

# 2024 ANNUAL FORUM PROCEEDINGS

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**SCALING**  
COMMUNITY *of* PRACTICE

# INTRODUCTION

The Scaling Community of Practice (SCoP) is a global network of 4,000+ professionals from 400 organizations in 70 countries. The SCoP and its members are committed to ensuring that development and climate organizations adopt systematic approaches to achieve sustainable outcomes that match the scale of some of the world's most significant and most urgent problems.

The SCoP was launched in February of 2015. It is voluntary and member-led, overseen by an Executive Committee of 32 individuals from multilateral and bilateral donors, think tanks, NGOs, universities, foundations, and private firms. It operates 10 sectoral and thematic Working Groups focused on scaling issues in: Agriculture and Rural Development, Education, Health, Nutrition, Climate Change, Youth Employment, Social Enterprise, Monitoring and Evaluation, Fragile States, and Mainstreaming Scaling. It serves as a platform for peer exchange and field building, hosting webinars on a wide range of topics and generating a range of knowledge and advocacy products.

The SCoP's has, since its launch, hosted an Annual Forum, originally in person and, for the last three years, virtually. This year was the 8<sup>th</sup> such Forum and this document summarizes each of its sessions.

The Executive Committee was particularly gratified by the quality, depth and nuance in this year's sessions. The SCoP benefitted tremendously from the breadth and diversity of views reflected by speakers and participants. This year's Annual Forum engaged a total of more than 1,000

participants in twelve, 90-minute sessions featuring speakers from the following 52 host governments, funders, implementers, academia, think tanks, and advocacy groups:

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|--|---|
| 3ie  | IUCN-US   |
| Acumen   | Jordan National Commission on Education, Culture and Science (Jordan) |
| ACER International (UK)                        | J-PAL   |
| Bill and Melinda Gates Foundation              | Laval University (Canada)   |
| BRAC (Bangladesh)                              | LinkedIn  |
| Brookings Institution                          | London School of Hygiene and Tropical Medicine (UK)                   |
| Centennial Group International                 | Management Systems International                                      |
| Center for Values in International Development | ODI (UK)  |
| CIMMYT (Mexico)                                | OECD/DAC (France)   |
| Co-Impact                                      | One Acre Fund (Rwanda)  |
| CSIS   | ONE Campaign  |
| Education Global Access Program (Kenya)        | Peru Ministry of Education (Peru)                                     |
| Farm to Market Alliance (Tanzania)             | Population Foundation of India (India)                                |
| Finance in Motion (Germany)                    | Quincewood Group (Tanzania)   |
| Food Security Evidence                         | R4D   |
| Global Financing Facility                      | Room to Read  |
| Global Innovation Fund (UK)                    | SAGOT (Tanzania)  |
| Grand Challenges Canada (Canada)               | Sahel Consulting (Nigeria)  |
| HarvestPlus                                    | Self-Employed Womens' Association (India)                             |
| IDB  | Social Enterprise (UK)  |
| IMAGO Global Grassroots                        | Strategy and Scale  |
| Industria Nacional de Autopartes (Mexico)      | Tailwind  |
| INEADE (Senegal)                               | University of London – SOAS (UK)                                      |
| Innovations in Poverty Action                  | USAID   |
| Integrated International (Jordan)              | World Health Organization   |
| International Youth Foundation                 | World Bank  |

## PLENARY 1

### MAINSTREAMING A SYSTEMATIC APPROACH TO SCALING IN FUNDING ORGANIZATIONS

11 MARCH 2024 | 10:00 EDT

**Moderator: Poonam Muttreja**

Richard Kohl, Strategy and Scale  
Johannes Lin, Brookings Institution  
Anita Akella, CARE

Varja Lipovsek, Co-Impact  
Leeat Gellis, GCC  
Ben Kumpf, OECD-DAC

**Larry Cooley** welcomed participants and introduced the SCoP and its 2023-2024 action-research project, the Initiative on Mainstreaming Scaling in Funder Organizations (Mainstreaming Initiative). Poonam Muttreja, moderator of the session, noted from her experience in India that external funders are often a hindrance to scaling. It is critical for funders to align with national priorities and support national capacity development to ensure sustainable impact at scale. This will require deep behavioral change in funder organizations.

