

The Role of Donors in Supporting the Scale Up of Social Enterprise

Scaling Community of Practice

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February 6, 2023



IDB

LAB

30
YEARS

IDB Group

Improving lives in Latin America
and the Caribbean through...



Governments



Private sector



Disruptive innovators

Purpose

Unleash entrepreneurial talent to address LAC's pressing economic, social, and environmental challenges.

Development Goals

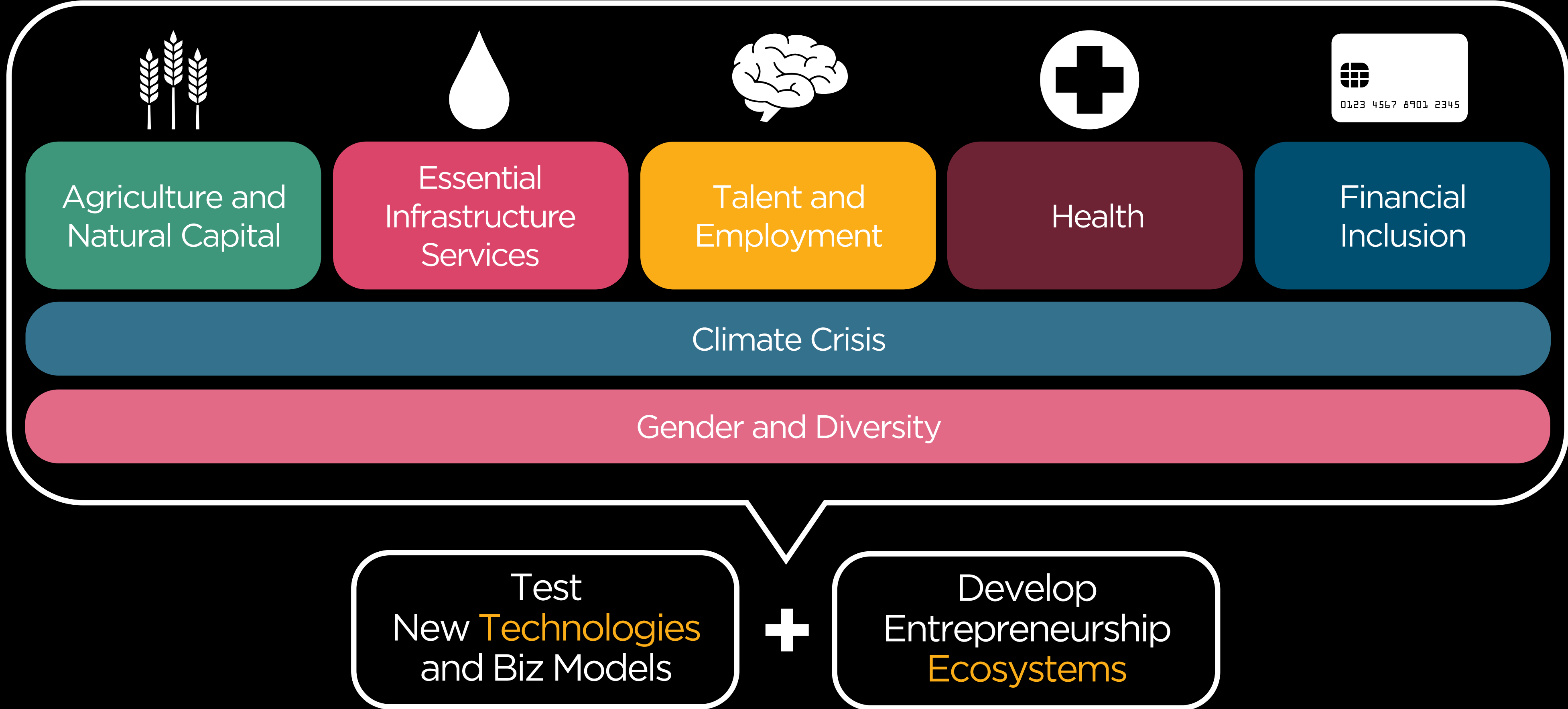
Benefit
poor and vulnerable
populations

with enhanced capabilities,
new income-generating opportunities, or
increased access to essential
services.

