# 2023 ANNUAL WORKSHOP PROCEEDINGS

*Compiled by Larry Cooley and Johannes Linn*
*Co-Chairs of the Scaling Community of Practice*

**SCALING UP**

COMMUNITY *of* PRACTICE

# INTRODUCTION

The Scaling Community of Practice convened its seventh Annual Workshop from 23 January to 8 February 2023. As with the preceding two Annual Workshops, the 2023 Workshop was held in virtual format. Eleven sessions, each 90 minutes in length, brought together 48 scaling practitioners and experts from a wide range of countries, professions, and sectoral and thematic engagement. The sessions were attended by 924 participants, also from a wide range of geographic and professional backgrounds.

Three of the sessions were held in "plenary format" addressing cross-cutting issues. The first plenary session focused on how scaling can be mainstreamed as a systematic practice in funder organizations. The second plenary session explored how digital technologies and solutions can assist the scaling process and what risk they give rise to. The third plenary session concluded the Workshop with an overview of key take aways from the preceding ten sessions and a discussion of the strategic directions of the Scaling Community of Practice.

The three plenary sessions bracketed eight sessions organized by eight sectoral and thematic working groups of the Scaling Community of Practice

dealing with scaling experience in education, health, agriculture and food security, climate change, youth employment, social enterprises, fragile states, and monitoring and evaluation. Panelists presented a rich set of specific cases for which they reviewed a wide variety of approach taken to support scaling with many insights into opportunities and challenges presented by a systematic approach to achieving development impact at scale. These sessions also addressed many issues of relevance to each of their area of concentration, but also yielded critical crosscutting insights across the full range of areas covered, including the two issues addressed in the first two plenary sessions.

This Proceedings volume collects detailed summaries for all the eleven sessions of the Workshop in the order in which they were held. The summaries can only scratch the surface of the wealth of information and evidence provided by the panelists and by all participants in the lively discussions which characterized the Workshop. Video recordings of each session in its entirety and PowerPoint slides pre-

sented by the panelists can be found on the Annual Workshop page of the Scaling Community's website.

*Rather than trying to summarize our main takeaways from the Workshop we present in the remainder of this introduction a summary of the observations by our esteemed colleague and great expert, entrepreneur and promoter of scaling, Ndidi Okonkwo Nwuneli, who witnessed the Workshop and agreed to share her perspective on the rich exchanges in the closing plenary session. Her observations are complemented by the closing comments of Jenny Perlman Robinson, who for many years led a pathbreaking research program on scaling education solutions as a Senior Fellow of the Brookings Center for Universal Education.*

*We would like to express our deep gratitude to all those who made the Annual Workshop 2023 possible: The chairpersons of the Working Groups, who led the organization of the eight working group sessions; the panelist who share their amazing experience and insights; the many participants who connected to the eight sessions; and the technical team of colleagues at MSI who ably prepared and implemented the virtual delivery of the Workshop.*

**Larry Cooley (MSI) and Johannes Linn (Brookings)**

# WORKSHOP HIGHLIGHTS

## 11
### sessions running from
## 28 Jan - 3 Feb

## 924
### participants from
## 77
### countries

### insights from
## 48
### scaling practitioners and experts

# Observations on the Annual Workshop 2023 of the Scaling Community of Practice

*By Ndidi Okonkwo Nwuneli, Co-founder and Executive Chair of Sahel Consulting Agriculture & Nutrition Ltd.*

Ndidi Nwuneli noted how impressed she was with the insights from the 10 sessions of the Workshop and with the diversity of thoughts and shared ideas. She summarized her key takeaways under five headings.

## 1. Funders play a critical role in scaling.

Funders play a key role through actions or inaction, incentives or disincentives for scaling. But a number of obstacles get in the way of effective funder support. There is a lack of recognition of the importance of scaling among funders and a lack of common knowledge of what scaling means in different sectors and contexts. Moreover, funding instruments are generally designed for pilots and short term horizons, with limited interest and focus on medium/long-term consequences of interventions and on what happens after the funding is over. There is a common bias that favors funding innovation as opposed to scaling up existing models that work, compounded by a preference for funding short-term projects and by providing limited funding for human resource development, for policy engagement, and for monitoring and evaluation.

## 2. We face different challenges and questions for scaling in different sectors.

*For education,* the challenges explored in the session included: how to maintain quality as you scale; how to achieve equity across gender, marginalized communities, and fragile states; how to integrate new learning models leveraging technology to help scaling; and how to address mental health issues exacerbated by the pandemic?

*For health:* major issues explored in the session included: how to balance (a) treatment and prevention versus mitigation, (b) community versus facility-based interventions, (c) commercial and product based interventions versus public-sector driven solutions, and (d) reaching the largest population versus those most in need; how to involve communities in scaling; and how to shift from a supply to a demand driven approach?

*For food systems:* major issues discussed in the session included: how to balance the need for a systems approach with the practical need to minimize complexity; incorporating greater sophistication regarding stakeholder interests with needed alignment among partners, between government and local groups, and between policy reform and implementation?

*For climate change:* The session examined: ways to bring in financing to meet the huge financing needs; how to unlock public and private financing; how to leverage technology and who owns and pays for it; and how to ensure that climate action at scale helps as many people as possible?

*Youth entrepreneurship/employment:* The discussion centered on: how the IT revolution has affected labor markets for youth; how to maximize IT's potential to make relevant employment opportunities and training available at reduced cost and able to reach more people; and how to deal with the changing dynamics of IT on entrepreneurship by the young?

## 3. The Workshop demonstrated eight key scaling "success factors".

1. Shared goals and clear definitions for success and impact at scale must be established; scaling currently often means different things to different people.

2. A spectrum of patient, long-term, and appropriate financing instruments for scaling is needed.

3. An enabling policy environment is critical, but policy adoption is only the starting line, not the finish line – how policy is implemented matters; citizen support is needed to pressure governments to do the right thing and continue with scaling even when administrations change.

4. Cross-sector partnerships with a shared vision and goal are a vital factor in getting to scale for many interventions.

5. Engaged and capable intermediaries are needed to support scaling.

6. ICT, Big Data, and AI (artificial intelligence) have to be employed as leverage for scaling.

7. Transparent ME&L (monitoring, evaluation and learning) is a key ingredient all along the scaling pathway.

8. A focus on equity is needed throughout the process

### 4. Looking forward, three areas deserve special attention.

*Research on scaling needs to continue on:* how we learn/change/unlearn old habits; how we broaden our community; how we determine who needs to be at the table but isn't?

*People-centered scaling needs to be further developed:* Who is important to the scaling agenda – the largest populations versus those most in need.

*We need to focus on implementation for sustainable impact:* why do we still have so many small projects that are being praised and yet aren't going to scale; how can we hold all relevant actors accountable and put fire under their feet; who are the champions for change in the funding community?

### 5. In closing, Ndidi Nwuneli conveyed three messages.

1. We are the first generation to fully bear the brunt of climate change, and the last that can truly do anything about it; this is also true for a variety of other key development challenges.

2. It is important that we do not continue to say the same thing 10 years from now.

3. We need to go fast and far together, and we need to do so while incorporating humility, integrity and excellence into the DNA of scaling.

## Closing Comments on the Annual Workshop 2023 of the Scaling Community of Practice

*by Jenny Perlman Robinson, Nonresident Senior Fellow, The Brookings Institution, Center for Universal Education*

**1. Reflecting on the past two weeks, it seems we are reaching greater clarity** in the Community of Practice and beyond regarding what we mean by scaling. We're making a lot of progress in identifying success factors and key principles behind scaling, i.e., the "what" that needs to be done to scale in a cost effective, sustainable way.

**2. Moving forward, we need to shift from a focus on the "what" to a focus on the "how",** i.e., how to scale particular kinds of interventions in particular contexts. Catalyzing mind set shifts among policymakers and funders remains a critical challenge.

**3. As the scaling field has evolved and shifted, it might be interesting to do a stock taking** of the communities of practice in related fields of development practice to make sure the Scaling CoP is linked effectively to what is happening in related areas of enquiry and good practice.

## Session Introduction

Larry Cooley introduced the session with a brief report on progress of the Scaling Community of Practice (CoP) and plans for its future. He provided an overview of the 11 sessions of the CoP's Annual Workshop 2023 and welcomed the panel for this, the first, session dealing with how to mainstream scaling systematically in the operational practice of funders.

## CoP Mainstreaming Initiative: Johannes Linn

Johannes Linn presented the CoP's new initiative of "action research" on mainstreaming scaling in development funder organizations.

- The initiative will work with funding organizations to help them mainstream scaling, to collect and share evidence on funder mainstreaming, and to draw and share lessons for funders and the CoP.

- While recipients need to own, lead and implement scaling efforts, funders provide important incentives or disincentives for scaling through their funding priorities, their funding instruments, conditionalities, processes, and their monitoring and evaluation practices.

- Few funders so far systematically focus on supporting scaling, and getting them to do so has proven difficult.

- The mainstreaming initiative will pursue five components in its two-year program: (i) support selected funder partners in scaling reviews and mainstreaming efforts; (ii) survey recipients on their experience with funder practice; (iii) work with umbrella organizations (OECD-DAC, MOPAN, etc.) in their

**23 January 2023 | 10:00—11:30 EST**

### Session Title

*Mainstreaming a focus on scale in funder organizations: A key means to improving the effectiveness of development and climate assistance*

### Moderator

Larry Cooley, *Co-Chair of the Scaling Community of Practice*

### Speakers

- Julie Howard, *Senior Advisor, CSIS Global Food Security Program*

- Richard Kohl, *Founder, Center for Large Scale Change LLC*

- Johannes F. Linn, *Co-Chair of the Scaling Community of Practice*

- Bridget Bucardo Rivera, *Senior Technical Advisor, Catholic Relief Services*

efforts to assess and support funders on scaling; (iv) develop tools for measuring progress on mainstreaming scaling in funders, and (v) share the findings and lessons from the initiative through active outreach, in including with sessions during the Annual Workshop 2023 and subsequent webinars, publications and social media communications.

- Johannes invited participants to share their experience, join the initiative as partners, and provide funding for the second year of the initiative.

## Study on current funder scaling practices: Richard Kohl

Richard Kohl summarized the findings of his background work for the CoP on current funder scaling practices, based on interviews with funding experts and practitioners and a CoP member survey.

- With a few exceptions, there is little being done systematically to mainstream scaling in funder organizations. This doesn't mean that funder support for scaling is not happening, just is largely ad hoc and opportunistic.

- Key obstacles are (i) lack of an agreed scaling definition, measures, or goals; (ii) a strong bias to innovation among funding priorities; (iii) the standard project approach with its short, fixed time frame, focus on narrow project objectives, lack of flexibility, and no attention to what happens beyond project end; (iv) lack of incentives for staff, since scaling is not included in guidance of and criteria for the design and implementation of projects, programs and grant making; and (v) lack of financing and human resources specifically for scaling.

- There are some bright spots of support for scaling among funders: (i) individual bureaus within a few bilateral agencies, e.g. USAID Health and Food Security & Agriculture; (ii) innovation funds supporting transition-to-scale grants, e.g., Grand Challenges Canada; (iii) some vertical funds, e.g., the Green Climate Fund; they have a strong mandate, incentives and accountability for; and (iv) a number of small and medium-sized funders, e.g., Eleanor Crook Foundation,

IDRC, and "big bet" foundations focus on scaling, e.g., MacArthur 100&Change, Audacious, Co-Impact.

- Richard concluded that among the experts consulted and in the CoP there is strong support for a comprehensive, in-depth study of mainstreaming on what funders do to mainstream, what works, why and why not.

- Such a study should (i) emphasize the positive and offer support to do more, while recognizing the differences across funders; (ii) focus on the drivers of mainstreaming, on how to get senior management leadership and  the support of middle management and staff; (iii) assess the role of operational and administrative procedures as obstacles or facilitators; (iv) consider the potential of partnerships given the mixed record of donor collaboration; and (v) address the fear of higher failure rates in individual projects or grants if scaling is pursued.

## CRS High Performance Initiative: Bridget Bucardo Rivera

Bridget Bucardo Rivera presented the High Performance Initiative (HPI) on malaria control in Guinea, noting that a CoP webinar in April will provide a more detailed account.

- HPI is a joint initiative of the Global Fund (GF) and CRS. GF has been focused on locally-led solutions, with its core principle of country ownership. CRS has an emphasis on fostering local leadership, believes sustainability can be achieved best by focus on national partners becoming strong implementers, future principal recipients for GF  financing chosen by stakeholders within the recipient country.

- Under HPI CRS is providing its own funding in conjunction GF financing, but its goal is to have Global Fund take over funding entirely in future. CRS HPI engagement is currently focused on five African countries with a 3-year grant cycle which results in some time constraints.

- HPI supports national disease programs to

identify capacity gaps via partner-led capacity assessments based on a GF capacity tool that CRS tweaked into a partner-led capacity assessment. HPI also works with national/local partners to create action and implementation plans based on capacity gaps identified and measures and documents progress.

- HPI is different from traditional technical assistance which is short-term, problem-driven, often results in set of recommendations/actions (such as policy, training, etc.) without  leading to sustainable change. HPI shifts away from passive participation by local partner to partner-driven change via commitment from the beginning (partners are in the "driver's seat"). Moreover, HPI assists the partners in implementing the changes throughout the entire process, not just short-term.

