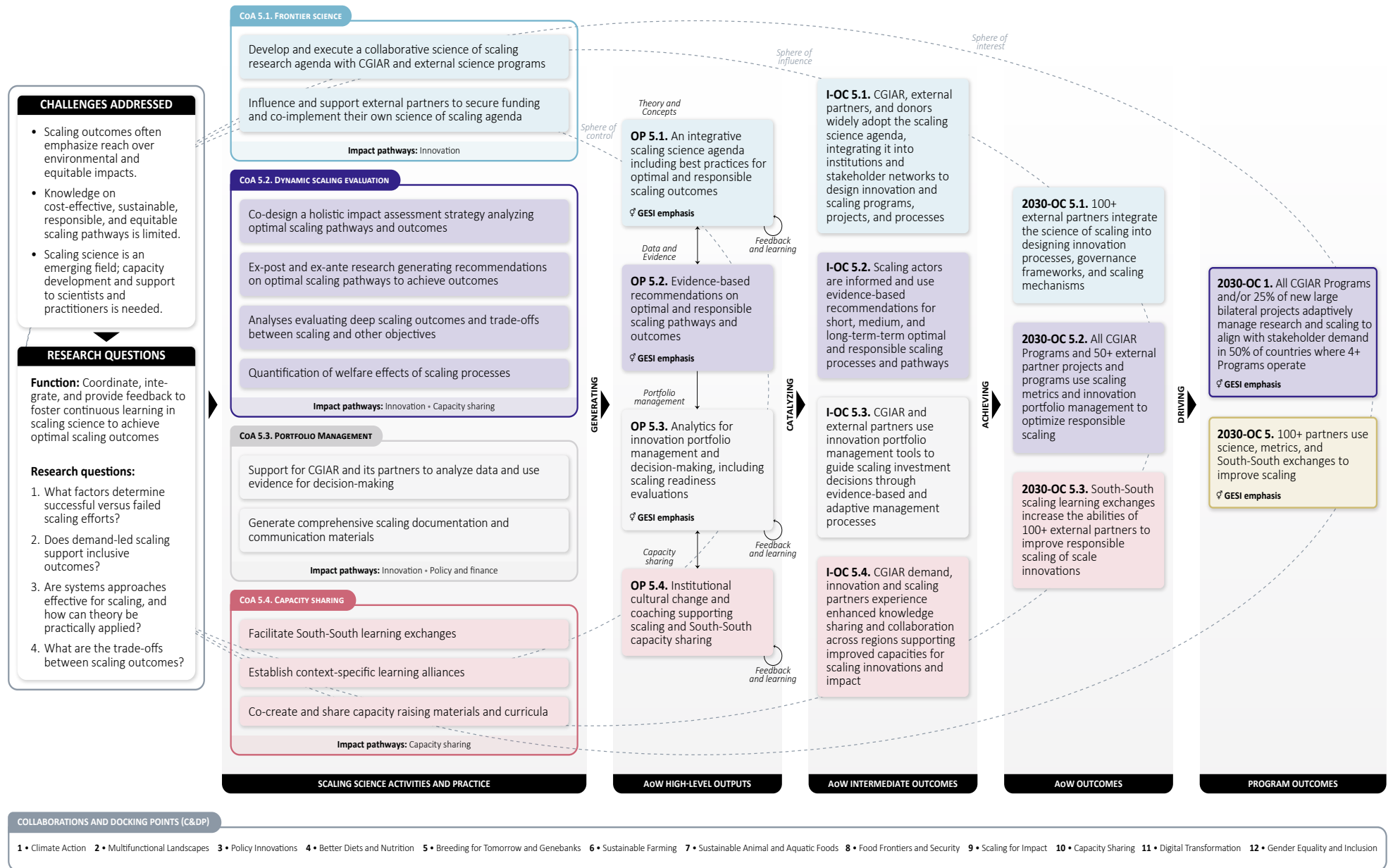
Research questions / functions / services

Learning for Impact (AoW 5) advances research in scaling science while supporting other areas of work, Science Programs, bilateral projects, and scaling partners. It asks: Are agrifood system scaling approaches effective for transformative outcomes, and how can theory be applied practically? What are the best practices for sustainable scaling, and what can be learned from scaling failures? Does demand-led scaling lead to more effective impact? Does it promote responsible and inclusive outcomes, and how does it align with other bottom-up and/or market-driven methods? Are impacts of successful scaling pilots generalizable in the context of much larger scaling efforts? What are the optimal pathways for engaging different stakeholders and how do these vary by geography and innovation type? What trade-offs exist between scaling outcomes and what are spillover and general equilibrium effects? How can institutional cultural change, coaching, and capacity exchange improve scaling efforts?

CoA 5.1: Scaling Science Frontiers

The *Scaling Science Frontiers* Cluster of Activities (**CoA 5.1**) will advance **OP 5.1** by driving the theoretical, conceptual, and methodological progress guiding next-generation innovation scaling for impact. This effort will build on the fundamental principles of systems research (Wigboldus & Brouwers, 2016; Wigboldus et al., 2016), on agricultural innovation systems (Douthwaite & Hoffecker, 2017; Klerkx & Begemann, 2020), and on responsible scaling science (McGuire et al., 2022), but with a strong focus on delivering actionable improvements to best practices in effective design, implementation, and management of research-to-impact pathways. CoA 5.1 will help advance an integrated scaling research agenda (Schut et al., 2020) across CGIAR and with external partners. Special focus will be given to learning from both successful and failed scaling efforts using comparative case study research and *ex-post* scaling pathway assessments (e.g., Low & Thiele, 2020). New frontiers such as artificial and collective intelligence will be explored to optimize demand-driven research-to-impact pathways. Strong collaborations will be built with CGIAR Programs, leading universities, and other external stakeholders (e.g., national universities, NARES, and development organizations) to bridge theory with practical scaling implementation. Partnerships with CGIAR's Gender Equality and Inclusion Accelerator will advance inclusive and responsible scaling science agendas. A new "Scaling Science Fund" will support student scholarships, collaborative case studies of the scaling efforts of CGIAR Programs, and advancements in scaling science methodologies.

Figure 6.5. AoW 5 Learning for Impact ToC



CoA 5.2: Dynamic Scaling Evaluation

The *Dynamic Scaling Evaluation* Cluster of Activities (CoA 5.2) will support **OP 5.2** by offering novel recommendations on effective scaling pathways and optimal outcomes. It will test a key assumption of CGIAR's scaling efforts: that scaling yields diversified and profound outcomes beyond reaching beneficiaries. This will involve a new conceptual framework for CGIAR. Diversified outcomes include scaling to a large population, ensuring equitable inclusion of marginalized groups, avoiding environmental damage, and achieving greater efficiency than other scaling pathways. Deep scaling, conversely, measures the depth of impact achieved, such as the extent to which malnutrition is reduced, women are empowered, or environmental externalities are mitigated (McLean & Garagani, 2019). **CoA 5.2** will guide CGIAR Programs in designing impact assessments from a scaling perspective. Analyzing trade-offs and unintended consequences, particularly in achieving extensive impact (i.e., reaching millions of beneficiaries) will be crucial. The framework advanced by **CoA 5.2** will support MELIA functions of the Program (see Section 9) and **(i)** guide a coordinated and holistic impact assessment strategy needed to experimentally test assumptions and to quantify the trade-offs across many locations, farming systems, scaling pathways, and outcomes, reflecting CGIAR's diverse Portfolio. **CoA 5.2** will **(ii)** build on established impact assessment approaches while developing new impact assessment methodologies for less-addressed yet critical agrifood system components, including *ex post* and *ex ante* analyses. This coordinated and holistic impact assessment strategy will enable additional meta-analyses to provide evidence on **(iii)** how different scaling pathways impact scaling outcomes and will identify patterns of generalizability, such as trade-offs and (un)intended consequences. Close collaboration will be built with the other CGIAR Programs, particularly with the Breeding for Tomorrow and Genebanks Program, where a complementary approach will be implemented.

Another emerging area will be (iv) evaluating scaling outcomes "at scale" on economic and welfare objectives (including job creation for marginalized groups) by assessing the impacts of increased adoption rates on beneficiaries *and* non-beneficiaries (i.e., spillovers and increased spending on quality food items, e.g. Egger et al., 2022). Large scaling investments, particularly those envisioned in **AoW 4**, will be used as study examples where possible. Rigorous micro-level scaling outcome evidence, such as changes in productivity, consumption, and incomes from the Integrated Agrifood Systems Assessments of **AoW 1**, will support general equilibrium modeling exercises to examine sectoral, national, or global economic welfare effects with CGIAR's Policy Innovations Program. Deep dives into scaling processes (linked to **AoW 2**), incentive mechanisms, and the political economy of scaling (from **AoW 3**) will complement efforts. Strong alignment will be built with SPIA's research agenda, with collaboration and technical support sought as needed.

CoA 5.3: Innovation Portfolio Management

Innovation portfolio management is an essential part of CGIAR's global effectiveness (Schut et al., 2024). The *Innovation Portfolio Management* cluster of work (CoA 5.3) will build on premises of evidence-based decision-making and forecasting scaling outcomes and will offer suggestions for optimizing resource allocations, which CGIAR has been at the forefront of in the public sector (Kohl, 2024). CoA 5.3. will collaborate closely with the CGIAR Portfolio Performance Unit (PPU), which has been pivotal in mainstreaming innovation portfolio management within CGIAR (Schut et al., 2024). Linked to **AoW 1**, this work will be expanded under the Scaling for

Impact Program to match innovations and other types of solutions produced by CGIAR and partners (the current focus of PPU) with the challenges and needs articulated by farmers, governments, and other groups of clients. This matchmaking prioritization provides an important pre-condition to decide which scaling-ready solutions will be bundled, packaged, and optimized under **AoW 2**. It will also offer data and analytics on which policy, market, and other enabling environment conditions are key bottlenecks for achieving impact at scale, which can support activities under **AoW 3**. This systematic and scientific approach to innovation portfolio management will produce comprehensive documentation and communication materials to disseminate scaling insights and to support continuous learning. Leveraging these efforts and collaborating with **AoW 4** and CGIAR's Digital Transformation Accelerator, CoA 5.3 will work with IFIs, governments, and key players like FAO in developing interoperable and open data systems for sector-wide innovation scaling management and learning.

CoA 5.4: South-South Scaling Exchange and Learning

The *South-South Scaling Exchange and Learning* cluster of activities (CoA 5.4) will institutionalize South-South scaling science and practice exchanges with stakeholders, including NARES, IDOs, private firms, and research institutes in low- and middle-income countries. It will mobilize various learning formats, such as coaching, collaborative platforms, context-specific learning alliances, capacity sharing through training and curriculum development, (virtual reality) study tours, and residential scaling activity exchanges on both success and failure. It will build on existing innovation and scaling capacity, community, and culture growth investments, such as the innovation and scaling *e-learning course*, the CGIAR annual Week of Scaling (Dror et al., 2024), and the *CGIAR Scaling Community*, and facilitate institutional culture change to support scaling and systems thinking approaches. CoA 5.4 will leverage existing post-graduate students and create space for new M.Sc. and PhD scaling science students from LMICs to participate in large bilateral scaling projects and programs (e.g., AICCRA and TAAT). CoA 5.4 will also work with vocational training and education centers and universities in LMICs to co-create or improve innovation systems and scaling education curricula to shape the thinking of the next generation of scaling scientists and experts. CoA 5.4 will also coordinate capacity sharing across the Program's areas of work as well as with other Science Programs, bilateral projects, and the Capacity Sharing Accelerator (see Section 10).

7. Country integration

7.1. Example of integration in a country or set of countries

Recommendations for CGIAR to focus solely on research and to suspend scaling activities (McIntire & Dobermann, 2023) are challenged by CGIAR stakeholder feedback obtained in Listening Sessions held in 27 countries in early 2024, which emphasized the need to align research with scaling. The *Scaling for Impact* Program has been designed with input from 211 non-CGIAR participants across 69 organizations and 8 donor agencies. This design input was collected from 58 organizations in Africa, 54 in Latin America, and 48 in Asia, as well as from more than 50 participants at the *Forum for Agricultural Research in Africa (FARA)* conference in July 2024, and from a private sector roundtable at the *Africa Food Systems Summit* in September 2024. This preliminary input will shape consultations during the Program's Inception Phase and throughout its implementation, following the Program's *Engage and Empower* processes.

Based on preliminary prioritization exercises (Section 3), Scaling for Impact will target “catalyst” and promising “opportunity” countries, where research and scaling efforts will be coordinated with bilateral projects to enhance outcomes (Section 14). Kenya (where the RIIs have established 31 active partnerships) and Bangladesh (with 69 partnerships) are examples of “catalyst” countries where Scaling for Impact will operate. Using a scaling hub-and-spoke model, the Program will extend aligned activities to neighboring countries with similar farming, agrifood, and cultural systems, including Ethiopia, Rwanda, Tanzania, and Uganda in East Africa, and India and Nepal in South Asia. Globally, the Program will leverage regional innovation hubs engaged with 1,474 partners to support CGIAR’s transition to a far more demand-responsive and agile scaling science organization.

Kenya: Kenya’s agrifood system operates within a decentralized framework, with agriculture managed by county governments and agricultural policy overseen by the national government. The private sector plays a pivotal role in scaling innovations, offering inputs and services to smallholder farmers and supporting value chain development. Moreover, international partners contribute around 90% of the public agricultural investment budget, greatly influencing resource allocation (Breisinger et al., 2023). Scaling for Impact will work with Kenya’s diverse set of stakeholders, including private firms, farmer cooperatives, NGOs, and government agencies. The Program will collaborate with the [Agriculture Sector Network](#) and the [Kenya Private Sector Alliance](#) to scale 50 key innovations aligning with **2030 Program Outcomes 1–2** and will establish 20 new public-private partnerships and develop supportive policy frameworks (**2030 Program Outcome 3**).

Scaling for Impact will build on existing CGIAR Initiatives in Kenya, particularly Ukama Ustawi, Climate Resilience, and NPS, as well as bilateral projects such as AICCRA. It will align with national and regional policies, especially with Kenya’s [Bottom-Up Economic Plan \(BETA\)](#), the country’s national development strategy. Three of BETA’s pillars are directly relevant to CGIAR and the Program and align closely with [Kenya’s Vision 2030, Agricultural Sector Transformation and Growth Strategy \(2019–2029\)](#), [Kenya’s Pathway to Sustainable Food Systems, National Climate Change Action Plan \(2023–2027\)](#), and other key policy frameworks such as [Kenya Climate-Smart Agriculture Strategy \(2017–2026\)](#) and [National Adaptation Plan \(2015–2030\)](#).

Scaling for Impact will support the Kenyan government’s “agripreneur model” and engage other Programs to leverage this approach. This flagship scaling mechanism trains rural agents to deliver extension services and bundled agricultural services to farmers and addresses all five areas of work of the Program. Both NPS and Ukama Ustawi have played a significant role in providing evidence and technical support to design and implement this model.

Building on NPS and Ukama Ustawi activities, **AoW 3, *Enabling Environment***, will analyze the enabling environment for scaling innovations through Kenya’s agripreneur model. Analytics will address key challenges in last-mile delivery and provide policy, market, and institutional recommendations. This approach is expected to unlock additional financing and partners (**AoW 4, *Achieving Impact***) interested in adopting similar models. Scaling for Impact will also explore the demand for such models in other countries (**AoW 1, *Engage and Empower***) and work with scaling partners to test and scale these models (**AoW 2, *Pathways to Scale***). A proposed evaluation with buy-in from the World Bank, the Kenyan government, and the Bill & Melinda Gates Foundation will assess

integrating digital technologies into [Kenya’s National Agricultural Value Chain Development Project \(AoW 5, *Learning for Impact*\)](#).

Moving forward, CGIAR will strengthen collaboration with Kenya’s local universities, research institutions, and NGOs, adapting and scaling innovations more effectively from inception (**I-OC 2.1–2.4; 3.1–3.3**). A coordinated mechanism for engagement with the government, building on existing partnerships such as with the Development Partner Group for Agriculture and Rural Development, will help ensure program priorities reflect Kenyan needs (**I-OC 1.1–1.3**). CGIAR’s country convenor will continue to support demand signaling from the government, particularly in sectors like seeds, where targeted efforts under the government’s [Food Systems Resilience Program](#) and TAAT are set to expand under **AoW 4 (I-OC 4.2–4.3)**.

Bangladesh: Despite the August 2024 revolution in Bangladesh and the installation of an interim government, preliminary evidence suggests that the country will likely remain a key focus for international development assistance. Scaling for Impact builds on a strong foundation in Bangladesh, where CGIAR Centers have been active since the early 1980s. Two RIIs established in the 2022-24 CGIAR Portfolio — TAFSSA and AMD — operate in 13 districts in northwestern and coastal Bangladesh, areas prioritized for CGIAR’s Impact Areas. These programs align with key national policies and priorities, including the [National Agricultural Policy](#), [National Agriculture Mechanization](#), [National Food and Nutrition Security](#) policies, the [Bangladesh Delta Plan 2100](#), and the [National Adaptation Programme of Action](#).

With Bangladesh’s Country Investment and Five-Year plans, which guide economic development and CGIAR’s activities, ending in 2025, significant changes may occur due to the recent governmental shifts. Initial data indicate that CGIAR’s full 2025-30 Portfolio will operate in Bangladesh, notwithstanding these governmental transitions. By leveraging the extensive in-country expertise of Program scientists — most of whom are citizens of Bangladesh or have more than a decade of residential experience and strong networks in the country — Scaling for Impact will help CGIAR navigate the evolving political landscape and build new partnerships across its Portfolio. The Program will use multistakeholder platforms and learning alliances from TAFSSA and AMD, which will be integrated into **AoW 1, *Engage and Empower***, to signal stakeholder demand and facilitate adaptive Portfolio management. Bangladesh also hosts a multi-ministerial CGIAR Advisory Committee (CAC), chaired by the Minister of Agriculture and attended by NARES directors general. Active during the 2022–24 CGIAR Portfolio, the CAC meets biennially to align CGIAR activities with national priorities. Scaling for Impact will support this mechanism, particularly through **AoW 1** and **AoW 3, *Enabling Environment Lab***, for policy alignment and Portfolio scaling coherence. Planning for the next CAC meeting, led by CGIAR’s Country Convenor, is under way and expected in the fourth quarter of 2024.

Building on CGIAR’s 2022–24 Portfolio and established partnerships in Bangladesh, Scaling for Impact will achieve outcomes of its **AoW 1, AoW 2, and AoW 3** by 2027. **AoW 1, *Engage and Empower***, will focus on cross-Program coordination, stakeholder demand, and adaptive management to meet I-OCs 1.1–1.4 and 2030 Program Outcome 1. TAFSSA and AMD will emphasize scaling pathways and enhancing the enabling environment, supporting I-OCs 2.1–2.4 and 2030 Program Outcome 2. Despite **AoW 4, *Achieving Impact***, and **AoW 5, *Learning for Impact***, being newer

areas of work, TAFSSA led efforts to integrate CGIAR’s solutions into the \$543M [World Bank and IFAD PARTNER program](#), led by the Bangladesh Ministry of Agriculture until 2028. This Program provides key scaling opportunities, supporting I-OC 4.1 and I-OC 4.2 and contributing to 2030 Program Output 3. This Program’s activities will also support **AoW 5** by partnering with the [SAARC Agriculture Center](#) to advancing 2030 Program Outcome 5 supporting scaling capacity sharing.

7.2. Overview of selected work in top 17 countries

Table 1 provides a selected overview of Scaling for Impact’s regions, 17 “catalyst” countries, districts, and farming systems for each Area of Work and its partnerships.

8. Boundaries and linkages with other components of the Portfolio

8.1. Boundaries with other components of the Portfolio

The Scaling for Impact Program uniquely integrates research and scaling activities across CGIAR’s Portfolio, serving as a central integrator. It is “innovation agnostic,” adapting flexibly to emerging needs for scaling technology bundles, social processes, policies, and tools developed by CGIAR and its partners. The Program’s design encourages collaboration with all other CGIAR Programs and Accelerators, as illustrated in its TOC. Collaboration will be driven by strategies that improve value addition and cost-effectiveness for other Programs. Scaling for Impact will provide technical and

scaling fund support, governed by clear principles of cross-Program collaboration (see Sections 4 and 13). It will also develop tools and resources, such as a scaling capacity toolbox and streamlined processes for managing scaling projects. Scaling for Impact will also integrate CGIAR Country Conveners and strategically place team members within other Programs and Accelerators to enhance coordination opportunities and synergies. It will bridge CGIAR’s Programs and PPU, supporting shared activities in innovation portfolio management (**AoW 1**, **AoW 2**, and **AoW 5**). Work under CGIAR’s [Private Partnerships for Impact](#) and the [Accelerate for Impact Platform](#) will be linked to AOW 4 (particularly **CoA 4.2** on blended impact investment). **AoW 5** and its work on dynamic scaling evaluation will coordinate with CGIAR’s Standing Panel on Impact Assessment (SPIA). Scaling for Impact will enhance CGIAR’s responsiveness to stakeholder demand, which is crucial for scaling (Woltering et al., 2024), and will prioritize high-impact demand-led research and scaling (**AoW 1**, Engage and Empower). The Program will aid in Portfolio-wide adaptive management, seizing opportunities, and avoiding pitfalls, while supporting Science Programs in designing, testing, and packaging innovation bundles, developing delivery strategies, and evaluating transformative potential (**AoW 2**, Pathways to Scale, and **AoW 5**, Learning for Impact). The Program will also align business acceleration services with scaling funds offered to other CGIAR Programs and business partners to boost scaling opportunities (**AoW 2**, **AoW 4**, Achieving Impact, and **AoW 5**). It will address adjustments in the scaling enabling environment (**AoW 3**, Enabling Environment Lab) and integrate innovation bundles into large-scale IFI investments, government programs, and impact investment portfolios, leveraging the private sector and major (I)NGOs (**AoW 4**). **AoW 5** will advance scaling science, enhance innovation portfolio management, and support impact assessment across CGIAR Programs.

Table 1. Overview of selected work in Scaling for Impact’s 17 catalyst countries (see Section 3 for further details on the Program’s preliminary prioritization process).

Region ^a	Countries	District(s)	Farming System(s) targeted	Areas of Work	Anticipated Program and Accelerator collaboration
SA	Bangladesh	Dinajpur, Rangpur, Rajshahi, Chapai Nawabganj, Shatkhira, Khulna, Bagerhat, Pirojpur, Borguna, Patuakhali, Bhola, Barisal, Jhalokhati	(i) Intensively or partially irrigated rice-based systems, livestock, increasing aquaculture in the east, generally flat topography. (ii) Rainfed rice-fallow systems (largely, but not entirely coastal), livestock + fish, riverine or semi-hilly riverine systems.	1–5	Breeding for Tomorrow, Sustainable Farming, Sustainable Animal and Aquatic Foods, Better Diets and Nutrition, Climate Action, Policy Innovations, GESI Accelerator
SEA	Cambodia	5 southern provinces (Prey Veng, Svay Rieng, Takeo, Kandal, Kampong Thom) adjacent provinces	Rice-based & mixed farming systems.	1–3	Climate Action, Multifunctional Landscapes, Policy Innovations, Better Diets and Nutrition, Sustainable Animal and Aquatic Foods,
LAC	Colombia	Caribe Humedo (Cordoba, Sucre, Bolívar), Andean Region, Cauca	(i) Rice, caupi beans, maize, plantain, sweet potato. (ii) Beans, maize, agroforestry systems, coffee, cassava. (iii) Tropical farming systems.	1–5	Climate Action, Multifunctional Landscapes, Sustainable Farming, Policy Innovations, Breeding for Tomorrow, Sustainable Farming, GeneBank
WCA	DR Congo	Bukavu, Goma, Kabale, Mulungu, Uvira Territory	Rice-based system and mixed farming system, cassava-based system	1–5	Breeding for Tomorrow, Sustainable Farming, Climate Action, GESI Accelerator, Digital Transformation Accelerator
CWANA	Egypt	Nile Delta, El Minia, Fayoum, Assiut	Wheat-based & mixed farming systems.	1–5	Breeding for Tomorrow, Climate Action, Sustainable Farming, Digital Transformation Accelerator, Shared Capacity, Policy Innovations, Better Diets and Nutrition
ESA	Ethiopia	Hawasa-zuria (Sidam region), South Sodo (central region), Adami_Tulu (Oromia region), Meskan (central region), Amhara region (for the work with Pula & ATA)	Mixed crop-livestock systems, teff, legumes, horticulture & maize, livestock & maize mixed, agropastoral (teff, wheat, barley, legumes/pulses in Amhara).	1–5	Breeding for Tomorrow, Sustainable Farming, Sustainable Animal and Aquatic Foods, Climate Action, Policy Innovations, GESI Accelerator, Digital Transformation Accelerator, Sustainable Farming, Food Frontiers and Security
LAC	Guatemala	Eastern plains & dry corridor (Chiquimula, Zacapa, El Progreso, Baja Verapaz, Izabal). Western highlands (Huehuetenango, Quetzaltenango, Totonicapán, Quiché). South coast (Escuintla, Chimaltenango, Jutiapa, Santa Rosa)	(i) Milpa (bean-maize farming systems) & coffee, livestock (cattle). (ii) Milpa (beans-maize farming systems) & coffee, vegetables. (iii) Cash crops (sugarcane, oil palm), milpa (beans-maize farming systems), livestock (dairy). (iv) Mixed farming systems.	1–5	Climate Action, Multifunctional Landscapes, Food Frontiers and Security, Sustainable Farming, Breeding for Tomorrow, Better Diets and Nutrition
SA	India	Bihar, Odisha, Asam, Maharashtra, West Bengal	(i) Intensively or partially irrigated rice-based systems, livestock, increasing aquaculture in the east, generally flat topography. (ii) Rainfed mixed farming systems with livestock. (iii) Rainfed rice-fallow systems (largely, but not entirely coastal), livestock + fish, riverine or semi-hilly riverine systems.	1–5	Breeding for Tomorrow, Sustainable Farming, Sustainable Animal and Aquatic Foods, Multifunctional Landscapes, Better Diets and Nutrition, Climate Action, Policy Innovations, GESI Accelerator

Region ^a	Countries	District(s)	Farming System(s) targeted	Areas of Work	Anticipated Program and Accelerator collaboration
WCA	Côte d'Ivoire	Korhogo, Ferkessédougou, Hambol, Gkeke, Guiglo, Man, Gagnoa	Rice-, cassava- & maize-based systems.	1–5	Breeding for Tomorrow, Sustainable Farming, Climate Action, GESI Accelerator, Digital Transformation Accelerator
ESA	Kenya	Embu, Makueni, Nakuru, Nairobi	Maize mixed as a priority, agropastoral systems as a secondary priority.	1–5	Breeding for Tomorrow, Sustainable Farming, Sustainable Animal and Aquatic Foods, Climate Action, Policy Innovations, GESI Accelerator, Digital Transformation Accelerator, Sustainable Farming, Food Frontiers and Security, Better Diets and Nutrition
LAC	Mexico	Southern Mexico (Chiapas)	Mixed maize systems.	2, 3	Sustainable Farming, Breeding for Tomorrow
CWANA	Morocco	Rabat, Souss-Massa	Wheat-based & mixed farming systems.	1–5	Breeding for Tomorrow, Climate Action, Sustainable Farming, Digital Transformation Accelerator, Genebanks, Shared Capacity Accelerator, GESI Accelerator
SA	Nepal	Karnali, Sudurpashchim, Lumbini	(i) Intensively or partially irrigated rice-based systems, livestock, increasing aquaculture in the east, generally flat topography. (ii) Rainfed mixed farming systems (not always rice-based, often with alternative cereals & integration of pulses) with livestock.	1–5	Breeding for Tomorrow, Sustainable Farming, Sustainable Animal and Aquatic Foods, Better Diets and Nutrition, Climate Action, Policy Innovations, GESI Accelerator
WCA	Nigeria	Nassarawa, Benue, Kano, Jigawa, Ondo, Kwara, Niger	Rice-, cassava-, maize & yam-based systems.	1–5	Breeding for Tomorrow, Sustainable Farming, Climate Action, GESI Accelerator, Digital Transformation Accelerator
CWANA	Uzbekistan	Kashkadaria	Wheat-based & mixed farming systems.	1–3	Breeding for Tomorrow, Climate Action, Sustainable Farming
SEA	Vietnam	13 provinces of southern Vietnam (An Giang, Bac Lieu, Ben Tre, Ca Mau, Can Tho, Dong Thap, Hau Giang, Kien Giang, Long An, Soc Trang, Tien Giang, Tra Vinh, Vinh Long); northeast region; central highlands	Rice-based, mixed farming, & cash/tree crop systems.	1–5	Climate Action, Multifunctional Landscapes, Policy Innovations, Better Diets and Nutrition, Sustainable Animal and Aquatic Foods, ASEAN-CGIAR Innovate for Food Regional Program
ESA	Zambia	Mazabuka, Monze, Sinda, Chipangali, Lundazi	Maize-mixed-livestock systems.	1–5	Breeding for Tomorrow, Sustainable Farming, Sustainable Animal and Aquatic Foods, Climate Action, Policy Innovations, GESI Accelerator, Digital Transformation Accelerator, Sustainable Farming, Food Frontiers and Security, Better Diets & Nutrition

^a CWANA stands for Central and West Asia and North Africa. ESA stands for East and Southern Africa. LAC stands for Latin America and the Caribbean. SA and SEA stand for South Asia and Southeast Asia, respectively. WCA stands for West and Central Africa.

8.2. Linkages across the Portfolio

Scaling for Impact will support all of CGIAR's Programs and Accelerators to achieve the [Impact Area 2030 targets](#). In prioritized countries in which at least four Programs are expected to work,

Portfolio links are found in Table 2. These co-delivered activities/innovation bundles will be spelled out in much more detail in the Inception Phase, once it is clearer what the other Programs will be scaling and how.

Table 2. Examples of *Scaling for Impact's* collaboration objectives and potential Area of Work (AoW) synergies, mechanisms, clusters of activities (CoAs), and established links from CGIAR's 2022–24 Portfolio.