Activate
dynamic engines
of inclusive and
sustainable growth

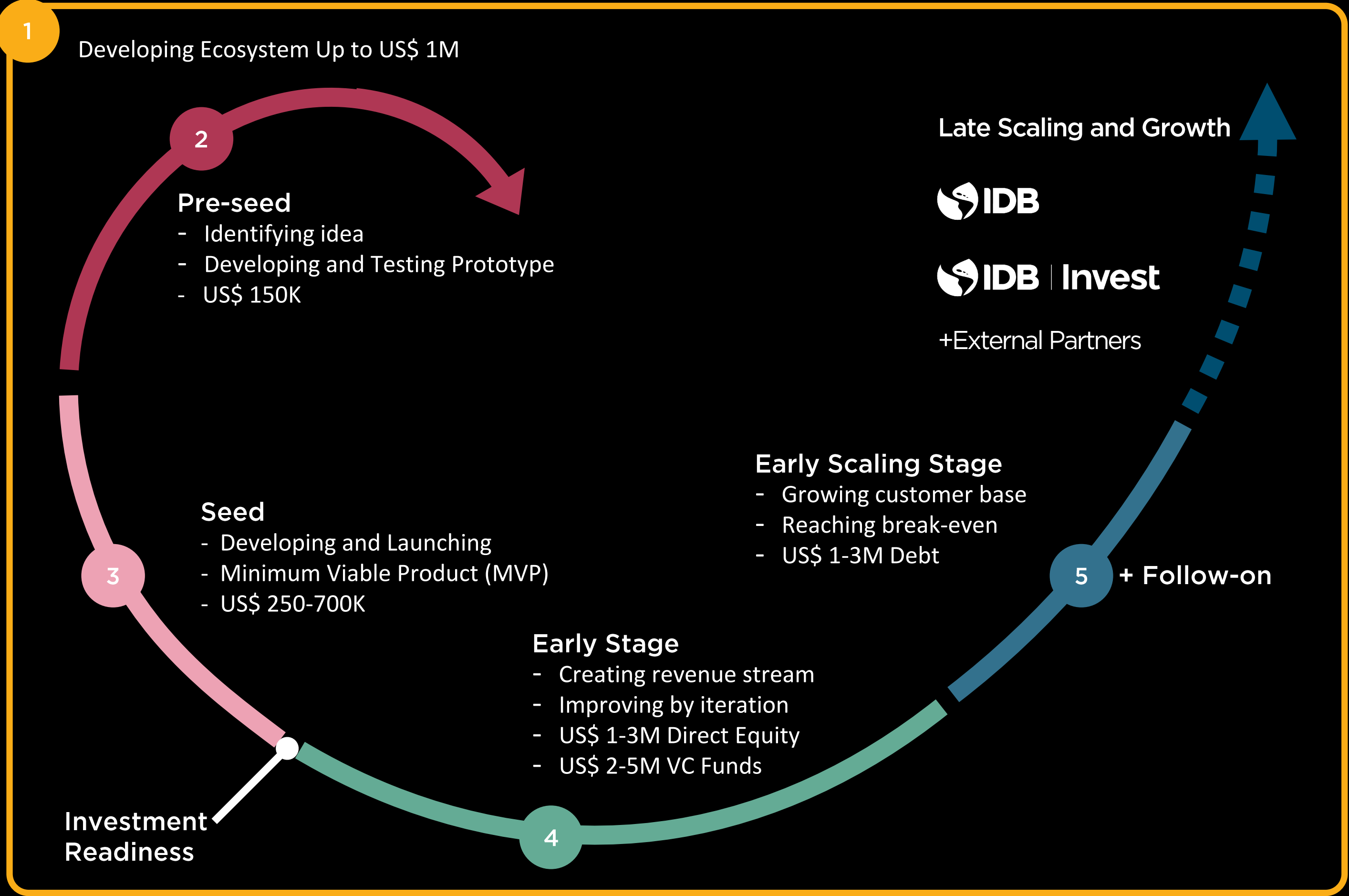
fostering innovation
in frontier industries
and new markets.

Sectors and Priorities



Financing: Versatile and Specialized

Accompanying the innovation cycle from initial stages to scale.



*This is a simplified scheme, as the use IDB Lab's financing products can vary according to specific client profiles, and innovation development can take different trajectories including scaling through the public sector after any point in the cycle.