- Four capacity areas are looked at by Global Fund: (i) governance, incl. human resource management, risk management, etc., (ii) financial management; (iii) monitoring and evaluation, and (iv) procurement and supply chain management.

- CRS/HPI started only in 2021. National partners have welcomed the HPI approach over traditional technical assistance approaches.

## Mainstreaming Scaling at USAID: Julie Howard

Julie Howard reported on her experience with mainstreaming scaling at USAID's Bureau for Resilience and Food Security (formerly Bureau for Food Security and Agriculture) during her time as the Bureau's Chief Scientist.

- Under President Obama the Bureau expanded food security funding to the tune of $1 billion per year. "Feed the Future" was a whole of US Government initiative, managed by USAID, but in partnership with 11 other federal organizations; the aim was to harness resources across the various organizations to meet collective goals in focus countries.

- The initiative had a large focus on scaling since it was judged that to date investments in agri-

culture were not having enough impact, not just due to lack of funding. Technologies were out there to help with improving farming, but were not rolled out at scale. So the Bureau set about working closely with partners/universities to figure out what steps could be taken to link technologies to funding countries. The impacts were very encouraging: 23.4 million people above poverty line, $4.8 billion in financing for SM&Es.

- "Feed the Future" focused on helping missions at country level and national partners, by developing a series of action plans, by identifying technologies that would help at scale, with a focus on implementing them in target countries. This required ambassador, technical assistance teams, mission support to work regularly with countries on top of regular responsibilities, and therefore enjoyed mixed popularity with missions.

- "Feed the Future" developed tools and applied toolkits to assist in scaling, including for assessing innovations with high potential for scale, ultimately to be put in hands of farmers. Scaling was to be integrated at early stages in project design.  All of the work required significant technical "scaffolding".

- The focus on scaling has not been sustained at political level, more so at technical level. It has also found greater emphasis in other bilateral donor organizations (such as GIZ).

- The Feed the Future's scaling initiative encountered four challenges: (i) there were problems in knitting together efforts across U.S. govt agencies at country-level and across countries, as operational guidance of agencies differ; (ii) it was hard to come up with a viable framework to measure action/performance across agencies; a recent GAO report mentioned that USAID & partner agencies struggle to use performance data to measure progress; (iii) funding is still driven by USAID's project approach, which limits the ability to focus on scaling; this will require a fundamental change in how investments are prepared and how progress is measured; (iv) there will need to be less focus

on improving scaling in individual funding organizations, but more attention and resources dedicated at local levels (i.e., to national actors); Feed the Future was not able to dedicate enough funding national partners.

## Audience Comments & Questions

- Scaling is not merely for "innovations", but for a broader category of interventions, models, projects and tested solutions.

- Measuring progress with mainstreaming will be important; the institutionalization tracking tools developed by others (MSI, Brookings) should be helpful.

- Partnerships are important for scaling; what measures are available to assess the development of partnerships?

## Closing Remarks & Key Takeaways: Johannes Linn

- Addressing the mainstreaming challenge is not a hopeless task: some funders represent good examples and there is now wide acceptance among funders that a focus on scale is important.

- Mainstreaming may be difficult, but there are "low-hanging fruit" to get the process started: start by asking systematically during project appraisal and implementation: "What happens after the project is finished?", including and especially during project mid-term reviews.

- Partnership management is difficult, but start with few selected partners; this allows for a close alignment on issues.

- Support for intermediaries is critical; they can engage after the project is finished in furthering sustainable scaling.

- The CoP Mainstreaming initiative will aim to develop indicators to track mainstreaming progress.

# Session 2

# PLENARY 2

## Session Introduction

Larry Cooley introduced the session with a brief report on progress of the Scaling Community of Practice (CoP) and plans for its future. He provided an overview of the 11 sessions of the CoP's Annual Workshop 2023 and welcomed the panel for this, the second, session dealing with the implications of IT for scaling development outcomes in health, education, and agriculture.

He framed the discussion by suggesting the following 5 ways IT has the potential to dramatically alter scaling strategies, pathways, and outcomes: (1) real-time information; (2) artificial intelligence; (3) transactional efficiencies and network effects; (4) consistency and quality control; and (5) enhanced connectivity among key ecosystem actors. He also noted three potential risks associated with expanded use of IT for scaling – threats to privacy, exclusion resulting from the digital divide, and the possibility of monopoly control.

## Effects of IT on scaling in Health: Dr. Sanjeev Arora

Dr. Sanjeev Arora provided a snapshot of the multiple ways IT is affecting scaling in the health sector and an overview of Project ECHO as an important and instructive example of emerging possibilities. Some of the key points from his presentation were:

- IT is ubiquitous in health now – e-medicine, remote monitoring, medical training, health records, etc.

- Among the major threats or concerns associated with these developments, the impact of pay walls is particularly noteworthy.

- One of the most exciting applications of IT in health is to the training, support and motivation of health care providers. Project ECHO illustrates to possibility this provides for revolu-

## 24 January 2023 | 10:00—11:30 EST

### Session Title

*Harnessing the Power of IT as a Game Changer for Scaling*

### Moderator

Larry Cooley, *Co-Chair of the Scaling Community of Practice*

### Speakers

- Sanjeev Arora, *Founder and Director, Project ECHO*

- Verna Lalbeharie, *Executive Director, EdTech Hub*

- Parmesh Shah, *Global Lead for Rural Livelihoods and Agricultural Jobs, World Bank*

tionizing medical education and health care quality.

- Project ECHO started in 2003 and was initially inspired by his experience as a gastroenterologist treating patients with Hepatitis C. By engaging health providers in a virtual community of practice, he was able to turn scores of rural doctors into "experts" delivering best practice protocols to their patients thereby dramatically shortening response times, reducing patient cost, and enhancing health outcomes. This method features clinical, case-based learning where "everyone is a teacher as well as a learner", and "hubs" around the world serve as centers of expertise for specific diseases, issues and geographies. The approach was characterized as "guided practice."

- The goal of Project ECHO is to democratize medicine and provide improved health outcomes to 1 billion people by 2025. The scope of Project ECHO has grown exponentially to dozens of diseases and hundreds of hubs collectively reaching 3.98 million learners around the world. While focused principally in the health sector, Project ECHO has also been used to address a range of other issues and problems and has proven to be applicable across sectors.

- There have been more than 500 peer reviewed publications assessing aspects of Project ECHO's delivery and impact.

- The Project ECHO platform is available to interested parties all around the world and is free of charge to hubs and users.

## Emerging role of IT in scaling in Education: Verna Lalbeharie

Verna Lalbeharie provided an overview of the emerging role of IT in scaling Education Sector interventions. Among noteworthy points were:

- There are a wide range of IT applications and hybrid solutions in the Education Sector including teacher professional development, education management information systems, online delivery of K-12 curriculum, staff allocation, AI assisted learning, and many more.

- COVID had the effect of super-charging what was already an explosion of IT applications in the Education Sector. Success in scaling remains, however, more limited than in the Health Sector due in part to more limited financial support from donors.

- There continue to be major information gaps regarding the efficacy, affordability and transferability of some of the emerging IT applications.

- The role of private companies in developing and providing IT solutions sometimes complicates the issue of incentives and optimal scaling pathways.

- There's a Five Question Challenge for the application of IT in Education: (1) will the use of technology have a sustainable impact on learning outcomes?; (2) will the use of this technology work for the most marginalized children and enhance equity?; (3) will use of this technology be feasible to scale in a cost-effective manner?; (4) will the use of this technology be effective in the specific implementation context?; and (5) will the use of this technology align with government priorities and contribute to the strengthening of the national education system?

- Two cases -- Teacher Professional Development in Tanzania and Data Driven Decision Making in Sierra Leone – were used to illustrate some of the potential, the lessons, and the outstanding questions associated with application of IT to scaling in the sector.

- Among the challenges to scaling IT solutions in education are the absence of robust evidence, the gulf between the creators and users of knowledge, under-financing of public education, absence of funding to support the transition to scale, and the prevalence of paywalls.

## Application of IT to scaling in Agriculture: Parmesh Shah

**Parmesh Shah shared his considerable experience regarding the application of IT and digital solutions to scaling in the Agriculture Sector.** He illustrated his key messages with reference to a number of case examples including, among others, M-Shamba (market access and digital extension), DigiCow (veterinary services), and Hello Tractor (Uber for tractors). Other key points included:

- The central role played interlocking databases and big data centers on weather, crops diseases, and markets, and the role of governments in creating, funding and regulating this public good;

- The need to think strategically about the ecosystem of organizations and actors needed for taking improved practices to scale and to focus particular attention on the weakest links in that system;

- The current problem where most of the available funding and effort is going into data collection with insufficient attention to analysis and scaling;

- The central role of policy; and

- The important roles donors can and should play.

## Panel and Chatbox Discussion

An extensive discussion among the panelists and the audience yielded several important insights, including:

- There are important lessons to be learned across sectors.

- Network effects of some IT interventions are considerable and apply in all three sectors.

- Contextualization of virtual solutions is important in all cases, but perhaps somewhat less so regarding issues (like treatment of diseases) where science plays a predominant role

- Approaches like Project ECHO are directly transferrable and applicable across sectors.

- Ownership of the data, privacy and pay walls are important considerations and potential areas of concern.

- The role of governments and donors in funding and regulating use of IT is an issue meriting additional attention as are the implications of IT solutions for last mile and marginalized users.

- We need to work collectively to overcome the "1000 saplings problem" where all the attention and funding focuses on innovation and virtually none is devoted to scaling – helping some of those saplings grow into mighty oak trees.  This also implies a premium on donor collaboration.

## Poll questions for the attendees

A poll of participants in the session revealed 70% favored the CoP focusing additional attention on the role of IT in scaling and 92% felt that examining the issue from a cross-sectoral perspective added value.

# Youth Employment

## Session Introduction

Jessica Ngo introduced the session with a brief report on progress of the Scaling Community of Practice (CoP) and plans for its future. She provided an overview of the Youth Employment Working Group's activities and welcomed the panel for this session dealing with the implications of the IT platforms and digital disruption on scaling up efforts to expand and enhance youth employment opportunities in low and middle-income countries around the world. The challenge addressed in the session is how to create jobs with dignity in sufficient numbers to address current crises of unemployment, underemployment, and large number of new entries into the labor force.

## Digital readiness in employment: Rebeca de la Vega

**Rebecca De La Vega provided a snapshot of the multiple ways the digital age is changing the nature of work and the job opportunities facing youth entering the world of work**. She noted that most businesses today approach problems and opportunities with a "digital first" mindset. This was clearly accelerated by the pandemic, when 88% of workers said they worked from home, 1.2 bn children moved to hybrid of fully online learning, virtual medicine expanded by 50%, and governments learned that they could legislate virtually. There is, she argued, no going back. This, she asserted, represents a huge opportunity for youth. The question is, are they ready to take advantage of that opportunity.

Among the other important data and insights, she shared were:

- 85m jobs will disappear to automation, but 97 millions very different jobs will be created.

- The digital world changes at a rapid speed, and we therefore need to approach skills training as "lifelong learners".

**25 January 2023 | 10:00—11:30 EST**

**Session Title**

*Beyond Digital Training Delivery: Digital Disruption and Youth Economic Opportunities*

**Moderator**

Jessica Ngo, *Deputy Chief of Party, Management Systems International and Co-Chair of the CoP Working Group on Scaling Youth Employment*

**Speakers**

- Rebeca De La Vega, *Regional Manager, Cisco Network*

- Hisham Jabi, *International Development Consultant and the Founder and CEO, PalTechUS*

- Virtual work can be either inclusive or the opposite. It makes geography and boundaries irrelevant and thereby offers obvious potential benefits to marginalized youth in remote or impoverished localities. But it also has the possibility of exacerbating inequalities because of the digital divide.

- The skills needed include specialized skills, broad skills, entrepreneurial skills, and human skills.

- Cisco has a specialized tool and methodology for assessing a country's "digital readiness" based on 8 key factors. They are happy to share that tool free of charge.

- The fastest growing professions were cybersecurity (7 times the average growth in other sectors), software engineer (3-fold increase), IT infrastructure jobs, networking, and other programming jobs. Cybersecurity is clearly a threat, but it is also creating a lot of jobs and businesses. There is still a 3.5m undersupply of cyber-security professionals.

- In addition to jobs in the IT sector, Rebecca noted that virtually everyone in every job will be increasingly digitally capable and the public will increasingly need digital literacy to be informed citizens.

- It is critically important to meet learners "where they are"; and Cisco Learning Academies are designed to do that.

## Entrepreneurship in the digital age: Hisham Jabi

Hisham Jabi focused his remarks on the entrepreneurial opportunities the digital revolution creates for youth. Whereas Rebecca's remarks were informed by her experience in Latin America, Hisham focused particular attention on the Middle East and North Africa. He based many of his remarks on a 2-year study of Youth Employment conducted by the World Bank for which he served as a consultant.

Hisham shared a variety of sobering statistics regarding the youth bulge (half of the world's population is under 30), unemployment (32% of youth are neither employed nor in school), youth unemployment (26%), and 20% female participation in the labor force. He noted that, while the digital revolution has the potential to be a game changer for youth employment and entrepreneurship in low- and middle-income countries, it is not a silver bullet.

In tracing the implications of these trends for training, he pointed to two specific variables: feasibility of delivery at scale and cost per participant. Among the other points he made are:

- The critical importance of policy and regulation to boost entrepreneurship at scale

- The need to design solutions from a human-centered design perspective informed by a nuanced understanding of the young person's world. Scalability of entrepreneurship program start with empowering entrepreneurs to start and scale successful ventures.