Program or Accelerator	Collaboration objective & relevant AoW from partnering Programs	Collaboration mechanisms	Key Scaling Program CoAs	Established links from CGIAR's 2022–2024 Portfolio
Breeding for Tomorrow and Genebanks	Innovation bundle co-design seed systems scaling strategy support, partner matchmaking (AoW Deliver)	Aligned AoW, shared activities, value addition	1.1–1.3, 2.2–2.4, 3.1–3.3, 4.1–4.3, 5.2–5.3	Scaling Program co-designed with Seed Equal Initiative
Sustainable Farming	Co-design & evaluate scaling pathways for farming systems innovations, support investments, policies, & multistakeholder networks (All AoW, particularly AoW 7)	Shared activities, bilateral projects, value addition	1.1–1.3, 2.2–2.4, 3.1–3.3, 4.1–4.3, 5.1–5.3	Strong RII, Excellence in Agronomy & Mixed Farming Systems Initiatives' integration
Sustainable Animal and Aquatic Foods	Co-design & evaluate scaling pathways for innovation bundles & digital tools, scaling strategy support (AoW 1 & AoW 4)	Shared activities, bilateral projects, value addition	1.1–1.3, 2.2–2.4, 3.1 & 3.2, 4.1–4.3, 5.1–5.3	Builds on RII integration, particularly <i>Ukama Ustawi</i> & AMD RIIs
Multifunctional Landscapes	Following co-bundling of innovations and their scaling pathway evaluation, enable environment enhancement & learning to support science-based landscape transitions (AoW 2 & AoW 3)	Aligned AoW, shared activities, value addition	1.1–1.3, 2.2–2.4, 3.1–3.3, 4.3, 5.1	Agribusiness accelerators with Agroecology Initiative & RIIs, scaling–environment trade-off assessments
Better Diets and Nutrition	Integrate agrifood scaling needs assessments, multistakeholder dietary diversity delivery platforms (D4N), evaluate value-chain & policy scaling pathways (AoW 1, AoW 2, AoW 4, AoW 5)	Shared intermediate outputs, activities, strong AoW alignment	1.1–1.3, 2.2–2.4, 3.1–3.3, 4.1, 4.3, 5.2	Well-established & strong collaboration through RIIs' work on food systems & diets, particularly TAFSSA
Climate Action	Co-design & evaluate climate innovations & pathways; support IFI climate investments; co-design low-emissions scaling strategies (all AoW)	Shared intermediate outputs, value addition supporting scaling strategies & actions	1.1–1.3, 2.2–2.4, 3.1–3.3, 4.1–4.3, 5.2–5.3	Climate finance, insurance, carbon-credit collaborations between RIIs & Climate Resilience Initiative, scaling-climate trade-off mitigation
Policy Innovations	Improve stakeholder demand signaling & enabling environment through collaboration with Policy's AoW 2, AoW 4 & AoW 5. MELIA collaboration	Shared intermediate outputs, shared funding of staff	1.1–1.3, 2.2–2.4, 3.1–3.3, 4.3, 5.1–5.3	Shared Policy Innovations Program & NPS team members: Scaling Program co-design
Food Frontiers and Security	Enhance frontier technology through agribusiness accelerators & investments for scaling efforts & strategy development; improve fragile country enabling environments (AoW 1 & AoW 4)	Shared intermediate outputs, shared funding of staff, value addition	1.1–1.3, 3.2, 4.3, 5.2	Existing collaboration between <i>Ukama Ustawi</i> RII Work Package 3 & Fragility & Resilience Initiative Work Package 4
Gender Equality and Inclusion Accelerator	Advance GESI goals & ensure socially inclusive scaling processes, improve GESI impact assessment (full Program)	Shared funding of staff, value addition	1.1–1.3, 2.2–2.4, 4.1–4.3, 5.1–5.3	GESI strongly included in the RIIs being integrated into the Program
Capacity Sharing Accelerator	Collaborate to support systems thinking, studentships, and South-South scaling capacity exchange (full Program)	Shared intermediate outputs, activities	2.1, 2.2, 3.2, 4.3, 5.4	This Accelerator is new and does not build on prior CGIAR Portfolio 2025–2030 work
Digital Transformation Accelerator	Improve innovation portfolio management dashboards, informatics (AoW Coordinate & Gaps)	Shared outputs (IPSR), shared funding of staff	5.3	Core Digital team members involved in IPSR and CGIAR's PPU

9. Monitoring, evaluation, learning, and impact assessment

9.1. Monitoring, evaluation, and learning

Scaling for Impact’s monitoring, evaluation, and learning (MEL) approaches will be operationalized in a decentralized yet rigorous manner to effectively track progress toward achieving 2030 Program Outcomes and Impacts. Each Program AoW will oversee monitoring related to its specific intermediate and 2030 outcomes. For instance, **AoW 1, *Engage and Empower***, will monitor CGIAR and partners’ use of stakeholder demand information to prioritize research and scaling activities, while **AoW 4, *Achieving Impact***, will track investments from IFIs or governments into scaling projects. **AoW 5, *Learning for Impact***, will act as the central MEL focal point, coordinating efforts across all the Program’s Areas of Work to ensure comprehensive progress monitoring toward 2030 Program Impacts.

During the Program’s inception, in collaboration with CGIAR’s Portfolio and funders, scaling indicators and 2030 Program Impact targets will be reviewed, adjusted, and aligned with national development objectives and targets in “catalyst” and promising “opportunity” countries where feasible. This process will use CGIAR’s existing metrics and create new ones in partnership with governmental MEL teams to assess CGIAR’s contribution to national development goals and to evaluate scaling outcomes such as sustainability, inclusiveness, and cost-effectiveness. Thorough efforts will be made to align MEL indicators and systems with those suitable for multiple donors and aligned bilateral projects. Reporting will detail the Scaling for Impact Program’s direct contributions toward 2030 Outcomes and co-report indirect contributions through other Science Programs receiving Scaling for Impact support. Multiple methods — including annual partner surveys, Knowledge, Attitude, Skills, and Practices surveys, and innovation adaptation and adoption studies — will monitor progress to Program outputs. The MEL systems of partners will serve as a vital data source, and partners will participate in MEL capacity sharing to leverage their networks and enhance data collection.

9.2. Impact assessment

Scaling for Impact’s impact assessment strategy will be embedded in its MELIA framework, connecting all the Program’s components to test hypotheses and measure outcomes as detailed in Section 5. MELIA insights will guide (i) the identification of promising scaling efforts and pathways, (ii) adjustments to scaling efforts and research design to address challenges, and (iii) the design of sampling strategies. Impact assessment results, fed back into MELIA processes, are crucial for demonstrating progress toward 2030 Program Impacts and broader CGIAR goals. To achieve transformative, large-scale impact, the Program will employ a variety of impact assessment approaches that are fit for purpose and context. This will include experimental approaches (e.g., randomized controlled trials), quasi-experimental approaches (difference-in-difference with matching approaches), remote sensing and spatial analytics, and qualitative approaches, as well as combined approaches when feasible. Multistakeholder meetings (facilitated by **AoW 1** and **AoW 5**) will set country-level impact targets, share methodological strategies, and incorporate sustainability, responsibility, and inclusiveness indicators to assess outcomes in relation to CGIAR’s five Impact Areas.

Impact assessment will focus on the Program’s “catalyst” countries (see Section 3), with evaluations in promising “opportunity” countries depending on resources. In countries with aligned bilateral projects, the Program’s MELIA team will enhance impact assessment by capturing “at scale” effects (see **CoA 4.2**). This includes analyzing intended and unintended scaling impacts, such as how large-scale adoption of conservation agriculture may influence productivity, labor dynamics, wages, and gender outcomes. Broader economic effects and scaling spillovers will be assessed using modeling with the Policy Innovations Program.

10. Capacity sharing

Scaling for Impact will support transformation of CGIAR’s approach to scaling by addressing the critical gap between research outcomes and the daily actions, partnerships, and institutional systems needed for effective scaling (Wani et al., 2022). The Program will employ a holistic approach to capacity sharing with a focus on strengthening capacity across individual, organizational, network, and system levels. This acknowledges that scaling capacity, community growth, and institutional culture change require individual training, improved organizational performance, interorganizational collaboration, and a systems approach to learning and the science, education, and practice of scaling innovation.

The Program will build on a [capacity framework](#) for strengthening the science, education, and practice of innovation scaling developed under Ukama Ustawi. This includes expanding support for advanced Global South degree students and leveraging other capacity-sharing investments (e.g., [CGIAR’s e-learning course on scaling innovation](#), followed by over 1,500 people, and the [Annual Week of Scaling](#), organized since 2022). Capacity sharing is integral to the Program’s TOC. **AoW 5, *Learning for Impact***, will play a key role in capacity sharing across the Program and with other CGIAR Science Programs, bilateral projects, and the Shared Capacity Accelerator.

Strengthening individual capacity and competencies: At this level, the Program will focus on building capabilities, skills, and knowledge among scientists, students, and stakeholders. **AoW 1, *Engage and Empower***, will help scientists identify and prioritize innovations and apply scaling science principles, including GESI frameworks. PhD candidates from the Global South will develop methods for quantifying stakeholder demands and mapping innovation networks, directly contributing to scaling science. **AoW 2, *Pathways to Scale***, will support development of scaling frameworks and processes that enhance the ability of CGIAR and partners to co-create, assess, and optimize scaling pathways. **AoW 5, *Learning for Impact***, will foster learning across Programs and geographies through Ph.D., postdoctoral, and graduate students’ action research and through e-courses supporting the next generation of scaling scientists and practice experts.

Organizational capacity sharing: At the organizational level, Scaling for Impact will enhance institutional capacity for adaptation and performance improvement. **AoW 1** will drive adaptive management and institutional change across CGIAR’s Portfolio by providing demand-supply-alignment frameworks for prioritizing innovations. **AoW 2** will focus on strengthening stakeholder capacity to co-design innovation bundles and use scaling tools and frameworks. Under **AoW 5**, these tools will help CGIAR and its partners to manage innovation portfolios based on evidence. The annual CGIAR “pause and reflect” processes, also supported by **AoW**

5's emphasis on innovation portfolio management, will facilitate adaptive management practices. **AoW 4, *Achieving Impact***, will enable the large-scale implementation and replication of successful agrifood innovations, emphasizing capacity sharing with IFIs and governments. Learning programs will ensure institutions prioritize scaling needs in investments and policies.

Network capacity sharing: Capacity sharing at the network level will emphasize collaboration and co-creation among research institutions, governments, and businesses. **AoW 1** will build and sustain multistakeholder networks, ensuring that innovation demand is clearly communicated and informs prioritization within CGIAR. **AoW 2** will unite key players in developing context-specific innovation bundles, assessing Scaling Readiness, and fostering collective action among CGIAR, government, and other stakeholders. **AoW 5** will enhance global and regional innovation networks, utilizing the existing 1,345+ partner network established by the RIIs to facilitate South-South capacity exchange to boost knowledge sharing, coaching, best practice dissemination, and co-production of scaling solutions through events like the Annual Week of Scaling and share fairs.

Institutional systems and capacity sharing: At this level, Scaling for Impact will create an enabling environment for scaling by addressing institutional and policy frameworks affecting innovation adaptation and use. **AoW 3** will focus on capacity sharing with national research institutions, policy organizations, and market actors to foster supportive policy and market conditions for scaling. This includes workshops and learning to enhance participants' ability to navigate complex environments and support agribusinesses in adopting improved business models, managing financial risk, and reducing transaction costs. **AoW 4** will align CGIAR's goals with those of IFIs and impact investors, integrating innovations into larger scale investments and development programs. Ongoing discussions with partners such as the World Bank will explore how the Program can strengthen capacity for NARES and better link the public- and private-sector in scaling processes. **AoW 5** will support sector-wide capacities for open-access innovation management systems, uniting key agrifood system players to advance evidence-based management.

11. Gender equality and social inclusion

Challenges and prioritization: Women, youth, underrepresented, and marginalized groups, including Indigenous communities (hereafter, "marginalized groups"), face different significant barriers in scaling efforts due to entrenched norms, cultural hegemony, and limited access to resources, land, and income opportunities (Holbrook et al., 2021; Enokenwa Baa & Nortje, 2023). Innovative approaches focusing on inclusion are needed to address these barriers and engage with these groups effectively. Marginalized groups often struggle with accessing finance, market links, and the resources needed to implement agricultural innovations (McGuire et al., 2022; McGuire et al., 2024). Structural barriers and traditional gender and age roles exacerbate these difficulties, hindering full participation in value chain and innovation development (Stoian et al., 2018). Scaling initiatives often overlook these differences, and so fail to achieve positive outcomes across diverse social groups (McGuire et al., 2024; Schut et al., 2020).

Scaling for Impact will address these challenges by prioritizing gender equality and social inclusion through a transformative agenda and targeted interventions. The Program will collaborate with gender-progressive and youth-focused NGOs, CSOs, and CBOs to overcome normative barriers and promote inclusive and responsible scaling. It will integrate these priorities into its research and co-develop *responsible* scaling strategies with partners to ensure equitable access to resources and opportunities for marginalized groups.

Knowledge base: Research indicates that gender and youth inequalities, along with social exclusion, significantly hinder the success of agricultural innovations and scaling (de Haan & Gilligan, 2022; Najjar et al., 2023; Nortje et al., 2023). Limited access to knowledge, credit, technology, and market information reduces productivity and income for marginalized groups (Farnworth & Colverson, 2015; Medendorp et al., 2022; Reeves et al., 2023; Tall et al., 2014). Youth face challenges accessing land, finance, and markets, while Indigenous groups are often overlooked in agricultural research and development (Chipfupa & Tagwi, 2021; Nortje et al., 2023; ISDC, 2023).

To address these problems, Scaling for Impact will incorporate inclusive scaling methodologies like [GenderUP](#), which emphasizes developing gender-responsive strategies (McGuire et al., 2024) and has guided the design of responsible scaling approaches in East and Southern Africa, particularly for irrigation and mechanization (Enokenwa Baa & Nortje, 2023). The Program will also integrate frameworks on gendered access to healthy diets and to markets from CGIAR's TAFSSA South Asia and Asian Mega-Delta RIIs. Additionally, the Program will value the role of NGOs, CBOs, and CSOs in scaling agricultural entrepreneurship and digital advisory models, and in promoting behavioral change through women's groups (Eerdewijk & Danieisen, 2015; Mohammed & Najjar, 2023; Theis et al., 2019).

Building on CGIAR's Gender Platform insights, Scaling for Impact will address gaps in inclusive scaling through **AoW 1, *Engage and Empower***, **AoW 2, *Pathways to Scale***, and **AoW 3, *Enabling Environment Lab***. This research will generate context-specific evidence for designing and implementing effective, inclusive scaling strategies. It will emphasize overcoming barriers faced by marginalized groups in accessing finance, market links, and other critical resources. The Program will align its robust GESI research agenda with scaling practices, ensuring that CGIAR's GESI insights are integral to its scaling efforts.

Research questions: In response to the challenges identified, Scaling for Impact will address key GESI-oriented research questions across its areas of work to tackle challenges related to gender inequality and social exclusion. This focus will include examining how gender dynamics and social norms impact research demand and scaling outcomes and will identify ways to make scaling pathways more inclusive (**OP 2.2, OP 3.1–OP 3.3, and OP 5.2**). The Program will also include designing scaling strategies that amplify the voices of marginalized communities to ensure equitable access to resources and to explore how socio-technical innovations can enhance resource access and market participation for marginalized groups (**OP 1.1, OPs 2.1–2.4, OPs 3.1–3.3, and OPs 4.1 and 4.3**). The Program will investigate complementary strategies, such as gender-sensitive messaging and alternative livelihood strategies, to increase participation in scaling efforts, looking particularly at how enabling environments can be strengthened to address structural

gender inequalities and other forms of exclusion while minimizing unintended negative consequences for vulnerable populations (**OPs 2.2–2.4** and **OP 3.3**). Considering innovations identified for amplification, the Program will examine how CGIAR can leverage public and private international finance mechanisms to support gender-responsive scaling and ensure that socially excluded groups have access to these financial opportunities (**AoW 4**). Finally, Scaling for Impact will evaluate the effectiveness of gender and social inclusion innovations in achieving transformative outcomes and will identify factors influencing the successful scaling of innovations across different regions, e.g., how co-designing and evaluating scaling pathways can advance inclusive capacity-sharing mechanisms and enhance research and scaling outcomes (**OPs 2.1–2.4, OPs 3.1–3.3, OPs 5.2** and **5.3**). Much of this research will be conducted under **AoW 3 OP 3.3**, focusing on how scaling strategies and pathways are both responsible and inclusive and are supported by enabling environments.

Results and theories of change: Scaling for Impact will integrate GESI into 16 of its 17 outputs, with a targeted GESI output under **AoW 3 OP 3.3**. This Program will ensure that benefits reach marginalized groups through capacity sharing and responsible scaling principles. **AoW 1** will document and articulate research and scaling demands from marginalized groups, enhancing GESI activities via adaptive management. **AoW 2** will co-design and refine inclusive scaling pathways, also prioritizing marginalized groups. **AoW 3** will build agency and empowerment through transformative enabling environments. **AoW 4** will incorporate GESI into financing and scaling strategies. **AoW 5** will promote South-South learning on social inclusion in scaling. The Program will support CGIAR’s 2030 objectives, including [closing the gender gap](#) in economic resources and improving opportunities for over 500M women and 267M young people. It will implement GESI training, generate age- and gender-disaggregated data, and develop gender-responsive and transformative scaling approaches. Throughout its design and implementation, the Program will embed social inclusion principles and leverage the expertise of gender- and youth-focused NGOs, CBOs, and CSOs to enhance scaling.

Resources and capacity: Implementing the Scaling for Impact’s gender equality and social inclusion component will require a high level of awareness, comprehensive GESI skills, and dedicated resources and staff. The Program’s design accounts for the need to invest in socially inclusive research and scaling expertise and in providing ongoing capacity sharing with the internal team, with partners, and across CGIAR’s Portfolio. Budget adjustments will be made during the Program’s inception to help realize adequate financial resources for GESI activities. Establishing strong partnerships with organizations specializing in GESI and supporting marginalized populations will be crucial. By leveraging the expertise of localized partners and stakeholders, the Program will enhance scaling science capacity sharing and amplify real-world impact.

12. Climate change

Known impacts of climate change: Climate change widely affects food, land, and water systems, presenting significant challenges to scaling agrifood solutions (Bezner et al., 2022; Nabuurs et al., 2022). Climate hazards vary across regions, with climate variability and drought in Central and West Asia and North Africa (CWANA), high temperatures and variable rainfall across Africa, flood and climate variability across South Asia (SA) and Southeast Asia (SEA), and

high temperatures and floods in Latin America and the Caribbean (LAC) (Jarvis et al., 2021; IPCC, 2021). Simulated staple crop yields (e.g., maize, millet, sorghum, rice) are projected to decrease 7–23% globally, accounting for CO₂ fertilization (Rezaei et al., 2023), with regional and local decreases reaching much higher (Hasegawa et al., 2022), as well as impacts to fish (Barange et al., 2018), livestock production (Thornton et al., 2022), and water resources (Liu et al., 2022). These cascading challenges affect agrifood systems, including farms, value chains, and markets, such as transport, storage, and price volatility (Godde et al., 2021). Climate change also impacts consumers and nutrition outcomes by reducing food quantity and access, nutritional content, and dietary diversity (Fanzo et al., 2018).

Climate future-proofing scaling: Addressing these challenges requires climate solutions scaled to build resilience and adapt to a warming world while reducing greenhouse gas emissions across all parts of agrifood systems, from regional, national, and local perspectives, all considering the socially inequitable effects of climate change (Loboguerrero et al., 2019). Moreover, climate change exacerbates risk aversion among the rural poor and agribusinesses by increasing unpredictability and amplifying the consequences of failure, which in turn affects their willingness to experiment with, adapt, and adopt new innovations (Duong et al., 2019), thereby requiring behavioral and climate risk-informed approaches to scaling (Waldman et al., 2020). This Program will link with CGIAR’s Climate Action Program to address these challenges, including integrating climate analysis into demand signaling (**AoW 1, Engage and Empower**), providing digital climate advisory services, locally led adaptation solutions, and low-emissions technology bundles for scaling strategies (**AoW 2, Pathways to Scale**), refining climate policy fostering enabling environments (**AoW 3, Enabling Environment Lab**), securing climate finance for scaling (**AoW 4, Achieving Impact**), and tracking progress toward climate goals (**AoW 5, Learning for Impact**).

Planned work on climate change adaptation toward the CGIAR Global Target: Scaling for Impact will support the CGIAR System-level goal of equipping 500M users with climate solutions by 2030. Scaling pathways for these climate solutions will be developed with partners (**AoW 2**) using responsible scaling approaches that include climate adaptation and mitigation considerations, to be tested at scale in selected regions and evaluated for their effectiveness. The enabling institutional environments for scaling climate solutions will be improved through locally led climate adaptation action with governments, NGOs, farmer organizations and cooperatives, agrifood system companies, financial technology and service providers, NARES, and local communities (**AoW 3**). These climate solutions will be used to de-risk large-scale public, private, and blended finance, to support development of bankable innovative projects, and to create platforms for knowledge sharing (**AoW 4**).

Mitigation with adaptation co-benefits toward the CGIAR Global Target: This Program will align with CGIAR’s Global Targets on climate change mitigation with adaptation co-benefits to reduce greenhouse gas emissions and enhance carbon sinks. **AoW 1** will identify and prioritize country demand signals for scaling low-emission climate solutions with adaptation co-benefits, such as low-emission rice varieties and livestock breeds, conservation agriculture, solar irrigation, improved livestock management, reforestation, afforestation, and the restoration of degraded lands and wetlands, among others. **AoW 2** will develop scaling pathways and evaluate these for climate outcomes and scaling effectiveness based on local demand. **AoW 3** will address scale challenges in enabling environments and **AoW 4** will amplify scaling through IFIs, impact investment, and corporate social responsibility funds.

Translating science into climate policies and action toward the CGIAR Global Target: Scaling for Impact will support country implementation of long-term low-emission development strategies, nationally determined contributions to reduce greenhouse gas emissions as set out in the 2015 [Paris Agreement](#), and national adaptation plans. The Program will engage with national stakeholders to support scaling high-priority climate solutions aligned with national priorities and tracking the resulting climate benefits toward global commitments. **AoW 1** will engage with national and regional climate policy platforms to use data on climate risks, impacts, and greenhouse gas emissions, along with identifying climate policy gaps and entry points, to signal demand for scaling climate solutions through national innovation systems and policy pathways. It will develop evidence-based recommendations to enhance the enabling environment for scaling climate solutions that increase climate resilience and reduce emissions (**AoW 3**). Once climate solutions are evaluated as effective for scaling, climate finance (e.g., Adaptation Fund, Green Climate Fund), public investments, green private/blended finance, and other financing mechanisms (e.g., loss and damage) will be leveraged to amplify scaling in targeted regions (**AoW 4**). **AoW 5** will ensure that the monitoring, measurement, and evaluation frameworks used for scaling are aligned with CGIAR’s Climate Action Program activities to track progress toward national and global adaptation and mitigation goals. Toolkits, resources, and capacity building for policymakers and national and regional think tanks and stakeholders will enhance their analytical skills and understanding of climate science and its scaling policy applications (**AoW 5**).

13. Risk management

Note: Risks will be finalized and mitigation actions will be developed as part of the risk management plan during the Inception Phase

Five potential risks to Scaling for Impact include **(i)** CGIAR governance and **(ii)** coordination issues, **(iii)** engagement challenges, **(iv)** disruptive shocks, and **(v)** scaling complexity. The first two may cause implementation challenges and unintentional activity duplication (Table 3).

Uncoordinated stakeholder engagement could cause confusion and hinder synergies between the Program and CGIAR’s Portfolio. Economic, political, or environmental shocks might disrupt activities, jeopardizing outputs and outcomes. Communication challenges with donors and partners could misalign goals and impede solution implementation. Scaling across diverse systems may encounter context differences, infrastructure limitations, regulatory barriers, or cultural resistance, affecting effectiveness and increasing costs. Mitigation plans will be designed and implemented during the Program’s Inception Phase to address these risks.

Table 3. Potential risks to the CGIAR Scaling for Impact Program

No.	Risk statement
1	Despite CGIAR’s efforts to coordinate its Programs, Accelerators, and bilateral investments, insufficiently communicated governance principles and competition for resources may lead to planning and collaborating challenges, undermining the Scaling for Impact Program’s effectiveness and increasing unintentional duplication.
2	Uncoordinated stakeholder engagement by Programs, Accelerators, and bilateral projects and coordination issues experienced by CGIAR country conveners could lead to confusion about CGIAR’s mandate and hinder synergies, potentially compromising the Scaling Program’s effectiveness.
3	Economic, political, or environmental shocks could disrupt the Program’s activities by destabilizing markets, collaborations, or activities, potentially jeopardizing its ability to achieve high-level outputs and outcomes and delaying or diminishing its impact.
4	Challenges in communicating research’s role in scaling activities to donors and partners could undermine the Program’s objectives and misalign its core goals, impeding evidence-based solution implementation and straining stakeholder relationships.
5	Scaling innovations across diverse agrifood systems may face challenges from context differences,

14. Funding sources

Overview of funding mix: *Scaling for Impact* consists of five interconnected Areas of Work supported by pooled and bilateral resources. Two budget scenarios for 2025 are included in Table 4:

“baseline” and “ambition” — the latter corresponding to the level of funding needed to achieve the Program’s ambitious goals and especially advance new and particularly critical Areas of Work in 2025.

Table 4. High-level breakdown of pooled funding by Area of Work (AoW) for 2025 (in USD millions)^a

AoW	How this builds on the 2022-24 Portfolio activities	Scenario 1 ^a	Ambition
AoW 1	Partially builds on the RII and NPS work, while advancing new and essential CGIAR coordination and scaling functions	4.722	7.610
AoW 2	Integrates high-impact RII and innovation accelerator frameworks while enhancing global coordination, scientific rigor, and scaling effectiveness	15.483	15.438
AoW 3	Expands NPS and RII policy and market system activities with a dynamic new focus on scaling	7.357	7.770
AoW 4	Largely new and innovative scaling partnership activities designed to catalyze and leverage transformative financing	3.940	7.215
AoW 5	Predominantly new and transformative scaling science and capacity sharing activities	4.888	6.957
TOTAL		36.390	44.990

^a A minimum annual increase of 15% starting from 2026 will be needed to achieve the Program’s 2030 Outcomes and Impacts.

Anticipated use of pooled funding: By leveraging the extensive “network of networks” created by the RIIs and NPS across regions, the Program’s team, embedded with national partners, will use pooled funding to enhance CGIAR’s collaborations and effectively coordinate large-scale research and scaling efforts. Each Area of Work will be led by experts with strong scaling and scientific expertise coupled with exceptional facilitation, coordination, and partnership skills. Activities are anticipated to adhere to demand-driven, impact-focused, and primarily consensus-based work plans, collaboratively developed by global Area of Work leads and regional leads in “catalyst” and promising “opportunity” countries. These regional leads benefit from extensive on-the-ground experience and established partnerships with relevant stakeholders in SA, SEA, CWANA, ESA, WCA, and LAC.

Pooled funding will underpin foundational activities across Areas of Work crucial for *Scaling for Impact*’s success. It will support leading scaling experts, essential activities, and partnerships, providing a base for the Program’s global, regional, national, and subnational operations and coordination within the CGIAR Portfolio. Efforts will focus on sustaining partnerships, multistakeholder networks, and scaling hubs established by the RIIs as public goods to develop innovation bundles and packages and refine and improve scaling pathways. This work forms the core of RII efforts integrated into **AoW 2**, *Pathways to Scale*, essential for driving transformative change. Additionally, pooled funding is crucial to support underrepresented geographies not supported by bilateral projects or designated Window 2 Funds, especially in Asia (see Annex on Pooled Funding), and to sustain and expand partnerships. Pooled funds will also advance scaling efforts started under CGIAR’s 2022–24 Portfolio necessary for achieving the Program’s vision of impact.

Pooled funds are crucial for supporting targeted country-level CGIAR coordination, adaptive portfolio management, and scaling strategy development (**AoW 1**, *Engage and Empower*, and **AoW 4**, *Achieving Impact*); aligning policies and markets that create enabling environments (**AoW 3**, *Enabling Environment Lab*); and advancing

innovations in learning, impact assessment, and scaling capacity sharing (**AoW 5**, *Learning for Impact*). They will facilitate sustained partner collaborations and leverage bilateral projects to generate valuable data and scaling insights, which will inform systemwide innovation, portfolio management, and scaling improvements. These insights will be integrated through feedback loops, particularly influencing **AoW 1**’s demand signaling and adaptive management advising (**CoA-1** and **CoA-2**), and **AoW 5** (**CoA-5.1**), refining future strategies. This will enhance the Program’s capacity to rapidly respond to emerging challenges and opportunities across CGIAR’s Portfolio, increasing overall effectiveness and impact. For detailed information on pooled funding allocation and use, see Annex on Pooled Funding.

Bilateral funding overview: As the *Scaling for Impact* Program integrates aligned bilateral projects as described in its ToC, understanding the funding distribution is crucial for designing a strategy where bilateral and pooled funding synergize to achieve the Program’s 2030 goals. CGIAR’s bilateral funding mapped to the *Scaling for Impact* Program is characterized by a few very large projects, with budgets exceeding \$10M; twenty or so mid-sized projects of about a \$1–2M per year; and a larger number of smaller projects (Appendix 14). The largest projects make up most of the bilateral funding and are concentrated in Africa (Figure 14.1). *Scaling for Impact* prioritizes projects that have the demonstrated design and implementation potential to maximize impact over project size or total financial contributions to CGIAR. While larger projects may offer immediate or extensive scaling outcomes, smaller projects that align with broader initiatives or have high-impact potential will also be prioritized. In 2025, however, the Program’s efforts will initially concentrate on larger investments (Table 5), with expansion to smaller bilateral projects in late 2025 and beyond. Pooled funding will ensure coherence within and across the Program’s Areas of Work, addressing gaps left by fragmented bilateral projects. A preliminary analysis suggests that much of the Program’s mapped bilateral funding is expected to align with **AoW 2** and **AoW 4**. Although **AoW 4** will receive a smaller share of pooled funding during the 2025 transitional year, it is a crucial component

of the Program, providing scaling strategy support and technical assistance models with multilateral development bank investments, government programs, and impact investors. **AoW 4** will coordinate efforts, develop scaling strategies, and support operational aspects critical to the success of these bilateral projects. **AoW 4**, as well as **AoW 1** and **AoW 5**, are expected to see increases in funding in the years following 2025.

Additionally, pooled funding will leverage lessons from TAAT to support emerging opportunities in innovation portfolio management with other IFIs and guide the creation of a scaling clearinghouse for multilateral development investments in Asia. Bilateral funding is, however, significantly less in Asia. Strategic use of pooled funds will therefore be needed to kick-start the Program in Asia.