Scaling Approach

Multilateral Investment Fund

1993 - 2010

Demonstration Effect

- Communication Strategy
- Sustainability

2011 - 2015

Development Effectiveness

- Sustainability Plans
- Communication Plans
- Knowledge Products
- Impact Evaluations

2016 - 2017

Corporate Measurement

- iDelta (Quality at Entry)
- 17% of projects that closed projects in 2016 scale

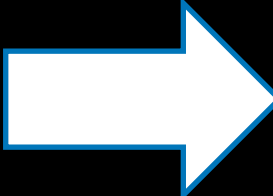
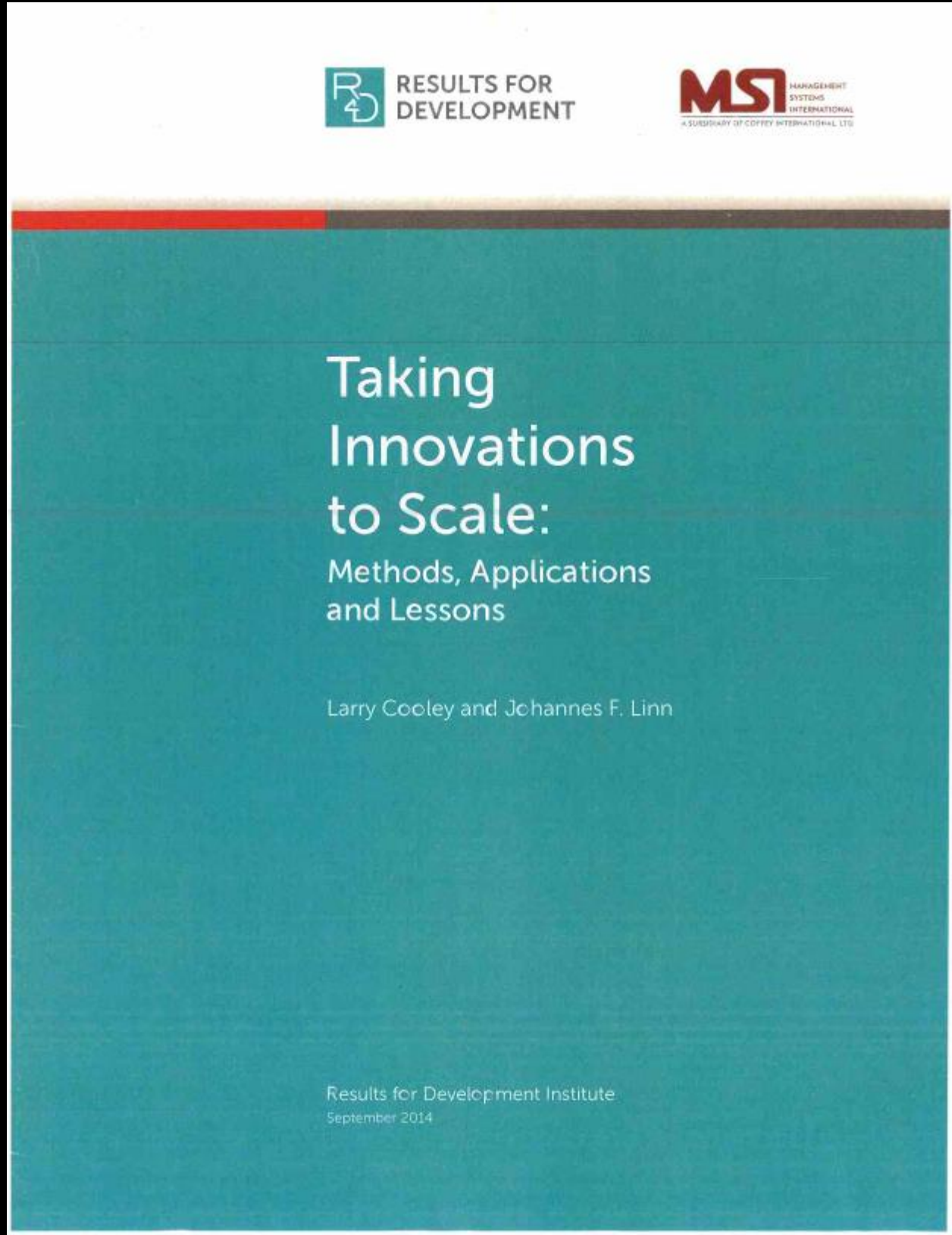
IDB Lab