- Making entry and exit into the market as easy as possible – technically allows for that due to minimal sunk cost in the tech industry

- Understanding links to the political economy as this relates to fostering innovation and control of key sectors by governments

- The importance and increasing roles played by social media, digital support systems, and communities of practice to allow youth to enter the market and scale up new ventures

- Community-based and purpose-driven marketing tools as a mean to scale up

## Audience Comments & Questions

Responses to audience questions yielded several additional insights, including:

- In addition to technical skills, there is a critical need for higher-order and cross-cutting skills, including creative problem solving ("problem solvers vs robots").

- The focus of youth skill development should include opportunities that allow rural youth to remain in rural areas and to help solve prob-

lems in and for those communities.

- New realities regarding supply chains allow of entrepreneurial opportunities at scale in rural areas. Likewise, mechanized agriculture offers substantial opportunities for tech-savvy youth who see technology as "cool" and quite distinct from the farming lives they might otherwise be keen to escape.

# Session 4

# Fragile States

## Session Introduction

Jonathan Papoulidis introduced the session by framing the special challenges confronting low and middle income countries as a result of the pandemic, surging prices, the war in Ukraine, large displaced populations, and democratic backsliding. He noted the urgency these pressures create for maintaining living standards, enhancing resilience and reaching marginalized populations and remote locales. He observed that Project Last Mile is a particularly instructive example of doing that effectively by learning from and collaborating with the private sector.

## Cross-sector partnership – PLM: Alexandra Scott

Alexandra Scott provided a snapshot of Project Last Mile (PLM) -- a cross-sector partnership that pulls together the Coca-Cola foundation, USAID, PEPEFAR, the Global Fund, the Bill & Melinda Gates Foundation and others to meet critical health in a variety of African countries. PLM's mandate is to:

- Work closely with global health partners and ministries of health to apply Coca-Cola best practices to supply chain and marketing

- Improve availability of medicines, vaccines, and other health products through building capacity in supply chain management and efficient distribution

- Translate strategic marketing practices to expand reach and amplify key messaging to improve the uptake of public health services

- Inspire broader private sector involvement to solve many of the world's health challenges.

The intervention begins with the conviction that, if Coke can be delivered and marketed successfully in the most remote places,

the same should be possible for essential medical goods and services. The intervention draws specifically on Coca-Cola's expertise in achieving brand recognition and far-flung distribution networks and draws on lessons from:

- Coca-Cola bottlers;
- Coca-Cola vendors and system partners; and
- Coca-Cola systems alumni and social entrepreneurs

Areas of assistance include Last Mile Delivery, Differentiated Service Delivery, Cold Chain, Enterprise Development, Strategic Management and Demand Creation. During it 12 years of operation, the program has operated in 15 countries, invested more than $50m, and enabled improved access to medicine by over 5 million chronic patients

The intervention has a robust M&E system developed and implemented for 10 years in partnership with the Yale Global Health Leadership Initiative and now in collaboration with Ipsos. It is based on a close partnership with Ministries of Health and with a range of local non-governmental organizations.

Success to date has depended on:

- a global partnership model and coalition of champions with continuity over more than a decade in both the institutions and individuals most directly involved;

- a flexible global hub provided by a neutral backbone organization and with PLM, rather than the respective organizations funding it, serving as the brand;

- a strategic mix of funding including a significant amount of unrestricted/less restricted funding;

- long lead times including a lengthy learning phase with the first country program launched 7 years after the initial pilot and 2 years after approval of the global agreement among partners;

- a focus on good governance at country level;

- a set of incentives that encourage adapting private sector capacity for public good; and

- transparent sharing and use of data for decision-making.

## Lessons learned in Sierra Leone: Rushika Shekhar

**Rushika Shekhar focused her remarks on lessons learned from the implementation on PLM in Sierra Leone,** a country that has suffered from civil war, Ebola, and the pandemic, and where 40% of the population lives in poverty. PLM was invited in 2018 to advise on how Coca-Cola supply chain best practices could improve last mile distribution of health commodities, supporting in strengthening public health supply chain resilience post-Ebola. That resulted in what has become a long standing partnership with USAID, NMSA and MoHS to test and scale last mile health distribution over a number of years involving several distinct phases.

The first step was to design and test the model, refine and adapt models used by Coca-Cola suppliers to Sierra Leone. It revealed that Coke's distribution models could be effective for other commodities but that there were not existing resources at a district level to implement the model that Coca-Cola uses. The second step was to demonstrate that impact was possible within existing infrastructure and to link the distribution to a digital tool that MoHS was anxious to see used. This phase demonstrated that success was possible under these constrained conditions.

Phase 3 was building national alignment and capacity to scale up. During this phase, implementation shifted from being focused on the "model" and what was being brought to the table by PLM to the goals/outcomes that the national government was trying to achieve. The program was able to pivot in part because of the funding flexibility build into PLM.

Among the lessons learned from experience in Sierra Leone, the following stand out:

- The specific intervention or model needs to be adaptable and agile - focus on outcomes vs the model;

- It's essential to adapt and test interventions within existing infrastructure and contexts - demonstrate replicability within different local contexts; and

- Scale-up takes time and buy-in – it's necessary to allow time to build buy-in and alignment and establish trust with stakeholders prior to full national scale-up time to build relationships with stakeholders.

Rushika then described another PLM example, this time from a non-fragile state, South Africa, linked to enabling scale-up of ARV provision within a decentralized medical distribution system. A related objective of the program was reducing the burden on the public sector by moving patients out of public sector for routine medication dispensing. The Government of South Afric had created a Central Chronic Medicines Dispensing and Distribution Operating Model and activated retail pharmacies to meet the needs associated with ARV provision. PLM joined the effort in 2015 since which the number of patients served through this system has increased from less than 1 million to more than 5 million. The support provided by PLM includes TA supporting:

- Business case for private sector to engage as service providers on CCMDD

- Private sector engagement for ongoing service delivery, operationalizing innovative pick-up point solutions

- Large government buy-in and the infrastructure needed by government to expand and scale the program.

The program has managed to maintain service and achieve notable growth despite a variety of setbacks associated with political violence, the pandemic, and nature disasters, in part because of its ability to pivot at key moments.

## Lessons learned in Mozambique: Jose Neves

**Jose Neves presented the results and lessons from implementing PLM in another fragile state, Mozambique** – a country with a 63.7% poverty rate, weak health systems infrastructure, recent national disasters and disease outbreaks, ongoing security risks, and a range of socio-economic and political tensions.

PLM in Mozambique also proceeded through a se-

ries of phases over a number of years and included a focus on outsourced, third-party distribution and routing optimization. The focus from the outset was on sustainable outcomes at scale but again with a lengthy period of design and testing. It included a project with the National AIDS Council focused on increasing the demand for and supply of condoms. It also included a major pivot to address special circumstances and needs resulting from the security situation in Cabo Delgado security and Cyclone Idai.

Among the many challenges involved in implementing the PLM program in Mozambique, the following stand out:

- Leadership changes - MoH and donors
- Resources that are stretched to "fight the fires" that arise within the country
- Need better supply chain and logistics within country
- Lack of funding
- Big derailers - cyclones, conflict, politics

## Panel response to audience comments & questions

In response to questions, the panelists had several other important observations:

- Coca Cola has been particularly careful to position PLM as a philanthropic effort supported through the Coca Cola Foundation rather than the company and deliberately minimizing anything that could be interpreted as commercial branding. This seems to have been effective in minimizing third party concerns.

- The main thrust of the effort is to promote and mobilize more effective use of private sector perspectives, approaches and incentives.

- As part of its strategy to ensure sustainability, PLM delivers only TA. All delivery of goods and services is by existing governmental and private providers. Although the program is new enough that it has not yet exited a country, PLM's support is intended to be temporary.

- Rather than promote a new model or set of services, the program seeks to enhance the effi-

ciency and effectiveness of services funded or provided by host governments. The intention is not to develop, test and transfer, but to work directly with and through government from the outset.

- PLM believes its approaches and methods are applicable in other sectors.

- Last mile delivery is more expensive and more challenging. The decision to do so is a value judgement.

## Closing remarks & key takeaways: Jonathan Papoulidis

Jonathan Papoulidis in his closing remarks noted that the PLM case illustrates the importance of focusing on scaling from the outset rather than to starting with an innovation or successful pilot with hopes of scaling after it proves successful. It is often preferable to begin without insistence on a one particular model in order to preserve a focus on outcomes and the flexibility needed to adjust to change and to incremental learning.

# Session 5

# Agriculture & Rural Development

## Session Introduction

Julie Howard introduced the focus of the session, coordinating national scaling efforts for food systems transformation. She noted that the conceptual framework for agricultural development has shifted from an almost exclusive focus on agricultural productivity to a broader food systems approach that explicitly recognizes the critical relationship of the food system to human health, environmental sustainability, resilience and equity. This requires attention to cross-sectoral and cross-thematic issues and coordination across many actors, ministries, private business, CSOs, and funders. The session will explore how the complex and often parallel scaling efforts related to food systems could be made less fragmented and more synergistic at the country level.

## Lessons from CAADP and Rwanda: Eric Gatera

Eric Gatera described the Government of Rwanda's approach to facilitating food systems transformation and coordinating activities related to transformation and scaling, drawing on lessons from the successful implementation of key Rwandan agriculture and food sector programs 2000-2022. As part of the global UN Food Systems Summit (UNFSS) in 2021, the GOR convened a series of broadly inclusive national dialogues. The dialogues provided the foundation for developing a set of game-changing priorities to address key gaps in food systems sub-sectors in order to accelerate transformation. The GOR and stakeholders are currently engaged in co-creating an actionable, pragmatic set of investment areas within the identified game-changing priorities.

At the UNFSS, Rwanda set its goals and targets for food systems transformation. The strategic objectives are: ensuring access to safe and nutritious food for all; ensuring food and nutrition security for all – as well as a sustainable environment; and promoting

**30 January 2023 | 10:00—11:30 EST**

**Session Title**

*Coordinating National Scaling Efforts for Food Systems Transformation*

**Moderator**

Julie Howard, *Senior Advisor (non-resident), Center for Strategic and International Studies Global Food Security Program*

**Speakers**

- Eric Gatera, *Chief Technical Advisor, Ministry of Agriculture and Animal Resources, Rwanda*
- Dr. Stella Makokha, *Principle Research Scientist, Kenya Agricultural and Livestock Research Organization*
- Tendai Saidi, *Head of Programs and Policy, Civil Society Agriculture Network (CISANET), Malawi*
- Dr. Amos Rutherford Azinu, *Founder and CEO, Legacy Crop Improvement Center, Ghana*
- Dr. Marc Schut, *Innovation and Scaling Advisor; Senior Scientist, CGIAR and Wageningen University*
- Dr. Stefan Kachelriess-Matthess, *Project Manager, GIZ Fund for Supporting International Agricultural Research*

decent livelihoods to farmers and others in the food chain, while also promoting rural development. Six priority areas of engagement (game-changing solutions) were identified to meet key gaps: nutritious food programs, food loss and waste management, inclusive markets and food value chains, sustainable and resilient food production systems, inclusive financing and innovative investments, and effective mainstreaming of youth and women in food systems. Within each area, specific flagship programs are being designed to address critical gaps in Rwanda's food system, including the scaling up of improved food production, school feeding programs, insect-based animal feed and organic fertilizer production, crop and livestock Intensification, and others.

Key lessons learned and best practices from Rwanda's approach over the years include:

- emphasis on inclusive dialogue and a bottom-up, rather than a top-down approach

- evidence-based policies and strategies that keep programs and stakeholders aligned

- decentralization of planning and implementation by involving local actors, connected by a digital platform established by the government

- sector digitalization

- scale up of home-grown solutions

- strong sector coordination, involving an agriculture sector working group with regular meetings to ensure progress is being made, and based on a joint sector review that is both backward and forward looking; consultation with all stakeholder; independent audit; and engagement with development partners (external funders), to ensure transparency and accountability.

## Multilateralism and scaling in Kenya: Stella Makokha

**Stella Makokha has recently been leading efforts by the Ministry of Agriculture and Livestock Development in Kenya to improve communication, coordination and collaboration** among diverse initiatives focusing on scaling climate change prediction, ad-

aptation and mitigation innovations. She noted that nation-wide coordination and collaboration have been key, as there has been a decentralization of responsibility for agriculture to local (county) governments, which tend to have different agriculture policies and strategies.

At the same time, with climate change has come the need for new strategies and technologies to address issues in the food system, including equitable access to food across Kenya in the context of limited transport and access to information. It has become clear that various ministries need to work together to address crosscutting challenges, avoid duplication, and assure synergies.

Coordination has focused on the development of joint strategies involving multiple ministries and stakeholders, e.g., the Agriculture Sector Transformation and Growth Strategy, and on the design and implementation of a limited number of major projects (including for small scale irrigation, for drought resilience and sustainable livelihoods, for cereal enhancement, and for promoting inclusive agriculture and rural growth). These projects have involved research institutions, the private sector, development partners, and communities. In particular, the National Agriculture and Rural Inclusive Growth Project was specifically designed to engage and empower local communities. Feedback from the communities has been positive, i.e., the approach provided them with better access to markets and public services.