**Richard Kohl** and **Johannes Linn** provided a preliminary interim synthesis of the findings and lessons from the Mainstreaming Initiative, drawing on 13 case studies of funder mainstreaming experience. They found that while there is now more focus on scaling in the funder community, funders differ in terms of the progress they have made in mainstreaming scaling into their operational practices, with smaller funders and those focused on earlier stages in the innovation-to-scale pathway finding it easier to integrate scaling into their funding practices. By contrast, large investment project funders have great difficulty in adapting their project approach to

mainstream scaling. They concluded that mainstreaming is a complex change management process that requires long-term commitment with a focus on transformational scaling. It requires consistent, sustained senior leadership with integration into processes; alignment of incentives for mid-level management and staff, especially in larger organizations; and dedicated resources. Effective implementation requires planning, prioritizing, sequencing, monitoring and evaluation, and mid-course correction.

**Anita Akella** highlighted three important findings of the Mainstreaming Initiative: (i) funders need to support transformational scaling, not just transaction scaling; effective scaling takes many years (10-20), involves behavior change, and requires changes in incentives; (ii) funders have to face trade-offs and tensions head-on, especially the fact that complexity is the enemy of scaling; funders need to move away from the prevailing “magical thinking” that just because an intervention works in a “hot house” setting, it will also work in a “desert”; (iii) funders need to connect scaling with localization, i.e., support local initiative, priorities and capacity, rather than imposing priorities from the outside.

**Varja Lipovsek** echoed Anita's points about the importance of transformational scaling and localization. Funders need to support institutionalizing scaling in governments and other local implementers; they need to support system change that aligns with a country's priorities; they need to move from a spirit of attribution to one of contribution; their M&E practices need to reflect this shift in perspective; and they need to focus on "handing over" not just at the end of a project, but focus all along on ensuring that an intervention can and will be adopted and financed locally.

**Leeat Gellis** also stressed important distinctions between transformational and transactional scaling. From the experience of GCC, she noted that (i) a focus on financial sustainability is critical; (ii) hand-off must be managed better; (iii) funders need to engage in a continuing learning process; and (iii) the middle stage of the scaling pathway ("transition to scale") is the most difficult yet critical phase to support and manage.

**Ben Kumpf** commented on the increasing attention from official bilateral funders to the scaling agenda, along with a greater focus on localization. He stressed that scaling and localization involve political dimensions of funder practice, which must be considered if change in funder behavior is to occur. He also noted that complexity in design of interventions may be an unavoidable reality and needs to be reflected in the scaling advice offered to funders and implementers.



## PLENARY 2

### BOOK LAUNCH: SCALING UP DEVELOPMENT IMPACT

12 MARCH 2024 | 10:00 EDT

**Moderator: Larry Cooley**

Isabel Guerrero, IMAGO Global Grassroots

Mirai Chatterjee, SEWA

Greg Chen, BRAC

Ndidi Nwuneli, One Campaign

**Isabel Guerrero** introduced her new book, ***Scaling Up Development Impact***, which offers an analytical framework, a set of practical tools, and adaptive evaluation techniques to accompany the scaling process. She found inspiration for her work in the Self-Employed Women's Association (SEWA), whose movement to organize millions of informal women workers started her journey to understand scaling. Another motivation was addressing the missing middle problem— where top-down solutions fail to reach the grassroots, and local innovations struggle to reach large scale. This was the seed that led her to found Imago Global Grassroots, with a vision to take innovative grassroots solutions to a global scale and a mission to change thinking and practices around poverty alleviation, where the people in need are not recipients of aid but agents of change. Isabel highlighted three key lessons from the book: scaling is a transformative process involving navigating complex systems; it requires those closest to the problem to co-create solutions; and successful scaling involves adaptation and iterative experimentation at every stage.