2018 - 2023

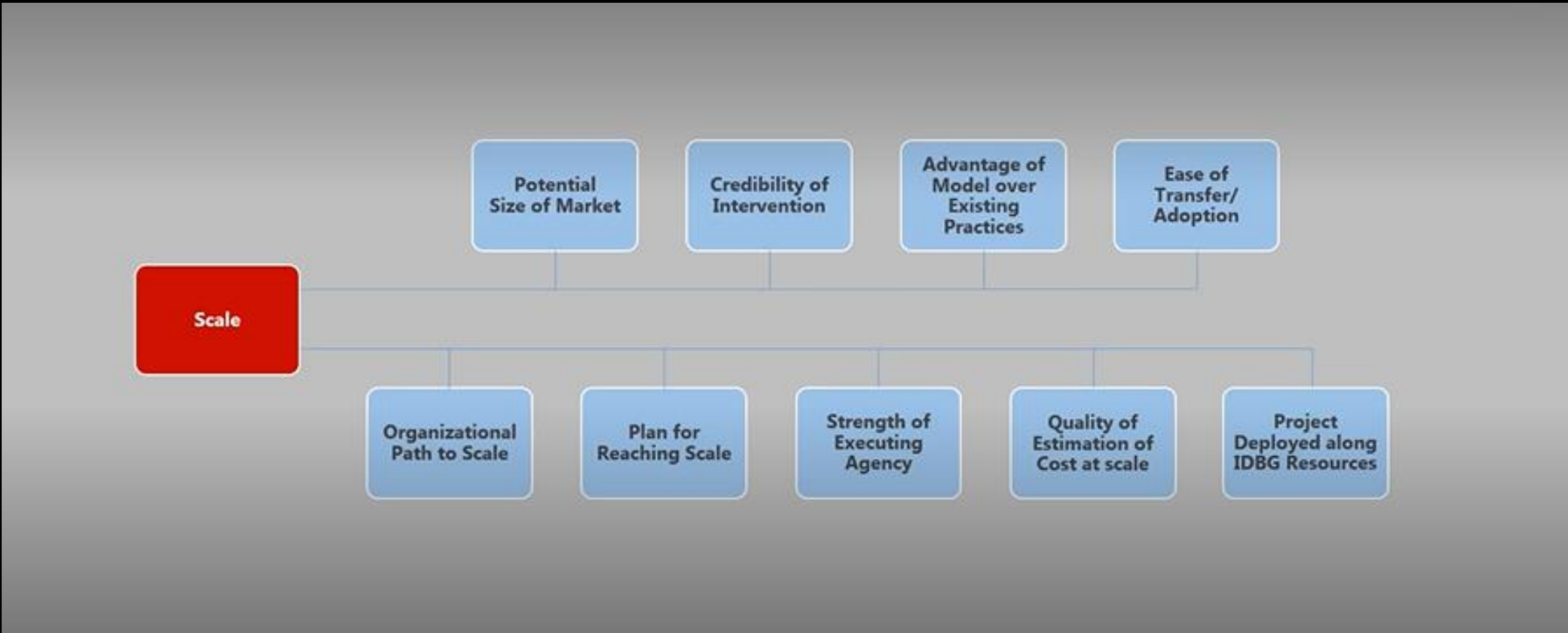
Corporate Measurement and Intermediation

- iDelta (Quality at Entry)
- Coordination with IDB and IDB Invest
- 32% of projects that closed in 2022 scaled