Figure 14.1. Expected bilateral 2025–2030 funding (\$ M) preliminarily mapped to Scaling for Impact

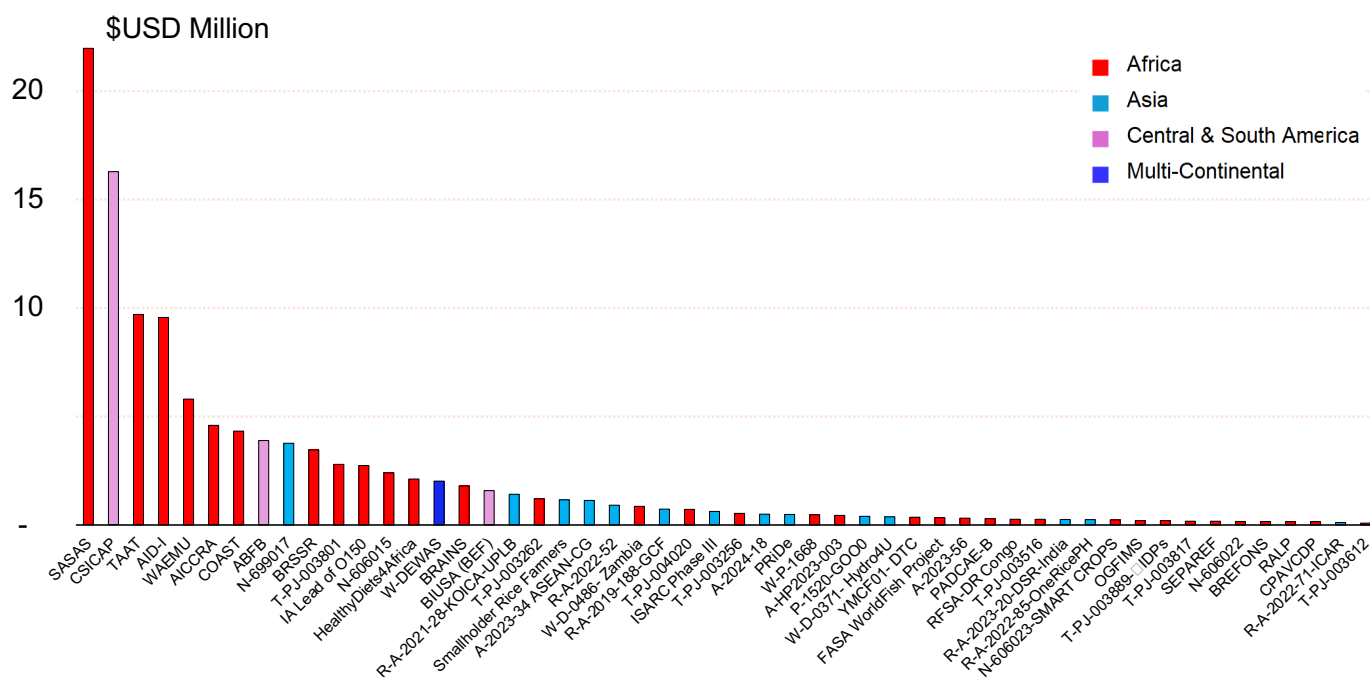


Table 5. Key bilaterally funded projects mapped to the Scaling for Impact Program across regions

Project Title	Lead Center(s)	Funder	Countries	Expected 2025–2030 funding (\$USD M)
SASAS1	CIMMYT	USAID	Sudan	\$21.373 (current phase)
CSICAP ²	Alliance	GCF/CAF	Colombia	\$16.287 (current phase)
TAAT ³	IITA, AfricaRice	AfDB, BMGF	Pan-African	\$9.705 (current phase)
AID-I ⁴	CIMMYT, IITA	USAID	Burundi, Botswana, Eswatini, Lesotho, Malawi, Mozambique, Namibia, South Africa, Tanzania, Zambia	\$9.568 (current phase)
WAEMU ⁵	AfricaRice	Mastercard Foundation	Benin, Côte d'Ivoire, Niger, Senegal, Togo	\$5.804 (current phase)
COAST ⁶	WorldFish	FCDO	Kenya, Mozambique, Nigeria, Tanzania, Bangladesh	\$4.327 (current phase)
AICCRA ⁷	Alliance, ILRI, IWMI	World Bank, IDA	ESA, Ethiopia, Ghana, Kenya, Mali, Senegal, West Africa, Zambia	\$4.593 (current phase), \$90.000 (approved next phase)
DEWAS ⁸	CIMMYT	BMGF	Multi-continental: Bangladesh, Bhutan Ethiopia, Kenya, Mexico, Nepal, Pakistan, Tanzania, Zambia	\$2.023 (current phase)

¹Sustainable Agrifood Systems Approach for Sudan (SASAS), ²Climate-smart Initiatives for Climate Change Adaptation and Sustainability in Prioritized Agricultural Production Systems in Colombia (CSICAP), ³Technologies for African Agricultural Transformation (TAAT), ⁴Accelerated Innovation Delivery Initiative (AID-I), ⁵West African Economic and Monetary Union (WAEMU), ⁶Climate-smart Agriculture for Adaptation and Sustainability (COAST), ⁷Accelerating Impacts of CGIAR Climate Research for Africa (AICCRA), ⁸Disease Early Warning Advisory System (DEWAS). (Further details on these bilateral projects are shown in Appendix 15).

Annex - Pooled Funding

What aspects of *Scaling for Impact* will be supported by pooled funding?

Pooled funding in *Scaling for Impact* is allocated to strategically support essential functions and components necessary to achieve Program objectives. *Scaling for Impact* uniquely integrates all CGIAR Programs, aligning their efforts to enhance research and scaling coherence. By building on existing work and advancing evidence-based practices, the Program effectively bundles, packages, and scales innovations across the CGIAR Portfolio.

Baseline funding scenario: In 2025, 63% of *Scaling for Impact*'s baseline budget is allocated to **AoW 2** and **AoW 3**, reflecting the need to sustain continuity in activities that strengthen the overall Program and support the CGIAR Portfolio (Table 4, Section 14). This allocation is anticipated for the Program's first year, with funding disparities between Areas of Work expected to diminish from 2026 onward as **AoW 1**, **AoW 4**, and **AoW 5** will be progressively developed. Geographic differences in bilateral funds are also apparent in 2025, with Asia requiring crucial pooled resources to kick-start Program efforts. **AoW 2**, *Pathways to Scale*, is proposed to receive 43% of the pooled funding, driven by the following factors:

(i) AoW 2 leverages over 110+ ready-to-scale innovations from the RIs and their partners, now aligned with the Program, which will be packaged and co-designed with scaling strategies for testing and implementation. This arrangement maintains crucial regional-, national-, and community-based partnerships established by the RIs to support scaling efforts. **(ii) AoW 2** is explicitly designed to foster collaboration across all components of agrifood systems with all Programs: **(a)** agricultural production and farming systems (partnering with CGIAR's Breeding for Tomorrow and Genebanks, Sustainable Farming, Sustainable Animal and Aquatic Foods, and Multifunctional Landscapes Programs); **(b)** postharvest value chains and food retail environments (with CGIAR's Sustainable Animal and Aquatic Foods, Policy Innovations, Better Diets and Nutrition, and Food Frontiers and Security Programs); **(c)** biofortification, food environments, and the impact of consumption on diets and nutrition (with CGIAR's Better Diets and Nutrition and Policy Innovations Programs); and **(d)** reducing environmental trade-offs and climate risks (with CGIAR's Sustainable Farming, Climate Action, Food Frontiers and Security, and Multifunctional Landscapes Programs). **(iii)** Most partnership- and field-oriented activities, encompassing all segments of agrifood systems — including farming communities — occur within **AoW 2**, requiring substantial operational funding due to higher transaction costs.

Additionally, *Scaling for Impact*'s **AoW 3** will make enabling environment adjustments to support enhanced scaling. With 20% of the 2025 pooled funding budget, **AoW 3** will address policy, market, and normative barriers to scaling, and will work with partners to develop strategies, policies, and business plans while improving risk management, governance, and innovation adoption. Building on RII and NPS efforts, **AoW 3** will maintain scientific and policy partnership continuity. The remaining 37% of the budget will support emerging workstreams (**AoW 1**, **AoW 4**, and **AoW 5**), expanding existing efforts and introducing new scaling activities for 2026 and beyond. This investment is crucial for establishing key activities in the Program's "catalyst" countries (see Section 3) and for supporting proof-of-concept and capacity-sharing efforts that enhance CGIAR Portfolio-wide coherence and synergies.

AoW 1, *Engage and Empower*, provides crucial support functions across CGIAR's Portfolio. It accounts for 13% of the proposed 2025 pooled funding budget and focuses on systematically understanding and responding to stakeholder demands for research and scaling across regions and countries. It establishes platforms for dialogue and collaboration within the CGIAR Portfolio, with country conveners playing a crucial role in capturing demand signals and aiding all CGIAR Programs to adaptively manage their activities based on stakeholder feedback during their annual "pause and reflect" work planning. Its budget will need to be grown from 2026 forward.

AoW 4, *Achieving Impact by Unlocking Finance and Partnerships*, is proposed to receive 11% of the pooled budget. This Area of Work positions CGIAR as a leading provider of technical assistance, directing funding opportunities through IFI, impact, and blended finance mechanisms to support large-scale agricultural and economic development projects. **AoW 4**, which is projected to grow after 2025, will also establish a cross-Portfolio Scaling Strategy Support Team and work to establish innovation clearinghouses based on TAAT outside of Africa.

AoW 5, *Learning for Impact*, is proposed to receive 13% of the pooled budget. This Area of Work positions the Program as a key integrator and knowledge hub for CGIAR, enhancing both the science and practice of scaling through continuous learning, adaptive management, and the monitoring and evaluation of scaling strategies. **AoW 5** will also advance innovations in impact assessment and develop systems to learn from scaling failures, thereby supporting improvements across CGIAR's entire Portfolio. By fostering a culture of learning, this Area of Work will provide evidence-based insights to optimize scaling outcomes, refine innovation bundles, and mitigate unintended consequences across Programs and bilateral engagements.

How does pooled-funded work build on the work of the 2022–24 Initiatives?

Scaling for Impact builds primarily on the work of six RIs and the NPS Initiative. It integrates eight 2022–24 Portfolio Initiatives — more than any other CGIAR 2025–30 Program or Accelerator. Pooled funding supports a highly interconnected Program across all Areas of Work, ensuring integration, sustainability, and support for other CGIAR Science Programs and over 100 scaling bilateral projects. The Program leverages more than 1,300 ongoing partnerships established by these Initiatives, along with networks of stakeholders and platforms at local, national, and regional levels. These relationships, developed and strengthened through the RIs and NPS, were integral in the identification of "catalyst" countries identified in the Program's preliminary prioritization exercise (Section 3).

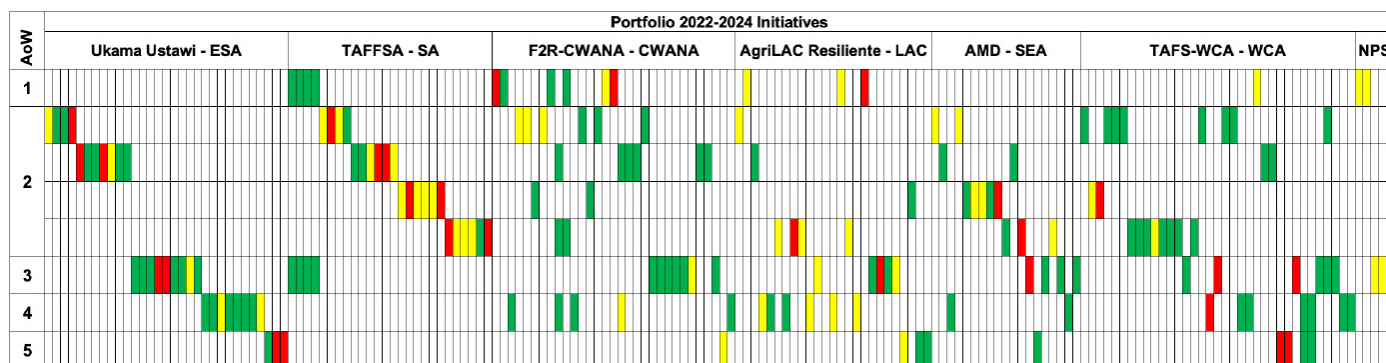
By addressing key recommendations from the Resilient Agrifood Systems Science Group evaluation (Palmieri et al., 2024), the Program emphasizes continuity beyond the 2022–24 Portfolio, focusing on sustained efforts and enhanced coordination for long-term impact and systems-level change. Data from CGIAR's [Results Dashboard](#) highlights that the Program draws on a robust Portfolio of 113 ready-to-scale innovations, each with a high or very high Scaling Readiness score. These innovations are distributed as follows: ESA: 30; CWANA: 9; WCA: 8; SEA: 36; SA: 19; and LAC: 11. Pooled funding supports essential activities such as collaboration with CGIAR's country conveners, deemed critical for Portfolio effectiveness in independent evaluations of the 2022–24 period (Palmieri et al., 2024). It also maintains partnerships and multistakeholder platforms from the previous Portfolio, which are crucial for scaling and achieving integration across CGIAR's projects.

How does the planned work meet the criteria for use of pooled funding?

A systematic, self-reflective approach was implemented to map and adapt ongoing work within the current Portfolio, ensuring alignment with pooled funding criteria. Close collaboration between Initiative leaders and the *Scaling for Impact* writing team facilitated this alignment. After analyzing inputs (Figure A.1), the Program refined

its efforts to meet broader objectives and pooled funding criteria. Activities not aligned with strategic priorities will be discontinued or significantly modified, ensuring pooled funding supports high-impact efforts. The first phase of this self-reflection and results mapping exercise, completed in May 2024, established a strong foundation for effective pooled funding utilization. The exercise identified opportunities to enhance, adapt, or substantially revise activities in the current Portfolio to align with the new Program.

Figure A.1. Results of the mapping exercise of RII and NPS research and scaling activities from the 2022–2024 Portfolio toward the *Scaling for Impact* Program completed July of 2024. Columns represent activities in the RII’s 2024 Plan of Results and Budget. Green denotes work that was well-aligned with the Program’s scope; yellow indicates work that required adaptation to align with the *Scaling for Impact* Program. Red represents work that was significantly adjusted to integrate with the Program or that will be discontinued¹.



All RIIs and NPS found that their work generally matched the Program’s Areas of Work, but also highlighted activities requiring adaptation or discontinuation. A subsequent mapping exercise following alignments of budgets with *Scaling for Impact’s* Areas of Work confirmed that significant adjustments had been made, especially in **AoW 2** and **AoW 3**, which encompass most of ongoing RIIs’ efforts (Appendix16). Additionally, focus has been directed toward new areas (particularly **AoW 1**, **AoW 4**, and **AoW 5**), with new and partially new workstreams emerging from existing activities.

Are there any previously bilaterally funded workstreams proposed for pooled funding?

The *Scaling for Impact* Program recognizes the value of bilateral funding for advancing knowledge and practice in scaling within agrifood research for development. However, pooled funding is primarily allocated to adapting ongoing work from the current Portfolio and supporting new workstreams across different regions.

What new and emerging areas will be supported by pooled funding?

Adaptation of Initiatives into *Scaling for Impact* is significant, reflecting a coordinated emphasis to align the RIIs and NPS under a unified scaling emphasis and framework. Key emerging workstreams that will be supported by pooled funding are described below.

AoW 1 represents a major shift in CGIAR’s stakeholder engagement strategy by integrating regional and national demands into scaling efforts. It introduces mechanisms for dynamic interaction with stakeholders, ensuring the Program and CGIAR’s entire Portfolio

remain responsive and relevant. By focusing on specific geographic needs, **AoW 1** aligns CGIAR’s Portfolio with stakeholders’ demand, fostering a more client-oriented model at regional and national levels while providing essential data and advice for adaptive portfolio management.

AoW 2 expands the RIIs’ scope and integrates their activities to enhance scientific and scaling coherence. Leveraging the “networks of networks” established by the RIIs, this Area of Work creates a cohesive framework for integration. The framework includes action-learning clusters of activities that diagnose innovation systems, design scaling pathways, evaluate effectiveness, refine pathways, and amplify innovations, with renewed focus on scaling across regions.

AoW 3 builds on the foundational work of NPS and the RIIs by implementing a robust approach to improving enabling environments for scaling. It will tackle policy, market, and social barriers to create conditions for successful scaling across the CGIAR Portfolio. By reinforcing policy and market systems, **AoW 3** is designed to ensure that CGIAR’s innovations and strategies achieve significant and lasting development impact.

AoW 4 will enhance financial innovation and partnership building to accelerate scaling. It will develop robust alliances to unlock innovative funding mechanisms and new scaling opportunities. By positioning CGIAR as a leading player in global agricultural and economic development, **AoW 4** will drive its transformation into a top technical assistance partner. This will facilitate the allocation and leverage of substantial IFI, impact investment, and corporate social responsibility financial resources toward scaling and impact.

¹ CGIAR’s Aquatic Foods Initiative also mapped a single Work Package (#5), which had focused on business acceleration, to *Scaling for Impact*. This Work Package however experienced budget cuts and was not included in Aquatic Foods activities from 2023 forward. CGIAR’s budgeting projections for 2025, however, included a fund of \$129,175 for this Initiative and Work Package mapped to *Scaling for Impact*, which will be incorporated into AoW 2; further funding for this Initiative’s work in the *Scaling for Impact* Program will need to be mobilized from bilateral resources.

AoW 5, a new addition following the 2022–24 CGIAR Portfolio, will systematically capture and apply lessons from scaling processes. It will foster a culture of continuous improvement within CGIAR, refining and adapting the Portfolio to emerging scaling opportunities. By emphasizing learning-oriented results, **AoW 5** will ensure that scaling efforts by CGIAR and its myriad partners are responsive, responsible, effective, and resilient.

Which previously pooled-funded workstreams are being discontinued, and why?

Scaling for Impact will prioritize high-impact activities with the greatest potential to achieve its 2030 Program Outcomes and Impacts. During the Program’s design process, emphasis was placed on activities that deliver measurable results, leading to the exclusion of previous research streams or activities that did not meet these criteria. Each integrated Initiative conducted comprehensive self-assessments, resulting in the discontinuation or significant adaptation of activities that do not align with the Program’s strategic goals.

(i) Ukama Ustawi — ESA RII will cease several activities due to their lack of innovation bundle, package, and scaling pathway alignment, or failure to directly contribute to the Initiative’s goals. Resources have been reallocated to strengthen new efforts in **AoW 1** and **AoW 5**.

(ii) TAFS — WCA RII will discontinue workstreams better suited for other CGIAR Science Programs, including those focused on improving diet quality, raising awareness of ecosystem services, and integrated monitoring of One Health challenges. This realignment improves resources matched with *Scaling for Impact*’s priorities.

(iii) TAFSSA — SA RII will discontinue upstream research activities, such as those associated with the political economy of historical agrifood systems change, groundwater and modeling assessments, food waste assessments, and nutrition literature reviews that can be better aligned with other CGIAR Programs. Although important, these topics are deprioritized to align with *Scaling for Impact*’s new vision. The budget from these activities will be redirected to **AoW 4** and **AoW 5** to seed these areas and prime them for expanded future funding.

(iv) AgriLAC — LAC RII will shift from a single innovation development approach to a focus on bundling solutions with evidence-based scaling strategies. Consequently, research on genetic resources without clear scaling pathways and thematically focused research without innovation bundling potential will be discontinued. Resources will be reallocated to **AoW 1** and **AoW 5** to enhance *Scaling for Impact*’s newer Areas of Work.

(v) AMD — SEA Initiative will phase out non-designated funding workstreams on nutrition outcome surveys in the Mega-Delta countries and policy analysis in Bangladesh and Cambodia. Future work will analyze existing data to better identify pathways toward more scalable solutions. Further refinements in this RII’s work will be collaboratively identified during the Program’s Inception Phase.

(vi) F2R-CWANA — CWANA RII will discontinue efforts related to the conservation of endemic CWANA agrobiodiversity, including *in-situ* and *ex-situ* conservation and policy reviews remapped to other Programs. These activities are deprioritized to focus more sharply on supporting the Program’s scaling objectives.

(vii) NPS Initiative will allocate 25% of its 2024 budget to *Scaling for Impact*, with the remainder integrated into the Policy Innovations Program. New activities within *Scaling for Impact* will address enabling environment challenges associated with innovations identified in **AoW 2**.

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Scaling for Impact Program

Appendix

November 15, 2024

Appendix 1. Section 2: Scaling for Impact Program structure



How the structure of the CGIAR Scaling for Impact Program will support ‘whole of CGIAR’ responses to megatrends that integrate research and scaling to amplify impact. Green areas denote CGIAR’s 2025-2030 Research and Innovation Portfolio, including its Programs and Accelerators. Large orange circles represent the Program’s five areas of work (AoW). Small orange circles denote the Program’s clusters of activities (CoA) within each Area of Work. Orange arrows depict the flow of activities within the Program, from demand signaling and adaptive portfolio management (AoW 1) to evaluating innovations and innovation bundles, packages, and pathways at scale (AoW 2) to enabling environment support for innovation scaling (AoW 3), to amplifying scaling with international financial institutions and impact investments with stakeholders and non-traditional, large-scale scaling partners (AoW 4), to learning through impact assessment, innovation portfolio management, and scaling capacity sharing (AoW 5). Green arrows depict the two-way flows between CGIAR’s Programs and Accelerators and the Scaling for Impact Program of collaboration, co-learning, feedback, adaptive management, and scaling support, highlighting the integrative nature of the Scaling for Impact Program and its interactions with CGIAR’s entire Research and Innovation Portfolio.

Appendix 2. Section 3: High-level outputs

High-level output	High-level output description
OP 1.1: Demand signaling	A toolbox of quantitative and qualitative methods, data, and dashboards articulating stakeholders' priorities, supporting research and scaling activity demand signaling and adaptive management of CGIAR's Portfolio
OP 1.2: Feedback and adaptive research and scaling prioritization	Institutional innovations supporting prioritization, feedback, and adaptive management of research and scaling CGIAR's Portfolio
OP 1.3: Enhance strategies and coordination	Comprehensive, forward-looking regional and country-level strategies, enhancing Portfolio-wide research prioritization, scaling coordination, and policy alignment
OP 2.1: Innovation networks enhance agrifood system solution scaling	Multistakeholder networks and scaling hubs to enhance the capacity of partners for scaling pathway diagnosis, co-design, deployment, and assessment
OP 2.2: Methods evaluating agrifood system solutions for scale	Co-designed scaling pathways for regional and national agrifood systems through improved stakeholder capacity
OP 2.3: Scale-ready agrifood system solution bundles and packages	Impact pathways evaluated and ranked for their potential to advance innovation bundles and packages to scale in regional- and country-specific agrifood systems
OP 2.4: Agrifood system solution scaling strategies	Demand-driven and scale-ready agrifood system solution bundles and packages and strategies for scaling, with pathways and strategies identified for refinement, adaptation, and amplification
OP 3.1: Enabling environment diagnostics	Co-created tools and analyses to assess opportunities and constraints in the enabling environment for innovation bundle scaling in targeted countries and regions and in the three primary pathways
OP 3.2: Scaling support services for enabling environments and institutions	Innovative institution building and capacity sharing activities; training materials and targeted deployment of demand-driven targeted EE technical assistance to enhance institutional and analytical as well as operational capacities to achieve scale
OP 3.3: Science-policy partnership interfaces for responsible scaling	Innovative partnerships, policy hubs, economic and environment networks, community-building efforts, and NARES/farmer cooperatives supported to increase research-based public and private investments and policy improvements and address normative barriers
OP 4.1: CGIAR expertise embedded in large public Investments	Innovative financing mechanisms through technical assistance/support to governments, IFIs, and private sector
OP 4.2: Scaling Partnerships and Institutions:	Novel partnerships and institutional arrangements established with NARES, public education systems, the humanitarian sector, and large NGOs for capacity sharing and integration of proven solutions in scaling projects
OP 4.3: Scaling hub to support Programs	Scaling capacity toolbox in support of CGIAR Programs and bilateral projects strengthening the design, implementation, and monitoring of evidence-based and responsible scaling strategies
OP 5.1: Enhancing scaling science for societal impact	A multidisciplinary scaling science agenda that advances the theoretical, conceptual, and methodological frontiers to guide the future best practice of responsible optimal scaling for societal impact
OP 5.2: Insights for CGIAR scaling success through impact assessments	Evidence-based, context-specific recommendations on optimal scaling outcomes for selected CGIAR scaling efforts and solutions are based on rigorous impact assessments and analysis of diverse scaling pathways and are supported by co-created scaling metrics, monitoring, and evaluations.
OP 5.3: Custom analytics for managing innovation portfolios and decision-making	Curated analytics for innovation portfolio management and decision-making, including Scaling Readiness evaluations and customized assessment tools for target countries, both ongoing and as part of the annual adaptive management process, to ensure continuous learning and improvement
OP 5.4: Exchange program for scaling innovations: South-South learning for impact	Integrated Capacity Enabling and Learning Exchange Program for Scaling: Institutionalized comprehensive program for South-South learning exchanges and capacity building specifically focused on scaling innovations for impact

Appendix 3. Section 3: Countries included in Scaling for Impact preliminary prioritization exercise

Bangladesh	Mexico
Benin	Morocco
Burundi	Mozambique
Bhutan	Myanmar
Cambodia	Nepal
Cameroon	Nicaragua
Colombia	Niger
Côte d'Ivoire	Nigeria
DR Congo	Pakistan
Ecuador	Peru
Egypt	Philippines
Eswatini	Rwanda
Ethiopia	Senegal
Georgia	South Africa
Ghana	Sri Lanka
Guatemala	Sudan
Honduras	Tajikistan
India	Tanzania
Jordan	Tunisia
Kenya	Turkey
Laos	UAE
Lebanon	Uganda
Madagascar	Uzbekistan
Malawi	Viet Nam
Mali	Zambia

Appendix 4. Section 3: Geographic systems considered in the provisional assessment of catalyst and potential opportunity countries during the implementation phase

	Countries	Farming Systems ^a
1	Bangladesh	Rice-based systems, aquaculture-based systems, livestock-crop mixed farming systems, and rainfed rice-fallow systems with livestock and fish
2	Benin	Rice-based systems, cassava-based systems, maize-based systems, and yam-based systems
3	Cambodia	Rice-based systems and mixed farming systems
4	Colombia	Rice-based systems, coffee-based systems, cash crop systems, agroforestry systems, and livestock systems
5	Côte d'Ivoire	Rice-based systems, cassava-based systems, and maize-based systems
6	DR Congo	Rice-based systems, mixed farming systems, cassava-based systems
7	Egypt	Wheat-based systems, mixed farming systems
8	Ethiopia	Mixed crop-livestock and agropastoral systems
9	Guatemala	Beans-maize systems, cash crop systems, livestock systems, and mixed farming systems
10	Honduras	Coffee-based systems, maize-bean mixed systems, livestock systems, and cash crop systems
11	India	Rice-based systems, livestock systems, aquaculture systems in the East, rainfed mixed farming systems, rainfed rice-fallow systems with livestock and fish, riverine or semi-hilly riverine systems
12	Indonesia	Rice-based systems, mixed farming systems, cash/tree crop systems
13	Kenya	Maize mixed agropastoral systems
14	Malawi	Maize mixed livestock systems
15	Mexico	Mixed maize systems
16	Morocco	Wheat-based systems, mixed farming systems
17	Myanmar	Rice-based, mixed farming systems
18	Nepal	Irrigated rice-based systems, rainfed mixed crop-livestock systems on hill slopes and valleys, aquaculture systems in the East
19	Nigeria	Rice-based systems, cassava-based systems, maize-based systems, and yam-based systems
20	Pakistan	Rice-wheat systems, mixed crop-livestock systems
21	Peru	Highland potato-based systems
22	Philippines	Rice-based systems, mixed farming systems, cash/tree crop systems
23	Senegal	Rice-based systems, mixed farming systems
24	Sri Lanka	Rice-based systems, mixed farming systems
25	Sudan	Wheat-based systems, mixed farming systems
26	Tanzania	Maize-, rice-, and cassava-based systems, agropastoral and livestock-based systems
27	Tunisia	Wheat-based systems, mixed farming systems
28	Uganda	Banana-based systems, cereal-based systems, coffee and tea farming systems
29	Uzbekistan	Wheat-based systems, mixed farming systems
30	Vietnam	Rice-based systems, mixed farming systems, cash-tree crop systems
31	Zambia	Maize mixed livestock systems
32	Zimbabwe	Maize mixed livestock systems

^a **Note** that farming systems were not included in the preliminary prioritization process and will undergo further discussion and refinement during *Scaling for Impact*'s Inception Phase, particularly through dialogue with other CGIAR Programs and Accelerators to co-locate work as much as feasible. Farming systems listed in this table indicate those that have been the focus of Regional Integrated Initiative activities or are anticipated to be important to future *Scaling for Impact* activities.

Appendix 5. Section 4: Detailed preliminary comparative advantage (CA) analysis

Notes: Portfolio = CGIAR Science Programs, Accelerators, and bilateral projects. External innovation system partners = Regional organizations, NARES, governmental agencies, UN agencies, the private sector and business associations, financial institutions, NGOs, CSOs, CBOs, farmers, and consumers. TVET = technical and vocational education and training.