Several speakers built on Isabel's points by

sharing lessons learned from the "unicorns" of scaling up in development:

**Mirai Chatterjee** unpacked several aspects behind SEWA's successful scaling: the founder, Ela Bhatt, who encouraged them to think big while staying humble; the focus on a real felt need – the invisibility of women in informal jobs; the emphasis on scaling a *values-based movement* over *organizational expansion*; building local leadership; a holistic view of development (incorporating aspects such as health and finance); and the harnessing of partnerships. SEWA learned from the private sector the importance of integrating business goals with social impact for financial sustainability. Other lessons were the use of data for decision-making and the use of agile methods of management.

**Greg Chen** highlighted parallels in the scaling journey of BRAC, recounting how Ela Bhatt and BRAC founder Fazle Abed inspired each other. He noted how patience to get it right, starting with people and their problems as opposed to solutions, a focus on unit costs, and an integrated approach were key to BRAC's successful scaling.

**Ndidi Nwuneli**, a Nigerian social entrepreneur, author on scaling, and newly appointed head of the One Campaign, shared universal lessons from her experience in Africa: prioritizing a demand-driven, value-added business model; shaping the ecosystem and policy environment; leveraging technology and data; enhancing cost efficiency; building resilience to shocks; and communicating with simple, compelling stories.

Speakers noted that the organization that starts and the one that scales are different. Scaling requires letting go of what is not essential and building toward a minimum viable intervention, which is difficult. Organizations must learn to “love the problem, not the solution.” Containing costs is critical. And scaling requires that interventions adapt to different contexts. “Sometimes we create these interventions as if we were breeding in a greenhouse, but they’re going to have to grow in a desert.”

Speakers also discussed the distinct challenges governments face in scaling. Isabel identified three crucial features for scaling via government: technical correctness, administrative feasibility, and political supportability. Greg acknowledged the two pathways to scale via the government in the book—outside innovation brought to government and innovation incubated within government—but emphasized a common blend involving leveraging and improving existing government programs. Mirai cautioned against losing spirit and values when scaling via government.

The discussion turned to funders and scaling size versus scaling impact. Ndidi said funding needs to scale what works, not our own work or agenda. Larry Cooley pointed out the common focus on Type A scaling errors, where an idea intended to

scale doesn't, neglecting Type B errors—ideas that shouldn't scale but do or are scaled up the wrong way. Greg highlighted how funding often counters scaling principles, prioritizing quick results, resisting deviations from plans, and favoring solutions over a focus on underlying problems.



# CLIMATE CHANGE

## SCALING PRIVATE INVESTMENT IN CLIMATE ADAPTATION AND BIODIVERSITY

13 MARCH 2024 | 10:00 EDT

### Moderators: Karin Kemper and Matt Eldridge

Emilie Mazzacurati, Tailwind

Gregory Watson, Inter-American Development Bank

Tamer El-Raghy, Acumen Resilient Agriculture Fund

Elvira Lefting, Finance in Motion

**Johannes Linn** introduced the session and the new co-chairs of the Climate Change Working Group, **Matt Eldridge and Karin Kemper**. Matt highlighted the purpose of the session: bringing together practitioners in the fields of climate and nature investing to highlight practical approaches to scaling private investments in these areas.

**Emilie Mazzacurati** began the discussion by speaking about private investment opportunities in adaptation as well as policy barriers and the need for definitions. **Gregory Watson** highlighted the massive gaps in finance for both biodiversity and climate adaptation and explained how blended finance can help scale both nature investments and climate adaptation, providing examples of recent debt for nature conversions catalyzed by the Inter-American Development Bank (IDB) in Ecuador and Belize. **Tamer El-Raghy** focused on the challenges and opportunities to provide affordable funding to small farmers in Africa for sustainable agriculture, including the need for local currency lending. **Elvira Lefting** emphasized the role of impact investors in scaling investment, noting rising interest in asset class, and highlighting the importance of data for investors.

Highlights and take-aways from the ensuing discussion included achievements in the climate adaptation and nature spaces so far, as well as recommendations on how to drive scaling more effectively and faster.