Measurement Instrument



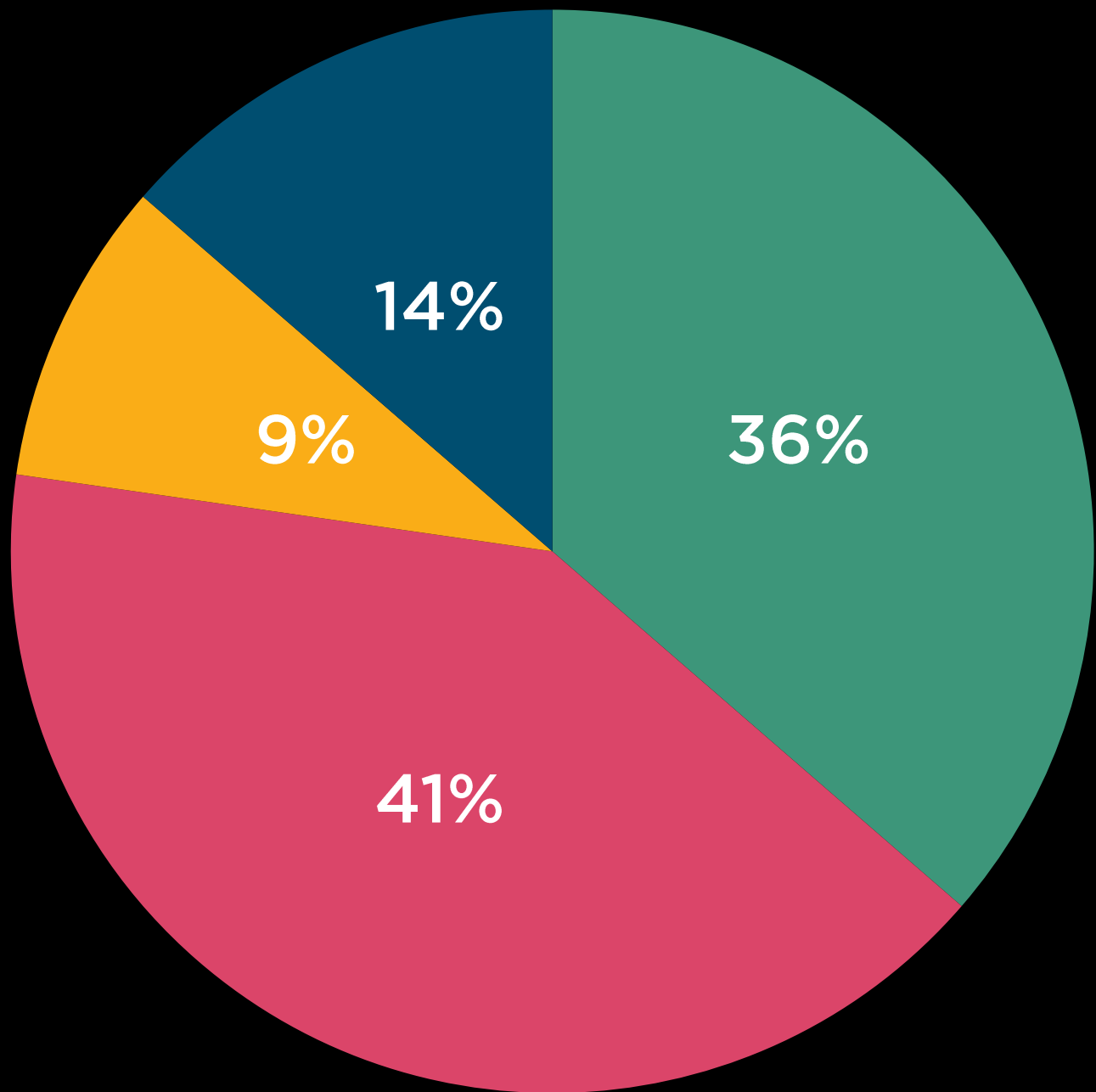
IDB Lab iDelta
Quality at Entry



Main Findings

56% of the projects in the sample scaled.