OP	Needed sources of comparative advantage (CA) to deliver the OP	CGIAR's sources of CA in delivering the OP	Partner types	Partners' sources of CA in delivering the OP	Preliminary analysis of the trade-offs
<p>OP 1.1:</p> <p>A toolbox of quantitative and qualitative methods, data, and dashboards articulating stakeholder priorities, supporting research and scaling activity demand signaling, and adaptive management of CGIAR's Portfolio</p>	<p>Incentives:</p> <ol style="list-style-type: none"> 1. Research for development. 2. Commitment to align research with true stakeholder demand, moving beyond consultation rhetoric to genuine engagement and realignment. <p>Human/experiential capital:</p> <ol style="list-style-type: none"> 1. Scientific expertise in stakeholder panel quantitative survey design, deployment, and analysis. 2. Scientific expertise in focus group/MPS engagement and qualitative data collection skills. <p>Social/political capital:</p> <ol style="list-style-type: none"> 1. Need for CGIAR Programs and Accelerators to demonstrate they remain demand driven. 2. Improved key performance indicators for Programs and Accelerators that regularly demonstrate activity alignment with demand. <p>Business capital/location: Potential funding opportunities are enhanced when Programs, Accelerators, and bilateral projects use data on country-level demand to design better activities, projects, and investments.</p>	<p>Incentives:</p> <ol style="list-style-type: none"> 1. Demand-driven research mandate. 2. Participatory and partnership mandates. <p>Human/experiential capital:</p> <ol style="list-style-type: none"> 1. Strong experience with quantitative and qualitative data collection. 2. Multidiscipline science teams supporting methods development. <p>Social/political capital:</p> <ol style="list-style-type: none"> 1. Long-standing CGIAR presence and respect in most countries we work in. 2. Ability to interact with and collect data from a wide range of country partners. <p>Business capital/location: <i>Scaling for Impact</i> will have a direct link to CGIAR leadership, allowing it to influence changes in business operations. It can also support increased resource mobilization for the Portfolio by providing technical support to align activity plans with demand signals.</p>	<p>Advanced and national research institutes</p> <p>NARES</p> <p>Governments</p> <p>Other CGIAR Programs and Accelerators</p> <p>UN Agencies (e.g., FAO)</p> <p>Large-scale private investor partners, including private research and development consulting firms</p> <p>NGOs</p>	<p>Incentives: (1) Many external partners need to demonstrate external demand alignment, but few, if any, do so in a scientifically rigorous manner. FAO could be the greatest CA competitor, but its mandate primarily supports host governments rather than multiple stakeholders. (2) In no cases do external partners have a mandate or strong incentive to guide the adaptive management of CGIAR's Portfolio. NARES and governments may have some interest in this area but tend to focus more internally than on CGIAR's internal systems for developing tools to represent many stakeholders' demands.</p> <p>Human/experiential capital:</p> <p>(1) Scientific expertise in panel quantitative survey design, deployment, and analysis usually focuses on other actors in agrifood systems rather than stakeholders/institutions. (2) There is often less expertise in focus group/MPS engagement and qualitative data collection skills. (3) Large-scale private investors have practical experience and can play a key role in demand signaling.</p> <p>Social and political capital: FAO, NARES, governments, and some ARIs possess this form of capital, but we are unaware of efforts to develop methods or tools that support multistakeholder demand to inform national research and scaling prioritization. Business capital/location: (1) Partners have an in-country presence. (2) Large-scale private investors have financial and infrastructural resources that can play a key role in demand signaling.</p>	<p>Scaling for Impact Program: As an integrative program within CGIAR's Portfolio and with strong scientific expertise (human and experiential capital), the program is well-positioned and has a strong CA to deliver this OP. The OP is intended to support the adaptive management of the CGIAR Portfolio.</p> <p>Partners: Some partners have CA in research instrument and methods design but have limited incentive to develop multistakeholder demand signals and little to no incentive to guide adaptive management of the CGIAR Portfolio. Various scaling partners miss the skill of preparing, identifying, and accessing appropriate solution bundles based on advanced or latest technological/scientific innovations (along with innovation in various methodologies related to deployment) where CGIAR or an established G-NARES network has the upper hand being the source of innovations.</p>

OP	Needed sources of comparative advantage (CA) to deliver the OP	CGIAR's sources of CA in delivering the OP	Partner types	Partners' sources of CA in delivering the OP	Preliminary analysis of the trade-offs
<p>OP 1.2: Institutional innovations supporting prioritization, feedback, and adaptive management of research and scaling CGIAR's Portfolio</p>	<p>Incentives:</p> <ol style="list-style-type: none"> 1. Research for development. 2. Cross-CGIAR Portfolio alignment with stakeholder demand boosts the potential for R4D impacts from CGIAR's work. 3. Cooperation and alignment of bilateral projects with stakeholder demand enhance the potential for development impacts and outcomes from bilateral projects. 4. Improved flexibility in implementing CGIAR's Portfolio. (Ability to adjust and adaptively manage the Portfolio in response to changing stakeholder demands and to rethink theories of change, impact pathways, and activities over 6. years can help implementation teams avoid issues arising from 2024. design "lock-in".) <p>Human/experiential capital:</p> <ol style="list-style-type: none"> 1. Program and Accelerator leadership. 2. Multistakeholder partnerships within countries. <p>Social/ political capital: Ability to influence changes in CGIAR activities and operations in response to demand signals.</p> <p>Business capital/ location: Resource (largely financial) supporting adaptive management and reprioritization of activities to align research and scaling aims.</p>	<p>Incentives:</p> <ol style="list-style-type: none"> 1. Research for development. 2. A more agile CGIAR. 3. Program and Accelerator operational implementation structure. <p>Human/experiential capital:</p> <ol style="list-style-type: none"> 1. CGIAR leadership. 2. CGIAR Programs and Accelerators. 3. Center-led bilateral project leadership. 4. Scientific and organizational expertise in adaptive management. 5. Experience in developing CGIAR cooperation and governance frameworks and models. <p>Social/political capital:</p> <ol style="list-style-type: none"> 1. CGIAR System Council. 2. CGIAR and Center leadership teams. 3. CGIAR Program and Accelerator leadership teams. <p>Business capital/location:</p> <ol style="list-style-type: none"> 1. Annual pooled funding cycles potentially adjusted based on adaptive management to support improved research alignment with scaling priorities. 2. Integration of bilateral project funding and activities in the CGIAR Portfolio. 3. Strong communications with pooled and bilateral funding donors and interest in directing future funding toward better research into scaling outcomes. 	<p>CGIAR System Office</p> <p>Other CGIAR Programs and Accelerators</p> <p>UN Agencies (e.g., FAO)</p> <p>Pooled funding donors</p> <p>Large-scale private investors</p>	<p>Incentives:</p> <p>(1) The CGIAR System Office has an incentive to support adaptive management but acts as a synergistic partner rather than a competitor. (2) No other CGIAR Programs or Accelerators have a strong incentive to lead this OP as their mandates are less integrative across the Portfolio; they are anticipated to support this role as synergistic partners. (3) While FAO supports NARES in institutional and innovation system capacity development and reform, it is not mandated to specifically address CGIAR operations and the implementation of its research and scaling Portfolio.</p> <p>Human/experiential capital:</p> <p>(1) Not applicable, as this is largely an internal CGIAR integrative function of the <i>Scaling for Impact Program</i>. (2) While other Programs, Accelerators, and the System Office have strong human capital and expertise in these areas, they are anticipated to support this role as synergistic partners, not competitors.</p> <p>Social/political capital:</p> <p>(1) Not applicable, as this is largely an internal CGIAR integrative function of the <i>Scaling for Impact Program</i>. (2) While other Programs, Accelerators, and the System Office have strong human capital and expertise in these areas, they are anticipated to support this role as synergistic partners, not competitors.</p> <p>Business capital and location:</p> <p>(1) While pooled funding donors have resources to support this OP, they are anticipated to act as synergistic partners, not competitors.</p>	<p>Scaling for Impact Program: Strong CA toward this OP, not as an individual output provider but as an integrator and supporter of CGIAR's overall research for development ambition, in partnership and synergy with other CGIAR Programs and Accelerators.</p> <p>Partners: As this OP aims to improve internal CGIAR processes, external partners have limited ability to leverage their capital resources to achieve it. Incentives are also generally low among external partners for achieving this OP. The one exception could be the donor community. However, donors, particularly those supporting pooled funding, are anticipated to act as synergistic partners in improving how CGIAR supports prioritization, feedback, and adaptive management of research and scaling rather than as competitors.</p>

OP	Needed sources of comparative advantage (CA) to deliver the OP	CGIAR's sources of CA in delivering the OP	Partner types	Partners' sources of CA in delivering the OP	Preliminary analysis of the trade-offs
<p>OP 1.3: Comprehensive, forward-looking regional and country-level strategies, enhancing Portfolio-wide research prioritization, scaling coordination, and policy alignment</p>	<p>Incentives:</p> <ol style="list-style-type: none"> 1. Cross-CGIAR Program and Accelerator collaboration enhancing overall Portfolio performance. 2. Alignment and cooperation of bilateral projects improving performance effectiveness. <p>Human/experiential capital:</p> <ol style="list-style-type: none"> 1. Strong cooperative abilities. 2. Scientists and leadership teams effectively communicate science coordination and objectives to stakeholders. <p>Social/political capital:</p> <ol style="list-style-type: none"> 1. Host government partnerships. 2. Partnership and neutral convening/brokering advantage among multiple stakeholders. 3. Research and delivery networks. 4. Ability to influence internal and external partnerships. <p>Business capital/ location:</p> <ol style="list-style-type: none"> 1. Grants supporting partners. 2. Financial resources supporting collaboration. 3. Mechanisms reducing collaboration transaction costs and scientist fatigue. 	<p>Incentives:</p> <ol style="list-style-type: none"> 1. Programs enhance value and lower transaction costs by engaging with partners. 2. Funding incentives may be tied to cooperation performance. 3. Conveners facilitate embedding CGIAR activities in national programs and public-private partnerships, leading to improved research quality and scalability. Human/experiential capital: <ol style="list-style-type: none"> 1. Programs benefit from partner collaboration, adding value and lowering costs. 2. Conveners facilitate CGIAR integration in national programs and partnerships, improving research quality and scalability. <p>Social/political capital:</p> <ol style="list-style-type: none"> 1. Resource mobilization, partnership, and communication support from country convener and regional secretariat teams. 2. Current CGIAR country conveners are strongly socio-politically embedded with partners. 3. Center host-country agreements with governments. 4. CGIAR and Center reputations among NARES. 5. Resource mobilization, partnership, and communication support from country convener and regional secretariat teams. <p>Business capital/location:</p> <ol style="list-style-type: none"> 1. Ability to deploy funding flexibly to partners. 2. Potential pooled funding to support cross-Portfolio alignment. 3. Increased in-country coordination and strategy support by country conveners. 	<p>UN agencies</p> <p>CGIAR Programs and Accelerators</p> <p>Donors and their bilateral projects</p> <p>NARES</p> <p>MSPs (including all partner types)</p> <p>CGIAR System Council</p> <p>CGIAR Center leadership and Center country leadership teams</p>	<p>Incentives:</p> <p>(1) There is a limited source or incentive for external partners to deliver this output. (2) For internal partners, no other Programs or Accelerators focus on country-level Portfolio coordination.</p> <p>Human/experiential capital:</p> <p>(1) As this OP is largely an internal CGIAR function, there is limited external or human capital to achieve it.</p> <p>(2) CGIAR global coordination function, led by Continental convener, secretariats, and Centers, can help deliver, but this is a complement where we work together and not to the exclusion of the Program.</p> <p>(3) FAO does have country coordination roles, but they are not focused on CGIAR.</p> <p>Social/political capital:</p> <p>(1) As this OP is largely an internal CGIAR function, there is limited external or human capital to achieve it.</p> <p>(2) CGIAR global coordination function, led by Continental convener, secretariats, and Centers, can help deliver, but this is a complement where we work together and not to the exclusion of the Program.</p> <p>Business capital/location:</p> <p>(1) It is unlikely that outside partners would invest funds to support CGIAR's internal alignment mechanisms, apart from the System Council and possible funding from CGIAR, which might eventually support country conveners in the future.</p>	<p>Scaling for Impact Program: (1) CA lies primarily with the <i>Scaling for Impact Program</i>, though not entirely. Broader CGIAR governance and cooperation across Programs. Coordination mechanisms also need to be enforced by the System Council and System Office and endorsed through Centers in countries to maintain this Program's CA.</p> <p>(2) The Program, in partnership and support of CGIAR, has a strong CA.</p> <p>(3) Without CGIAR's larger governance support and alignment of vision for this role, we have lower Program-level CA.</p> <p>Partners:</p> <p>Little if any CA for partners as this is an internal function for CGIAR.</p>

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<p>OP 2.1:</p> <p>Multistakeholder networks and scaling hubs to enhance the capacity of partners for scaling pathway diagnosis, co-design, deployment, and assessment</p>	<p>Incentives:</p> <ol style="list-style-type: none"> 1. Commitment to research aimed at development. 2. Mandate to achieve large-scale development impact. <p>Human/experiential capital:</p> <ol style="list-style-type: none"> 1. Ability to motivate and showcase the benefits of participating in networks and hubs. 2. Neutral expertise in scientific brokering. 3. Extensive experience in regional and country-specific innovation systems. 4. Experience in capacity sharing. <p>Social/political capital:</p> <ol style="list-style-type: none"> 1. Ability to bring stakeholders together effectively. 2. Acknowledgment by governments and regional organizations. <p>Business capital/location:</p> <ol style="list-style-type: none"> 1. Neutral setting for stakeholder meetings. 2. Resources available for facilitating convenings. 3. Established regional and national R&D networks. 	<p>Incentives:</p> <p>Authority to gather stakeholders and drive significant impact from research Initiatives.</p> <p>Human/experiential capital:</p> <ol style="list-style-type: none"> 1. Proven track record and documentation backing CGIAR's capacity to assemble multistakeholder networks and act as an impartial mediator. 2. CGIAR has an established and enduring presence in various regions and countries. <p>Social/political capital:</p> <ol style="list-style-type: none"> 1. Host-country agreements and MoUs with regional, national, and subnational organizations for the Centers. 2. Established histories of public-private partnerships in research and development. <p>Business capital/location:</p> <ol style="list-style-type: none"> 1. Multistakeholder networks and scaling hubs established through CGIAR's RIs and other large-scale platforms and Programs. 2. Pooled and bilateral funding facilitating stakeholder convening and convergence. 	<p>Internal: CGIAR Portfolio</p> <p>Regional organizations (ROs), External innovation system partners</p>	<p>Incentives:</p> <ol style="list-style-type: none"> (1) Certain external partners, though not all, are committed to development. (2) Some external partners, but not all, have a mandate for large-scale development impact. <p>Human/experiential capital:</p> <ol style="list-style-type: none"> (1) Certain external partners, such as NARES and UN agencies, have mandates and capabilities to bring together many stakeholders. (2) Other external partners might have significant experience in capacity sharing for scaling pathway diagnosis, co-design, deployment, and assessment. <p>Social/political capital:</p> <ol style="list-style-type: none"> (1) NARES and UN agencies generally have convening power. (2) Governments recognize UN agencies. <p>Business capital/location:</p> <ol style="list-style-type: none"> (1) UN agencies have established structures to support the convening of regional and national stakeholders. 	<p>Scaling for Impact Program: (1)</p> <p>Strong CA is based on: (a) mandate, (b) recognition of CGIAR's neutral scientific brokering, (c) networks and hubs developed by RIs and other Programs, (d) unique experience in linking research outputs to impact pathways and scaling strategy design.</p> <ol style="list-style-type: none"> (2) Trade-offs and risks of inefficient research and scaling, along with unintentional duplication with other Programs and Accelerators, will be minimized through intentional coordination and collaboration, emphasizing shared work plan design processes. (3) Where partners possess similar CAs, the Program will collaborate with them. <p>Partners:</p> <ol style="list-style-type: none"> (1) UN agencies and a few partners possess the ability to convene multistakeholder networks and scaling hubs at both regional and national levels. (2) Many NARES and UN agencies have limited mandates and partnerships with the private sector, restricting their ability to convene stakeholders. (3) Collaboration with FAO's networks may help expand multistakeholder platforms.

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<p>OP 2.2:</p> <p>Co-designed scaling pathways for regional and national agrifood systems through improved stakeholder capacity</p>	<p>Incentives:</p> <ol style="list-style-type: none"> 1. Commitment to research for development. 2. Potential economies of scale in research and scaling processes. <p>Human/experiential capital:</p> <ol style="list-style-type: none"> 1. Scientific capacity in participatory co-design, impact pathways, and agrifood systems thinking. 2. Neutral scientific brokering capital. 3. Experience in regional and country-level innovation systems. <p>Social/political capital:</p> <ol style="list-style-type: none"> 1. Convening power among stakeholders. 2. Ability to influence and sustain stakeholder participation in co-design processes. <p>Business capital/location:</p> <ol style="list-style-type: none"> 1. Neutral physical setting for stakeholder meetings. 2. Resources available to support convening efforts. 	<p>Incentives:</p> <p>Responsibility to bring together stakeholders and drive substantial impact from research activities.</p> <p>Human/experiential capital:</p> <ol style="list-style-type: none"> 1. Demonstrated scientific expertise in participatory impact pathway design. 2. Decades of extensive regional and country-level innovation system experience. <p>Social/political capital:</p> <p>Mandates in numerous countries to convene stakeholders as a neutral science-for-development broker.</p> <p>Business capital/location:</p> <ol style="list-style-type: none"> 1. Multistakeholder networks and scaling hubs established through CGIAR's RILs and other large-scale platforms and Programs. 2. Pooled and bilateral funding supporting stakeholder convening and convergence. 	<p>CGIAR Portfolio</p> <p>External innovation system partners</p>	<p>Incentives:</p> <p>(1) Development objectives and mandates for certain external partners.</p> <p>Human/experiential capital:</p> <p>(1) Certain external partners, such as ARIs, have scientific expertise and capacity in impact pathway design and agrifood systems thinking.</p> <p>Social/political capital:</p> <p>(1) NARES, UN agencies, and some regional organizations possess the influence needed to sustain stakeholder engagement in scaling efforts.</p> <p>Business capital/location:</p> <p>(1) Governmental agencies, NARES, UN agencies, and regional and national bodies may have resources to support convening.</p>	<p>Scaling for Impact Program:</p> <p>(1) Strong CA is based on mandate, emerging CGIAR experience in impact pathway design, networks and hubs developed by RILs, and experience in capacity sharing within research and development processes. The risks of inefficient research, scaling, and potential overlap with other CGIAR Programs and Accelerators will be mitigated through strategic coordination and collaboration, focusing on creating integrated work plans. The Program will engage with them within multistakeholder networks and scaling hubs.</p> <p>(2) CGIAR's convening power to create potential public-private partnerships and interministerial program convergence at regional, national, and subnational levels can strengthen networks.</p> <p>Partners:</p> <p>(1) Regional bodies, national agencies, UN agencies, and NARES may have mandates to enhance agrifood systems and build capacity, but evidence of their unique experience and CA in applying impact pathway design to translate research into outcomes is limited.</p> <p>(2) collaboration with these external partners is essential for success and will be prioritized to ensure effective output generation.</p>

OP	Needed sources of comparative advantage (CA) to deliver the OP	CGIAR's sources of CA in delivering the OP	Partner types	Partners' sources of CA in delivering the OP	Preliminary analysis of the trade-offs
<p>OP 2.3: Impact pathways evaluated and ranked for their potential to advance innovation bundles and packages to scale in regional- and country-specific agrifood systems</p>	<p>Incentives:</p> <ol style="list-style-type: none"> 1. Commitment to research for development is essential for driving impactful outcomes. 2. Potential economies of scale can be achieved in research and scaling processes, enhancing efficiency and effectiveness. <p>Human/experiential capital:</p> <p>Experience with innovation portfolio management and stage-gating is crucial for effectively evaluating and advancing innovation initiatives.</p> <p>Social/political capital:</p> <ol style="list-style-type: none"> 1. Neutral scientific brokering ability is vital for maintaining impartiality and fostering stakeholder trust. 2. Ability to mediate in the event of disputes among stakeholders on ranking ensures fair and balanced decision-making. <p>Business capital/location:</p> <ol style="list-style-type: none"> 1. Neutral physical settings or locations are crucial for convening stakeholders without bias. 2. Resources to support convening are essential for facilitating effective stakeholder engagement. 	<p>Incentives:</p> <ol style="list-style-type: none"> 1. Mandate to deliver impact from research is critical for achieving meaningful outcomes. 2. Innovation portfolio management systems require scientists to report on innovation bundles and packages. 3. Potential for impact pathways and innovation bundles to be used in large-scale investments is linked to AoW 4. <p>Human/experiential capital:</p> <ol style="list-style-type: none"> 1. Experience with innovation portfolio management and IPSR approaches is crucial for effective scaling. 2. Familiarity with similar scaling stage-gating frameworks enhances the ability to manage and evaluate innovations. <p>Social/political capital:</p> <p>Recognized neutral scientific brokering role.</p> <p>Business capital/location:</p> <ol style="list-style-type: none"> 1. Multistakeholder networks and scaling hubs initiated through CGIAR's RILs and other large-scale platforms and Programs enhance collaborative efforts. 2. Pooled and bilateral funding supports stakeholder convening and convergence. 	<p>CGIAR Portfolio</p> <p>External innovation system partners</p>	<p>Incentives:</p> <p>Some innovation system partners may have mandates for development and research that can bolster development efforts.</p> <p>Human/experiential capital:</p> <p>(1) Limited experience among external partners with innovation portfolio management and stage-gating may hinder effective scaling.</p> <p>Social/political capital:</p> <p>(1) Some external partners can act as neutral brokers and mediate disputes among stakeholders, but this capability is not universal.</p> <p>Business capital/location:</p> <p>(1) Governmental agencies, NARES, UN agencies, and regional and national bodies may have resources to support convening.</p>	<p>Scaling for Impact Program: (1) CGIAR's CA is based on</p> <p>(a) mandate, (b) highly unique experience with innovation portfolio management and stage-gating as applied to agrifood systems innovations, and (c) networks and hubs developed by RILs.</p> <p>(2) To mitigate trade-offs, inefficiencies, and unintentional overlap with other CGIAR Programs and Accelerators, intentional coordination and collaboration will be emphasized, particularly through the joint development of work plans. (3) Where partners have similar CAs, the Program will collaborate with them in the context of multistakeholder networks and scaling hubs.</p> <p>Partners:</p> <p>(1) Relatively few partners or partner coalitions have global and comprehensive mandates to evaluate impact pathways with scientific rigor and link them to scaling innovation bundles and packages within integrated agrifood systems on a regional and national basis.</p> <p>(2) Nevertheless, since this output results from collaborative efforts, coordination with external partners is essential for success and will be prioritized.</p>

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<p>OP 2.4: Demand-driven and scale-ready agrifood system solution bundles and packages and strategies for scaling with pathways and strategies identified for refinement, adaptation, and amplification</p>	<p>Incentives:</p> <ol style="list-style-type: none"> 1. Research for development is crucial for driving impactful outcomes. 2. Potential economies of scale can be achieved in research and scaling processes, enhancing efficiency and effectiveness. <p>Human/experiential capital:</p> <ol style="list-style-type: none"> 1. Scaling science and practice skills are essential for effective implementation. 2. The ability to adjust adaptation processes based on pathway performance and demand signals is crucial for optimizing outcomes. <p>Social/political capital:</p> <ol style="list-style-type: none"> 1. Neutral scientific brokering ability is essential for unbiased stakeholder engagement. 2. The ability to inform policy, program, and business model design strengthens strategic decision-making. <p>Business capital/location: 1. Neutral physical settings or locations are essential for convening stakeholders.</p> <ol style="list-style-type: none"> 2. Resources to support convening are crucial for successful stakeholder engagement. 	<p>Incentives:</p> <ol style="list-style-type: none"> 1. A mandate for research for development drives impactful outcomes. 2. Mandates to enhance the readiness of innovation bundles and packages for scaling are critical for effective implementation. <p>Human/experiential capital: 1. Global thought leadership in scaling science and practice is vital for advancing innovation. 2. Program design that integrates demand signaling into innovation design and scaling processes ensures relevance and effectiveness.</p> <p>Social/political capital:</p> <ol style="list-style-type: none"> 1. Established role as an impartial scientific intermediary enhances credibility and trust. 2. Proven expertise in shaping policy, program development, and business model design drives impactful outcomes. <p>Business capital/location:</p> <ol style="list-style-type: none"> 1. Multistakeholder networks and scaling hubs established through CGIAR's RILs and other extensive platforms drive collaboration and coordination. 2. Coordinated pooled and bilateral funding facilitates stakeholder engagement and alignment for effective outcomes. 	<p>CGIAR Portfolio</p> <p>External innovation system partners</p>	<p>Incentives:</p> <p>Some external partners have development mandates, but few have explicit mandates to link research innovations to development outcomes.</p> <p>Human/experiential capital:</p> <p>(1) Exempting ARIs, there is limited experience with scaling science and very limited experience linking theory to practice.</p> <p>Social/political capital:</p> <p>(1) Some external partners can convene stakeholders and have relatively neutral facilitative policy, programs, and business model design.</p> <p>Business capital/location:</p> <p>(1) Governmental agencies, NARES, UN agencies, and regional and national bodies may have resources to support convening.</p>	<p>Scaling for Impact Program:</p> <p>(1) CGIAR's CA is based on: (a) a mandate for demand-driven research and scaling, (b) a unique experience in adapting and improving innovations and their scaling processes, (c) networks and hubs developed by RILs.</p> <p>(2) To mitigate trade-offs, inefficiencies, and unintentional overlap with other CGIAR Programs and Accelerators, emphasis will be placed on intentional coordination and collaboration, particularly through joint work plan development.</p> <p>(3) Where partners have similar CAs, the Program will collaborate with them within multistakeholder networks and scaling hubs.</p> <p>Partners:</p> <p>(1) Only a few partners or coalitions have extensive global mandates and expertise in innovation bundling, packaging, and iterative learning from scaling processes to enhance innovations and their potential outcomes.</p> <p>(2) Since this output results from collaborative efforts, coordinating with external partners is crucial for success and will be prioritized.</p>

OP	Needed sources of comparative advantage (CA) to deliver the OP	CGIAR's sources of CA in delivering the OP	Partner types	Partners' sources of CA in delivering the OP	Preliminary analysis of the trade-offs
<p>OP 3.1:</p> <p>Co-created tools and analyses of opportunities and constraints in the enabling environment for scaling innovation bundles</p>	<p>Incentives:</p> <ol style="list-style-type: none"> 1. Research for development that can deliver policy outcomes. 2. Deeply embedded/ long-standing and trusted partnerships with policymakers and market actors to influence EEs. 3. Ability to address country- and context-specific challenges in the enabling environment, including weak policy ecosystems and market structures. <p>Human/experiential capital:</p> <ol style="list-style-type: none"> 1. Scientific expertise in enabling environment-related issues. 2. Scientific expertise in delivering enabling environmental technical assistance and support to partners. 3. Expertise in co-creating diagnostic tools, scenario analysis, and forward-looking projections. <p>Social/political capital:</p> <p>Established relationships with policymakers, market actors, and community stakeholders.</p> <p>Business capital/location:</p> <p>Access to relevant data and in-country presence to conduct real-time assessments.</p>	<p>Incentives:</p> <ol style="list-style-type: none"> 1. Research for development. 2. In-country presence to support regular partner engagement on enabling environment issues. 3. Deeply embedded/long-standing and trusted partnerships with policymakers and market actors and credibility in targeted regions. <p>Human/experiential capital:</p> <p>Extensive experience in enabling environment diagnostics and capacity building.</p> <p>Social/political capital:</p> <p>Strong influence in policy formulation through established relationships.</p> <p>Business capital/location:</p> <p>Wide-reaching presence in countries, enabling continuous engagement with stakeholders.</p>	<p>National governments and research institutes.</p> <p>Private Sector.</p> <p>NARES</p> <p>Regional Organizations</p> <p>CGIAR Centers and other ROs</p> <p>MSPs (e.g., consortia of development partners)</p>	<p>Incentives:</p> <p>Focus on evidence-based policymaking and sustainable market development.</p> <p>Human/experiential capital:</p> <p>(1) Expertise in specific policy, market, and societal domains.</p> <p>Social/political capital:</p> <p>(1) Networks within governmental and non-governmental spheres.</p> <p>Business capital/location:</p> <p>(1) Institutional presence and access to resources in key regions.</p>	<p>Scaling for Impact Program:</p> <p>(1) Strong CA due to long-term partnerships and institutional capacity.</p> <p>(2) Strong CA in designing context-specific diagnostics and co-creating actionable tools.</p> <p>Partners:</p> <p>(1) Some partners excel in policy but lack robust, evidence-based approaches for enabling environment analysis.</p> <p>(2) While partners bring specialized knowledge, CGIAR's ability to integrate this into a comprehensive framework provides a unique CA.</p>

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<p>OP 3.2: Tailored training materials and demand-driven technical assistance to strengthen capacities for public, private, and societal partners in enabling environments</p>	<p>Incentives:</p> <ol style="list-style-type: none"> 1. Research for development. 2. Addressing barriers to scaling through institutional strengthening and capacity building in response to context-specific needs. <p>Human/experiential capital:</p> <p>Expertise in developing training materials, technical assistance, and institutional frameworks.</p> <p>Social/political capital:</p> <p>Ability to influence policy and institutional change through strategic partnerships.</p> <p>Business capital/location:</p> <p>Access to financial resources for capacity building and institutional development.</p>	<p>Incentives:</p> <ol style="list-style-type: none"> 1. Research for development. 2. A collective pool of innovation-specific enabling environment expertise in Center, CGIAR Program, and Accelerator teams from which to draw. 3. Alignment with stakeholder demands and the ability to adaptively manage programs. <p>Human/experiential capital:</p> <p>Strong leadership and proven track record in capacity building and technical assistance.</p> <p>Social/political capital:</p> <ol style="list-style-type: none"> 1. Embedded in national systems and ability to leverage influence for institutional change. 2. CGIAR's Program and Accelerator leadership teams on which to draw for innovation-specific enabling environment support. <p>Business capital/location:</p> <p>Resources budgeted into the Program to support continuous engagement and institutional strengthening.</p>	<p>International organizations and development agencies</p> <p>UN agencies</p> <p>Regional organizations and Regional Economic Communities (RECs)</p> <p>International NGOs</p> <p>Research Institutions and think tanks</p> <p>Bilateral and multilateral donors</p> <p>Academic Institutions</p>	<p>Incentives:</p> <p>Partners have an interest in institutional development but often lack the comprehensive approach CGIAR can provide.</p> <p>Human/experiential capital:</p> <p>(1) Other Programs, Accelerators, and the Systems Office have strong human capital and expertise in these areas; however, they are anticipated to support this role as synergistic partners, not competitors.</p> <p>(2) Expertise in specific areas of institutional support.</p> <p>Social/political capital:</p> <p>(1) Other Programs, Accelerators, and the Systems Office have strong human capital and expertise in these areas; however, they are anticipated to support this role as synergistic partners, not competitors.</p> <p>(2) Established relationships within their specific domains.</p> <p>Business capital/location:</p> <p>(1) Resources targeted at specific institutional needs.</p>	<p>Scaling for Impact Program:</p> <p>Strong CA in integrating cross-sectoral insights and building institutions holistically.</p> <p>Partners:</p> <p>Partners contribute specialized expertise but lack CGIAR's ability to integrate and scale solutions across diverse contexts.</p>