### Speakers highlighted the following achievements and positive trends:

- Scaling in climate adaptation and nature is accelerating. Investments in nature also tend to have positive climate adaptation effects.
- The private sector is no monolith - it encompasses multiple players ranging from private companies investing in climate adaptation and biodiversity activities to financiers in capital markets, high net worth individuals, private foundations, and development banks. These players see the opportunities in adaptation and/or nature investing. For instance, Finance in Motion has crowded private investors into emerging markets to the tune of about USD1 billion a year.
- The IDB's debt to nature conversions have saved participating countries USD1 billion.
- Investments in agriculture in Africa can be profitable and scaling is possible with the right incentives, helping farmers buy down

otherwise prohibitive borrowing costs and providing appropriate technical assistance.

- Climate risk used to be ignored. Now an established toolbox exists to assess risk.

**On the question of what it takes to go to scale and make investments successful, panelists made the following points and recommendations:**

- It is key to understand potential investors' strategies and needs, and to build opportunities around them to make climate adaptation and nature investments attractive.
- Investors like clear and simple - this is a big enabler for scale.
- To crowd in private investment, sustainability of the business model is essential. Investments need to be financially successful to attract private money.
- Focus not only on international capital but also on attracting investors from the global south and domestic capital.
- Continue efforts to build an asset class that helps aggregate investments and replicability.
- In agriculture in Africa, funds invest in early-stage companies focusing on smaller farmers. Since borrowing costs are unaffordable, funding the funds is necessary so they can invest in farmers and include more efficient and effective technical assistance.
- Further expand financial and insurance solutions to attract investments and enable scaling.
- There is a need to solve the problem of the emerging markets premium, especially in the case of nature; asset managers and family firms are interested and could provide support.
- People need to have an open mind about

leveraging indigenous knowledge, local communities, and novel products.

- Be local and context-specific but enhance investment scalability by developing a list of activities that support adaptation as well as investments that might support adaptation.
- One of the problems in adaptation is that there is no clear path like in mitigation.
- Risk and uncertainty can be addressed by improved data - which should be a public good - and de-risking through blended finance as needed. Make data available freely so that all classes of investors have access, not only the very large ones, and have a better understanding of true risk, not just perceived risk.
- Use the risk assessment tools that have been developed in recent years.
- Risk from nature loss needs to be more proactively considered. Dependency on nature is still not well understood and integrated into decision making process. To assess 'dependency risk' apply the Taskforce on Nature-related Financial Disclosures (TNFD) approach.

**Key Session Takeaways:**

- Scaling in private sector investment in climate adaptation and nature is happening - it's an underappreciated paradigm shift and we have tools to deploy.
- Private investors consider sustainability and scalability of target investment/organization as a matter of standard practice.
- Provide (dis)incentives to change behavior; consider subsidies, good and bad ones.



## MONITORING & EVALUATION

### BRIDGING EVIDENCE TO POLICY THROUGH DATA FOR SCALING AND SYSTEMS CHANGE

14 MARCH 2024 | 10:00 EDT

**Moderator: John Floretta**

Varja Liposek, Co-Impact  
Aparna Krishan, J-PAL

Juan Pablo Silva Macher, Government of Peru  
Bethany Park, Policy at Innovations for Poverty Action

M&E Working Group Chair **John Floretta** began the session by explaining that in recent years, the M&E working group has focused on scaling and sustaining social programs in lower and middle-income country government systems that originated in the non-profit sector. The working group looked at many “outside-in” examples of non-profits (including Educate!, Last Mile Health, Partners in Health, Pratham and Youth Impact) who pioneered innovations through direct implementation and are now helping governments to adapt, contextualize, and scale these innovations. The working group has also explored the relevance of M&E tools (such as MSI’s **institutionalization tracker**) and wrote a **short paper summarizing our findings**. John said that this discussion with flip that orientation and look at “inside-out” models of scaling.

**Varja Liposek and Aparna Krishan** started the discussion on an “inside-out” model of scaling through government systems - namely through innovation, evidence, and scaling labs set up within government ministries in collaboration with policy and research institutions. Rather than centering on the scale-up of a specific intervention, these structured, multi-faceted

partnerships aim to bolster government research, evidence, and M&E systems more broadly and serve as a platform for scaling evidence-based innovations. A key objective of the labs is to bridge government policymaker/practitioner needs with academic and M&E expertise.