## CISANET and experience in Malawi: Tendai Saidi

**Tendai Saidi presented the experience of CISANET, a network of CSOs working in Malawi's agriculture sector.** It engages in policy research, advocacy and networking. Its strategic plan has five priorities:

- Accountability and transparency within the agriculture sector, esp. for agri-budgets;

- Capacity building and organizational development, esp. for policy advocacy

- Policy research and analysis to create the evidence base for advocacy;

- Monitoring, evaluation, learning and sharing;

- Communication, networking, and member engagement.

In 2022 CISANET's policy engagement focused on (a) revising the Affordable Inputs Program, which absorbs a large proportion of the agriculture budget, to make room for other priorities including agricultural extension and research, irrigation, and livestock programs, (b) advocating for a pro-poor nutrition bill, (c) promoting the  passage of a seed act to ensure that all citizens have access to quality seeds; and (d) ensuring, as the African Continental Free Trade Area is implemented, that there is adequate focus on making trade accessible to all, and on reducing tariffs for goods and services that matter most to smallholders and SMEs in the agriculture sector.

For the CSO community, key challenges in coordination and investment planning are:

- increasing the voices of stakeholders in policy consultations and coordination platforms, including women and youth;

- achieving inter- and intra- ministerial/sectoral collaboration and coordination;

- ensuring the alignment of investment plans with the food systems pathways priorities defined during the inclusive national dialogues that took place during the UNFSS process in 2021

- maintaining the momentum for inclusive food systems transformation and greater food security for all, even as exogenous shocks (pandemics, natural disasters, etc.) deflect attention

## Private sector scaling in Ghana: Amos Rutherford Azinu

Amos Rutherford Azinu discussed the key role of private seed companies in scaling access to improved seed varieties, using Ghana as an example. Until the last decade Ghana's seed sector was dominated by the public sector, with little private sector engagement.   A few promising hybrid maize varieties were developed and released beginning in the 1950s, but seed production and farmer adoption remained very limited. A key issue was that the new

varieties were often not profitable for farmers to use, limiting demand.

Following passage of the Plant and Fertilizer Act of 2010, private seed companies began to fill the gap between researchers and the farmer.  Production and marketing of improved varieties of maize, soya, rice and other commodities rose sharply as private companies proved to be more effective and efficient than government-controlled seed entities in making quality seeds more available, accessible and affordable. The National Seed Trade Association of Ghana, organized in 2017, now counts 58 companies as members and fulfills the interests of members through a strong advocacy program and through building the capacity of members in technical skills, business, and ethics.

The Legacy Center for Crop Improvement, a private seed company in Ghana, concentrates on the provision of early generation seed for onward development/multiplication by seed companies and for direct use by commercial farmers.  The lack of quality early generation seed has been identified as a critical bottleneck to seed sector expansion across sub-Saharan Africa.

While private seed companies are expanding in Ghana, they continue to face challenges.  Demand for quality improved seed still exceeds supply due primarily to the poor financial "architecture" for private seed company development.  While donors have been generous in providing grants to promising startups, a more sustainable source of finance, e.g., through banks, is lacking.  Another key issue is that seed company leaders often lack the business management skills needed to successfully operate a business.

## Facilitation of research to scale: March Schut

Marc Schut noted that CGIAR is a global research consortium of 15 agricultural research centers with a focus on science and innovation for development. The CGIAR's comparative advantage is being able to take successful innovations developed in one region and help to adapt and transfer them different regions around the world. CGIAR has recently undergone a major transformation.  As part of the

transformation, much greater attention will be focused on working with national partners to facilitate impact at scale. Three innovations are being introduced to help translate research into action on the ground:

- establishing a single country coordinator per country charged with ensuring coherence and coordination of CGIAR programs on the ground.  The country coordinator will serve as the CGIAR liaison point with national coordination entities such as Agriculture Sector Working Groups, which can guide CGIAR on national demand for its research and innovations;

- trying to position CGIAR better in the scaling ecosystem by (a) forging partnerships with local and international partners, esp. the Ministries of Agriculture and their coordination mechanisms; (b) working on innovation packages to meet defined country-level demands, and ensuring that diverse CGIAR resources are made available to help tackle adaptive research and program implementation with national partners in a coordinated way; (c) ensuring its engagement is demand driven; and (d) investing in new tools, frameworks, and in strengthening capacity for scaling.

- developing a global innovation portfolio management system that will make it easier to identify innovations suited to country needs and provide information on their readiness for scaling.

## Panel moderation: Stefan Kachelriess-Matthess

Stefan Kachelriess-Matthess noted in his discussant's comments on the panel, that the panel composition itself reflected who should be brought to the table – government, private sector, civil society, professional bodies/associations, research organizations – to discuss priorities and coordination of efforts related to scaling and food systems transformation.  Development partners can assist to bring stakeholders with different perspectives and experiences together, provide advice at political, strategic and technical levels, and facilitate capacity building and other support for intermediary organizations

and other stakeholders on the ground.  The importance of developing framework priorities on the basis of inclusive discussions, and of capacity building/sharing and advocacy were also emphasized by several speakers.

Other points:

- It would be useful to focus more on numbers – what are the very specific targets for the sector/food system that all partners can contribute to? Having common objectives and goals – baselines and targets, with numbers attached, is critical.

- Representation is very important. At national convenings, how are representatives of farmers, companies at the national level decided upon?

- Scaling partners are often brought in at the implementation stage – but it is very important to involve them from the beginning, from the design phase.

## Audience Comments & Questions

Comments from the Audience

- Performance metrics in the admirable scaling approach of Rwanda were monitored and reviewed with a process called "Imihigo." Each institution has its own imihigo, but for items that are cross-cutting, there is what is called Joint-imihigo. An annual report of these imihigo is published by the National Institute of Statistic of Rwanda (NISR) on their official website: https://www.statistics.gov.rw/documents/subject/imihigo-reports.

- For Kenya, coordination among projects was achieved by their integration into larger programs and effective M&E systems. In Kenya, also, the Ministry of Agriculture has been working with groups of farmers and introducing apps that farmers can use to access the input and output markets. In this way, farmers in areas experiencing a commodity glut can use the apps to access markets. The Ministry encourages collective marketing to address challenges of uneven geographic distribution of food

supplies and demand. It is not easy but there is progress.

- Coordination issues:
    - Coordination mechanisms can proliferate. The Food Action Alliance is trying to help address this; but at the same time it has to prove that it can add value and therefore will need to focus on relatively few flagships for scaling rather than trying to coordinate all activities and initiatives.
    - Coordination mechanisms that bring in private and CSO participants deserve more attention, as does coordination at subnational level.
    - Coordination takes time, which funders often do not allow for.
    - Capacity development for coordination is needed.
    - Better coordination at national level by the National Agricultural Research System (NARES) and CGIAR in mapping what is ongoing and what actually works will be an important basis for joint scaling efforts.

## Concluding Comments

Concluding comments of panelists and moderator

- Leadership from the top and political will are critical (as in Rwanda).
- Coordination is not easy or fast, but what is helpful is having a clear and shared vision and targets based on inclusive dialogue, and linked to overall national goals and objectives, including the SDGs, good metrics and transparent, accessible data; and clear performance incentives
- Kenya's dual system of coordination at the national level and at the county level has been very important to ensuring program coherence. National officers and project leaders cannot work in a county without engaging the county coordinator.

- Inter-ministerial cooperation is critical for food systems transformation. It is often difficult, because ministries have their own objectives and speak their own technical language.
    - Where resources and expertise from other (non-ag) ministries are required, these ministries' own indicators (not just the Ministry of Agriculture) must reflect this so budget can be allocated and performance tracked.
    - Civil society organizations can often be helpful in facilitating cross-sectoral discussions by starting with interests from the ground level, which are inherently cross-sectoral. They can help to remind participants about the shared national interest, which may require balance , e.g., among investments in crop inputs and the livestock sector to meet nationally defined targets.
- Participation of stakeholders from the beginning – not only at implementation - and with transparency is essential.

# Session 6

# Monitoring & Evaluation

## Session Introduction

Larry Cooley introduced the session by providing an overview of the CoP and previous work of the CoP and the Monitoring and Evaluation Working Group (MEWG), and by welcoming the MEWG's new Co-Chair, Rachna Chowdhuri. He summarized the MEWG's 3-tier framework for looking at information needs to support successful scaling and referenced the Working Group's previous thought products on scalability assessment, budget guidelines for M&E in pilots, use and limitations of RCTs, effective use of case studies, use of dashboards, real-time scaling labs, and adaptive management.

## MEWG institutionalization tracker: John Floretta

John Floretta reviewed in some detail the MEWG's previous work related to the evidence needed to support and track institutionalization within government of innovations and improved practices originated by NGOs or other groups outside of government. He described the paper issued by the MEWG that summarizes the conclusions from this series of 6 webinars. He observed that previous webinar speakers had only partially reflected perspectives from inside government and introduced the session's principal speaker, Jasmine Shah, who serves at Ministerial rank in the government of the Delhi and has played an active role in the government's scaling of several high-profile initiatives.

## Government involvement in scaling: Jasmine Shah

Jasmine Shah, in his remarks, reflected on his experience inside government helping to advance the scale up of evidence-based interventions. Among the points he emphasized were:

- Researchers are often heavily involved in the design and initial testing of interventions but then tend to move out of the picture despite the ongoing need for their engagement to guide adaptation and scale-up of new practices.

- During scaling, there are a multitude of actors with own motivations and timeframes.

- The Delhi government has a long history of collaboration with strong NGOs, and actively seek partnership to deliver their development mandate.

- Every organization that wants to work on a scale-up with the govt needs to be clear about what aspects of the intervention are non-negotiable and the shorter they make that list, the greater the chances of government scale up.

- Government ownership has to be clear from the beginning, not after the intervention has been developed and tested.  It is essential that such ties are at the political as well as the technical level, as leadership buy-in is key.  Despite hesitation by many NGOs, primary attention in the first instance should be on identifying political support and enthusiasm for the change.  This is closely linked to citizen support which is also of primary importance.

- When political support and ownership are deep, resources are much less likely to be a binding constraint.  In the best case, a Minister sees the intervention and its effects as something s/he is keen to be associated with and claim credit for. "I have come to believe over time that real hunger for change comes from enlightened political executives.".  Absent strong political leadership, the bureaucracy tends to resist change.

## Audience questions and comments

Jasmine Shah made the following additional points in response to questions from John, Larry, Rachna and the audience:

- Addressing a question about the support needed for change, Jasmine recounted cases the early and deep involvement of a very senior government official and the heavy involvement of the Minister.  Nevertheless,  it took almost a year of prep work before the program could be introduced.  He observed that civil servants do not typically like to take on the task of convincing their colleagues.  He also described the added burdens arising when an intervention requires multiple changes in practices by multiple parties.

- In response to a question asking him to compare his perspective on evidence and scaling when he was outside government with what he now understands about inside-government realities, Jasmine noted that insiders do not have the luxury of focusing exclusively on a single intervention -- they have a system to run which requires them to consider tradeoffs, opportunity cost, and political realities.  He noted that: impact numbers do not normally sit beside budget numbers in government; memories or sense of impact matter a great deal; monitoring frameworks used by governments are generally not very sophisticated; alignment with political priorities is crucial; and hands-on exposure to activities in the field, to images and videos is often more impactful than statistics. "Example of child speaking to a policymaker directly is far more powerful than two extra slides with data and a table."  He added that having a communication strategy is much more important than he had realized and that helping government leaders to craft such a strategy can be an essential ingredient of successful scaling; and that success requires  people with a single-mindedly focus on "making it happen". Once you are convinced that the top individuals are completely convinces about the program, you need to put yourselves in their shoes and see what they have to do to successfully implement a program

- Regarding political time frames and the need for perseverance/dedication over an extended period, Jasmine reiterated his prior observations about the need for flexibility and limiting the number of non-negotiables. He also noted that luck plays an important role in success.

- In response to a question about how to deal with conflicting political ideology or resistance to change, Jasmine opined that this is a necessary burden of democracy in all countries and expressed the view that "If you feel like there is a strong ideological bias against an idea, just move on – rather than spreading yourself thin and  having a low percentage commitment, go all in on the place where the leadership gets it."

## Lessons from the donor perspective: Rachna Nag Chowdhuri

Rachna Nag Chowdhuri offered a series of reflections on Jasmine's remarks and on the issue of institutionalization of innovation more generally from her perspective as managing director for grants and impact at the Global Innovation Fund.  She emphasized the following three points and offered examples illustrating each: (1) when thinking about institutionalization form the outside-in, it is important to understand that there is no secret sauce and therefore learning about the scaling process is as important as learning about the innovation and its efficacy; (2) in addition to studying change that comes from the outside in, it is also important to study the dynamics and trajectories of innovations and successful scaling experiences that take place entirely from within government;  and (3) it is critically important to work with non-profits to understand the "north stars" of innovation from the government's perspective and to appreciate what needs to be done to implement successfully at scale. This also needs donors to be less prescriptive and flexible with their funding.  This includes understanding the range of incentives and disincentives affecting scaling and building of political savvy needed to ensure success.

## Closing Remarks and Key Takeaways

Larry Cooley closed the session by thanking the panelists for a very enlightening and engaging discussion, noting the wide range of comments in the chatbox that would inform future discussions within the MEWG on the topic of institutionalization, and inviting participants to engage actively in those on-going deliberations which would inform a second knowledge product on this topic by the MEWG later this year.  He then asked participants to indicate their level of enthusiasm for continuing work by the MEWG on this topic and for two other topics of possible interest to the MEWG in 2023 – leveraging real-time data and artificial intelligence for scaling, and inclusion of "scaling" within the OECD evaluation standards and peer reviews.  All three topics received enthusiastic support with the highest priority given to continuing to deepen the work on institutionalization.