OP	Needed sources of comparative advantage (CA) to deliver the OP	CGIAR's sources of CA in delivering the OP	Partner types	Partners' sources of CA in delivering the OP	Preliminary analysis of the trade-offs
<p>OP 3.3: Inclusive scaling strategies and innovative partnerships that drive research-based investments, policy improvements, and community-building to address normative barriers to scaling</p>	<p>Incentives:</p> <ol style="list-style-type: none"> 1. Ability to foster multistakeholder partnerships and address structural barriers to innovation scaling. 2. Cross-CGIAR Science Program and Accelerator collaboration enhancing overall Portfolio performance. 3. Alignment and cooperation of bilateral projects improving performance effectiveness. <p>Human/experiential capital:</p> <ol style="list-style-type: none"> 1. Strong cooperative abilities. 2. Expertise in convening partnerships, facilitating policy coherence, and engaging communities. <p>Social/political capital:</p> <ol style="list-style-type: none"> 1. Ability to act as a neutral broker among stakeholders, leveraging influence to drive policy and community change. 2. Host government partnerships. 3. Partnership and neutral convening/brokering advantage among many stakeholders. 4. Research and delivery networks. 5. Ability to influence internal and external partnerships. <p>Business capital/location:</p> <p>Ability to deploy financial resources to support cross-sectoral collaborations.</p>	<p>Incentives:</p> <p>Experience in creating and sustaining partnerships across sectors.</p> <p>Human/experiential capital:</p> <p>Strong cooperative abilities and experience in community engagement.</p> <p>Social/political capital:</p> <p>Established relationships with key actors in the policy and market domains.</p> <p>Business capital/location:</p> <ol style="list-style-type: none"> 1. Access to funding and resources to support community and policy initiatives. 2. Ability to deploy funding flexibly to partners. 3. Potential pooled funding to support cross-Portfolio project alignment. 4. Increased in-country coordination and strategy support by country conveners. 	<p>National governments</p> <p>CGIAR Programs and Accelerators</p> <p>Donors and their bilateral projects</p> <p>NARES</p> <p>MSPs (including all partner types)</p> <p>CGIAR Center country leadership teams</p> <p>UN agencies (e.g., FAO)</p> <p>National, international, and CSOs</p> <p>ROs and universities</p> <p>Farming communities</p>	<p>Incentives:</p> <p>(1) Partners are motivated to collaborate but may lack the ability to integrate efforts across sectors effectively.</p> <p>Human/experiential capital:</p> <p>Expertise in specific areas of partnership development.</p> <p>Social/political capital:</p> <p>Influence within their specific spheres.</p> <p>Business capital/location:</p> <p>Targeted resources for specific partnership and community-building activities.</p>	<p>Scaling for Impact Program:</p> <p>Strong CA in acting as a central convener and integrator of cross-sectoral partnerships, inter-departmental convergence, and policy efforts.</p> <p>Partners:</p> <p>While partners bring domain-specific expertise, CGIAR's integrative approach enhances overall impact and scalability.</p>

OP	Needed sources of comparative advantage (CA) to deliver the OP	CGIAR's sources of CA in delivering the OP	Partner types	Partners' sources of CA in delivering the OP	Preliminary analysis of the trade-offs
<p>OP 4.1: Innovative financing mechanisms through technical assistance/ support to governments, IFIs, and the private sector</p>	<p>Incentives:</p> <ol style="list-style-type: none"> 1. Large-scale change. 2. Return on investment. 3. Strengthening institutional capacities in countries. 4. Ability to address country- and context-specific challenges. <p>Human capital:</p> <ol style="list-style-type: none"> 1. Multidisciplinary expertise in the agrifood sector. 2. Context-specific knowledge and human capacity. Social/political capital: <ol style="list-style-type: none"> 1. Ability to influence and align incentives and objectives of partners. 2. Credible data and insights to influence investments. Biophysical capital: <p>In-country offices for design and support of project execution.</p>	<p>Incentives:</p> <ol style="list-style-type: none"> 1. Sustainable transformation. 2. R4D mission. <p>Human capital</p> <ol style="list-style-type: none"> 1. Diverse technical expertise. 2. Track record in leveraging investments from the public and private sectors. <p>Social/political capital</p> <ol style="list-style-type: none"> 1. Networks with investors. 2. Strong relationships with government agencies. 3. Learnings from tested scaling pathways. <p>Biophysical capital:</p> <p>Staff and offices across developing countries.</p>	<p>IIFIs</p> <p>Catalytic capital providers</p> <p>Asset managers</p> <p>Large-scale private investors</p> <p>Governments</p>	<p>Incentives:</p> <ol style="list-style-type: none"> (1) Economic and social development mission. (2) Scaling mandate. (3) Return on investment (\$)/market focus. (4) Targeted resources for national governments. (5) Country strategies and priorities. <p>Human capital:</p> <ol style="list-style-type: none"> (1) Economic policy and reform expertise with IFIs. (2) Links with CGIAR. <p>Social/political capital:</p> <ol style="list-style-type: none"> (1) National strategies. (2) Political networks and influence <p>Biophysical capital:</p> <p>Financial resources/access to large funds.</p>	<p>Scaling for Impact Program:</p> <p>Ability to draw on technical expertise from across CGIAR on diverse topics relevant to agrifood system transformation from diverse contexts and systems. The program can curate solutions and provide data and insights to investors more efficiently, reducing transaction costs.</p> <p>Partners:</p> <p>Partners have access to capital and financial resources to drive large-scale change. They seek data and evidence to enhance their return on investment — social, environmental, and economic. These partners have a development mandate that aligns with national priorities and market demands.</p>

OP	Needed sources of comparative advantage (CA) to deliver the OP	CGIAR's sources of CA in delivering the OP	Partner types	Partners' sources of CA in delivering the OP	Preliminary analysis of the trade-offs
<p>OP 4.2: Novel partnerships and institutional arrangements established with NARES, public education systems, the humanitarian sector, and large NGOs for capacity sharing and integration of proven solutions in scaling</p>	<p>Incentives:</p> <ol style="list-style-type: none"> 1. Sustainable outcomes. 2. Build donor confidence. 3. Increase the success of projects. <p>Human capital:</p> <ol style="list-style-type: none"> 1. Multidisciplinary expertise. 2. Sector-specific knowledge. <p>Social/political capital:</p> <ol style="list-style-type: none"> 1. Ability to influence and align incentives and objectives of partners. 2. Community engagement at the grassroots level. <p>Biophysical capital:</p> <p>In-country staff to design and support project execution.</p>	<p>Incentives:</p> <p>Sustainable transformation/ R4D mission.</p> <p>Human capital:</p> <p>Diverse technical expertise.</p> <p>Social/political capital:</p> <ol style="list-style-type: none"> 1. Long-term relationships in countries and regions. 2. Networks with government agencies. 3. Network with private sector SMEs. <p>Biophysical capital:</p> <p>Staff and offices across developing countries.</p>	<p>NARES</p> <p>Large NGOs</p> <p>Public education system</p> <p>Humanitarian sector</p> <p>Private investors or consortia of private investors</p> <p>Governments</p>	<p>Incentives:</p> <ol style="list-style-type: none"> (1) Economic development. (2) Community development. <p>Human capital:</p> <ol style="list-style-type: none"> (1) Sector-specific knowledge. (2) Best practices for scalability. (3) Training and capacity-building professionals. <p>Social/political capital:</p> <ol style="list-style-type: none"> (1) Visibility and credibility. (2) Collaborative capacity. (3) Holistic approach, with the ability to integrate a range of services (e.g., health, education, emergency response, and livelihoods along with agriculture and agri-food system interventions.) <p>Biophysical capital:</p> <p>Operational Infrastructure, including supply chains, logistics, and communication systems.</p>	<p>Scaling for Impact Program:</p> <p>Ability to draw on technical expertise from across CGIAR on diverse topics relevant to agrifood system transformation. The Program can increase the efficiency of partnership success through matchmaking, and reducing transaction costs. CGIAR also has the capability to enhance the success of NGOs on development projects.</p> <p>Partners:</p> <p>Partners possess the ability to integrate solutions in sector-specific development projects, curricula, or other interventions. They can convene training and capacity-building professionals to support successful project implementation at the field level.</p>

OP	Needed sources of comparative advantage (CA) to deliver the OP	CGIAR's sources of CA in delivering the OP	Partner types	Partners' sources of CA in delivering the OP	Preliminary analysis of the trade-offs
<p>OP 4.3: Scaling capacity toolbox in support of CGIAR Programs and bilateral projects, strengthening the design, implementation, and monitoring of evidence-based and responsible scaling strategies</p>	<p>Incentives:</p> <ol style="list-style-type: none"> 1. Cooperation and alignment with bilateral projects improving performance effectiveness across CGIAR. 2. Increasing impact potential of bilateral investments. <p>Human capital:</p> <ol style="list-style-type: none"> 1. Strong cooperative abilities. 2. Knowledge of scaling readiness and assessments. 3. Scientists and Scaling Strategy Support Teams effectively communicate to achieve objectives. <p>Social/political capital:</p> <ol style="list-style-type: none"> 1. Convening/coordinating power. 2. Donor interest. Biophysical capital: <ol style="list-style-type: none"> 1. Financial resources supporting collaboration. 2. Mechanisms to reduce transitional costs. 	<p>Incentives:</p> <ol style="list-style-type: none"> 1. Value-addition and reduced transaction costs for bilateral projects in the development of scaling strategies. 2. Scaling Strategy Support Team opens doors to new partnership opportunities for scaling. <p>Human capital:</p> <ol style="list-style-type: none"> 1. Technical expertise in scaling science. 2. Experience implementing scaling strategies from CGIAR Initiatives. <p>Social/political capital:</p> <ol style="list-style-type: none"> 1. Mandate to support teams and scientists across CGIAR. 2. Existing collaboration and donor relations. <p>Biophysical capital:</p> <ol style="list-style-type: none"> 1. Ability to deploy expertise on a need basis. 2. Potential pooled funding to support scaling strategies. 	<p>CGIAR Programs</p> <p>Bilateral projects</p> <p>Donors and partners</p>	<p>Incentives:</p> <p>(1) No incentive for external partners to deliver this output.</p> <p>(2) For internal partners, the Scaling Strategy Support Team is unique in CGIAR, delivering this support at the Portfolio-level.</p> <p>Human capital:</p> <p>This OP is largely an internal CGIAR function; there is limited external or human capital to achieve it. Social/political capital:</p> <p>This output is largely an internal CGIAR function; there is limited external or human capital to achieve it. Biophysical capital:</p> <p>(1) Unlikely that external partners would deploy capital to support CGIAR function, and even if they do, it will require significantly more resources with limited buy-in from the system.</p> <p>(2) Donors could potentially support partners in building this capacity in partner organizations.</p>	<p>Scaling for Impact Program:</p> <p>The Scaling Strategy Support Team is integrated into the Scaling for Impact Program and has a strong CA to support teams across CGIAR bilateral projects.</p> <p>Partners:</p> <p>Little or limited CA for partners as this is an internal function for CGIAR.</p>

OP	Needed sources of comparative advantage (CA) to deliver the OP	CGIAR's sources of CA in delivering the OP	Partner types	Partners' sources of CA in delivering the OP	Preliminary analysis of the trade-offs
<p>OP 5.1:</p> <p>An integrative scaling science agenda, including best practices for optimal and responsible scaling outcomes</p>	<p>Incentives:</p> <ol style="list-style-type: none"> 1. Research for development. 2. Fundamental research <p>Human/experiential capital:</p> <ol style="list-style-type: none"> 1. Area expertise. 2. Multidisciplinary teams. 3. CGIAR case studies –scaling efforts. <p>Social/political capital:</p> <ol style="list-style-type: none"> 1. NARES partnerships. 2. Partnerships with development/ scaling actors. 3. Research networks. 4. Ability to influence actors. <p>5. Biophysical capital/ location:</p> <ol style="list-style-type: none"> 1. Scaling hubs. 2. Farmer and national levels. 	<p>Incentives:</p> <p>Research for development. Human/ experiential capital:</p> <ol style="list-style-type: none"> 1. Multidisciplinary teams. 2. Case studies - (past) scaling efforts. <p>Social/political capital:</p> <p>Networks.</p> <ol style="list-style-type: none"> 2. NARES partnerships. <p>Biophysical capital/location:</p> <ol style="list-style-type: none"> 1. Scaling hubs. 2. From farmer to national levels. 	<p>ROs</p> <p>CGIAR Centers</p> <p>NARES</p> <p>IFIs</p> <p>IDOs</p>	<p>Incentives:</p> <ol style="list-style-type: none"> (1) Research for development (IFIs). (2) Fundamental research (ROs). <p>Human/experiential capital:</p> <ol style="list-style-type: none"> (1) Area expertise (NARES). (2) Multidisciplinary teams (ROs, IFIs, IDOs). (3) Part of CGIAR case studies — (past) scaling efforts (IFIs, IDOs). Social/ political capital: <ol style="list-style-type: none"> (1) Political/financial networks (IFIs, IDOs). (2) Research networks (ROs). (3) Ability to influence actors (IFIs, IDOs, NARES). <p>Location:</p> <ol style="list-style-type: none"> (1) Farmers (NARES). (2) National (IFIs). (3) Farmers to national (IDOs). 	<p>Scaling for Impact Program: (1) Multidisciplinary teams.</p> <ol style="list-style-type: none"> (2) Strong partnerships with several development actors at different levels. (3) Global South scaling hubs. (4) CGIAR case studies. (5) Ability to influence to align scaling efforts with research purpose (e.g., randomization). (6) Working at all scaling levels. <p>Partners:</p> <ol style="list-style-type: none"> (1) Fundamental research (ROs). (2) Multidisciplinary teams. (3) Research networks. (4) Access to large funds. (5) Research outputs.

OP	Needed sources of comparative advantage (CA) to deliver the OP	CGIAR's sources of CA in delivering the OP	Partner types	Partners' sources of CA in delivering the OP	Preliminary analysis of the trade-offs
<p>OP 5.2:</p> <p>Evidence-based recommendations on optimal and responsible scaling pathways and outcomes</p>	<p>Incentives:</p> <p>Research for development.</p> <p>Fundamental research. Human capital:</p> <ol style="list-style-type: none"> 1. Area expertise. 2. Multidisciplinary teams. Social capital: 3. Research networks. Biophysical capital: <ol style="list-style-type: none"> 1. NARES partnerships. 2. Development and scaling actors. 3. Research networks. Biophysical capital: <ol style="list-style-type: none"> 1. Scaling hubs. 2. Experiences: 3. CGIAR case studies — (past) scaling efforts. <p>Political capital:</p> <p>Ability to influence actors. Financial capital:</p> <p>Large funds.</p> <p>Location: From farmer to national levels.</p>	<p>Incentives:</p> <p>Research for development.</p> <p>Human capital:</p> <p>Multidisciplinary teams.</p> <p>Social capital:</p> <p>Networks, NARES partnerships.</p> <p>Biophysical capital:</p> <p>Scaling hubs, case studies.</p> <p>Experiences:</p> <p>Case studies — (past) scaling efforts.</p> <p>Location:</p> <p>From farmer to national levels.</p>	<p>CGIAR Centers</p> <p>ROs</p> <p>NARES</p> <p>IFIs</p> <p>IDOs</p>	<p>Incentives:</p> <ol style="list-style-type: none"> (1) Research for development (IFIs). (2) Fundamental research (ROs). <p>Human capital:</p> <ol style="list-style-type: none"> (1) Area expertise (NARES). (2) Multidisciplinary teams (ROs, IFIs, IDOs). <p>Social capital:</p> <ol style="list-style-type: none"> (1) Political/ financial networks (IFIs, IDOs). (2) Research networks (ROs). <p>Experiences:</p> <ol style="list-style-type: none"> (1) Part of CGIAR case studies — (past) scaling efforts (IFIs, IDOs). Political capital: Ability to influence actors (IFIs, IDOs, NARES). <p>Financial capital: Large funds (IFIs, IDOs).</p> <p>Location:</p> <ol style="list-style-type: none"> (1) Farmers (NARES). (2) National (IFIs). (3) Farmers to national (IDOs). 	<p>Scaling for Impact Program:</p> <ol style="list-style-type: none"> (1) Multidisciplinary teams. (2) Strong partnerships with several development actors at different levels. (3) Global South scaling hubs. (4) CGIAR case studies. (5) Ability to influence and align scaling efforts with research purpose (e.g., randomization). (6) Working at all scaling levels. <p>Partners:</p> <ol style="list-style-type: none"> (1) Fundamental research (ROs). (2) Multidisciplinary teams. (3) Research networks. (4) Access to significant funds. (5) Research outputs.

OP	Needed sources of comparative advantage (CA) to deliver the OP	CGIAR's sources of CA in delivering the OP	Partner types	Partners' sources of CA in delivering the OP	Preliminary analysis of the trade-offs
<p>OP 5.3: Analytics for innovation portfolio management and decision-making, including scaling readiness evaluations</p>	<p>Incentives: Evidence-based portfolio management, decision-making, Performance and Results Management.</p> <p>Human capital: 1. Innovation data analytics; software development. 2. Innovation portfolio management.</p> <p>Social capital: Relationships with CGIAR Centers, funders, Programs, and other key innovation system players.</p> <p>Biophysical capital: Performance and results management systems, innovation management software.</p> <p>Experiences: Experience with a systematic approach to innovation portfolio management.</p> <p>Political capital: Ability to influence internal and external stakeholders for collective innovation management and to use data and analytics in decision-making.</p> <p>Financial capital: Funds for innovation data management.</p> <p>Location: Global and national levels.</p>	<p>Incentives: Evidence-based Portfolio management; Performance and Results Management.</p> <p>Human capital: 1. Innovation data analytics. 2. Innovation portfolio management.</p> <p>Social capital: 1. Relationships with CGIAR Centers, funders, Programs, and other key innovation system players.</p> <p>Biophysical capital: Performance and results management systems.</p> <p>Experiences: Experience with a systematic approach to innovation portfolio management (for CGIAR).</p> <p>Political capital: Ability to influence internal stakeholders for collective innovation management and to use data and analytics in decision-making.</p> <p>Financial capital: Funds for interoperable innovation data collection and management systems (internal in CGIAR).</p> <p>Location: Global and national levels.</p>	<p>CGIAR Centers and bilateral projects</p> <p>ROs</p> <p>NARES</p> <p>IFIs</p> <p>Funders, SIMEC</p> <p>CGIAR System Council and Board</p> <p>IDOs</p> <p>Private companies</p> <p>National governments</p>	<p>Incentives: (1) Decision-making and prioritization (funders, SC/SB).</p> <p>Human capital: (1) Software development. (2) change management (Portfolio management software).</p> <p>Social capital: (1) Relationships with other key innovation system players (funders).</p> <p>Biophysical capital: (1) Innovation portfolio management software (Portfolio management software).</p> <p>Experiences: (1) Experience with a systematic approach to IPM (beyond CGIAR) (funders, IDOs).</p> <p>Political capital: Ability to influence external stakeholders for collective innovation management and to use data and analytics in decision-making (funders and IFIs). Financial capital: Funds for interoperable innovation data collection and management systems (for broader mainstreaming at the sector level) (funders and IFIs).</p> <p>Location: Global (funders, IFIs, IDOs) and national levels (governments, NARES).</p>	<p>Scaling for Impact Program: (1) CGIAR is one of the few public sector organizations with a systematic approach to innovation portfolio management.</p> <p>(2) CGIAR has a state-of-art innovation portfolio management approach.</p> <p>(3) Collaboration with CGIAR PPU, which is responsible for CGIAR-wide Portfolio data and analytics on innovation development and use.</p> <p>(4) CGIAR is seen as best-of-class and well-positioned to engage with partners/funders on innovation portfolio management.</p> <p>(5) Build on existing adaptive management processes mainstreamed in RIIs (e.g., “pause and reflect”).</p> <p>Partners: (1) Innovation databases that can support CGIAR demand-supply alignment and more holistic innovation portfolio management (e.g., FAO, and AfDB-TAAT). (2) Ensure CGIAR uses innovation portfolio management data to adaptively manage its innovation portfolio.</p>

OP	Needed sources of comparative advantage (CA) to deliver the OP	CGIAR's sources of CA in delivering the OP	Partner types	Partners' sources of CA in delivering the OP	Preliminary analysis of the trade-offs
OP 5.4: Institutionalized South-South learning exchanges and capacity sharing	<p>Incentives: Stimulate partners in the driving seat; urgency to invest in scaling culture, community, and capacity growth for science and practice of scaling.</p> <p>Human capital: Capacity sharing expertise, community management, culture change, event management, and curriculum development.</p> <p>Social capital: Relationships with CGIAR Centers, funders, CGIAR Programs, and other key innovation system players.</p> <p>Biophysical capital: N/a</p> <p>Experiences: Experience CGIAR + external scaling culture, community and capacity growth, and existing learning tools.</p> <p>Political capital: Legitimacy and mandate to facilitate CGIAR-partner scaling community and support capacity and culture growth, learning, exchange, and curriculum development.</p> <p>Financial capital: Funds for events, curriculum development, and training of practitioners</p> <p>Location: Global, regional and national levels.</p>	<p>Incentives: Stimulate partners in the driving seat.</p> <p>Human capital: Capacity sharing expertise.</p> <p>Social capital: Relationships with CGIAR Centers, funders, Programs, and other key innovation system players.</p> <p>Biophysical capital: N/a</p> <p>Experiences: Experience scaling culture, community and capacity growth, and existing learning tools.</p> <p>Political capital: Legitimacy and mandate to facilitate CGIAR community and support capacity and culture growth, learning, exchange, and curriculum development.</p> <p>Financial capital: Funds for events, curriculum development, training of practitioners (scattered in Centers and bilateral projects).</p> <p>Location: Global, regional, and national levels.</p>	<p>CGIAR Centers and bilateral projects</p> <p>Knowledge organizations, universities and TVET</p> <p>Shared Capacity</p> <p>ROs</p> <p>NARES</p> <p>IFIs</p> <p>Funders</p> <p>IDOs</p> <p>Private sector</p>	<p>Incentives: Urgency to invest in scaling culture, community and capacity growth for science and practice of scaling (funders, NARES, IFIs).</p> <p>Human capital: Capacity sharing expertise, community management, culture change, event management, curriculum development (PS, knowledge organizations, universities, and TVET)</p> <p>Social capital: Relationships with other key innovation system players (PS, IFIs).</p> <p>Biophysical capital: N/a</p> <p>Experiences: Experienced scaling culture, community, and capacity growth in other organizations (PS, funders, IDOs).</p> <p>Political capital: Legitimacy and mandate to facilitate partner scaling community and support capacity and culture growth, learning, exchange, and curriculum development (NARES, funders, knowledge organizations, universities, and TVET).</p> <p>Financial capital: Funds for events, curriculum development, and training of practitioners (new funding) (funders and IFIs).</p> <p>Location: Global, regional, and national levels (NARES).</p>	<p>Scaling for Impact Program:</p> <p>(1) Build on scaling culture, community and capacity growth work (tools, events) initiated under RIIs in collaboration with PPU and external partners (Wageningen University and UC-Davis)</p> <p>(2) Ability to translate frontier scaling science into capacity-sharing tools and approaches that meet the demands of key clients and stakeholders.</p> <p>(3) CGIAR is seen as a neutral broker and trusted training and capacity growth partner that understands the reality of agricultural-research-for-development on the ground.</p> <p>Partners:</p> <p>(1) Large-scale investment in academy and training programs (e.g., World Bank and BMGF).</p> <p>(2) Specialized companies and IDOs exist with a focus on co-creating and delivering training, curriculum development, and capacity expertise.</p> <p>(3) Funders can nudge culture change at CGIAR level.</p> <p>(4) Global South knowledge institutes, universities, and TVET understand learning needs and preferences.</p>

Appendix 6. Section 5: Program-level theory of change (TOC)

TOC Element	Statement	Area of Work	Partners (including internal and roles)	Assumption (for outcomes only)	Indicator and target (2030 outcomes only)
OP 1.1–1.2 (see Appendix 8 for details on OP 1.1 and OP 1.2)	<p>Systems are generating evidence and clarifying region and country-level stakeholders' research and scaling priorities.</p> <p>Systems to synthesize country-level food, land, and water system priorities.</p>	1	<p>(i) CGIAR Centers, Programs, Accelerators, and bilateral projects (collectively referred to as the "CGIAR Portfolio" below): Administration, implementation, and adaptive management of research scaling portfolios.</p> <p>(ii) NARES, the private sector, UN agencies, and international, national, and subnational NGOs, CBOs, farmers, and consumer organizations: Co-design and participation in research to identify and signal stakeholder demand.</p>	Not required	Not required
OP 1.3 (see Appendix 8 for details on OP 1.3)	Comprehensive, forward-looking regional and country-level strategies, enhancing Portfolio-wide research prioritization, scaling coordination, and policy alignment.	1	<p>(i) CGIAR System Office and System Council: Formalize adaptive management guidelines for Portfolio-wide research and scaling activities.</p> <p>(ii) CGIAR Portfolio: Engage in multistakeholder platforms and advisory committees.</p> <p>(iii) Host governments, NARES, private sector, UN agencies, and international, national, and subnational NGOs, CBOs, farmers, and consumer organizations: Co-design, participate in research and scaling.</p>	Not required	Not required
OP 2.1–2.2 (see Appendix 9 for details on OP 2.1 and OP 2.2)	Multistakeholder regional and country-level innovation networks and scaling hubs.	2	<p>(i) CGIAR Portfolio: Participation in multistakeholder networks and scaling hubs and co-design of impact pathways and capacity sharing.</p> <p>(ii) Regional organizations, NARES, governmental agencies, UN agencies, private sector, business associations, financial institutions, NGOs, CSOs, CBOs, farmers, and consumers: Participation in multistakeholder networks and scaling hubs and co-design impact pathways and capacity sharing.</p>	Not required	Not required
OP 2.3–2.4 (see Appendix 9 for details on OP 2.3 and OP 2.4)	Demand-driven, scale-ready innovation bundles and viable scaling pathways.	2	<p>(i) CGIAR Portfolio: Collaborate and coordinate to deploy and evaluate impact pathways using methodologically robust and scientifically sound approaches and refine and adapt scaling pathways.</p> <p>(ii) External innovation system partners: Implement actions to advance innovation bundles along co-designed scaling pathways and refine and adapt scaling pathways.</p>	Not required	Not required

TOC Element	Statement	Area of Work	Partners (including internal) and roles	Assumption (for outcomes only)	Indicator and target (2030 outcomes only)
OP 3.1–3.3 (see Appendix 11 for details on OP 3.1, OP 3.2 and OP 3.3)	Tools, institutional partnerships, and capacity sharing enhance enabling environments.	3	<p>(i) CGIAR Portfolio: Co-create evaluation tools for scaling innovations and co-design and deliver capacity-building activities and training.</p> <p>(ii) External public partners: Actively participate, provide local insights and feedback, and engage in capacity sharing.</p> <p>(iii) Governments and private sector: Shape policies and markets and use training to identify profit potential and scale innovations.</p>		
OP 4.1–4.2 (see Appendix 12 for details on OP 4.1 and OP 4.2)	Mechanisms unlocking IFI and impact financing through governmental, private, and novel scaling partners.	4	<p>(i) IFIs: Integrate science-based solutions into investments.</p> <p>(ii) Governments: Secure financing from IFIs.</p> <p>(iii) Catalytic capital providers: Offer additional resources.</p> <p>(iv) Private sector investors: Provide capital to explore new markets.</p> <p>(v) CGIAR Portfolio: Document scalable solutions and data.</p> <p>(vi) NARES: Implement scaling extension systems.</p> <p>(vii) Humanitarian sector: Scale solutions efficiently in crises.</p> <p>(viii) Large NGOs: Lead large-scale development projects in which innovation packages are scaled.</p> <p>(ix) CGIAR Portfolio: Offer research collaboration, innovation, and technical support.</p>	Not required	Not required
OP 4.3 (see Appendix 12 for details on OP 4.3)	Scaling strategy team and toolbox aiding scaling design and implementation.	4	<p>(i) Bilateral projects: Integrate scaling tools and frameworks into project design and implementation; consult with the Scaling Strategy Support Team.</p> <p>(ii) CGIAR Programs: Seek advice from the Scaling Strategy Support Team for designing and implementing scaling strategies.</p>	Not required	Not required

TOC Element	Statement	Area of Work	Partners (including internal) and roles	Assumption (for outcomes only)	Indicator and target (2030 outcomes only)
OP 5.1–5.3 (see Appendix 13 for details on OP 5.1, OP5.2 and OP 5.3)	Metrics and scaling assessment tools inform best practices and improve portfolio management.	5	<p>(i) CGIAR: Co-create and advance responsible innovation and scaling science agenda. (ii) ARIs from Global North and South: Co-create. (iii) NARES and other innovation systems: Co-create. (iv) CGIAR Gender Accelerator: Advance responsible innovation and scaling science agenda. (v) CGIAR: Design, implement, and analyze. (vi) NARES, ARIs, ROs: Co-design and provide technical backstopping. (vii) CGIAR, System Office, and Senior Leadership Team: Demand and use innovation portfolio management. (viii) CGIAR PPU: Co-design, implement, and maintain innovation portfolio management tools, systems, and processes (e.g., through PRMS). (ix) Governments, private sector, IDOs, funders, IFIs, and scaling partners: Demand and use.</p>	Not required	Not required
OP 5.4 (see Appendix 13 for details on OP 5.4)	South-South exchanges and capacity sharing: An Integrated Capacity Enabling and Learning Exchange Program for Scaling through a comprehensive institutionalized framework focused on learning exchanges and capacity building, specifically aimed at scaling innovations for impact.	5	<p>(i) CGIAR: Co-create. (ii) Governments, private sector, IDOs, ARIs, NARES, funders: Co-create and benefit. (iii) Capacity sharing and knowledge management organizations: Design, test, and implement.</p>	Not required	Not required
I-OC 1.1–1.3 (see Appendix 8 for details of I-OC 1.1, 1.2 and 1.3)	CGIAR and NARES scientists assess and prioritize stakeholder demand.	1	<p>(i) CGIAR System Office and System Council: (a) Formalize and empower CGIAR country conveners; (b) Support multistakeholder platform formalization; (ii) CGIAR country conveners, regional support structures: Engage stakeholders and co-develop strategies. (iii) CGIAR Portfolio: (a) Programs and bilateral projects join multistakeholder platforms and advisory committees. (b) Research and scaling portfolio administration and implementation; (c) Adaptive management of research and scaling portfolio implementation. (iv) External partners: (a) Participate in the design and direction of formal multistakeholder platforms; (b) Provide and clarify research and scaling demands.</p>	(i) CGIAR Portfolio: (a) Integrates regional and national priorities and scaling demands into work plans. (b) Values and incentivizes stakeholder involvement in work plans. (c) Scientists are supported and incentivized to respond and adapt to new research and scaling opportunities through annual and sub-annual implementation plans. (ii) External partners: Engage with CGIAR's Portfolio.	Not required