The session featured two case studies of embedded-evidence labs in national ministries of education: **MineduLAB in Peru** (as presented by **Juan Pablo Silva Macher**, the former Vice Minister) and a lab in Rwanda (as presented by **Bethany Park**, Senior Director, Policy at Innovations for Poverty Action). In both cases, the labs that were established within the ministries were supported by two to three embedded research and policy staff from the partner, J-PAL and IPA staff in Peru and IPA staff in Rwanda. The labs focus on making data more actionable and reliable by enhancing existing M&E systems (such as the Rwanda Comprehensive Assessment management information system) and identifying education challenges, co-designing interventions, and evaluating those interventions. Through this process, the labs have **catalyzed nationwide scale of three programs in Peru** and the scale of a **teacher performance incentive program in**



## Rwanda.

Varja pointed out that data can be political and contentious and asked how the labs are addressing that reality. She also asked if data generated from the labs is being used by the governments at the local level. More broadly, she was curious about whether the embedded lab model was focused on smaller nudges and tweaks to existing practice or also could address more transformational issues. Aparna shared her experience from India that labs can take two to three years to set up and integrate within the system but have then proved quite sustainable. She noted two pathways to scale - one through the co-design and testing of new innovations, a second through introducing evidence-based ideas from other contexts that can be adapted and scaled, highlighting an example of a **gender attitudes and behavior innovation that J-PAL South Asia helped integrate through state labs.**

Juan Pablo and Bethany emphasized the importance of political ownership of the labs, the importance of working on issues highly relevant of the ministry, and the two-way learning enabled through the embedded model. M&E Working Group Co-chairs Rachna Nag Chouduri and John Floretta proposed that the working group further explore embedded evidence labs as a key issue in future webinars.