Scaling Approach



- Expansion
- Replication
- Collaboration
- Expansion & Replication

Success Factors

1
Executing agency's capacity & experience

2
Combination of instruments

3
Larger project size

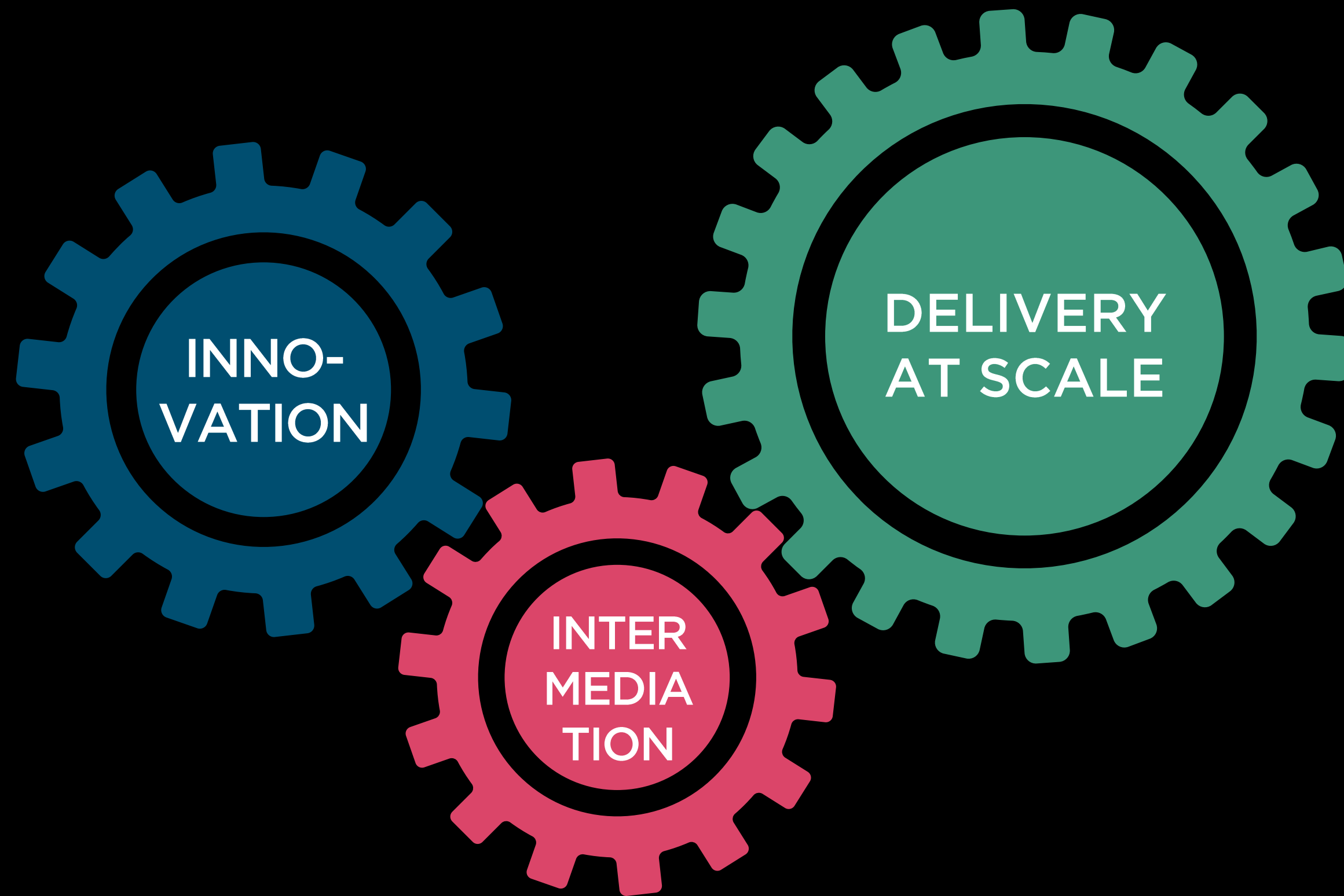
4
Longer engagements for greater success

Main Findings

IDB Lab has played an important **intermediation** role.

Broken part of the business cycle

Key Intermediation Functions



1
Strategic Planning

2
Impact Evaluation
and Operations
Research

3
Fundraising

4
Investment
Packaging
and Placement

5
Advocacy
and Marketing

6
Convening and
Coordinating
Stakeholders

7
Change
Management

8
Organizational
Development &
Process Consulting

9
Systems
Strengthening

Recommendations

1. Clear and consistent concept of Scale across IDB Lab
2. Focus on scalability not on reaching scale – Greenhouse Approach
3. Develop and clarify IDB Lab's intermediation function, including for IDB and IDB Invest operations
4. Invest in agile tracking and an organizational culture that learns from mistakes

Thank you



IDB Lab



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www.idblab.org



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