# Education

## Session Introduction

Heather Simpson introduced the session as focused on how do-nors and implementers collaborate to scale up learning out-comes using the example of World Vision partnering with other funders on the Grand Challenge "All Children Reading." This Grand Challenge was launched in 2011 by USAID, World Vision, and the Australian Government with the goal to solicit creative, cost-effective innovations from the global science, technology, education and broader development communities to improve reading for children in early grades. In the first round of contribu-tions, Heather asked the speakers to present the essential ele-ments of their approach to scaling and what lessons they derive from their experience.

## ACR-GC: Sergio Ramírez-Mena

**Sergio Ramírez-Mena serves as the Chief of Party for the All Chil-dren Reading Grand Challenge (ARC GC).** Funding for ARC is mobilized in the form of public grants and corporate sponsor-ships. ARC GC supports long-term initiatives ("area programs"), recognizing that scaling cannot be achieved with short-term pro-ject interventions. Its fundamental goal is to boost literacy by bringing together innovators and implementers who usually do not get access to funding through the traditional contracting channels of donors. Initially the focus was on incentivizing new ideas; more recently it has shifted to support scaling of tested solutions, especially in the edtech space. A key finding has been that scaling is aspirational and involves a long journey, with the main challenge being how to extend a sustainable scaling pro-cess beyond the immediate funding period. Other lessons in-clude:

- Scaling doesn't happen spontaneously – it has to be system-atically supported and tailored to the needs of each country;

## 1 February 2023 | 10:00—11:30 EST

### Session Title

*Reflecting on Mainstreaming and Scaling Principles in Education*

### Moderator

Heather Simpson, *Chief Program Officer, Room to Read*

### Speakers

- Paul Frank, *Senior Advisor, SIL LEAD, Inc.*

- Stephanie Gottwald, *Co-Founder and Vice President of Content and Research, Curious Learning*

- Creesen Naicker, *Vice President of Strategic Partnerships, Curious Learning*

- Sergio Ramírez-Mena, *Chief of Party, All Children Reading Grand Challenge, World Vision*

- Funding alone does not necessarily produce scaling; and

- Scaling must take into account market forces and match supply with needs and demand.

The COVID pandemic provided a major boost to digital learning as digital technology was the way to deliver education during the pandemic. Educators had been reluctant to adopt digital learning tools, but the crisis represented a big push towards digital approaches. Post-pandemic the return to more "normal" learning conditions, the big risk is that school systems and teachers will abandon digital learning tools, as remote teaching practices are dramatically dropping off and education ministries' interest in digital learning recedes. Looking ahead, it will be critical that digital learning remains a priority and that the lessons learned from the COVID crisis response be internalized and the system prepared for any new crisis that may occur in future.

## Bloom – online library app: Paul Frank

Paul Frank presented "Bloom," a digital application initially developed for Papua New Guinea, focused on delivering access to books via an online library. Bloom received a $150,000 award from ARC GC. The money was important, but as important was that the award put Bloom "on the map." It allowed Bloom to expand dramatically its offerings of books (over 12,000), in multiple languages (over 500), for a large number of countries (179), serving a much increased readership (83,000 people).

## Curious Learning – literacy app: Creesen Naicker

Creesen Naicker presented "Curious Learning", which started with the question: Can children learn to read on their own? Curious Learning is laser focused on early literacy with special attention to the poorest households. It recognizes that individuals learn best when they read in their native language. It develops all solutions in open source mode. It brings together individuals from a wide variety of backgrounds (technologists, game designers, neurolinguists) in recognition of the fact that technolo-

gy is a game-changer in delivering early literacy learning, with reliance on connectivity and touch screen smart phones as the principal tools for delivery to parents and children.

Curious Learning tested three approaches for scaling up the use of its applications:

1. The "Traditional Channel" – ministries of education and multilateral funders – is least promising: This channel has the advantage of large reach and credibility and the Curious Learning initiative was well received by these potential implementers and funders, but scaling was constrained by a number of factors: long lead times due to bureaucratic processes, the requirement of universal application to all students, large-scale funding dependent.

2. The "Trusted Source Channel" – NGOs and CBOs – showed some successes: These implementing organizations, when taking materials directly to affected populations, are trusted by parents and can reach vulnerable populations. But lead times are long, the scale organizations' reach is limited, and they tend to miss the middle of the pyramid.

3. The "Direct to Parents Channel" is the most promising: The approach uses social media, PR campaigns, celebrity endorsements to reach out to parents to have them down-load the app. In tests in Nepal and Africa an investment of less than $10,000 could reach more than 100,000 children in a matter of days; a similar effort was successfully launched in Ukraine after the war started. The strengths of this channel are its large reach, cost effectiveness and speed of implementation; its limitations are that delivery platforms may change policies and pricing, and that it tends to reach predominantly the middle of the pyramid, not necessarily the poorest.

Curious Learning has not yet cracked the scaling puzzle entirely, but it is making progress.

## Panel Discussion

Heather Simpson: How can we think about sustaining scale? Simply having content on an app and people click once does not promise that individuals will actually use the technologies and that we will see the learning outcomes. How have you thought of scaling the use and impact of these tools?

Sergio Ramírez-Mena:  Children are naturally open to using the new platform, but adults are more resistant. One has to change behaviors. The best way to do so is a combination of strong advocates/influencers and integration into education systems. The latter means working with government officials to build technologies into the toolkits and education plans in a country.

Paul Frank: Two examples for digital books: In Guatemala, USAID, NGOs and the government pushed out two books to families every two weeks during the pandemic. They saw extraordinary uptake during that time period (over 300,000 uses within the country), and children who received books had reading gain rather than learning loss during the pandemic. Post-pandemic, there was only a modest increase in uptake. In Kyrgyz Republic, USAID's implementer worked with the Ministry of Education during the pandemic to have books used as part of the education system, which again resulted in a large bump in uptake followed by more limited results thereafter. This demonstrated that a sustained push is required for sustained uptake and impact.

Creesen Naiker/Stephanie Gottwald: For games (e.g., "Feed the Monster"), engagement is the primary metric of use and impact, since they are designed and tested to be of interest to children and to show learning impact. Metrics focus on a wide array of data essential in creating designs that engage children to keep learning, including how long did it take children to get to the next stage, and are they dropping off early.

Heather Simpson: How can we get more donors to take scaling seriously and encourage more actors to invest in scaling. There are certain donor requirements that may present obstacles for sustaining scale: for example, open source requirements can restrict revenue which makes interventions sustaina-ble and scalable.

Sergio Ramírez-Mena: One requirement of the ARC GC is that the intervention has to influence the ecosystem of the education system, including by getting the private sector and civil society involved, bringing about policy changes at national level to support the adoption, implementation and funding of new solutions. In El Salvador, minister has made a commitment to match any funding provided by the private sector (Private Sector for Education Coalition).

Paul Frank: Bloom is aligned with the ARC GC in terms of free software and open source platforms. But there is a practical problem of how to pay for maintaining the platform and the service which Bloom provides. Bloom competes with other software projects and has difficulty growing its grant funding base and trying to sell its service packages to NGOs. Some degree of commercialization will be necessary for sustainability and scaling of the platform.

Creesen Naicker:  It's very tough to make money in edtech, especially in the field of early literacy and almost impossible when stepping outside global languages (esp. English). Prize money helps, but it doesn't sustain the digital service which requires continued updating just to remain functional as software (i.e., Android, iOS, Windows, etc.) changes. The open source approach is valuable in sharing and developing digital tools, but it also undermines commercial viability of existing platforms.

Heather Simpson: Question from a participant –  Do you have a scaling vision/long-term vision for your initiatives, say, for the next five years?

Paul Frank: Bloom does not have a concrete goal or vision aside from the desire is for a significantly larger number of underserved language communities using Bloom and for creating the literature that the communities want. The primary barrier is finding the resources to create and support an innovative software team and to be able to support communities that will not be paying for the product. Bloom will have to find donors that share its goals and appreciate the service it provides.

Creesen Naicker/Stephanie Gottwald: Curious

Learning has the ambitious goal of reaching 50 million low-income and disadvantaged children over the next five years. Curious Learning will not provide the whole solution, but serve as a key player in providing the early learning materials in a cost effective manner. Other actors will have to support other areas in the education sector that need further development.

Heather Simpson: As the ACR GC is sunsetting, what vision does World Vision have for scale? The partners in ARC GC, and esp. USAID and Australian governments, deserve applause for approaching this Grand Challenge as a decade-long project, recognizing the scaling takes time to develop trust and relationships and to influence behaviors. But what will come next?

Sergio Ramírez-Mena: This chapter (the ACR GC) is coming to an end, but innovation will continue. World Vision will offer new prizes, e.g., for digital sign language books, designed to push digital innovation in education. But World Vision recognizes that sustaining and scaling digital tools and platforms ultimately depends on local capacity and resources. It will support efforts and lead a call for action to integrate innovative digital programs into education systems worldwide to ensure that all education systems are digitally ready and resilient so that no future crisis or pandemic can interrupt learning.

Heather Simpson: The Scaling Community of Practice developed "Scaling Principles". Room to Read has found these principles useful. If panelists had a chance to review the "Principles", did they find them helpful, did they resonate or not?

Paul Frank: For Bloom, scaling has just happened, rather than having been deliberate. But the Principles are a useful framework for Bloom's future path, especially in regard to creating stronger partnerships.

Sergio Ramírez-Mena: The Principles document puts forward useful points about the path to scaling, and its graphical representation of key ingredients is very helpful. The document could benefit from a more explicit consideration of the private sector as the main source of innovation and of the role of market principles to scaling.

Creesen Naicker/Stephanie Gottwald: Scaling of digital innovations in education hasn't yet been very successful, with many cul-de-sacs. But testing what works and what doesn't and learning from the failures are critical. So far, the data are too incomplete to say for sure what can be taken to scale and how. But more effective linkage of children's digital games with learning objectives would be helpful. Think of the potential for learning if the "Angry Birds" game had been designed from the beginning with a learning perspective in mind.

## Audience Comments & Questions

- How were ACR projects evaluated during Covid? Are those evaluations of the scaled implementations publicly available? Response: Covid definitely impacted and delayed our deployment of awards and the way we collected evidence. However, since 2021 our awardees implemented M&E process to track reach, scale and actual use of the solution. Evidence of learning outcomes linked to the use of the solution are being collected as we speak now; final results are due by July 2023.

- Did any government pick up Bloom in their education programs? Response: With NGOs as intermediaries, governments are using Bloom and its books in PNG, Guatemala, Kyrgyzstan, and Afghanistan (but there no longer, unfortunately)

- At the mEducation Alliance, scaling approaches include helping organize and co-convene a variety of communities of practice, including our annual Symposia. Current CoPs include: Literacy League, Math Power and new ones we'll be organizing on Education Volunteerism and Social and Behavior Change for Education (the last two co-hosted with Save the Children). For more information, visit the Alliance's website or e-mail me at abloome@meducationalliance.org.

- At STIR Education, the focus is mainly on systemic scaling and that definitely has the pros and cons. We are getting there in a couple of places we work but in others it is super-super

challenging. Would love to share more learning on this!

- Other comments:

  - Some interventions scale organically and "easily" while others require a nudge. An analysis of the what and why could be instructive.

  - Are there privacy issues, data mining and ownership issues in the way the data generated by the use of these apps and games are being used?

  - The issue of "equity" is important, yet  notions of that sometimes end up being a barrier for action.

  - From experience in "health technology" introduction and scale the lesson is that it is always the "software" rather than the "hardware" that is more complex to scale.

  - It is important to "fail fast" and document what didn't work.

  - Learning and helping others to learn are both fundamental sources of pleasure (for good evolutionary reasons, like eating and sex) and for some reason formal education has succeeded in negating much of this pleasure! So 'direct to learners' makes real sense.

  - All of the presentations were focused on children. What about adult education? And not just adult education, but life-long learning, continuing professional development, especially new technologies and new professions (as traditional ones shrink/disappear).

  - Deep scaling as a concept considers that it is essential to pursue a systemic perspective to achieve the sustained scaling of any innovation; but this perspective adds complexity to scaling, since innovation once treated as part of the system may require significant adaptation from its original design.

- Long-term sustainability to scale innovations in local education systems requires increased budgets.

- Scaling to sustaining open source solutions versus sustaining (partial or fully) proprietary solutions is worth a future discussion/debate.

## Session Introduction

Amar Bhattacharya introduced the topic of the session by noting, with reference to recent IPCC reports, that a focus on scaling impact with urgency is critical for climate action. He highlighted five key challenges:

1. The centrality of investment: investment needs to be accelerated to replace aging and polluting capital and to expand green infrastructure;

2. The importance of innovation and the possibilities in combining green tech with other innovations (such as AI, digital tech);

3. The need to get policies right: policy and policy coordination is extremely important for scaling climate action;

4. The centrality of finance: finance needs to be expanded dramatically and leveraged more effectively;

5. Collaboration will be critical: the many stakeholders involved in fighting climate change need to be coordinated for scaled up impact, with a key role for the multilateral development banks (MDBs), the private sector, philanthropy, and civil society.