TOC Element	Statement	Area of Work	Partners (including internal) and roles	Assumption (for outcomes only)	Indicator and target (2030 outcomes only)
I-OC 1.4–1.5 (see Appendix 8 for details of I-OC 1.4 and 1.5)	CGIAR employs adaptive management, improving research and scaling.	1	<p>(i) CGIAR System Office: Supports multistakeholder platform formalization.</p> <p>(ii) CGIAR Portfolio: Research and scaling Portfolio administration and implementation.</p> <p>(iii) External partners: Participate in stakeholder platforms.</p> <p>(iv) NARES, private sector, local, national, and international NGOs, CBOs, farmers, and consumers’ organizations: Collaborate in research and scaling.</p>	<p>(i) CGIAR Portfolio: (a) Enhances research and scaling, increasing demand for tailored innovations.</p> <p>(b) Seeks new research and scheduling partners.</p> <p>(ii) External partners: Tailor innovations to regional and national contexts.</p> <p>(iii) Scaling Program: Identifies transformative partnerships.</p> <p>(iv) New partnerships: Enhance research and scaling effectiveness.</p>	Not required
I-OC 2.1–2.4 (see Appendix 9 for details of I-OC 2.1, 2.2, 2.3 and 2.4)	Coalitions design, refine, and deploy scaling pathways, achieving synergies across agrifood systems.	2	<p>(i) CGIAR Portfolio: (a) Stage-gates, adapts, and scales agrifood system solution bundles and packages; (b) Collaborates with demand, innovation and scaling partners to co-design impact pathways; (c) Coordinates to deploy and evaluate impact pathways using methodologically robust approaches; (d) Refines and adapts impact pathways.</p> <p>(ii) External innovation system partners:</p> <p>(a) Collaborate in stage-gating, adapting, and scaling agrifood solution bundles and packages; (b) Collaborate with CGIAR’s Portfolio to co-design scaling pathways.</p> <p>(c) Implement actions to advance innovation bundles along co-designed scaling pathways; (d) Refine and adapt scaling pathways.</p>	<p>(i) CGIAR stakeholders: (a) Are incentivized to join multistakeholder networks and scaling hubs; (b) Collaborate on diagnosing, co-designing, and evaluating impact pathways; (c) Enhance capacity sharing and learning.</p> <p>(ii) Innovation bundle, package, and impact pathway concepts:</p> <p>(a) Are effectively communicated to diverse external stakeholders.</p> <p>(b) Encourage demand, innovation, and scaling partners to use impact pathway thinking in designing scaling strategies and processes.</p> <p>(iii) CGIAR Centers and Programs: (a) Manage innovation portfolios with a focus on stage-gating and adaptation; (b) Communicate the benefits of stage-gating to external partners; (c) Engage in innovation systems to support scaling pathways.</p>	Not required

TOC Element	Statement	Area of Work	Partners (including internal) and roles	Assumption (for outcomes only)	Indicator and target (2030 outcomes only)
I-OC 3.1–3.3 (see Appendix 11 for details of I-OC 3.1, 2.2 and 3.3)	Policymakers and market actors co-create more inclusive and enabling scaling environments.	3	<p>(i) CGIAR Portfolio:</p> <p>(a) Facilitates policy co-creation and implementation; (b) Facilitates improved market systems and partnerships; (c) Supports and develops inclusive innovations and support systems.</p> <p>(ii) External public partners:</p> <p>(a) Collaborate on effective policy development; (b) Support and implement clearer regulations and incentives; (c) Implement awareness campaigns and improve extension services.</p> <p>(iii) Private sector:</p> <p>(a) Engages in market policy influence and advocates to remove barriers; (b) Engages in enhanced market systems and partnerships. (c) Markets and promotes inclusive innovations.</p> <p>(iv) Regional bodies: Support policy coherence.</p> <p>(v) Farmer cooperatives: Adopt and promote innovations, addressing cultural barriers at the grassroots level.</p> <p>(vi) Community leaders: Drive innovations acceptance.</p>	<p>(i) There is ongoing support and collaboration from partners, stakeholders are receptive to using new tools and insights, reliable data are available, and stakeholders can be incentivized to engage in research activities.</p> <p>(ii) Regulatory bodies are committed to transparency and inclusivity, infrastructure projects are implemented effectively and timely, and there is a commitment to public–private partnership.</p> <p>(iii) Partners diagnose and analyze enabling environments, co-create and test diagnostic tools, and develop tools for market analysis, baseline tracking, investment readiness, and socioeconomic impact. Stakeholders have expertise in market conditions, risk assessment, and social evaluations, including GESI and youth.</p>	Not required
I-OC 4.1–4.2 (see Appendix 12 for details of I-OC 4.1 and 4.2)	IFIs and impact investors provided technical support for scaling financing.	4	<p>(i) Governments: Secure loans and grants where CGIAR can integrate innovations. (ii) IFIs: Offer technical assistance and financing for agricultural development. (iii) Private sector: Develop financing mechanisms, provide capital and scale solutions. (iv) Scaling Strategy Support Team: Create integration models and provide strategic support. (v) CGIAR Programs and partners: Collaborate on cost reduction, integration into large-scale projects, scaling strategies, and market development. (vi) Catalytic capital providers: Offer resources for scaling. (vii) Impact investors: Evaluate and invest in scalable systems. (viii) Large NGOs: Implement projects and integrate innovations.</p>	<p>(i) Governments: Offer loans and grants for CGIAR innovations. IFIs: Provide concessional loans and technical support. (ii) Private sector: Implements and finances scaling strategies, co-develops solutions with CGIAR.</p> <p>(iii) Development partners: Enhance scaling models and collaborations. (iv) Agricultural stakeholders: Align scaling with food systems transformation.</p> <p>(v) Catalytic capital providers: Enhance impact investment.</p> <p>(vi) Banks: Create financial products and advisory services.</p> <p>(vii) Large NGOs and public entities: Use CGIAR innovations and form partnerships. (viii) Impact investors: Receive tailored frameworks and monitoring.</p>	Not required
I-OC 4.3 (see Appendix 12 for details of I-OC 4.32)	CGIAR Programs and bilateral projects improve scaling design and forge new scaling partnerships for impact.	4	<p>(i) Governments: Collaborate on scaling strategies and implement tools. (ii) Private sector: Develops and finances flexible solutions. (iii) CGIAR Programs and bilateral projects: Use tools to enhance design and implementation. (iv) Public sector: Engages in collaborations to improve scaling readiness.</p>	<p>(i) The Scaling Strategy Support Team optimizes projects and scaling capacity. (ii) The Team develops and improves tools, feasibility studies, and risk assessments. (iii) The Team creates frameworks and flexible funds for CGIAR and partners. (iv) Streamlined processes enhance scaling readiness and speed innovation.</p>	Not required

TOC Element	Statement	Area of Work	Partners (including internal and roles)	Assumption (for outcomes only)	Indicator and target (2030 outcomes only)
I-OC 5.1 and 5.3 (see Appendix 13 for details of I-OC 5.1 and 5.3)	Stakeholder capacities to design and implement scaling processes are improved.	5	(i) CGIAR: Co-invests, implements, and uses findings; demands articulation and uses innovation data and analytics in decision-making. (ii) CGIAR GESI Accelerator: Advances the (gender-) responsible scaling science agenda. (iii) ARIs: Co-invest and implement; co-design. (iv) CGIAR Digital: Co-design. (v) CGIAR PPU: Co-designs, implements, and maintains innovation tools and systems. (vi) Governments, private sector, IDOs, NARES, funders: Implement and use findings; demand articulation and innovation use.	(i) Sufficient investment is available, and there is a willingness to fund scaling science research. (ii) Quality, timely data are accessible; support for IPSR is in place; co-investment from funders is ensured, and there is demand for innovation portfolio management.	Not required
I-OC 5.2 and 5.4 (see Appendix 13 for details of I-OC 5.2 and 5.4)	CGIAR, external partners, and donors use scaling science and innovation portfolio management.	5	(i) CGIAR: Co-informs, designs, implements, and analyzes research. (ii) SPIA, NARES, ARIs: Co-design and provide technical backstopping. SPIA: Co-designs and implements impact assessment studies. (iii) Governments, NARES: Share knowledge and co-invest in capacity and culture growth. (iv) Capacity sharing organizations (delivery and learning); ARIs, NARES, training and vocational education institutes: Co-invest in curriculum development and delivery.	(i) There is sufficient investment available and timely design of research and MELIA. (ii) There is sufficient investment, a willingness to learn and share, and a demand for capacity sharing, including curriculum development and delivery.	Not required

TOC Element	Statement	Area of Work	Partners (including internal) and roles	Assumption (for outcomes only)	Indicator and target (2030 outcomes only)
2030-Program Outcome 1	CGIAR scientists and Program/Portfolio managers guide investments in research and scaling to target stakeholder demands.	1	<p>(i) CGIAR Portfolio: Manages and implements research and collaborates on data, design, and adaptive management. (ii) NARES, private sector, NGOs, CBOs, farmers, and consumers: Collaborate on research and scaling and provide demand evidence. (iii) CGIAR System Office: Supports CGIAR country conveners and multistakeholder platforms and advises on governance and quality control. (iv) CGIAR Centers: Support governance and quality control and collaborate with country conveners. (v) Programs, Accelerators, and bilateral projects: Regularly engage with partners, form an integral part of platform research and scaling partnerships, and collaborate across the research-to-scaling continuum. (vi) Donors and bilateral leaders: Use demand data. (vii) External partners: Provide demand evidence. (viii) Regional economic block organizations: Participate in platforms.</p>	<p>(i) CGIAR Portfolio: Develops and administers governance principles, incorporates evidence of stakeholder demand to re-prioritize and adaptively manage research and scaling activities, and engages in platform research and scaling partnerships. (ii) Stakeholder demands: Align with Program, Accelerator, and bilateral objectives. (iii) Programs and Accelerators: Implement adaptive management principles. (iv) Donors: Support responsive bilateral projects based on evolving demands and CGIAR evidence. (v) Multistakeholder platforms and advisory committees: Improve coordination and collaboration. (vi) Regional CGIAR teams and country conveners: Support research and scaling through formal platforms and adaptive management. (vii) CGIAR Centers: Collaborate with country conveners to formalize advisory committees. (viii) Regional organizations, NARES, private sector, NGOs, CBOs, and farmers: Express demand and assist in aligning activities. (ix) Partners: Provide data on research cost-effectiveness and scaling outcomes. (x) External stakeholders: Engagement opens opportunities for new and non-traditional research and scaling partnerships.</p>	All CGIAR Programs and 25% of new large bilateral projects (defined as having ≥\$1M year ⁻¹ budget and with explicit scaling outcome targets) adaptively manage research and scaling to align with stakeholder demand in 50% of countries where 4+ Programs operate.

TOC Element	Statement	Area of Work	Partners (including internal) and roles	Assumption (for outcomes only)	Indicator and target (2030 outcomes only)
2030-Program Outcome 2	CGIAR and partners develop demand-driven scalable innovation packages that have the potential to achieve impact across the five Impact Areas.	2	<p>(i) CGIAR Portfolio:</p> <p>(a) The Breeding for Tomorrow, Sustainable Farming, Sustainable Animal and Aquatic Foods, Multifunctional Landscapes, Better Diets and Nutrition, Climate Action, Policy Innovation, Food Frontiers and Security programs, and GESI, Shared Capacity, and Digital Transformation Accelerators, and bilateral projects collaborate with AoW 2;</p> <p>(b) Implement adaptive actions aligned with scaling pathways for farmer adaptation, impact pathways for job creation and enhancement, and co-designed pathways for enhancing consumer access to diverse, healthy foods.</p> <p>(ii) External partners: (a) Implement actions aligned with scaling pathways for farmer adaptation; (iii) CGIAR partners: (a) Evaluate impact pathways and support farmer adaptation; (b) Use impact assessments to expand farmer options. (iv) External partners: (a) Use evidence from AoW 2 to create or enhance jobs; (b) Rethink markets and value chains to boost farmer participation.</p> <p>(v) Market and policy changes: Drive sustainable, affordable food production.</p> <p>(vi) CGIAR Portfolio partners: (a) Use impact pathway evidence to improve food environments and consumer access; (b) Collaborate on scaling evidence to drive changes in food environments. Support job creation and enhancement through impact pathways; (c) Enhance consumer access to diverse, healthy foods through co-designed pathways with ministries of food, large-scale NGOs, and food retailers.</p>	<p>(i) CGIAR partners: (a) Evaluate impact pathways and support farmer adaptation; (b) Use impact assessments to expand farmer options.</p> <p>(ii) Market and policy changes: Drive sustainable, affordable food production.</p> <p>(iii) CGIAR Portfolio partners: (a) Evaluate impact pathways to realign markets and value chains, creating or enhancing jobs; (b) Use evidence from AoW 2 to create or enhance jobs; (c) Rethink markets and value chains to boost farmer participation.</p> <p>(iv) External partners: (a) Use scaling evidence to drive changes in food environments; (b) Improve food environments and consumer access.</p>	<p>Scaling partners help 20M+ people to access agrifood solutions, create 0.25M+ jobs, and enable 0.48M+ consumers to access diverse foods.</p> <p><i>Note:</i> Because <i>Scaling for Impact</i> is an integrative cross-Portfolio Program, this impact target will be revised during inception following further consultation with CGIAR's other Programs and Accelerators and is expected to have co-contributions to impact from across the Portfolio.</p>

TOC Element	Statement	Area of Work	Partners (including internal and roles)	Assumption (for outcomes only)	Indicator and target (2030 outcomes only)
2030-Program Outcome 3	Policy and market actors implement policies and market mechanisms that facilitate large-scale scaling.	3	<p>(i) CGIAR Centers, Programs, Accelerators, and bilateral projects: (a) Facilitate co-creation and implementation of scaling policies; (b) Support market system enhancements and investment drives; (c) Develop and create awareness of innovations to boost productivity and profitability. (ii) External public partners: (a) Support policy development and adoption; (b) Facilitate the adoption of innovations and support farmers and cooperatives. (iii) National governments and the private sector: (a) Co-create and implement supportive policies; (b) Facilitate investments and support SME growth. (iv) Private sector: (a) Facilitates investments and supports SME growth; (b) Supports regional market system enhancements and investment facilitation. (v) Regional bodies: Support regional market system enhancements and investment facilitation. (vi) Community leaders: Encourage and advocate for the adoption of new agricultural innovations. (vii) Extension services and advisory networks: Provide guidance and support for implementing new innovations. (viii) NGOs: Assist in the dissemination and adoption of productivity-enhancing innovations.</p>	<p>(i) Political stability and a commitment to evidence-based policymaking are maintained. (ii) Partners scale solutions with technical assistance and capacity building. (iii) Diagnostic assessments provide actionable scaling insights. (iv) Collaborative research creates practical scaling strategies. (v) Institutional evaluations uncover barriers and generate opportunities. (vi) Technical assistance supports SMEs and private sector partners effectively. (vii) Enabling environment frameworks are integrated into policies for sustainability. (viii) Community readiness and engagement drive adoption. (ix) Strategic partnerships enable systemic changes. (x) Policy coherence boosts effectiveness. (xi) Policy dialogues strengthen enabling environments and scaling impact. (xii) Community support and NARES enhancements increase.</p>	<p>Policy and market actors implement 100+ policy and market measures, drive \$100M+ in business, and scaling investments by SMEs, benefiting 11M agrifood systems participants.</p> <p>Note: Because <i>Scaling for Impact</i> is an integrative cross-Portfolio Program, this impact target will be revised during inception following further consultation with CGIAR's other Programs and Accelerators and is expected to have co-contributions to impact from across the Portfolio.</p>
2030-Program Outcome 4	Investors secure scaling finance, and scaling strategies influence projects. [large-scale investors (e.g., IFIs) develop projects with CGIAR that enable the scaling of innovation packages to achieve large-scale impact across the five Impact areas.	4	<p>(i) IFIs integrate science-based solutions into investments. (ii) Governments obtain loans and grants; Catalytic capital providers supply additional resources. (iii) Private sector investors offer capital and access to new markets. (iv) CGIAR documents solutions, data, and lessons learned while offering research, innovation, and technical expertise. (v) NARES implement innovative extension systems. (vi) The humanitarian sector rapidly addresses crises and scales solutions. (vii) Large NGOs execute large-scale development projects. (viii) The Scaling Strategy Support Team provides strategic support and capacity building; CGIAR Programs and bilateral projects consult the team for scaling strategies and apply scaling tools.</p>	<p>(i) Scaling solutions align with IFI and investors' priorities. (ii) Investors recognize the value of solutions; political stability is maintained. (iii) Partners demonstrate strong governance and support cost-effective, scalable solutions. (iv) CGIAR reduces costs through internal coordination and supports emergencies. (v) CGIAR and large NGOs value each other's work. (vi) NARES deploy innovations effectively; solutions avoid climate risks. (vii) Funding for large projects is secured. (viii) Strong principles and actions supporting improved CGIAR governance empower the Scaling Strategy Support Team; dedicated and bilateral funding supports the team and scaling strategies.</p>	<p>Investors secure \$5BN for scaling finance, and scaling strategies influence 50+ projects benefiting 31M+ people</p> <p>Note: Because <i>Scaling for Impact</i> is an integrative cross-Portfolio Program, this impact target will be revised during inception following further consultation with CGIAR's other Programs and Accelerators and is expected to have co-contributions to impact from across the Portfolio.</p>

TOC Element	Statement	Area of Work	Partners (including internal and roles)	Assumption (for outcomes only)	Indicator and target (2030 outcomes only)
2030-Program Outcome 5	CGIAR and partners use science, metrics, and South-South exchanges to improve scaling.	5	<p>(i) CGIAR co-invests, implements, and uses findings while also co-designing and expressing demand. (ii) ARIs in the Global North and South co-invest and implement, supporting science translation and tailoring processes.</p> <p>(iii) Governments, NARES, the private sector, and (I) NGOs engage in science translation, express demand, and provide feedback using data and analytics. (iv) SPIA co-designs and provides technical backstopping, while CGIAR PPU co-designs, implements, and maintains processes. (v) CGIAR GESI Accelerator co-invests in improving capacity for responsible innovation and scaling. (vi) CGIAR Capacity Sharing Accelerator co-designs, funds, and implements, supported by capacity sharing organizations delivering culture and community growth events.</p> <p>(vii) CGIAR PPU collaborates with and builds on existing investments in scaling capacity, culture, and community growth.</p>	<p>(i) Sufficient resources are available, alongside strong demand for integrating scaling science results. (ii) Support for mainstreaming IPSR in CGIAR is strong, with a growing demand for innovation and scaling evidence, data, and analytics. (iii) Sufficient and continuous investment supports scaling capacity, community, and culture growth, with demand for training, knowledge sharing, learning from failure, and resources for curriculum review, improvement, and delivery.</p>	100+ partners use science, metrics, and South-South exchanges to improve scaling.

Appendix 7. Section 5: Rationale for Scaling for Impact’s preliminary 2030 Program Outcomes and Impact targets

Background and process: Scaling for Impact established its preliminary 2030 Program-wide Outcome and Impact targets through a data-driven, empirical approach that leveraged prior analyses and refined them based on the Program’s integrated theories of change. Outcome and Impact targets were first based on the 2030 End of Initiative Outcomes (EOIOs) derived from earlier 2030 projections of benefits developed by the six Regional Integrated Initiatives (RIIs) integrated into the Program (Baron et al., 2021; Baum et al., 2021; Helsen et al., 2021; Jacobs-Mata and Girvetz, 2022; Krupnik and Menon, 2021; Sander and Thilsted, 2021). Projections of potential benefits and impact targets were derived in part from those relevant to the National Policies and Strategies (NPS) Initiative (Njuki and Nicol, 2021). Prior benefits projections were subsequently benchmarked and modified against impact performance measurements for key bilateral projects like TAAT, highlighting the potential benefits of leveraging international financial institution (IFI) investments in large-scale development projects. Through this approach, Scaling for Impact integrated detailed analyses from previous Initiatives and recent experiences in bilateral scaling projects to establish its initial set of five 2030 Outcomes and five 2030 Impacts. For instance, the target of reaching 20M people with agrifood solutions draws upon the RII’s past performance of reaching 14.78M beneficiaries collectively between 2022 and 2024, as detailed in [CGIAR’s Results Dashboard](#). Further refinements were based upon evidence of impact resulting from policy influence, public–private partnerships, impacts from business acceleration programs, and digital innovations in agricultural advisory services, as reported by the RIIs and NPS.

Next steps: The Program emphasizes that these initial targets are provisional and will be reassessed alongside all Science Programs and Accelerators during the Inception Phase. Given that Scaling for Impact is an integrative Program designed to support the entire CGIAR Portfolio, it anticipates an increase in targets that will be refined during the first quarter of 2025. This consideration is crucial, as the current Portfolio was developed in a short timeframe, necessitating more time during inception to unpack collaborations with other Programs and Accelerators. This process will also facilitate the alignment of bilateral project efforts, enabling co-reporting of mutually achieved impact targets.

Key considerations and caveats: Scaling for Impact’s 2030 Full Design Document acknowledges the need to distinguish between impact numbers directly controlled by the Program and those indirectly supported through the integration of other Programs, Accelerators, and, in particular, bilateral projects. This distinction is crucial for accurate reporting and attribution of impact. For instance, the Program aims to influence over 50 projects benefiting more than 31M people through co-design of innovation bundles, packages, and scaling strategies, as well as by enhancing enabling environments that will indirectly underpin and support bilateral and other scaling efforts. These projects typically reside within the Program’s Sphere of Interest and, to a lesser extent, its Sphere of Influence. Crucially, much of the Program’s effort centers on achieving scaling outcomes and impacts through partnerships, which include CGIAR’s Programs, Accelerators, and bilateral projects, as well as programs and projects led by external partners that, while independent, can be influenced by CGIAR. Consequently, activities focus on these spheres of influence and interest rather than those directly under the Program’s control. In the case of bilateral projects influenced and supported by the Program, Scaling for Impact expects to co-report a reasonable percentage of impact numbers, mutually defined in consultation with CGIAR’s Portfolio Performance Unit and the respective CGIAR Centers or external partners leading those projects. This process, along with methods for co-reporting outcomes and impacts with other Programs and Accelerators, will be further refined during the Inception Phase.

While the EOIOs and benchmarking provide a starting point, Scaling for Impact recognizes that much of its anticipated impact will depend on leveraging large-scale investments in development programs. For instance, the target of securing US\$5BN in scaling finance hinges on the Program’s ability to attract investments from international financial institutions (IFIs) and impact investors. Accordingly, 2030 Program Impact ‘A’ (detailed in [Figure 4](#) of the Full Design Document, which outlines the Program’s full theory of change) includes two specific contributions from TAAT, anticipated future IFI investments that can be supported and leveraged by the Program, and a blended finance facility target from the ImpactSF team.

Crucially, the proposal also underscores the dynamic nature of the targets, acknowledging that they will evolve alongside the Program’s understanding of stakeholder demand and the scaling partnership landscape. Adaptive management, a core principle of the Program, suggests that impact targets are not static but will be adjusted based on ongoing monitoring, evaluation, and learning.

Conclusion: Scaling for Impact has employed a multifaceted and empirically driven approach to derive its 2030 Outcome and Impact targets at the Program level. This approach has built on the Projections of Benefits completed by the RIIs and NPS during the 2022 Portfolio design phase. It has also incorporated substantial refinements based on the Program’s new integrated theory of change and insights from large-scale development projects in which CGIAR has acted as a technical assistance partner, such as those exemplified by TAAT. It has combined insights from past performance data, benchmarking and refining them against relevant bilateral projects and considering future projections of new scaling partnership opportunities.

Recognizing that the Program emphasizes collaboration and adaptive management is also key. It clearly distinguishes between direct and indirect impacts to reflect its commitment to rigorous and transparent reporting. Given the highly integrative nature of the Program and its mission to support CGIAR’s entire Portfolio of Programs, Accelerators, and bilateral projects, as well as relevant scaling programs and projects implemented by CGIAR’s partners, further refinement of these preliminary targets will take place. Additionally, relevant monitoring and evaluation indicators and clear principles for appropriate accounting, co-attribution, and co-reporting will be developed during the Inception Phase.

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Appendix 8. Section 6: Theory of change elements for Area of Work 1

Note: OP=high-level output, I-OC=intermediate outcome, OC=outcome

TOC #	Statement	Partners (including internal) and roles	Assumptions	2030 Indicator and target
OP 1.1	A toolbox of quantitative and qualitative methods, data, and dashboards articulating stakeholders' priorities, supporting research and scaling activity demand signaling and adaptive management of CGIAR's Portfolio	<p>(i) CGIAR Centers, Programs, Accelerators, and bilateral projects (hereafter "CGIAR Portfolio"): Administration, implementation, and adaptive management of research scaling portfolios.</p> <p>(ii) NARES, private sector, UN agencies, and international, national, and subnational NGOs, CBOs, and farmer and consumer organizations (hereafter "External partners"): Co-design and participate in research to identify and signal stakeholder demand.</p>	Not required	Not required
OP 1.2	Institutional innovations supporting prioritization, feedback, and adaptive management of research and scaling across CGIAR's Portfolio	<p>(i) CGIAR Portfolio: Administration, implementation, and adaptive management of research scaling portfolios</p> <p>(ii) External partners: Co-design and participate in research to identify and signal stakeholder demand.</p>	Not required	Not required
OP 1.3	Comprehensive forward-looking regional and country-level strategies, enhancing Portfolio-wide research prioritization, scaling coordination, and policy alignment	<p>(i) CGIAR System Office and Systems Council: Formalize adaptive management guidelines.</p> <p>(ii) CGIAR Portfolio: Engage in multistakeholder platforms and advisory committees.</p> <p>(iii) External partners: Co-design research and scaling.</p>	Not required	Not required
I-OC 1.1	CGIAR's alignment with regional and national priorities is clarified and increased	<p>(i) CGIAR System Office and System Council: Formalize and empower CGIAR country conveners.</p> <p>(ii) CGIAR country conveners and regional support structures: Engage stakeholders and co-develop strategies.</p> <p>(iii) CGIAR Portfolio: Programs and bilateral projects join multistakeholder platforms and advisory committees.</p>	<p>(i) CGIAR Portfolio: Integrates regional and national priorities into work plans.</p> <p>(ii) CGIAR Portfolio: Links work plans with regional and national demands.</p> <p>(iii) External partners: Engage with CGIAR's Portfolio.</p>	Not required
I-OC 1.2	CGIAR's external stakeholders regularly engage in formal platforms supporting the adaptive management of CGIAR's Portfolio research and scaling activities	<p>(i) CGIAR System Office: Supports multistakeholder platform formalization.</p> <p>(ii) CGIAR Portfolio: Research and scaling portfolio administration and implementation.</p> <p>(iii) External partners: Participate in designing and directing formal multistakeholder platforms.</p>	<p>(i) CGIAR Portfolio: Integrates regional and national scaling priorities into work plans.</p> <p>(ii) CGIAR Portfolio: Values and incentivizes stakeholder involvement in work plans.</p> <p>(iii) External partners: Engage with CGIAR's Portfolio.</p>	Not required
I-OC 1.3	CGIAR's Portfolio uses evidence on stakeholders' demand to respond and iteratively adapt to new research and scaling opportunities	<p>(i) CGIAR Portfolio: Adaptive management of research and scaling portfolio implementation.</p> <p>(ii) External partners: Provide and clarify research and scaling demands.</p>	<p>(i) CGIAR Portfolio: Sees value, is supported, and is incentivized to respond and iteratively adapt to new research and scaling opportunities through annual and sub-annual implementation plans.</p>	Not required

Note: OP=high-level output, I-OC=intermediate outcome, OC=outcome

TOC #	Statement	Partners (including internal) and roles	Assumptions	2030 Indicator and target
I-OC 1.4	Scientists and scaling practitioners bridge gaps between global, regional, and country needs and research and scaling actions	<p>(i) CGIAR System Office: Supports multistakeholder platform formalization.</p> <p>(ii) CGIAR Portfolio: Research and scaling portfolio administration and implementation.</p> <p>(iii) External partners: Participate in stakeholder platforms.</p>	<p>(i) CGIAR Portfolio: Enhances research and scaling, increasing demand for tailored innovations.</p> <p>(ii) External partners: Tailor innovations to regional and national contexts.</p>	Not required
I-OC 1.5	CGIAR's Portfolio partners with new and effective research and scaling partners	<p>(i) CGIAR Portfolio: Research and scaling portfolio administration and implementation.</p> <p>(ii) NARES, private sector; local, national, and international NGOs; CBOs; farmer and consumer organizations: Collaboration in research and scaling.</p>	<p>(i) Scaling Program: Identifies transformative partnerships.</p> <p>(ii) CGIAR Portfolio: Seeks new research and scaling partners.</p> <p>(iii) New partnerships: Enhance research and scaling effectiveness.</p>	Not required
2030 OC 1.1	CGIAR's Portfolio uses data and evidence of stakeholder demand to adaptively manage research and scaling efforts	<p>(i) CGIAR Portfolio: Manages and implements research.</p> <p>(ii) NARES, private sector, NGOs, CBOs, farmers, and consumers: Collaborate on research and scaling.</p> <p>(iii) CGIAR System Office: Advises on governance and quality control.</p> <p>(iii) CGIAR Centers: Support governance and quality control.</p> <p>(iv) Programs and Accelerators: Collaborate on data, design, and adaptive management.</p> <p>(v) Donors and bilateral leaders: Use demand data.</p> <p>(vi) External partners: Provide demand evidence.</p>	<p>(i) CGIAR Portfolio: Develop and administer governance principles.</p> <p>(ii) Stakeholder demands: Align with Program, Accelerator, and bilateral objectives.</p> <p>(iii) Programs and Accelerators: Implement adaptive management principles.</p> <p>(iv) Donors: Support responsive bilateral projects based on evolving demands and CGIAR evidence.</p>	All of CGIAR's Programs and 50% of new large bilateral projects (>\$1M per year)
2030 OC 1.2	Multistakeholder CGIAR regional and country advisory committees are formally established, supporting the alignment of research and scaling with priority policies	<p>(i) CGIAR System Office: Supports CGIAR country convenors and multistakeholder platforms.</p> <p>(ii) CGIAR Centers: CGIAR Center country representatives and in-country scientists collaborate with country convenors.</p> <p>(iii) Programs, Accelerators, and bilateral projects: Form an integral part of platform research and scaling partnerships within regions and countries.</p> <p>(iv) Partners: Regional economic block organizations; NARES; private sector; local, national, and international NGOs; CBOs; and farmer and consumer organizations participate in platforms.</p>	<p>(i) Multistakeholder platforms and advisory committees: Improve coordination and collaboration.</p> <p>(ii) Regional CGIAR teams and country convenors: Support research and scaling through formal platforms and adaptive management.</p> <p>(iii) CGIAR Portfolio: Engages in platform research and scaling partnerships.</p> <p>(iv) CGIAR Centers: Collaborate with country convenors to formalize advisory committees.</p> <p>(v) Regional organizations, NARES, private sector, NGOs, CBOs, and farmers: Express demand and assist in aligning activities.</p> <p>(vi) Partners: Provide data on research cost-effectiveness and scaling outcomes.</p>	All regions: 50% of countries where 4+ CGIAR Programs operate
2030 OC 1.3	Stakeholder engagement increases in CGIAR Portfolio-wide research and scaling coherence and cost-effectiveness	<p>(i) Programs, Accelerators, and bilateral projects: Regular engagement and integration with partners.</p> <p>(ii) Regional economic block organizations; NARES; private sector; local, national, and international NGOs; CBOs; and farmers: Partnership across the research-to-scaling continuum.</p>	<p>(i) CGIAR's Portfolio incorporates evidence of stakeholder demand to re-prioritize and adaptively manage their research and scaling activities.</p> <p>(ii) Engagement with a multitude of external stakeholders opens opportunities for new and non-traditional research and scaling partnerships.</p>	All regions: 50% of countries where 4+ CGIAR Programs operate. Programs and in large (≥\$1 m year ⁻¹) bilateral projects operate