# SOCIAL ENTERPRISE INNOVATIONS

## LEGISLATIVE OPPORTUNITIES TO CATALYZE SOCIAL ENTERPRISE SCALING

15 MARCH 2024 | 10:00 EDT

### Moderator: Isabel Guerrero

Colin Christensen, One Acre Fund

Dan Gregory, Social Enterprise UK

Natalia Agapitova, World Bank

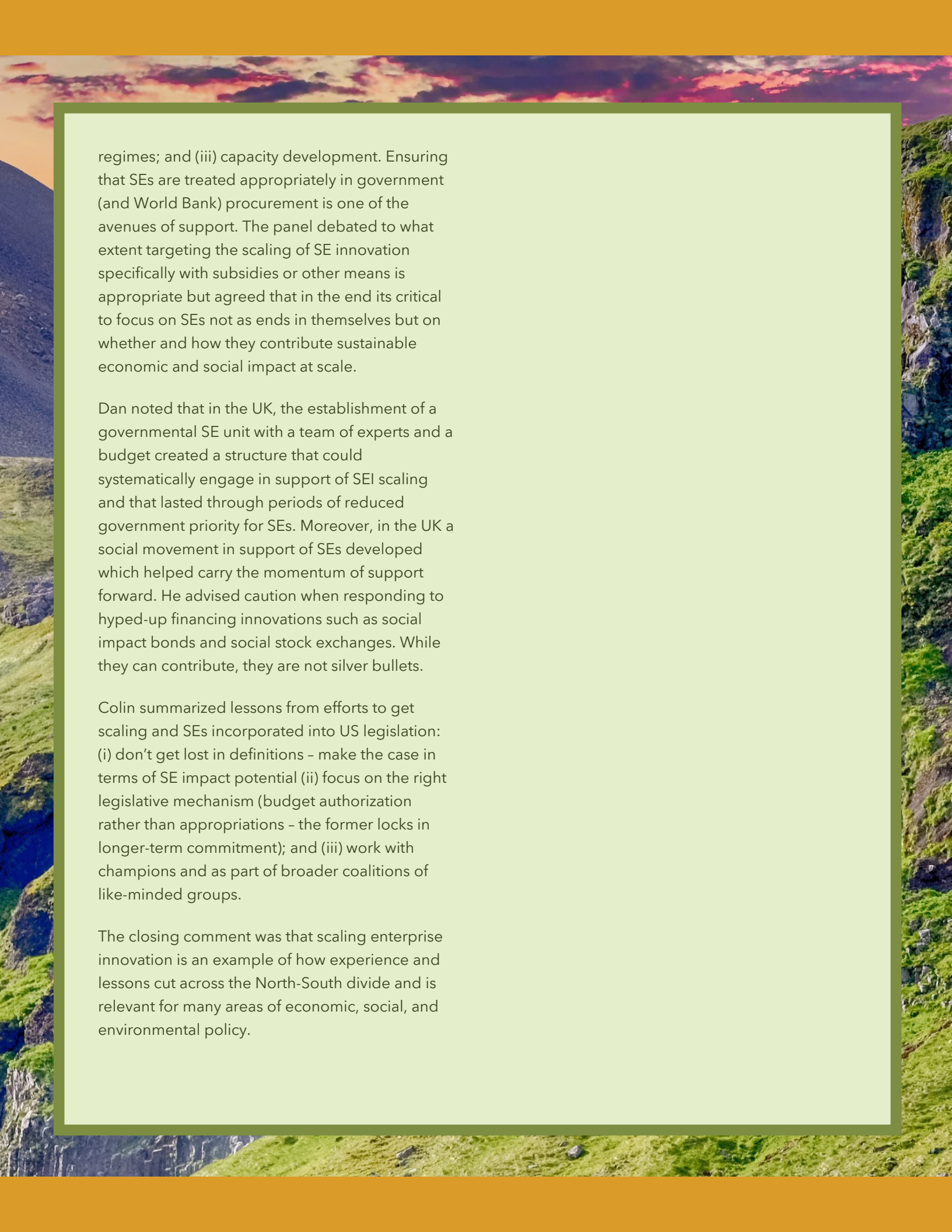
**Isabel Guerrero** welcomed panelists and participants. She also introduced **Colin Christensen**, co-chair with Isabel of the Social Enterprise Innovation Working Group. **Dan Gregory** provided an overview of issues that social enterprises face in the UK and globally. **Natalia Agapitova** spoke about her many years of supporting social enterprise development in developing countries. Colin shared a case study on getting social enterprises into development funding legislation in the US Congress.

Dan summarized common features of SEs to include: (i) independence from the state; (ii) majority income through trading; (iii) enshrined social/environmental purpose; and (iv) reinvesting a majority of profit. While the panelists agreed on these broad characteristics, they noted that any specific definition of SE will have to be context specific. Moreover, there is a wide range of practice around the world in terms of the legal codification of SE status. Panelists debated whether a legal definition is helpful - while it facilitates government support, it may exclude certain types of SEs that can contribute to the achievement of social goals. There was agreement that it helps to have a clear definition of social

enterprises for the purpose of seeking recognition of their unique and significant contribution to provide access to critical goods and services for people at the bottom of the pyramid, which typically are not reached by commercial enterprises or the government. According to a recent World Economic Forum report, worldwide there are 10 million SEs - half led by women - with \$12 trillion in annual revenue, creating 200 million jobs.

Panelists discussed several common challenges faced by SEs. Colin noted that SEs face many challenges, including: (i) lack of clarity of definition for the purpose of policy support; (ii) lack of understanding of their role and value; (iii) barriers in access to capital, markets and facilities; (iv) tax and regulatory hurdles; and (v) limited skills and limited capacity to network and collaborate. Natalia shared her experience that governments in Africa are aware of the potential of SEs in reaching underserved populations at the bottom of the pyramid; the World Bank aims to support them in addressing the principal constraints on SEs with (i) suitable financing mechanisms (payment/program-for-results can be particularly useful); (ii) strengthening regulatory





regimes; and (iii) capacity development. Ensuring that SEs are treated appropriately in government (and World Bank) procurement is one of the avenues of support. The panel debated to what extent targeting the scaling of SE innovation specifically with subsidies or other means is appropriate but agreed that in the end its critical to focus on SEs not as ends in themselves but on whether and how they contribute sustainable economic and social impact at scale.