Climate action has moved beyond the UNFCCC/COP arena and has become a central focus for the G20, the G7, the UN, and the international financial institutions.

## Scaling up investment for climate development: Vera Songwe

Vera Songwe presented the main messages of the Report of the Independent High-Level Expert Group on Climate Finance entitled "Finance for climate action Scaling up investment for climate

**3 February 2023 | 8:00—9:30 EST**

**Session Title**

*Scaling Climate Action Post-COP27: The Role of Climate Finance*

**Chair**

George Zedginidze, *Knowledge & Change Management Head, Green Climate Fund*

**Moderator**

Amar Bhattacharya, *Senior Fellow, The Brookings Institution*

**Speakers**

- Vera Songwe, *Former Executive Secretary, United Nations Economic Commission for Africa*

- Yannick Glemarec, *Executive Director, Green Climate Fund*

- Andrew Steer, *President and CEO, Bezos Earth Fund*

- Ian Mitchell, *Co-Director, Center for Global Development Cooperation in Europe*

[and development](#)" (November 2022). The High-Level Expert Group was chaired by Ms. Songwe and Lord Nicholas Stern, with Amar Bhattacharya as its Secretary. The report addresses why and how climate finance matters for reaching impact at scale, and offers solutions and recommendations. Key conclusions are:

- Climate change and development are closely interlinked and need to be addressed together.
- Action with impact at scale and with great urgency is needed, if the 1.5 degree goal is to be met.
- Action is needed in two principal areas:
  - The energy transformation: huge progress has been made in bringing non-renewable energy costs down, and now there is scope for increasing investments from 2.1% of GDP to 4.8%; this investment will enhance growth prospects, not reduce them.
  - Resilience building: there is a critical need to support adaptation and provide finance for loss and damage.
- What is to be done to raise the needed financial resources?
  - Policy reform – policy is finance: If you have good policy, you have quick access to lower cost finance. Policy reform requires country ownership and smart implementation.
  - Managing indebtedness: Climate action must not lead to greater indebtedness; external finance on the right terms will be essential;
  - Financing: Better policy and management of debt will allow for more and better finance; the role of MDBs in expanding climate finance will be central, but low income countries need grants, esp. the disaster prone small island developing states; philanthropies will have a key role to play.
  - Private sector: private financing will have to triple (esp. in Africa), but this can be achieved only with engagement by official finance.
- Additional finance requirements are large: USD

1 trillion p.a. will be needed for developing economies between now and 2030 (excluding China), but relative to the expected benefits this is justified and relative to global GDP this should be manageable.
- Winning the fight against climate change is possible, but investment and smart finance with impact at scale is critical in order to secure the future.

## GCF response to climate change: Yannick Glemarec

Yannick Glemarec spoke about how GCF has been responding to the challenge of scaling climate finance and impact. Scaling up climate presents a paradox:

- On the one hand, renewable energy is now cheaper than traditional energy. Example: UK auction for offshore wind energy in 2022 shows a strike price 1/3 of the cost of nuclear energy and 1/9 of the price of gas. Climate resilient infrastructure may have an upfront cost that is 5-15% higher than conventional infrastructure solutions, but over the long run reduces the impact of potential extreme climate events making it a good investment.

- However, despite this advantage, climate investment in developing countries has generally been flat over the past few years resulting in a large financing gap relative to needs.

The reason is that the cost of climate investments in developing countries is a multiple of that in industrial countries due the high cost of finance as a result of poor country credit ratings, but also due to high policy-driven project cost and risks (regulatory constraints, O&M capacity constraints, fossil fuel subsidies, etc.). Therefore the principal challenge today is not related to lowering the cost of technology, but to lowering the cost of finance and policy-driven project costs and risks. There is a large range of available instruments to lower policy costs and risks and there are instruments to lower financial costs by derisking and repricing. An example for the latter is an USD 800 million equity fund recently set up with support from GCF: It provides

USD20 million to investors in grants for project development and USD 80 million in first-loss equity for construction, with any project development grants converted into equity. Once completed, the assets become plain vanilla and can be offloaded, resulting in a high leverage ratio for the fund.

The GCF's strategy for 2024-2027 will support scaling with climate finance by pursuit of five objectives:

- Strengthening country climate investment capacity; this requires ownership from countries to ensure appropriate policy is implemented;

- Accelerating innovation of new climate solutions; this involves supporting climate incubators and accelerators in developing countries, and specializing in early growth finance;

- Building resilience to climate threats and reducing loss and damage by support for universal early warning system coverage and urgent emergency support;

- Forging coalitions for just systems transitions by developing coinvestment platforms with partners in energy, infrastructure, food security, etc.

- Greening financial systems, by enabling domestic financial institutions and investors to incorporate climate risk into investment decision making; finance is a powerful tool for achieving climate impact at scale.

## Bezos Earth Fund's response to climate change: Andrew Steer

Andrew Steer provided the perspective of the Bezos Earth Fund on the climate finance scaling challenge and opportunity. He noted that USD 3 trillion will be needed per year globally to ensure that we can stay below 1.5 degree limit. Most of the money is out there already. We will need some increases in savings, but the major issue is the need to use whatever instruments are at our disposal to ensure that money is used not for one-off projects (e.g., another solar park), but leveraged for impact at scale by advancing us toward positive tipping points, i.e., when positive change becomes self-propelling. The question is then what needs to be done and how resources can be injected in a forensic way to unblock

tipping points towards the transition to green systems. The best way is to disaggregate the climate challenge by focusing on specific problems of the energy and food systems, e.g. ending the use of the internal combustion engine, limit methane emissions of cattle, reduce food waste, restore 200 million hectares of land, etc.

The Systems Change Lab, set up by Bezos Earth Fund and WRI, focuses on intervening in 50 specific systems to support achieving positive tipping points. The necessary steps will differ across areas: some require more research, others behavior change, yet others local rather than national action. The key is to create coalitions of likeminded leaders who can encourage each other, for example to decarbonize priority sectors such as cement, steel and transportation by the development of green hydrogen. Or leaders from the private sector, from national, state and local governments could get together in large cities, such as Houston or Los Angeles, to collaborate for the creation of a green city. Or take the Glasgow Financial Alliance for Net-Zero, a consortium of over 450 financial firms with combined assets of over USD 130 trillion committed to achieving net-zero emissions by 2050. To ensure such initiatives remain focused on achieving positive tipping point it is important to set standards, targets, registries and monitoring mechanisms to ensure accountability.

## Incentivizing stakeholders: Ian Mitchell

Ian Mitchell noted a number of challenges facing climate finance (analyzed in a policy paper by Beata Cichocka and him), including how to correctly account for incremental climate finance so as to avoid double counting of development and climate finance. This is important to assure effective incentives and trust among stakeholders. Additional challenges for official climate finance include:

- Lower disbursement rates for climate projects than traditional development finance

- High ratio of debt-creating finance rather than grants

- Low and declining project size and fragmentation of the financing sources

- Lack of identified beneficiaries

- Limited use of local delivery institutions (localization)

- Lack of evidence on impact, especially in regard to catalytic impact and system change

There are answers to these challenges, including greater ownership by developing countries of the climate agenda; inclusive partnerships, alignment and harmonization; a focus on results and impact at scale; and transparency and accountability.

## Panelist Questions & Answers

Amar Bhattacharya to Andrew Steer: How are the Bezos Earth Fund and other philanthropies working together and as part of wider coalitions to achieve scale impact and system transformation? How do we avoid that action stalls due to political opposition?

Andrew Steer:  It's a unique time in history for how organizations are working together. Take the Just Energy Transition Partnerships (JETP) announced at COP26 and now being implemented in South Africa, Indonesia and Vietnam. These are country-led platforms focused on phase-out of coal, bringing together the major development finance partners. One needs to recognize that solutions will never come from just the government, just the private sector. A strong coalition of partners is needed to ensure effective participation and implementation along the entire supply chin. At the same time, there is a serious risk that COP28 will spell the obituary for the 1.5 degrees target, not least due to political opposition in some countries. This would be a disaster. Smart climate action will drive more economic efficiency, lower risk, and will push us to a much better future. It is not too late to get to 1.5, but we need to do a much better job, and it is encouraging that traditional opponents of climate action, such as the Republicans in the US, are looking for a positive way to make a difference.

Amar Bhattacharya to Vera Songwe: How do we ramp up adaptation and resilience efforts, considering proposals such as those of the Bridgetown Initiative?

Vera Songwe: Adaptation is critical, and particularly for countries subject to catastrophic impacts from climate change, such as small island states, as promoted by the Bridgetown Initiative. According our report USD 150 billion p.a. is needed for loss and damage. Unfortunately, adaptation challenges are especially large for poor countries who have contributed the least to climate change. At the same time adaptation action tends not to be commercially viable in the short term, even if in the long-term it brings huge benefits. So governments' role will be critical, and finance on the right terms will be needed to make adaptation and resilience action happen at the scale required. MDB reform is one key ingredient. New financing instruments will be needed, including catastrophic bonds, insurance, etc., and financial and regulatory means have to be found to incentivize the private sector.

Amar Bhattacharya to Yannick Glemarec: Based on frontiers you have been pushing in approaching risk, what do you see as the big impediments to scaling up?

Yannick Glemarec: The key issue is not technology, it is the price of financing the technology. We need to lower the cost of finance by de-risking investments, diversifying sources of financing, and deepening domestic capital markets, and perhaps introducing a 2% levy on oil and gas imports (after all, Exxon made $52 billion, Shell $40 billion in profits). We are running out of time. We need to bring together public and private sector behind a common theory of change to achieve a transformative change. We are working with major financial institutions to create a major co-investment platform for green and sustainable debt finance, with GCF serving as an anchor investor for green and climate resilient bonds, so as to bring bond investors to emerging markets, including Africa. We're working on debt swaps and blue bonds in Barbados to help marine protected areas; and we're working with Indonesia on issuing a $300 million bond for the fishing industry, including a conservation credit mechanism.

Amar Bhattacharya to Ian Mitchell: You highlighted issues such as transparency and lack of effective M&E in climate finance. One approach is to focus more on climate finance and "getting it right."

Would it help to integrate climate and development finance?

Ian Mitchell: Difficulties arise when commitments on climate finance and those on ODA are counted twice. Not fulfilling agreements can break trust. In the end, the key is to use all public money for transformational action whether in development or climate change. There have been too many instances, where finance is not used particularly well, e.g., investments dedicated to reducing small carbon footprints when more should be done to focus on adaptation at scale.

## Audience Comments & Questions

Technology was mentioned as one of the pillars for scaling. UNCTAD in 2022 put out a call for a WTO/IP waiver for low-carbon technologies, using evidence to show that technology transfer simply doesn't occur or at the pace it needs to. How strong is the support from philanthropist or investment funds - particularly in high income countries - that pushed for TRIPS at WTO many decades back, and recently opposed the pandemic waiver at WTO (for access to medicines)? Will these actors get behind the UNCTAD call? Here's an economists perspective: https://cepr.net/imagine-if-stopping-climate-change-was-more-important-than-making-climate-change-billionaires/

More attention needs to be paid to adaptation:

Virtually all the presentations and discussions were about climate mitigation related financing, which is critically important of course.  Yet, for low income communities in the least developed countries as well as underdeveloped regions of low to middle income countries, they need to be able to tap into adaptation finance and support.  What is it going to take to get to tipping points on adaptation financing?

The discussion highlighted the potential business opportunities in climate adaptation, but in the food and agriculture space concessional and grant financing are still needed.

It is important to pursue further the question on how to separate adaptation financing and incentives from development financing for accountability purposes.

One important new initiative for adaptation is the Systematic Observations Financing Facility (SOFF) which aims to improve and deliver at scale the weather and data for early warning and for sectors that need accurate weather forecasts and climate prediction: https://alliancehydromet.org/soff/

Andrew Steer: I agree strongly on the importance of adaptation. We need to be more creative about getting leverage for adaptation just as we are for mitigation. The Global Commission on Adaptation had some good ideas.

Governments don't think green, but are focused on immediate solutions to immediate problems. How does one change the government and political context to make governments plan and think beyond the next election and provide a long term platform allowing long-term investment in climate mitigation or decarbonization, green solutions and green economy?
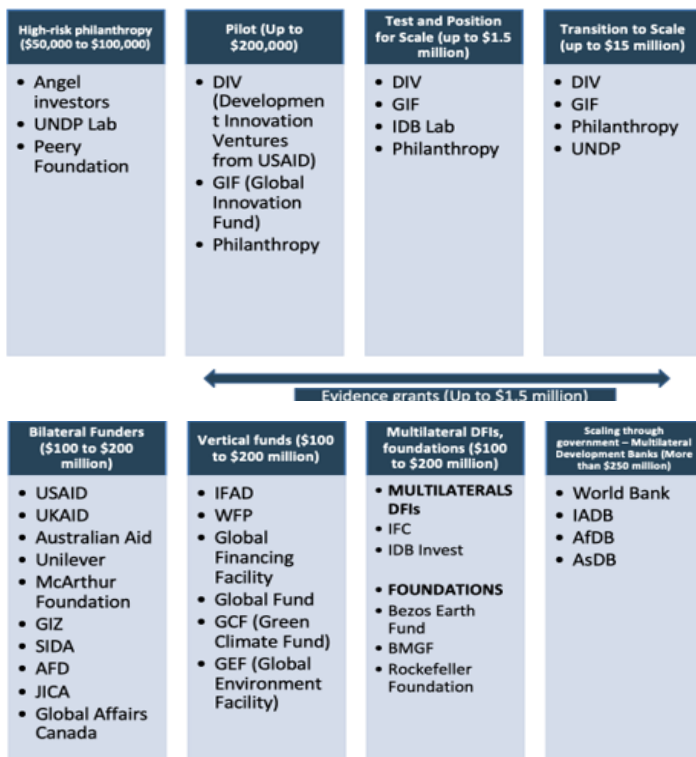
Risk communication and community engagement are not rated as a very high priority in climatic activities. More could be done.