Appendix 9. Section 6: Theory of change elements for Area of Work 2

Note: OP = high-level output, I-OC = intermediate outcome, OC = outcome

TOC #	Statement	Partners (including internal) and roles	Assumptions	2030 Indicator and target
OP 2.1	Multistakeholder networks and scaling hubs to enhance the capacity of partners for scaling pathway diagnosis, co-design, deployment, and evaluation	<p>(i) <i>CGIAR Centers, Programs, Accelerators, and bilateral projects (hereafter “CGIAR Portfolio”):</i> Participation in multistakeholder networks and scaling hubs.</p> <p>(ii) <i>Regional organizations, NARES, governmental agencies, UN agencies, private sector and business associations, financial institutions, NGOs, CSOs, CBOs, farmers, and consumers (hereafter “external innovation system partners”):</i> Participation in multistakeholder networks and scaling hubs.</p>	Not required	Not required
OP 2.2	Co-designed scaling pathways for regional and national agrifood systems through improved NARES and stakeholder capacity	<p>(i) <i>CGIAR Portfolio:</i> Participation in co-designing impact pathways and capacity sharing.</p> <p>(ii) <i>External innovation system partners:</i> Participation in co-designing impact pathways and capacity sharing.</p>	Not required	Not required
OP 2.3	Scaling pathways evaluated and ranked for their potential to advance innovation bundles and packages to scale in regional- and country-specific agrifood systems	<p>(i) <i>CGIAR Portfolio:</i> Participation in deploying, evaluating, and ranking impact pathways.</p> <p>(ii) <i>External innovation system partners:</i> Participation in deploying, evaluating, and ranking impact pathways.</p>	Not required	Not required
OP 2.4	Demand-driven and scale-ready agrifood system solution bundles and packages and strategies for scaling with pathways and strategies identified for refinement, adaptation, and amplification	<p>(i) <i>CGIAR Portfolio:</i> Participation in stage-gating, adapting, and scaling agrifood system solution bundles and packages.</p> <p>(ii) <i>External innovation system partners:</i> Participation in stage-gating, adapting, and scaling agrifood system solution bundles and packages.</p>	Not required	Not required
I-OC 2.1	Multistakeholder networks and scaling hubs enhance the capacity of partners for scaling pathway diagnosis, co-design, deployment, and evaluation	<p>(i) <i>CGIAR Portfolio:</i> Stage-gating, adapting, and scaling agrifood system solution bundles and packages.</p> <p>(ii) <i>External innovation system partners:</i> Collaboration in stage-gating, adapting, and scaling agrifood solution bundles and packages.</p>	<p>(i) CGIAR’s stakeholders are incentivized to join multistakeholder networks and scaling hubs. (ii) Partners collaborate on diagnosing, co-designing, and evaluating impact pathways.</p> <p>(iii) Collaborative efforts enhance capacity sharing and learning.</p>	Not required
I-OC 2.2	Demand, innovation, and scaling partners proactively collaborate to co-design impact pathways for innovation bundles and packages	<p>(i) <i>CGIAR Portfolio:</i> Collaboration with demand, innovation, and scaling partners to co-design impact pathways.</p> <p>(ii) <i>External innovation system partners:</i> Collaboration with CGIAR’s Portfolio to co-design scaling pathways.</p>	<p>(i) Innovation bundle, package, and impact pathway concepts can be effectively communicated to diverse external stakeholders.</p> <p>(ii) Demand, innovation, and scaling partners are incentivized to use impact pathway thinking in designing scaling strategies and processes.</p>	Not required

Note: OP = high-level output, I-OC = intermediate outcome, OC = outcome

TOC #	Statement	Partners (including internal) and roles	Assumptions	2030 Indicator and target
I-OC 2.3	Scaling partners deploy and iteratively evaluate scaling pathways, providing evidence for stage-gating, adaptation, and amplification.	(i) CGIAR Portfolio: Collaborate and coordinate with each other to deploy and evaluate impact pathways using methodologically robust and scientifically sound approaches. (ii) External innovation system partners: Implement actions to advance innovation bundles along co-designed scaling pathways.	(i) CGIAR Centers and Programs manage innovation portfolios, focusing on stage-gating and adaptation. (ii) The benefits of stage-gating are communicated to external partners. (iii) Partners engage in innovation systems to support scaling pathways.	Not required
I-OC 2.4	CGIAR and its scaling partners proactively refine innovations and scaling pathways to enhance responsible scaling outcomes	(i) CGIAR Portfolio: Refinement and adaptation of impact pathways. (ii) External innovation system partners: Refinement and adaptation of scaling pathways.	(i) CGIAR designs allow adaptive management to refine impact pathways. (ii) External partners engage in scaling hubs and see value in adapting and improving pathways.	Not required
2030 OC 2.1	Pathway co-evaluation and adaptation drive scaling partners' actions, empowering diverse groups — including farmers and agrifood actors — to seek solutions in agricultural production, markets, nutrition, and climate	(i) CGIAR Portfolio: Breeding for Tomorrow, Sustainable Farming, Sustainable Animal and Aquatic Foods, and Multifunctional Landscapes programs, plus Accelerators and bilateral projects collaborate with AoW 2. (ii) External partners: Implement actions aligned with scaling pathways for farmer adaptation.	(i) CGIAR partners evaluate impact pathways and support farmer adaptation. (ii) External partners use impact assessments to expand farmer options. (iii) Market and policy changes drive sustainable and affordable food production.	20M people, including farmers and agrifood actors (30% women, youth, and marginalized groups) <i>Note:</i> Because <i>Scaling for Impact</i> is an integrative cross-Portfolio Program, this impact target will be revised during inception following further consultation with CGIAR's other Programs and Accelerators and is expected to have co-contributions to impact from across the Portfolio.
2030 OC 2.2	Co-design, evaluation, and adaptation of scaling pathways help scaling partners realign value chains, creating or enhancing jobs in the agrifood sectors, with a focus on women, youth, and marginalized groups	(i) CGIAR Portfolio: Sustainable Animal and Aquatic Foods, Policy Innovations, Better Diets and Nutrition, and Multifunctional Landscapes programs, plus Accelerators and bilateral projects collaborate with AoW 2. (ii) External partners: Implement actions aligned with impact pathways to support job creation and enhancement.	(i) CGIAR Portfolio partners evaluate impact pathways to realign markets and value chains, creating or enhancing jobs. (ii) External partners use evidence from AoW 2 to create or enhance jobs. (iii) External partners rethink markets and value chains to boost farmer participation.	250,000 jobs (30% women, youth, under-represented, and marginalized groups) in the formal or informal agrifood sectors. <i>Note:</i> Because <i>Scaling for Impact</i> is an integrative cross-Portfolio Program, this impact target will be revised during inception following further consultation with CGIAR's other Programs and Accelerators and is expected to have co-contributions to impact from across the Portfolio.
2030 OC 2.3	Scaling pathway evidence aids market actors, policymakers, and NGOs in enhancing market systems and consumer food environments, enabling consumers to access a diverse range of food products with a focus on women, youth, and marginalized groups	(i) CGIAR Portfolio: The Policy Innovation and Nutrition and Diets programs, plus Accelerators and bilateral projects collaborate with AoW 2. (ii) External partners, including ministries of food, large-scale NGOs, and food retailers, enhance consumer access to diverse, healthy foods through co-designed pathways.	(i) CGIAR Portfolio partners use impact pathway evidence to improve food environments and consumer access. (ii) External partners use scaling evidence to drive changes in food environments.	0.48M consumers (40% women, youth, and marginalized groups) to access diversified food products. <i>Note:</i> Because <i>Scaling for Impact</i> is an integrative cross-Portfolio Program, this impact target will be revised during inception following further consultation with CGIAR's other Programs and Accelerators and is expected to have co-contributions to impact from across the Portfolio.

Appendix 10. Section 6: Agrifood system challenges and solutions for impact

Potential and non-exhaustive agrifood system challenge component solutions, scaling mechanisms, preliminary indicators for evaluation, and amplification mechanisms as they relate to *Scaling for Impact's* clusters of activities

Cluster of Activity (CoA)	Agricultural Production Systems	Post-harvest Value Chains and Markets	Food Environments	Climate and Environment
CoA-1: Agrifood System Solutions to Scale	(i) Improved varieties and breeds (including biofortified, climate-stress tolerant, resource-use efficient); (ii) Water management; (iii) Soil and fertilizer management; (iv) Scale-appropriate-mechanization; (v) Precision agriculture; (vi) regenerative/conservation agricultural practices; (vii) integrated pest management.	(i) Digital advisory service and market platforms; (ii) Post-harvest handling and storage processes and technologies; (iii) Value chain development for improved customer and business access, efficiency and prices; (iv) Financial services (e.g., credit and insurance); (v) Quality standards and certification; (vi) Inclusive business models.	(i) Fortification and biofortification; (ii) Nutrition education and awareness; (iii) Behavioral change methods and messaging options; (iv) Policies and programs supporting agricultural production diversification; (v) Digital platforms for consumer engagement.	(i) Climate-smart agriculture (including fish and livestock integration); (ii) Agroecological solutions. (iii) Agroforestry; (iv) Renewable energy; (v) Integrated soil fertility management; (vi) Integrated pest management; (vii) Waste management and recycling (circular economy); (viii) Sustainable Supply chains; (ix) Green logistics; (x) Sustainable consumption practices; (xi) carbon credits; (xii) climate information services.
CoA-2: Scaling Mechanisms for scaling Pathway Co-design	(i) Public and private extension approaches; (ii) farmer educational programs; (iii) improved market linkages; (iv) learning alliances; (v) extension pedagogy; (vi) improved seed and input procurement and supply systems; (vii) mechanization and irrigation business models, manufacturing support (viii) supportive policies; (ix) mechanisms for stakeholder feedback and learning as scaling proceeds	(i) Incubation and acceleration models; (ii) Public-private partnerships; (iii) Aggregation models; (iv) certification programs; (v) value chain approaches; (vi) digital delivery mechanisms; (vii) Innovative communication and demand creation methods; (viii) Behavioral approaches (vii) impact investment; (viii) corporate social responsibility funding; (ix) supportive policies; (x) mechanisms for stakeholder feedback and learning as scaling proceeds	(i) Food retail environment engagement; (ii) school feeding programs; (iii) fortification and biofortification demand creation; (iii) behavioral change and communication campaigns; (iv) policy and programs; (v) food safety and quality standards policies; (vi) improved health policies; (vii) mechanisms supporting women's empowerment; (vii) mechanisms for stakeholder feedback and learning as scaling proceeds	(i) Payment for ecosystem services; (ii) Sustainable finance and corporate social responsibility funding; (iii) Climate funds; (iv) Digital and mass media campaigns; (v) supportive policies; (vi) carbon markets; (vii) mechanisms for stakeholder feedback and learning as scaling proceeds
CoA-3: Indicators for Pathway Evaluation	(i) Yield and yield stability; (ii) resource use efficiency; (iii) economic performance; (iv) soil health; (v) water productivity and use efficiency; (vi) social inclusion/access indicators; (vii) business performance indicators; (viii) knowledge retention and use indicators; (ix) farmer technology or management practice adaptation and adoption.	(i) Equitable and improved market access; (ii) agribusiness investment; (iii) job creation and enhancement; (iv) trade volume; (v) access to credit and insurance; (vi) financial inclusion; (vii) job satisfaction; (viii) working environment quality indicators; (viii) partnership effectiveness and quality indicators	(i) Health and nutrition indicators; (ii) consumer behavior indicators; (iii) consumer equitable access and affordability indicators; (iv) consumer awareness and education; (v) food quality and safety standards; (vi) digital engagement; (vii) distance and access to markets; (viii) policy compliance mechanisms.	(i) (Yield-scaled) greenhouse gas emissions; (ii) biodiversity indicators; water use/quality indicators; (iii) soil health indicators; (iv) land use change metrics; (v) air quality indicators.
CoA-4: Amplification Mechanisms	(i) Microfinance (insurance and credit) for inputs, services, and risk mitigation; (ii) financial inclusion for marginalized producers; (iii) scaling through farmers' organizations and cooperatives; (iv) contract farming and produce aggregation arrangements; (v) smart input subsidies; (vi) approaches embedded in large-scale development investments; (vii) leverage of digital platforms.	(i) Financing SME agribusinesses; (ii) public-private partnerships for financing market infrastructure and manufacturing processes; (iii) impact and blended finance mechanisms; (iv) IFI market access funds; (v) approaches embedded in large-scale development investments; (vi) leverage of digital platforms.	(i) Impact investment in consumer-driven startups; (ii) subsidized credit for sustainable consumer products (iii) health policies; (iv) markets and trade policies; (v) mass media and advertising campaigns; (vii) leverage of digital platforms, particularly those concerned with food retailing.	(i) Climate finance; (ii) carbon markets and offsets; (iii) payments for ecosystem services; (iv) risk insurance and resilience funds; (v) sustainable finance and impact investing; (vi) IFI development policy financing; (vii) supportive national policies; (viii) regional and international policy mechanisms.

Appendix 11. Section 6: Theory of change elements for Area of Work 3

Note: OP=high-level output, I-OC=intermediate outcome, OC=outcome

TOC #	Statement	Partners (including internal) and roles	Assumptions	2030 Indicator and target
OP 3.1	Co-created tools and analyses of opportunities and constraints in the enabling environment for scaling innovation bundles	<p>(i) CGIAR Centers, Programs, Accelerators, and bilateral projects (hereafter “CGIAR Portfolio”): Co-create evaluation tools for scaling innovations.</p> <p>(ii) NARES and international, national, and subnational NGOs, CBOs, farmer and consumer organizations (hereafter “External public partners”): Actively participate and provide local insights and feedback.</p> <p>(iii) Governments, private sector: Shape policies, markets.</p>	Not required	Not required
OP 3.2	Tailored training materials and demand-driven technical assistance to strengthen capacities for public, private, and societal partners in enabling environments	<p>(i) CGIAR Portfolio: Co-design and deliver capacity-building activities and training.</p> <p>(ii) External public partners: Engage in capacity sharing and provide local context.</p> <p>(iii) Private Sector: Use training to identify profit potential and scale innovations.</p>	Not required	Not required
OP 3.3	Inclusive scaling strategies and innovative partnerships that drive research-based investments, policy improvements, and community-building to address normative barriers to scaling	<p>(i) CGIAR Portfolio: Collaborate and foster partnerships, policy dialogue, roundtables, and networks.</p> <p>(ii) External public partners: Implement and support research-based advice and investments.</p> <p>(iii) Community leaders: Drive local support.</p> <p>(iv) Extension services and advisory networks: Provide technical assistance and guidance on policies.</p> <p>(v) NGOs: Advocate for policy improvements.</p>	Not required	Not required
I-OC 3.1	Governments, market actors, and partners use evidence generated by AOW-3 to inform policies and institutional changes that address enabling environment barriers	<p>(i) CGIAR Portfolio: Facilitate policy co-creation and implementation.</p> <p>(ii) External public partners: Collaborate on effective policy development.</p> <p>(iii) Private sector: Engage in market policy influence, advocate to remove barriers.</p> <p>(iv) Regional bodies: Support policy coherence.</p>	<p>(i) There is ongoing support and collaboration from partners.</p> <p>(ii) Stakeholders are receptive to using new tools and insights.</p> <p>(iii) Reliable data is available.</p> <p>(iv) Stakeholders can be incentivized to engage in research activities.</p>	Not required
I-OC 3.2	Agri-SMEs and cooperatives experience improved market systems with clearer regulations, economic incentives, and stronger public-private partnerships	<p>(i) CGIAR Portfolio: Facilitate improved market systems and partnerships.</p> <p>(ii) External public partners: Support and implement clearer regulations and incentives.</p> <p>(iii) Private sector (including agribusiness and agro-input industry business groups): Engage in enhanced market systems and partnerships.</p>	<p>(i) Regulatory bodies are committed to transparency and inclusivity.</p> <p>(ii) Infrastructure projects are implemented effectively and in a timely manner.</p> <p>(iii) There is a commitment to public-private partnership.</p>	Not required

Note: OP=high-level output, I-OC=intermediate outcome, OC=outcome

TOC #	Statement	Partners (including internal) and roles	Assumptions	2030 Indicator and target
I-OC 3.3	Communities (including farmers, cooperatives, and agrifood systems-oriented SMEs), actively adopt and promote inclusive innovations through strengthened support systems, targeted awareness campaigns, and improved extension services	<p>(i) CGIAR Portfolio: Support and develop inclusive innovations and support systems.</p> <p>(ii) External public partners: Implement awareness campaigns and improve extension services.</p> <p>(iii) Private sector (including agribusiness and agro-input industry business groups): Marketing and promotion of inclusive innovations.</p> <p>(iv) Farmer cooperatives: Adopt and promote innovations, addressing cultural barriers at the grassroots level.</p> <p>(v) Community leaders: Drive innovations acceptance.</p>	<p>(i) Partners diagnose and analyze enabling environments.</p> <p>(ii) Partners co-create and test diagnostic tools.</p> <p>(iii) Partners develop tools for market analysis, baseline tracking, investment readiness, and socioeconomic impact.</p> <p>(iv) Stakeholders have expertise in market conditions, risk assessment, and social evaluations, including GESI and youth.</p>	Not required
2030 OC 3.1	Policymakers, market actors, and CGIAR’s partners collaborate to create, adopt, and implement a range of evidence-based policies, market interventions, and institutional changes to support responsible innovation scaling	<p>(i) CGIAR Centers, Programs, Accelerators, and bilateral projects (hereafter “CGIAR Portfolio”): Facilitate co-creation and implementation of scaling policies.</p> <p>(ii) NARES and international, national, and subnational NGOs, CBOs, farmer and consumer organizations (hereafter “External public partners”): Support policy development and adoption.</p> <p>(iii) National governments and the private sector: Co-create and implement supportive policies.</p>	<p>(i) Political stability is maintained as is a commitment to evidence-based policymaking.</p> <p>(ii) Partners scale solutions with technical assistance and capacity building.</p> <p>(iii) Diagnostic assessments provide actionable scaling insights. (iv) Collaborative research creates practical scaling strategies.</p>	100+ evidence-based policies, market interventions, and institutional changes. <i>Note:</i> Because <i>Scaling for Impact</i> is an integrative cross-Portfolio Program, this impact target will be revised during inception following further consultation with CGIAR’s other Programs and Accelerators and is expected to have co-contributions to impact from across the Portfolio.
2030 OC 3.2	Enhanced market systems drive significant investment through numerous SMEs, benefiting a broad range of individuals, including women, youth, and marginalized groups	<p>(i) CGIAR Portfolio: Support market system enhancements and investment drives.</p> <p>(ii) Private sector (including agribusiness and agro-input industry business groups): Facilitate investments and support SME growth.</p> <p>(iii) Regional bodies: Support regional market system enhancements and investment facilitation.</p>	<p>(i) Institutional evaluations uncover barriers and generate opportunities. (ii) Technical assistance effectively supports SMEs and private sector partners.</p> <p>(iii) Enabling environment frameworks are integrated into policies for sustainability.</p>	\$100 M+ in business and scaling investment through 1,000+ SMEs, benefiting over 1M people (30% women, youth, and marginalized groups). <i>Note:</i> Because <i>Scaling for Impact</i> is an integrative cross-Portfolio Program, this impact target will be revised during inception following further consultation with CGIAR’s other Programs and Accelerators and is expected to have co-contributions to impact from across the Portfolio.
2030 OC 3.3	Agrifood system participants, including women, youth, and marginalized groups, adapt and adopt transformative innovations to enhance farm productivity and profitability	<p>(i) CGIAR Portfolio: Develop and create awareness of innovations to boost productivity and profitability.</p> <p>(ii) External public partners: Facilitate the adoption of innovations and support farmers and cooperatives.</p> <p>(iii) Community leaders: Encourage and advocate for the adoption of new agricultural innovations.</p> <p>(iv) Extension services and advisory networks: Provide guidance and support for implementing new innovations. (v) NGOs: Assist in the dissemination and adoption of productivity-enhancing innovations.</p>	<p>(i) Community readiness and engagement drive adoption.</p> <p>(ii) Strategic partnerships enable systemic changes.</p> <p>(iii) Policy coherence boosts effectiveness.</p> <p>(iv) Policy dialogues strengthen enabling environments and scaling impact.</p> <p>(v) Community support and NARES enhancements increase.</p>	11M agrifood system participants (30% women, youth, and marginalized groups). <i>Note:</i> Because <i>Scaling for Impact</i> is an integrative cross-Portfolio Program, this impact target will be revised during inception following further consultation with CGIAR’s other Programs and Accelerators and is expected to have co-contributions to impact from across the Portfolio.

Appendix 12. Section 6: Theory of change elements for Area of Work 4

Note: OP=high-level output, I-OC=intermediate outcome, OC=outcome

TOC #	Statement	Partners (including internal) and roles	Assumptions	2030 Indicator and target
OP-4.1	Innovative financing mechanisms through technical assistance and support to governments, IFIs, and the private sector	<p>(i) IFIs: Integrate science-based solutions into investments.</p> <p>(ii) Governments: Secure financing from IFIs. (iii) Catalytic capital providers: Offer additional resources.</p> <p>(iv) Private sector investors: Provide capital and explore new markets.</p> <p>(v) CGIAR Portfolio: Documents scalable solutions and data.</p>	Not required	Not required
OP-4.2	Novel partnerships and institutional arrangements established with impact investors, financial institutions, NARES, public education systems, the humanitarian sector, and large NGOs for capacity sharing and integration of proven solutions in scaling projects	<p>(i) NARES: Implement scaling extension systems.</p> <p>(ii) Humanitarian sector: Scale solutions efficiently in crises.</p> <p>(iii) Large NGOs: Lead large-scale development projects.</p> <p>(iv) CGIAR Portfolio: Offers research collaboration, innovation, and technical support.</p>	Not required	Not required
OP-4.3	Responsible scaling capacity toolbox in support of CGIAR Programs and bilateral projects, strengthening the design, implementation, and monitoring of responsible scaling strategies	<p>(i) Bilateral projects: Integrate scaling tools and frameworks into project design and implementation; consult with the Scaling Strategy Support Team.</p> <p>(ii) CGIAR Programs: Seek advice from the Scaling Strategy Support Team for designing and implementing scaling strategies.</p>	Not required	Not required
I-OC 4.1	IFIs, governments, and the private sector widely integrate CGIAR-partner innovations into their investment pipelines	<p>(i) Governments: Secure loans and grants where CGIAR can integrate innovations.</p> <p>(ii) IFIs: Offer technical assistance and financing for agricultural development.</p> <p>(iii) Private sector: Develop financing mechanisms and supply capital.</p> <p>(iv) Scaling Strategy Support Team: Create integration models and provide strategic support.</p> <p>(v) CGIAR Programs and partners: Collaborate on cost reduction and integration into large-scale projects.</p>	<p>(i) Governments: Offer loans and grants for CGIAR innovations.</p> <p>(ii) IFIs: Provide concessional loans and technical support.</p> <p>(iii) Private sector: Implements and finances scaling strategies.</p> <p>(iv) Development partners: Enhance scaling models and collaborations.</p> <p>(v) Agricultural stakeholders: Align scaling with food systems transformation.</p>	Not required
I-OC 4.2	High-impact scaling partners form coalitions with CGIAR's Programs, Accelerators, and bilateral projects and establish formal and informal agreements to better align scaling goals and targets with actions influencing outcomes	<p>(i) Private sector: Co-develops products, provides capital, and scales solutions.</p> <p>(ii) Catalytic capital providers: Offer resources for scaling.</p> <p>(iii) Impact investors: Evaluate and invest in scalable systems.</p> <p>(iv) Large NGOs: Implement projects and integrate innovations.</p> <p>(v) CGIAR Programs and partners: Collaborate on scaling strategies and market development.</p>	<p>(i) Private sector partners co-develop solutions with CGIAR.</p> <p>(ii) Catalytic capital providers enhance impact investment.</p> <p>(iii) Banks create financial products and advisory services.</p> <p>(iv) Large NGOs and public entities use CGIAR innovations and form partnerships.</p> <p>(v) Impact investors get tailored frameworks and monitoring.</p>	Not required

Note: OP=high-level output, I-OC=intermediate outcome, OC=outcome

TOC #	Statement	Partners (including internal) and roles	Assumptions	2030 Indicator and target
I-OC 4.3	CGIAR researchers are accessing the responsible scaling capacity toolbox and consulting the Scaling Strategy Support Team to embed elements into their ongoing or new projects	<p>(i) Governments: Collaborate on scaling strategies and implement tools.</p> <p>(ii) Private sector: Develops and finances flexible solutions.</p> <p>(iii) CGIAR Programs and bilateral projects: Use tools to enhance design and implementation.</p> <p>(iv) Public sector: Engages in collaborations to improve scaling readiness.</p>	<p>(i) Scaling Strategy Support Team optimizes projects and scaling capacity.</p> <p>(ii) The team develops and improves tools, feasibility studies, and risk assessments.</p> <p>(iii) The Team creates frameworks and flexible funds for CGIAR and partners.</p> <p>(iv) Streamlined processes enhance scaling readiness and speed innovation.</p>	Not required
2030-OC 4.1	Investors utilize CGIAR's and its partners' science and expertise to secure and leverage substantial amounts in public and blended finance for scaling efforts	<p>(i) IFIs: Integrate science-based solutions into investments.</p> <p>(ii) Governments: Obtain loans and grants.</p> <p>(iii) Catalytic capital providers: Supply additional resources.</p> <p>(iv) Private sector Investors: Offer capital and access to new markets.</p> <p>(v) CGIAR: Documents solutions, data, and lessons learned.</p>	<p>(i) Scaling solutions align with IFI and investor priorities.</p> <p>(ii) Investors see the value.</p> <p>(iii) Political stability is maintained.</p> <p>(iv) Partners show strong governance.</p> <p>(v) CGIAR reduces costs and co-creates strategies.</p>	\$3BN in public finance and \$2BN in blended finance for scaling secured and leveraged. Note: Because <i>Scaling for Impact</i> is an integrative cross-Portfolio Program, this impact target will be revised during inception following further consultation with CGIAR's other Programs and Accelerators and is expected to have co-contributions to impact from across the Portfolio.
2030-OC 4.2	Scaling partners deploy innovation bundles through projects and networks, assisting millions of people, including farmers and agrifood actors, with a focus on women, youth, and marginalized groups, to adapt and adopt new solutions	<p>(i) NARES: Implement innovative extension systems.</p> <p>(ii) Humanitarian sector: Rapidly addresses crises and scales solutions.</p> <p>(iii) Large NGOs: Execute large-scale development projects.</p> <p>(iv) CGIAR: Offers research, innovation, and technical expertise.</p>	<p>(i) NARES deploy innovations effectively.</p> <p>(ii) Large NGOs value CGIAR's work.</p> <p>(iii) Internal CGIAR coordination reduces costs.</p> <p>(iv) CGIAR supports emergency work.</p> <p>(v) Solutions are cost-effective and scalable.</p> <p>(vi) Innovations avoid climate risks.</p> <p>(vii) Funding for large projects is secured.</p>	31M+ people, including farmers and agrifood actors (30% women, youth, under-represented, and marginalized groups) Note: Because <i>Scaling for Impact</i> is an integrative cross-Portfolio Program, this impact target will be revised during inception following further consultation with CGIAR's other Programs and Accelerators and is expected to have co-contributions to impact from across the Portfolio.
2030-OC 4.3	Program and project teams integrate scaling tools and strategies into large-scale bilateral projects	<p>(i) Scaling Strategy Support Team: Provides strategic support and capacity building.</p> <p>(ii) Bilateral projects: Apply scaling tools and consult with the Scaling Strategy Support Team.</p> <p>(iii) CGIAR Programs: Consult the Scaling Strategy Support Team for scaling strategies.</p>	<p>(i) Strong principles and actions supporting improved Portfolio-level CGIAR governance empower the Scaling Strategy Support Team.</p> <p>(ii) Bilateral projects fund scaling strategies. (iii) Dedicated funding supports the Scaling Strategy Support Team.</p>	50+ large-scale bilateral scaling projects Note: Because <i>Scaling for Impact</i> is an integrative cross-Portfolio Program, this impact target will be revised during inception following further consultation with CGIAR's other Programs and Accelerators and is expected to have co-contributions to impact from across the Portfolio.