## Session Introduction

Isabel Guerrero welcomed participants and speakers. She introduced IMAGO, an organization dedicated to supporting social enterprises in the developing world that wish to scale up their impact. These local organizations are able to reach communities at the bottom of the pyramid, whom government and commercial private sector enterprises generally do not reach. They are rich in local knowledge, innovation, and community buy-in, but with low funding/resources. Isabel framed the problem for discussion by noting that donors often fund innovations but not the scaling process. This leaves a gap of funding for social enterprises that wish to scale up. How to fill this financing gap and how to strengthen the role of intermediation (institutional support, mentoring training, capacity building, advocacy, etc.) is the focus of the session. She noted that there is a continuum of funders (Table below)

| High-risk philanthropy ($50,000 to $100,000) | Pilot (Up to $200,000) | Test and Position for Scale (up to $1.5 million) | Transition to Scale (up to $15 million) |
|---|---|---|---|
| • Angel investors<br>• UNDP Lab<br>• Peery Foundation | • DIV (Development Innovation Ventures from USAID)<br>• GIF (Global Innovation Fund)<br>• Philanthropy | • DIV<br>• GIF<br>• IDB Lab<br>• Philanthropy | • DIV<br>• GIF<br>• Philanthropy<br>• UNDP |

Evidence grants (Up to $1.5 million)

| Bilateral Funders ($100 to $200 million) | Vertical funds ($100 to $200 million) | Multilateral DFIs, foundations ($100 to $200 million) | Scaling through government – Multilateral Development Banks (More than $250 million) |
|---|---|---|---|
| • USAID<br>• UKAID<br>• Australian Aid<br>• Unilever<br>• McArthur Foundation<br>• GIZ<br>• SIDA<br>• AFD<br>• JICA<br>• Global Affairs Canada | • IFAD<br>• WFP<br>• Global Financing Facility<br>• Global Fund<br>• GCF (Green Climate Fund)<br>• GEF (Global Environment Facility) | • **MULTILATERALS DFIs**<br>• IFC<br>• IDB Invest<br><br>• **FOUNDATIONS**<br>• Bezos Earth Fund<br>• BMGF<br>• Rockefeller Foundation | • World Bank<br>• IADB<br>• AfDB<br>• AsDB |

**6 February 2023 | 10:00—11:30 EST**

### Session Title

*The Role of Donors in Supporting the Scale Up of Social Enterprises—The Undervalued Importance of Intermediation*

### Moderator

Isabel Guerrero, *Co-Founder and Executive Director, Imago Global Grassroots*

### Speakers

- Alvaro Henzler, *Co-Founder and President, Mosaico Lab*
- Ernenek Duran, *Senior Director of Programs, Latin America, One Drop Foundation*
- Maria Elena Nawar, *Advisor, Scaling, Knowledge and Impact Unit at IDB Lab*
- Habiba Ali, *Managing Director and CEO, Sosai Renewable Energies Company*
- Nikola Okero, *Policy Officer, Food4Education*

from very small to very large. The question is then how funders need to cooperate across the spectrum to fill the gap in financial and institutional intermediation. The panelists discuss their experience with funding and intermediation.

## Panel discussion – The barriers to successful scaling

- The problem is not lack of solutions, but lack of attention to and support for scaling.

  - Donors focus too much on innovation, too little on scaling.

  - Donor projects have too short a time horizon to support typically long scaling processes.

  - Different donors with different size of funding and different financing instruments can play a critical role in supporting the scaling pathway across the different stages from ideating to operating at scale; but they do not cooperate in supporting the scaling by handing off from one to the next funder along the pathway. There is an opportunity for donors to see each other as complementary.

  - Too often pilots lead to no follow up.

  - Scaling needs a different mindset among implementers/recipients <u>and</u> funders.

- Success factors for scaling for implementers include:

  - develop a clear scaling vision, strategy and plan

  - have a theory of change for the scaling pathway and business model that supports it

  - commit for the long-term

  - assure sustainability

  - set up institutions with appropriate governance

- invest in a professional/talented team

- pay attention to the ecosystem in which innovation and scaling takes place (i.e., horizontal and vertical funding go

- find the right kind of investor and align with partners

- be transparent with sharing information – it builds trust with funders and partners

- share evidence that the solutions are working, for example through impact evaluations

- Success factors for funders include:

  - focus on scaling

  - seek an alignment between implementers and funders

  - look not only at individual projects, but at a portfolio of projects in a country

  - provide long-term support as strategic partners with money <u>and</u> capacity building

  - invest in the long-term vision of the project and the internal structure and team of the social enterprise

  - funding is tailored to specific needs of the particular scaling stage and leveraged for maximum impact (e.g., with blended finance, i.e., blending equity/loans with grants)

  - larger funding size helps; small projects are more difficult to scale

  - finance and support the intermediary function (support for scaling strategy and planning, capacity building, partnership development, communication, monitoring, evaluation and learning, etc.)

## Perspectives from Mosaico: Álvaro Henzler

Alvaro Henzler for Mosaico Lab: Mosaico is an intermediary organization helping social enterprise in Peru in various ways, including creation of governance, development of a professional and talented team, creation of a business model for change that allows for growth to a larger organization, and finding funders who support the longer-term vision of the social enterprises.

## Perspectives from One Drop: Ernenek Durán

Ernenek Duran for One Drop Foundation: One Drop supports access to safe water, hygiene around the world through the power of art with its ABC approach (access to water and sanitation; behavior change  through social art; capital for the water and sanitation value chain). One Drop plays key roles in the initiative as in intermediary working with the implementers and funders, providing technical assistance in how to implement the ABC for sustainability approach, resources for vision formation and strategic planning, and helped the executing partners to adapt to the challenges presented by COVID-19.

## Perspectives from Sosai Renewable Energies: Habiba Ali

Habiba Ali for Sosai Renewable Energies Company: Her company is one of the largest renewable energy companies in Nigeria. One of the major problems encountered is that funding is provided for pilots, but not beyond, which undermines the sustainability and scalability of programs; e.g., a UNDP-supported project to help women in rural communities have access to tools that could ensure food waste was reduced, specifically with social drying hubs in areas where perishable goods are grown. Funding was needed for every stage of the program, but difficult to obtain.

## Perspectives from Food4Education: Nicola Okero

Nicola Okero for Food4Education: Donors have influence/leverage over development programs. But they tend to invest in the hottest, newest innovations rather than in reliable and consistent delivery chain services (such as school feeding). The school feeding program developed by Food4 Education is a salutary exception: The program started for 25 kids in 2012 and now serves about 100,000 children throughout Kenya, but it needs to further to meet the needs of about 10 million children in Kenya's schools. A focus on unit cost reduction through a hub-and-spoke model, digital money for the payment by parents, working with national and local authorities on policy and regulatory constraints, and supportive donors who trusted the implementing agencies and provided longer-term flexible funding have been critical success factors so far. It's important to avoid a common bias against women in funding.

## Perspectives from IDB Lab: María Elena Nawar

Maria Elena Nawar for IDB Lab: IDB Lab is one of IDB's three financing arms. It focuses on unleashing the Latin America and Caribbean region's entrepreneurial talent to benefitting poor and vulnerable populations and generate dynamic engines of inclusive and sustainable growth by fostering innovation and innovation ecosystems, creating new markets, testing new technologies and business models, developing entrepreneurship ecosystems, and working with funds and fund managers. Its financing is versatile and specialized, and it refers promising clients to other arms of IDB labs once businesses reach the scaling stage. A recent review showed 56% of projects in the sample scaled. Key success factors were the executing agency's capacity and experience, a combination of reimbursable financing and technical cooperation, larger project size, and longer-term engagement. Common problems: wishful thinking is that scale can happen in a short period of time; the common view that technology can make scale happen in a short amount of time, when in fact there are a lot of unique challenges to scaling successfully; and a sporadic focus on scal-

ing. Recommendations for IDB Lab: (i) clear and consistent concept of scale across IDB Lab; (ii) focus on scalability; (iii) develop and clarify IDB Lab's intermediation function, including for IDB and IDB Invest operations; and (iv) invest in agile tracking and an organizations culture that learns from mistakes.

## General Takeaways:
## Larry Cooley & Johannes Linn

General takeaways (Larry Cooley)

- Most funders won't/can't provide permanent financing/grants/subsidies, only government can; in the absence of assured government budget support, business models have to transit from temporary grants to self-financing along the scaling pathway.

- The innovation platform will generally not serve as a good scaling platform (motivation, staff capabilities, logistics, funding, etc.); therefore, either the innovating organization has to be transformed or there has to be a hand-off to a new organizational platform

- The importance of intermediation for scaling in the social/environmental sphere has generally been neglected and treated as uninteresting in the past (in contrast to prevailing practice in the purely commercial sphere); this is beginning to change with increased attention now being given to develop and support the intermediation function in scaling.

General takeaways (Johannes Linn)

- The main identified problem is fragmentation and lack of follow up, but also there are key success factors, and the intermediation function is critical.

- It is key to have clear goals in mind and the vision of what we have to work towards at scale, not just baseline numbers from where you increase.

- The notion of the finance and sequencing of finance is an important angle.

- The most fundamental thing is changing the mindset to think "beyond project" (shift from project focus to scale focus), think of what will happen by the end of the project, and think how to change the ecosystem in which SEs, innovators, operate because is the ecosystem that is constraining so many times.

# Session 10

# Health

## Session Introduction

Laura Ghiron introduced the session by providing an overview of the CoP, introducing the panelists, and framing the session as an effort by the group to garner insights by comparing scaling strategies and approaches across a variety of technical areas within the health sector.

## HIV/AIDS prevention and treatment: Dr. Charles Holmes

Dr. Charles Holmes provided an overview of scaling efforts and lessons related to prevention and treatment of HIV/AIDS. He distinguished programming in three principal areas – treatment, prevention and mitigation – and explained how needs and interventions have evolved. Current areas of emphasis include incorporating community-based solutions, reaching marginalized and stigmatized populations, minimizing unit cost, and simplifying consistent administration of treatment over lengthy periods. Among the factors that have facilitated scaling, he singled out strong, science-based technical leadership by WHO and others, investments in building local capacity, civil society advocacy, and the magnitude of funding. As remaining barriers, he cited the increased need to consider trade-offs with other health priorities, structural drivers such as poverty and stigma, and the special challenges of last mile delivery.

## Malaria prevention and treatment: Dr. Corine Karema

Dr. Corine Karema provided an overview of scaling efforts and lessons related to prevention and treatment of malaria. She reminded participants that malaria is a disease that disproportionally affects the poor. There are an estimated 240m cases per year resulting in more than 600,000 deaths the majority (over 80%) being children less than 5 years old. In listing a range of interven-

## 7 February 2023 | 10:00—11:30 EST

### Session Title

*Perspectives on Scale Up in Key Global Health Areas: Malaria, HIV/ AIDS, Child Health and Family Planning*

### Moderator

Laura Ghiron, *Member of the ExpandNet Secretariat and Co-Chair of the CoP's Health Working Group*

### Speakers

- Lester Coutinho, *Director of Innovation and Learning, DKT*
- Dr. Charles Holmes, *Director, Georgetown Center for Innovation in Global Health*
- Dr. Corine Karema, *Interim CEO, RBM Partnership to End Malaria*
- Dr. Jim Ricca, *Director of Adaptive Management, Monitoring, Evaluation and Learning, Jhpiego*

tions related to prevention, diagnosis, and treatment, she distinguished interventions targeting the overall population with interventions targeting specific vulnerable groups such as pregnant women and children.  In these latter cases, interventions are increasingly coupled with other health services such as pre-natal care and immunization. As with HIV, WHO standards and leadership play important roles in efforts to fight malaria as does the increasing reliance on Community Health Workers and community-based solutions more generally.  In noting factors that facilitate and impede scaling, Dr. Karema listed many of the same factors noted by Dr. Holmes, adding the need for additional evidence and cultural disinclination to use nets and chemical spray as additional challenges.

## Maternal and child health: Dr. Jim Ricca

Dr. Jim Ricca provided an overview of scaling efforts and lessons related to maternal, newborn and child health.  He distinguished between the scaling considerations related to facility-based interventions and those related to community-based interventions; noted the impact of improvements to the health system such as new personnel cadres such as midwives and enhancement to supply chains; and emphasized the importance of interventions focused on "demand creation". He noted the important role played by both government and the private sector in health care and observed that, whether we acknowledge it or not, virtually everything that successfully scales is, in some sense,  a "public-private partnership. Nevertheless, he distinguished scaling strategies focused principally on public sector delivery with approaches such as that used for Chlorohexidine that were more product-based and commercially and market-centered. In discussing the important role played by policy and the gap that often exists between policy adoption and policy implementation, he observed that "we are not crossing the finishing line, we are crossing the starting line" with a good new policy.