Appendix 13. Section 6: Theory of change elements for Area of Work 5

Note: OP=high-level output, I-OC=intermediate outcome, OC=outcome

TOC #	Statement	Partners (including internal) and roles	Assumptions	2030 Indicator and target
OP 5.1	A multidisciplinary scaling science agenda that advances the theoretical, conceptual, and methodological frontiers to guide the future best practice of scaling for societal impact	(i) <i>CGIAR</i> : Co-creates. (ii) <i>ARIs from Global North and South</i> : Co-create. (iii) <i>NARES</i> and other innovation systems: Co-create. (iv) <i>CGIAR GESI Accelerator</i> : Advances (gender-) responsible innovation and scaling science agenda.	Not required	Not required
OP 5.2	Evidence-based, context-specific recommendations on optimal scaling outcomes for selected CGIAR's scaling efforts and solutions based on rigorous impact assessments, analysis of diverse scaling pathways, supported by co-created scaling metrics, monitoring and evaluations	(i) <i>CGIAR</i> : Designs, implementation, analysis. (ii) <i>NARES, ARIs, ROs</i> : Co-design and technical backstopping.	Not required	Not required
OP 5.3	Curated analytics for innovation portfolio management and decision-making, including Scaling Readiness evaluations and customized assessment tools for target countries, both ongoing and as part of the annual adaptive management process, to ensure continuous learning and improvement	(i) <i>CGIAR, System Office, and Senior Leadership Team</i> : Demand and use innovation portfolio management. (ii) <i>CGIAR PPU</i> : Co-designs, implements and maintains innovation portfolio management tools, systems, and processes (e.g., through PRMS). (iii) <i>Governments, private sector, IDOs, funders, IFIs, and scaling partners</i> : Demand creation and use of learning	Not required	Not required
OP 5.4	Integrated Capacity Enabling and Learning Exchange Program for Scaling: Institutionalized comprehensive program for South-South learning exchanges and capacity building specifically focused on scaling innovations for impact	(i) <i>CGIAR</i> : Co-creates. (ii) <i>Governments, private sector, IDOs, ARIs, NARES, funders</i> : Co-create and benefit. (iii) <i>Capacity sharing and knowledge management organizations</i> : Design, test, implementation.	Not required	Not required
I-OC 5.1	CGIAR, external partners, and funders co-invest in scaling science agenda implementation, and there are early signs of how scaling science findings influence the design of innovation and scaling programs, projects, and decision-making processes	(i) <i>CGIAR</i> : Co-invests, implements, and uses findings. (ii) <i>CGIAR GESI Accelerator</i> : Advances (gender-) responsible scaling science agenda. (iii) <i>ARIs</i> : Co-invest and implement. (iv) <i>Governments, private sector, IDOs, NARES</i> : Implement and use findings.	There is sufficient investment available and a willingness to fund scaling science research.	Not required
I-OC 5.2	Scaling actors are informed of already available evidence-based recommendations to optimize responsible scaling pathways and further engaged in the co-design and co-implementation of monitoring, evaluation, and impact assessment activities	(i) <i>CGIAR</i> : Co-informs, designs, implementation, and analysis of research. (ii) <i>SPIA, NARES, ARIs</i> : Co-design and technical backstopping. (iii) <i>SPIA</i> : Co-designs and implements impact assessment studies.	There is sufficient investment available and timely design of research and MELIA.	Not required
I-OC 5.3	CGIAR and external partners use innovation portfolio management data and analytics to guide scaling investment decisions through evidence-based and adaptive management processes	(i) <i>CGIAR</i> : Demand articulation and use of innovation data and analytics in decision-making. (ii) <i>CGIAR Digital</i> : Co-designs (iii) <i>CGIAR PPU</i> : Co-designs, implements, and maintains (iv) <i>Governments, private sector, IDOs, NARES, funders</i> : Demand articulation innovation use.	There is available quality and timely data, support for IPSR, co-investment from funders, and demand for innovation portfolio management.	Not required

Note: OP=high-level output, I-OC=intermediate outcome, OC=outcome

TOC #	Statement	Partners (including internal) and roles	Assumptions	2030 Indicator and target
I-OC 5.4	CGIAR's demand, innovation, and scaling partners have strengthened capacity, culture, and community for scaling for impact through curriculum development and enhanced South-South and South-North knowledge sharing and collaboration across countries and regions	<p>(i) Governments, NARES: Share knowledge, co-invest in capacity, and culture growth.</p> <p>(ii) CGIAR: Co-designs, co-invests, co-implements</p> <p>(iii) Capacity sharing organizations: Delivery, learning.</p> <p>(iv) ARIs, NARES, Training and vocational education Institutes: Co-invest in curriculum development and delivery.</p>	There is sufficient investment, a willingness to learn and share, and a demand for capacity sharing, including curriculum development and delivery.	Not required
2030 OC 5.1	External partners incorporate the science of scaling into the design of innovation processes, governance frameworks, and scaling mechanisms	<p>(i) CGIAR: Co-invests, implements, and uses findings.</p> <p>(ii) ARIs in Global North and South: Co-invest and implement.</p> <p>(iii) Governments, NARES, private sector, (I)NGOs: Engage in science translation and tailoring process.</p>	Sufficient resources and a strong demand for integrating scaling science results are available.	100+ external partners
2030 OC 5.2	All of CGIAR's Programs and external partners use scaling metrics and innovation portfolio management to optimize responsible scaling	<p>(i) CGIAR: Co-designs, expresses demand, and uses findings.</p> <p>(ii) SPIA: Co-designs and technical backstopping.</p> <p>(iii) CGIAR PPU: Co-designs, implements and maintains.</p> <p>(iv) Governments, NARES, private sector, (I)NGOs, funders: Express demand and feedback and use data and analytics.</p>	Support for mainstreaming IPSR in CGIAR is strong, with a growing demand for innovation and scaling evidence, data, and analytics.	All of CGIAR's Programs and 50+ external partners' projects and programs
2030 OC 5.3	South-South scaling learning exchanges increase the abilities of 100+ external partners to improve the responsible scaling of scale innovations	<p>(i) CGIAR: Co-designs, expresses demand, and uses findings.</p> <p>(ii) CGIAR GESI Accelerator: Co-invest in improving capacity in responsible innovation and scaling.</p> <p>(iii) CGIAR Capacity Sharing Accelerator: Co-designs, funds and implements.</p> <p>(iv) Capacity sharing organizations: Delivery, culture and community growth events.</p> <p>(v) CGIAR PPU: Collaborates and builds on existing investments in scaling capacity, culture, and community growth.</p>	Sufficient and continuous investment supports scaling capacity, community, and culture growth, with demand for training, knowledge sharing, learning from failure, and resources for curriculum review, improvement, and delivery.	100+ partners

Appendix 14. Section 14: Bilaterally funded projects integrated into CGIAR Scaling Science Program

Project/ program title	Lead CGIAR Center	Funder	Duration (days remaining)	Expected 2025–2030 funding (USD '000)	Relevant Areas of Work	Remarks
L-CIA023-Accelerating Impacts of CGIAR Climate Research for Africa II	ILRI	World Bank	364	2,040	2, 3, 4, 5. Further AoW interaction will also be further clarified during inception.	These projects are merged in Table 4 and known as AICCRA
WB-IDA-Additional Financing to the Accelerating Impacts of CGIAR Climate Research for Africa (AICCRA)	ABC	IDA-International Development Association	576	948	2, 3, 4, 5. Further AoW interaction will also be further clarified during inception.	
W-P-1673-AICCRA-ZAMBIA Phase 2	IWMI	IDA-International Development Association	557	916	2, 3, 4, 5. Further AoW interaction will also be further clarified during inception.	
W-D-0415-IDA-Accelerating Impacts of CGIAR (AICCR)	IWMI	IDA-International Development Association	340	689	2, 3, 4, 5. Further AoW interaction will also be further clarified during inception.	
T-PJ-003743- Technologies for African Agricultural Transformation Phase II	IITA	AfDB-African Development Bank	89	2,836	4. Further AoW interaction will also be further clarified during inception.	These projects are merged in Table 4 and known as TAAT
T-PJ-003772-TAAT Clearinghouse: Re-invest to Accelerate Innovation Adoption	IITA	Bill and Melinda Gates Foundation (BMGF)	303	2,588	4. Further AoW interaction will also be further clarified during inception.	
D-200349-Technologies for African Agriculture Transformation	ICARDA	IITA-International Institute of Tropical Agriculture	89	2,220	4. Further AoW interaction will also be further clarified during inception.	
A-AG10179-AfDB-TAAT 2	AfricaRice	AfDB-African Development Bank	89	2,060	4. Further AoW interaction will also be further clarified during inception.	
M-V0146-AID-I: Southern Africa	CIMMYT	United States Agency for International Development (USAID)	272	6,125	2, 3, 4, 5. Further AoW interaction will also be further clarified during inception.	These projects are merged in Table 4 and known as AID-I
T-PJ-003763-IITA Accelerated Innovation Delivery Initiative	IITA	United States Agency for International Development (USAID)	58	2,193	2, 3, 4, 5. Further AoW interaction will also be further clarified during inception.	
W-D-0486-AID-I Zambia Component	IWMI	United States Agency for International Development (USAID)	557	860	2, 3, 4, 5. Further AoW interaction will also be further clarified during inception.	
T-PJ-003942-IITA Accelerated Innovation Delivery Initiative (AID-I) for Mozambique	IITA	United States Agency for International Development (USAID)	522	1,250	2, 3, 4, 5. Further AoW interaction will also be further clarified during inception.	
M-V0145-Sustainable AgriFood Systems Approach for Sudan-SASAS	CIMMYT	United States Agency for International Development (USAID)	272	21,973	2, 3 4. Further AoW interaction will also be further clarified during inception.	

Project/ program title	Lead CGIAR Center	Funder	Duration (days remaining)	Expected 2025–2030 funding (USD '000)	Relevant Areas of Work	Remarks
Climate-smart initiatives for climate change adaptation and sustainability in prioritized agricultural production systems in Colombia (CSICAP)	ABC	Colombia-Ministerio de Agricultura y Desarrollo Rural (MADR)	TBC	16,287	2, 3. Further AoW interaction will also be further clarified during inception.	
A-HP2023-002-MasterCard–WAEMU (RIZAO)	AfricaRice	Mastercard Foundation	1,641	5,804	1, 2, 3 4, 5. Further AoW interaction will also be further clarified during inception.	
F-AG10607-Asia-Africa BlueTech Superhighway Project (Coast)	WorldFish	United Kingdom- Foreign, Commonwealth and Development Office (FCDO)	1,915	4,327	To be clarified during inception.	
USA-USAID-Amazon Biodiversity Fund <i>Brazil Fundo de Investimento em Participações Multiestratégia</i>	ABC	United States Agency for International Development (USAID)	2190	3,891	2, 3. Further AoW interaction will also be further clarified during inception.	
N-699017-FTF Bangladesh APC	IFPRI	United States Agency for International Development (USAID)	768	3,768	2, 3. Further AoW interaction will also be further clarified during inception.	
A-AG10185-A-AG10185-Building Resilient Seed Systems for Rice	AfricaRice	European Union (EU)	1,084	3,461	2, 3. Further AoW interaction will also be further clarified during inception.	
T-PJ-003801-Cassava Value Chain Development to Support Food Security and the Bread Industry in DRC	IITA	United States Agency for International Development (USAID)	272	2,795	3. Further AoW interaction will also be further clarified during inception.	
rA-Scientific advisory and technical assistance to the Technical Assistance Manager (IA Lead of O150)	ABC	Response-Ability Investments AG	729	2,743	To be clarified during inception.	
N-606015-Bio-Fortification Deployment	IFPRI	DR Congo Ministry of Agriculture	TBC	2,403	2, 3. Further AoW interaction will also be further clarified during inception.	
A-AG10173-Healthy Diets 4 Africa	AfricaRice	European Commission (EC)	1,460	2,119	2, 3. Further AoW interaction will also be further clarified during inception.	
M-V0156-Wheat Disease Early Warning Advisory System (Wheat DEWAS)	CIMMYT	Bill and Melinda Gates Foundation (BMGF)	395	2,023	To be clarified during inception.	
CANADA-GAC-Building Equitable Climate-Resilient African Bean and Insect Vectors (BRAINS)	ABC	Canada-Global Affairs Canada	1185	1,799	2, 3. Further AoW interaction will also be further clarified during inception.	
BIUSA (BEF)-Screening, developing, and deploying anti-methanogenic feedstock into livestock systems in the Global South	ABC	Bioversity International	1259	1,584	2, 3. Further AoW interaction will also be further clarified during inception.	
R-A-2021-28-KOICA-UPLB Project	IRRI	Korea-Korea International Cooperation Agency (KOICA)	1,033	1,416	2, 3. Further AoW interaction will also be further clarified during inception.	

Project/ program title	Lead CGIAR Center	Funder	Duration (days remaining)	Expected 2025–2030 funding (USD '000)	Relevant Areas of Work	Remarks
T-PJ-003262-An innovative approach to agribusiness training and start-up for Nigeria's young people within the Young Africa Works Program	IITA	Mastercard Foundation	150	1,207		To be clarified during inception.
R-A-2022-46-Smallholder Rice Farmers	IRRI	United States Agency for International Development (USAID)	576	1,160		2, 3, 5. Further AoW interaction will also be further clarified during inception.
A-2023-34 ASEAN-CG	IRRI	Multi-Funder	454	1,132		1, 2, 3, 5. Further AoW interaction will also be further clarified during inception.
R-A-2022-52-Direct Seeding Indo-Gangetic	IRRI	Bill and Melinda Gates Foundation (BMGF)	1,002	912		1, 2, 3, 5. Further AoW interaction will also be further clarified during inception.
R-A-2019-188-GCF Thailand	IRRI	Green Climate Fund (GCF)	1,276	732		2, 3. Further AoW interaction will also be further clarified during inception.
T-PJ-004020-Assistance Technique pour la mise en place, Cle en mains, d'un laboratoire de production des vitroplants et de 2 serres	IITA	International Fund for Agricultural Development (IFAD)	522	720		2, 3. Further AoW interaction will also be further clarified during inception.
R-A-2024-19-ISARC Phase III	IRRI	India Department of Agriculture and Cooperation and Farmers Welfare	819	626		1, 2, 4. Further AoW interaction will also be further clarified during inception.
T-PJ-003256-USAID-Enhancing Resilient and Adaptive Agriculture Livelihoods in Uganda–Scaling of Proven Climate-Smart Agriculture Technologies	IITA	United States Agency for International Development (USAID)	272	536		2, 3. Further AoW interaction will also be further clarified during inception.
A-2024-18	IRRI	Multi-Funder	879	500		To be clarified during inception.
R-A-2022-126-IRRI-UASB-PRiDe	IRRI	India Government of Karnataka	1,368	487		To be clarified during inception.
W-P-1668-Water Security Initiative-MENA Region	IWMI	Sweden-Swedish International Development Cooperation Agency (SIDA)	557	472		2, 3. Further AoW interaction will also be further clarified during inception.
A-HP2023-003-World Bank-Food Systems Resilience	AfricaRice	World Bank	548	443		4. Further AoW interaction will also be further clarified during inception.
Sustainable intensification of potatoes for improving livelihoods and nutrition security of resource-poor tribal farmers in India	CIP	India Government of Odisha	698	400		2. Further AoW interaction will also be further clarified during inception.
W-D-0371-H2020-Hydro4U	IWMI	European Union (EU)	515	375		To be clarified during inception.
YMCFO-Scaling Commercialization of Drought Tolerant Crops (DTC) Technologies to Secure Dignified and Fulfilling Work for 120,000 Youth in Rural Kenya	ICRISAT	Mastercard Foundation	942	358		2, 3, 5. Further AoW interaction will also be further clarified during inception.

Project/ program title	Lead CGIAR Center	Funder	Duration (days remaining)	Expected 2025–2030 funding (USD '000)	Relevant Areas of Work	Remarks
T-PJ-003873-Scaling component for FASA WorldFish Project	IITA	Norwegian Agency for Development Cooperation (NORAD)	849	336	2, 3, 5. Further AoW interaction will also be further clarified during inception.	
A-2023-56	IRRI	United States Department of Agriculture (USDA)	820	316	To be clarified during inception.	
PJ-003823: IITA technical assistance to the project to support the sustainable development of agricultural and livestock value chains in Burundi (PADCAE-B)	IITA	African Development Bank (AfDB)	429	289	2, 3, 5. Further AoW interaction will also be further clarified during inception.	
PJ-003822: Resilience Food Security Activity (RFSA) in the Democratic Republic of Congo	IITA	United States Agency for International Development (USAID)	545	265	2, 3, 5. Further AoW interaction will also be further clarified during inception.	
T-PJ-003516- World Bank Ogun State Economic Transformation Project -Value Chain Development in Ijebu Zone	IITA	World Bank	303	263	3, 4. Further AoW interaction will also be further clarified during inception.	
ITALY Voluntary contribution 2022 - Accelerate for Impact Platform (A4IP) Year 2	ABC	Italy	729	257	2, 3, 5. Further AoW interaction will also be further clarified during inception.	
R-A-2023-20-DSR-India	IRRI	India-Ministry of Agriculture and Farmers Welfare	364	254	2, 3, 5. Further AoW interaction will also be further clarified during inception.	
R-A-2022-85-OneRicePH	IRRI	Philippines-BAR-DA-Bureau of Agriculture Research-Department of Agriculture	364	247	2, 3, 5. Further AoW interaction will also be further clarified during inception.	
N-606023-SMART CROPS-NORTH NIGERIA	IFPRI	United Kingdom-FCDO-Foreign, Commonwealth and Development Office	552	234	To be clarified during inception.	
T-PJ-003663-Development of the Ogun State Farmer Information Management system (OGFIMS)	IITA	World Bank	79	201	5. Further AoW interaction will also be further clarified during inception.	
T-PJ-003889- Project for self-reliant support through employment generation of internally displaced persons (IDPs) and securing labor force, leading to increased local food production and nutritional improvement support.	IITA	Japan Government (JAPAN)	394	200	3, 5. Further AoW interaction will also be further clarified during inception.	
T-PJ-003817-Technical assistance to the Building Resilience for Food and Nutritional Security in Djibouti	IITA	AfDB-African Development Bank	276	174	To be clarified during inception.	

Project/ program title	Lead CGIAR Center	Funder	Duration (days remaining)	Expected 2025–2030 funding (USD '000)	Relevant Areas of Work	Remarks
PJ-003903: Strengthening Emergency Preparedness and Response to Food Crisis for Burundi, Comoros, Somalia and South Sudan (SEPAREF)	IITA	AfDB-African Development Bank	180	173	4. Further AoW interaction will also be further clarified during inception.	
N-606022-NUTRITION RESILIENCE ZWE	IFPRI	Happel Foundation	1,252	158	To be clarified during inception.	
T-PJ-003761-Partnership for facilitating Access of Integrated Pest Management innovations	IITA	AfDB-African Development Bank	313	156	4. Further AoW interaction will also be further clarified during inception.	
PJ-003968: Resilient Agriculture Livelihood Project South Sudan (RALP)	IITA	Food and Agriculture Organization of the United Nations (FAO)	113	154	2, 3, 4. Further AoW interaction will also be further clarified during inception.	
T-PJ-003684- Cabinda Province Agriculture Value Chains Development (CPAVCDP) Project in Angola	IITA	AfDB-African Development Bank	89	152	3, 4. Further AoW interaction will also be further clarified during inception.	
R-A-2022-71-ICAR 2023 - 2027	IRRI	India-ICAR-Indian Council of Agricultural Research	1,094	113	To be clarified during inception.	
T-PJ-003612-Positioning Shade-Grown Cocoa to Improve Conservation and Rural Livelihoods	IITA	United States Agency for International Development (USAID)	729	87	2, 3 Further AoW interaction will also be further clarified during inception.	

Appendix 15. Section 14: Potential collaboration with bilaterally funded projects mapped to the Scaling for Impact Program

SASAS: The SASAS (Sustainable Agricultural Solutions for Smallholders) project in Sudan uses a multi-crop approach to improve smallholder productivity, food security, and employment for landless and under-resourced populations. Beyond providing immediate humanitarian aid, SASAS emphasizes long-term agricultural and economic resilience by increasing productivity and fostering sustainable livelihoods. *Scaling for Impact* can support SASAS through **AoW 2** and **AoW 3**, which focus on refining scaling pathways, enhancing high-value crop value chains, and promoting entrepreneurial development. *Scaling for Impact's* insights can improve market conditions in the context of humanitarian responses to civil conflict. Additionally, **AoW 4** can support refinements in scaling strategies, offering valuable insights to boost SASAS team members' ability to implement effective scaling frameworks, mobilize resources, and document and expand successful agricultural practices as part of **AoW 5**.

CSICAP: The CSICAP (Colombian Science and Innovation for Agricultural Productivity) project advances Colombian agriculture by customizing and scaling science-based innovations with 13 national partners across 9 agricultural systems. Aligned with *Scaling for Impact*, the project aims to scale its reach to 200,000 direct and 500,000 indirect beneficiary farmers. It will implement climate-smart solutions on over 960,000 ha, enhance food security for 10,000 households, and reduce 2.3 tCO₂e over the next five years. The *Scaling for Impact* Program through **AoW 1** supports CSICAP by involving stakeholders to ensure scaling efforts meet local needs, and with **AoW 3**, it improves enabling environments for climate adaptation and agricultural innovation. **AoW 2** and **AoW 4** can strengthen CSICAP's ability to design and implement effective scaling strategies, align policies, and promote innovation use, ultimately driving productivity, climate resilience, and sustainability in Colombian agriculture.

TAAT: The TAAT (Technologies for African Agricultural Transformation) works to enhance agricultural productivity and resilience across Africa by implementing science-based innovations in collaboration with national partners, with funding from the African Development Bank and co-support from the Bill and Melinda Gates Foundation. TAAT aligns closely with **AoW 4**, which focuses on unlocking IFI investments for scaling. The TAAT innovation clearinghouse, a first-of-its-kind in CGIAR, serves as a central platform for sharing knowledge, proven innovation packages, and best practices related to agricultural transformation in Africa. It facilitates stakeholder information exchange, supports the scaling of successful technologies, and improves coordination among development partners. **AoW 5** will capture lessons from TAAT to inform new clearinghouse opportunities aligned with IPSR principles and expand the focus beyond Africa to other continents.

ADI-I: Funded by USAID, the Agricultural Development and Innovation Initiative (ADI-I) enhances agricultural productivity and market access for smallholders by improving innovative delivery mechanisms and value chains in East and Southern Africa. *Scaling for Impact* will support ADI-I through its areas of work. The emphasis of **AoW 2** and **AoW 4** on scaling strategies can strengthen ADI-I's ability to implement and expand successful innovations and refine scaling pathways. The focus of **AoW 3** on improving enabling environments can aid ADI-I by aligning policies and regulations to support agricultural growth. Additionally, advancements in learning and impact assessment in **AoW 5** will help ADI-I by providing insights and methodologies to measure and optimize agricultural interventions. This targeted support by *Scaling for Impact* will enhance ADI-I's efforts to drive agricultural transformation and increase investment efficiency.

COAST/AABS: The Asia-Africa BlueTech Superhighway (AABS), funded by the UK's Blue Planet Fund under the Climate and Ocean Adaptation and Sustainable Transition (COAST) program, is designed to transform aquatic food systems across Africa and Asia. Led by WorldFish, AABS seeks to empower coastal communities by adapting and scaling evidence-based climate-smart technologies and promoting sustainable fisheries management, reaching over 300,000 direct beneficiaries across five countries: Bangladesh, Kenya, Mozambique, Nigeria, and Tanzania. AABS has four work packages (Work Packages). **AoW 4** is closely related to Work Packages 1, digital information systems for efficient management of small-scale fisheries, and Work Packages 2, integrated mariculture/integrated multitrophic aquaculture. **AoW 2** can assist Work Packages 3, climate-smart food processing, and storage technologies, to minimize food loss and waste. Work Packages 4, Incentive-based marine and coastal ecosystem protection and management can benefit from the support of **AoW 1** and **AoW 3**. The program emphasizes South-South collaboration, providing a platform for knowledge exchange and capacity building among stakeholders in both continents, which has a strong connection with **AoW 5**. By fostering innovation, empowering stakeholders, and improving governance, AABS enhances the resilience of aquatic food systems, contributing directly to global climate adaptation and food security goals.

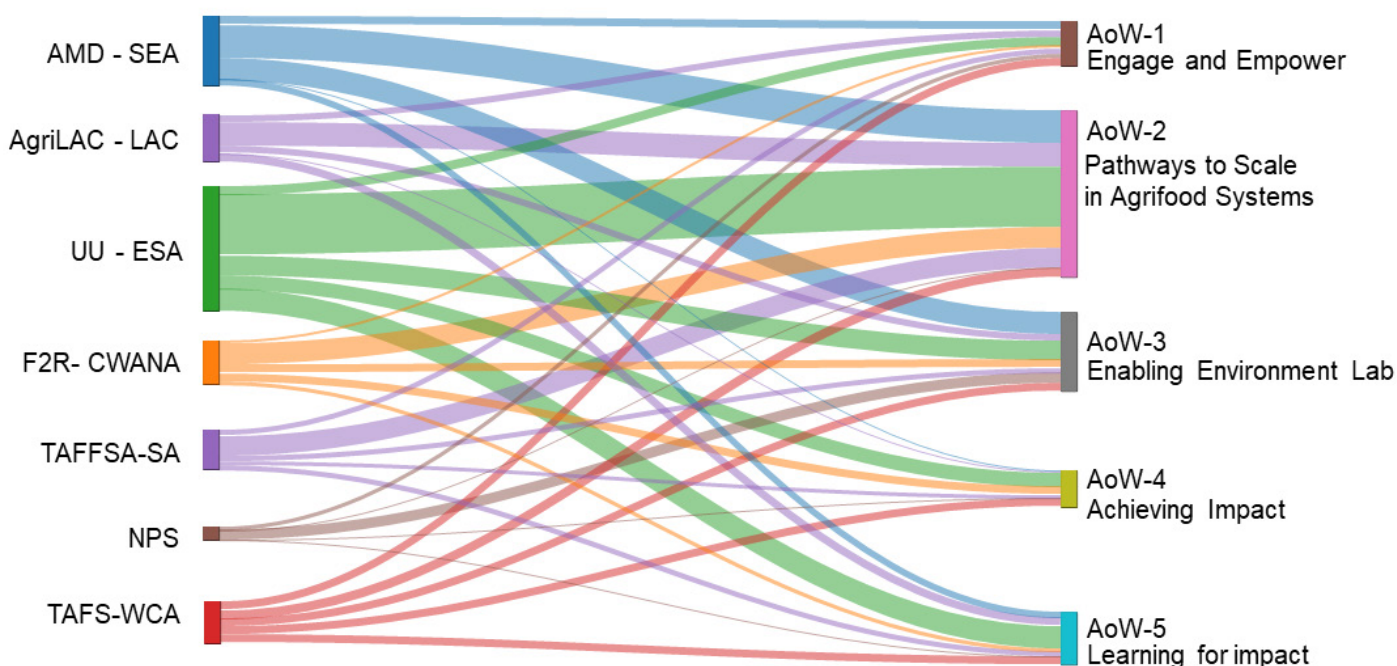
WEAEMU: The Creating Employment Opportunities for Young People in West Africa's Rice Value Chain (RIZAO) project, funded by Mastercard, aims to revolutionize the rice value chain in Côte d'Ivoire, Senegal, and Togo by generating job opportunities for youth and women, increasing productivity, and improving sustainability. The project's six pillars align closely with CGIAR's *Scaling for Impact* Program: Pillar 1 backs youth-led seed enterprises, reflecting **AoW 3's** emphasis on entrepreneurship for scaling. Pillar 2 provides training for young farmers in adaptive techniques, aligning with **AoW 2's** productivity targets and **AoW 5's** capacity sharing. Pillar 3 enhances processing company models, supporting **AoW 4's** financial mobilization and **AoW 3's** market improvements. Pillar 4 builds stronger market linkages, reinforcing **AoW 3's** focus on policy and market enhancements and **AoW 2's** market access goals. Pillar 5 fosters financial inclusion for agripreneurs, aligning with **AoW 4's** resource mobilization and **AoW 1's** financial independence objectives. Pillar 6 promotes supportive policies, complementing **AoW 3's** governance and policy-enabling environment work.

AICCRA: Accelerating Impacts of CGIAR Climate Research for Africa (AICCRA) is funded by the World Bank Group and aims to empower African farmers to adapt to climate change through technology, advisory services, and climate information, fostering climate-smart agriculture. Its holistic approach ensures lasting impact through knowledge sharing, partnerships, innovation, and inclusion. The CGIAR *Scaling for Impact* Program can support AICCRA by aligning interventions, integrating scaling lessons, and enhancing capacity sharing. **AoW 2's** expertise can

improve data integration and scaling pathways. **AoW 4**, in collaboration with CGIAR PPU can support innovation management through an interoperable innovation database, providing broader access to climate solutions for integration in country climate adaptation and mitigation plans. Under **AoW 5**, CGIAR is currently discussing a scaling pilot with the Science, Knowledge, and Innovation Group at the World Bank to support innovation and scaling capacity strengthening for MINAGRIS, NARS, and World Bank country teams.

DEWAS: Funded by USAID and led by CIMMYT, the Wheat Disease Early Warning Advisory System (DEWAS) boosts agricultural resilience by delivering real-time disease alerts and integrating them with local extension services to manage crop health and productivity. Its unique cross-continental approach tackles disease threats in both Africa and Asia through a scalable system designed to prevent outbreaks from novel pathogens affecting wheat productivity. Scaling for Impact can support DEWAS by testing new private sector led digital disease advisory pathways under **AoW 2** and collaborating on impact assessment and South-South scaling capacity sharing under **AoW 5**. DEWAS’ ambition to prioritize research based on their stakeholder demands and build the capacity of national partners to sustain the system long-term aligns with **AoW 1**. **AoW 3** and **AoW 5** can support DEWAS by creating a conducive environment for DEWAS to enhance the capacity of national institutions to respond to disease threats, strengthen agribusinesses, and providing training to navigate policy and market complexities. **AoW 4** supports this by securing greater support and investment by fostering government buy-in, aligning project goals with investor priorities, and integrating DEWAS solutions into large-scale investments (**AoW 4**)

Appendix 16. Pooled Funding Annex: Planned flow of activities by budget from the CGIAR 2022–24 Portfolio of Regional Integrated Initiatives and National Policies and Strategies Initiative



Planned flow of activities by budget from the 2022–2024 Portfolio Regional Integrated Initiatives and National Policies and Strategies (NPS) Initiative being integrated into the Scaling for Impact Program. Data were generated by the Initiative Leads, Co-Leads, and Work Package Leads and Co-Leads of each RII and NPS in August of 2024.