As factors facilitating scaling, he listed the involvement of multi-stakeholder Resource Teams, a systematic approach to policy and advocacy, and adaptive management.  As constraining factors he

cited the lack of a common language when talking about scale and the frequent mismatch between donor perspectives focused on quick wins, short timeframes, and direct beneficiaries and national needs that often take 3 or 4 5-year planning cycles to consolidate.   He suggested that scaling occupies a "middle ground" between project-based approaches and routine service delivery and argued that this distinction has implications for many things including monitoring and evaluation approaches.

## Audience Comments & Questions

The Moderator posed a series of questions to the panelists incorporating questions raised by the audience.  Those questions included:

- How have scaling strategies varied based on the nature of various health-related interventions?

- How has the "institutionalization" of new practices been approached in different technical areas?

- How would you characterize the role and influence of external donors is setting priorities, goals,  and scaling strategies?

- What lessons can we learn about efforts to balance numerical targets and equity objectives?

- How have advances in science and technology influenced scaling in various health areas?

- What have we learned about the types of monitoring and evaluation needed for successful scaling?

Among the insights emerging from this exchange was a general agreement that donor perspectives and priorities in the health sector have had benefits in some cases – for example under emergency circumstances like the HIV epidemic - and drawbacks in others. There is increasing momentum among donors to ensure country leadership and decision-making, in part due to increased attention to National Strategic Plans, as well as broader efforts to decolonize foreign assistance.

There was also a spirited exchange about the

meaning and implications of "equity" as an explicit consideration and objective of scaling in the health sector. It was agreed that the considerations involved were complex and thorny, and that the recent efforts to identify and strategize regarding "zero dose children" provided a potential approach for dealing with unserved populations more generally. It was also acknowledged that trade-offs do exist between reaching the largest number of people in need and reaching the population most in need.

Another important exchange concerned the trade-offs between scaling single-purpose interventions and broadening the focus to incorporate additional determinants of health and additional elements of the health care ecosystem. While speakers in general favored more inclusive solutions, they also recognized the additional complexity involved in approaching scaling in this fashion. Increased use of community health solutions was cited as a promising way of partially reconciling these tensions.

In discussion of monitoring and evaluation needs associated with scaling in the health sector, the point was again made that scaling is a middle ground between pilot projects and routine service delivery and that the M&E system needs to reflect this. Several related points emerged. It was suggested that scaling of interventions adopt an "implementation science learning frame" allowing them to roll out quickly but continue to adapt over time. It was also noted that this kind of adaptive management requires real-time information, not simply periodic evaluation, if we are to avoid "driving blind". And it was suggested that, in most cases, tracking systems should feature collection of quantitative data on 1-3 indicators complemented by frequent stakeholder consultations.

## Closing Remarks: Lester Coutinho

In closing remarks, Lester Coutinho expressed his appreciation to the panelists for their insightful remarks and noted that he found the comparisons across technical areas to be particularly enlightening. As take-aways, he listed three issues he felt merited additional reflection: (1) rethinking the fo-

cus of donors on near-term quantitative targets ("if you go for low hanging fruit, you'll get mostly watermelons"); (2) the need to think more broadly and deeply about the meaning and implications of "equity" as it relates to health interventions and priorities; and (3) the need for M&E systems to incorporate more systematic listening to communities and implementers".

## Session Introduction

Johannes Linn introduced the final session of Annual Workshop 2023, noting that the first half will feature a presentation by Ndidi Nwuneli on her main takeaways from the previous 10 sessions and a discussion among participants. The second half will be devoted to a presentation and discussion of the Strategy 2023-2025 developed for the Scaling Community of Practice.

## Part 1 – Takeaways from the Annual Workshop 2023

Johannes Linn introduced Ndidi Nwuneli, a seasoned analyst and strong supporter of the scaling agenda, as well as an entrepreneur, doer and promoter in her home country, Nigeria, and far beyond.

Ndidi Nwuneli noted how impressed she was with the insights from the 10 sessions and diversity of thoughts and shared ideas. She summarized her key takeaways under five headings:

1. *A critical role for funders in scaling*: Funders play a key role through actions or inaction, incentives or disincentives for scaling. But a number of obstacles get in the way of effective funder support:

- Lack of recognition of the importance of scaling among funders and lack of common knowledge on what scaling means in different sectors and contexts;

- Funding instruments designed for pilots and short term horizons, with limited interest and focus on medium/long term consequences of interventions and on what happens after the funding is over;

- A bias for funding innovation as opposed to scaling up existing models that work; also, a preference for funding short-term projects and limited funding for human resource development, for policy engagement, and for M&E.

## 8 February 2023 | 10:00—11:30 EST

### Session Title

*The Main Takeaways from the Annual Workshop 2023; The CoP Strategy in 2023 and Beyond*

### Moderators/Speakers

- Larry Cooley, *Co-Chair, Scaling Community of Practice*

- Johannes Linn, *Co-Chair, Scaling Community of Practice*

### Speaker

- Ndidi Okonkwo Nwuneli, *Co-Founder and Executive Director of Sahel Consulting Agriculture & Nutrition Ltd.*

2. Different challenges/questions for scaling in different sectors:

- *Education*: how to maintain quality as you scale; how to achieve equity across gender, marginalized communities, fragile states; how to integrate new learning models leveraging technology to help scaling; how to address mental health issues exacerbated by the pandemic?

- *Health*: how to balance treatment and prevention vs. mitigation; community vs. facility-based interventions, commercially and product based interventions vs. public-sector driven, and reaching the largest population vs. those most in need; how to involve communities in scaling; how to shift from a supply to a demand driven approach?

- *Food systems*: a systems approach is needed and works, but how to deal with the complexity as regards partnerships and interests, with needed alignment among partners, between government and local groups, and between policy reform and implementation.

- *Climate change*: How to bring in financing to meet the huge financing needs; how to unlock public and private financing; how to leverage technology and who owns and pays for it; how will climate action at scale help everyone?

- *Youth entrepreneurship/employment*: How to reduce cost so as to reach more people; how to deal with the changing dynamics of entrepreneurship so it offers opportunities for the young?

3. Key success factors from the previous 10 sessions:

- Shared goals and clear definitions for success and impact at scale; scaling currently often means different things to different people

- A spectrum of patient, long-term, and appropriate financing instruments for scaling

- An enabling policy environment; but policy adoption is only the starting line, not the finish line – how policy is implemented matters; citizen support is needed to pressure governments to do the right thing and continue with scaling

even when administrations change

- Cross-sector partnerships with a shared vision and goal

- Engaged and capable intermediaries

- Leveraging of ICT, Big Data, AI for implementation, M&E, and Learning

- Transparent M&E

- A focus on equity – throughout the process

4. Looking forward, three areas deserve special attention:

- Research on scaling needs to continue on: how we learn/change/unlearn old habits; how we broaden our community; how we determine who needs to be at the table but isn't

- People centered scaling: Who is important to the scaling agenda – the largest populations vs. those most in need; why do we still have so many small projects that are being praised and yet aren't going to scale?

- Implementation for sustainable impact: how can we hold all relevant actors accountable/put fire under their feet to get them going; who are the champions for change in the funding community?

5. Closing messages:

- We are the first generation to fully bear the brunt of climate change, and the last that can truly do anything about it; this is also true for a variety of other key development challenges.

- It's important that we don't continue to say the same thing 10 years from now.

- We need to go fast and far together, and do so while incorporating humility, integrity and excellence into the DNA of scaling.

## Audience Comments and Discussion

- What are arguments that are sticking to make people change their mind about scaling? Ndidi Nwuneli's response: use persuasive data; positive stories where impact is working; building

community ownership; taking every opportunity to get the attention of funders.

- As staff of international operating NGOs, we need to look differently at our role where we are not the source of big ideas, not the implementer, but the facilitators, as convenors and supporters.

- Funders talk scaling, but when one submits applications for funding with a scaling focus, funders often do not appreciate it.

- How do we get funders into the Scaling Community of Practice?

- The political economy for development assistance in many countries (including the US) does not favor a sustained and systematic approach to scaling.

- The power of having a denominator as well as a numerator when stating objectives and reporting progress.

- It is time for a critical reassessment of the respective roles of funders versus local actors (government, private sector, CSOs, etc.) in scaling.  More generally, the ecosystem in which scaling takes place is critically important.

## Part 1 – Closing Comments: Larry Cooley

- Couldn't help but be impressed by breadth of participation in presenters, perspectives and comments this year; there has been a quantum leap in number of people involved and the thoughtfulness of their contributions.

- In early days, all talk was about problems, challenges, and hurdles; now in every session there was talk about steps forward or solutions to problems.

- The sessions clearly demonstrate the power of cross-sectoral experience and cross-thematic perspectives.

- The challenge that lies ahead is to find and raise our voice about what scaling means, what it does, how to do it successfully.

## Part 2 – The CoP Strategy 2023-2025

Larry Cooley and Johannes Linn overviewed the first 8 years of the CoP and briefed participants on the  main elements of the [CoP's Strategy 2023-2025](#). The strategy was prepared by Purnima Chawla of the Center for Non-Profit for the CoP's Executive Committee under Larry's and Johannes' guidance. The new strategy reflects the fact that, almost eight years after its foundation, the CoP is at an inflection point: after an initial period of informal organization and organic growth as a largely volunteer effort, the CoP needs to develop a more somewhat more formal organizational and professional infrastructure to sustain its efforts and achieve impact at scale, without sacrificing the member-led elements that have contributed to its successes to date. Key elements of the strategy are:

- Purpose: to connect, inform, empower, promote more professionalized and significant scaling of development impact, with a cross-sectoral, cross-topic, and global perspective

- Membership: Open to all, voluntary, no-cost, predicated on all members sharing their experiences and knowledge for mutual benefit

- Theory of Change:

  - Outcome/impact: Sustained development impact at national and global scale;

  - Goals: quantum leap in professionals with scaling knowledge, organizations with mindset and capacity to scale, and funders that systematically support scaling;

  - Outcomes: A network of connected development professionals focused on scaling;  developed and disseminated knowledge on scaling; effective, systematic action on scaling in key institutions; and involved actors from the Global South;

  - Inputs/activities: Continue with working groups, rejuvenate them, and add a

few more; continue with annual workshops, continuing to enhance quality, and to enhance impact with systematic follow up and greater outreach; continue with newsletter, but more agile and concise; intensify knowledge work in selected crosscutting areas; intensify communication and promotion via social media and website; and expand our footprint in the Global South.

- Organization: It is important not to sacrifice who we are as we develop a more formal structure for scale and continuity; key new elements of the organization are

    - Engaging a fiscal agent: setting up the CoP as a formal entity, but without its own HR, administration, compliance and finance staff.

    - Small core staff: an (initially part-time) Executive Director and Program officer to carry out both administrative and substantive functions.

- Governance:

    - Governing Council (GC): consisting of working group chairs, sustaining members, Co-Chairs of CoP, all serving pro bono; meets 2-3 times/year; with three standing committees (Governance and Administration, Budget and Finance, Strategy and Program); adopts set of by-laws; Executive Director serves as Secretary for the GC.

    - Executive Committee (EC): consists of heads of the three standing committees and CoP Co-Leaders (currently, Johannes and Larry); maintains contact with all members and GC; guides/supports ED in managing day to day operations of CoP.

- Budget and funding model:

    - Resource requirement: USD350K p.a. for 2023/2024 (with part time staff); USD500K p.a. for 2025 (with fulltime staff); includes resources to fund

knowledge work

- Resource mobilization: Grow number of "Sustaining Members" from 11 to 20 (@USD15K p.a. in cash or in kind); add "Contributing Members" (less than USD15,000 p.a.); raise two institutional support grants at USD100K p.a. for two years; accept restricted grants earmarked for specific activities in the joint interest of the funder and CoP.

## Audience Comments & Discussion

An active discussion ensued with participants offering various suggestions, including:

- Funders need to support the building of capacity for scaling among recipients. This reflects the close link between the scaling agenda and the objectives of localization and locally-led development.

- Format of Annual Workshop: interpretation and translation for key non-English languages would be important, cost permitting.

- Possible additions to the agenda for the CoP:

    - connect with other networks and communities of practice

    - develop a membership directory

    - develop a scaling tool kit or collection of scaling tools (the CoP website has a page on tools, but we will update it)

    - develop training materials ([ExpandNet](#) is working on this)

    - further populate the Working Group pages in the CoP website

    - develop national and regional hubs or chapters of the CoP (needs scaling thought leaders in-country willing to take on the task of establishing such chapters or hubs)

    - engage with governments (we have a stream of work on institutionalization of interventions in governments, and will explore doing more along these lines)

- more Southern participation in the CoP (this is being actively pursued)

- more thematic working groups, e.g., on IT, partnerships, etc. (yes, but requires someone to take a leadership role in setting up each of these groups).

## Closing Comments:
## Jenny Perlman

- Reflecting on past two weeks, it seems we are reaching greater clarity in the CoP and beyond regarding what we mean by scaling.

- We're making a lot of progress in identifying success factors and key principles behind scaling, i.e., the "what" that needs to be done to scale in a cost effective, sustainable way.

- Moving forward, we need to shift from a focus on the "what" to a focus on the "how", i.e., how to scale particular kinds of interventions in particular contexts.

- Catalyzing mind set shifts among policymakers and funders remains a critical challenge.

- As the scaling field has evolved and shifted, it might be interesting to do a stock taking of the communities of practices in related fields of development practice to make sure the Scaling CoP is linked effectively to what is happening to related areas of enquiry and good practice.