Dan noted that in the UK, the establishment of a governmental SE unit with a team of experts and a budget created a structure that could systematically engage in support of SEI scaling and that lasted through periods of reduced government priority for SEs. Moreover, in the UK a social movement in support of SEs developed which helped carry the momentum of support forward. He advised caution when responding to hyped-up financing innovations such as social impact bonds and social stock exchanges. While they can contribute, they are not silver bullets.

Colin summarized lessons from efforts to get scaling and SEs incorporated into US legislation: (i) don't get lost in definitions - make the case in terms of SE impact potential (ii) focus on the right legislative mechanism (budget authorization rather than appropriations - the former locks in longer-term commitment); and (iii) work with champions and as part of broader coalitions of like-minded groups.

The closing comment was that scaling enterprise innovation is an example of how experience and lessons cut across the North-South divide and is relevant for many areas of economic, social, and environmental policy.

## YOUTH EMPLOYMENT

### SCALING YOUTH EMPLOYMENT IN RESPONSE TO OPPORTUNITIES CREATED BY THE ENERGY TRANSITION

15 MARCH 2024 | 10:00 EDT

**Moderator:** Liz Vance

Casey Weston, LinkedIn's Economic Graph

Armando Cortés, Industria Nacional de Autopartes (INA)

**Liz Vance**, the session moderator, began the session by explaining that green jobs are one of the world's most rapidly growing occupations: the International Energy Agency projects that adopting clean energy technologies will generate millions of jobs by 2030, with millions more to retrofit and construct energy-efficient buildings and manufacture new energy vehicles. The World Economic Forum's 2023 future of jobs report cites the green transition as the key driver of job growth. However, most countries are not making the needed investments in green job training programs.

As an opening exercise, participants were asked to close their eyes and visualize a "green job." Participants shared their ideas via emoji. Most of the emojis wore hardhats - they were windmill operators and solar panel installers. Only a few were accountants or logisticians. This illustrated the risk of vastly misunderstanding where green jobs are and what they look like. Most green jobs aren't in clean energy generation - which rely on very few workers - but focus on making traditional industries greener. Logisticians will need to be able to manage distribution networks made up of fleets of electric vehicles, factory workers will need

to re-tool production lines as they seek energy efficiency, and procurement officers will make the circular economy real at scale.

**Casey Weston** shared how LinkedIn's *Data for Impact* program leverages LinkedIn's data to amplify the impact of public investment, inform public policy decisions, and inform efforts to improve labor markets. LinkedIn's Economic Graph draws upon data across 1 billion members, 67 million companies, 14 million jobs, 41 thousand skills and 133 thousand schools. LinkedIn has deployed its data in support of green initiatives with the OECD, the IMF, and IEA. LinkedIn's Green Jobs report found that only one in eight workers had green skills and that the demand for green skills is growing twice as fast as the supply. Their data affirms that most jobs that require green skills are not traditional "green jobs." For example, a compliance manager now needs green skills such as remediation, environmental compliance, and environmental health and safety. Casey also highlighted how inequalities are holding us back from a green transition:

- **Gender:** For every 100 men considered green

talent there are only 62 women.

- **Education:** Green talent is growing fastest among those holding a bachelor's degree or higher.
- **Income:** Higher-income countries are greening at a faster rate than lower income.
- **Age:** The share of green talent is growing fastest among the younger generations.

**Armando** shared how Mexico's massive auto industry, which employs one million people, is re-tooling to meet the growing demand for electric vehicles and parts. Firms require new skills in the areas of sustainability, digitalization, security and energy efficiency, including embedded software, cybersecurity, algorithms, edge computing, cloud computing, data analysis, artificial intelligence, energy management, renewable energy, environmental health and safety, and waste management. The green transition presents diverse opportunities up and down the electromobility value chain. For example, original equipment manufacturers are moving into charging infrastructure. New products and activities will further accelerate the changing demand for skills.

Retooling the global economy in a single generation means that young people, whether they are industrial workers, accountants, or public servants, must be agents for change in their industries. For example, a student studying energy efficiency for industrial engineers in Ciudad Juarez shared that until he took the course, he saw his vocation as a way to move his family into the middle class, but now he envisions himself cutting a factory's emissions and impacting climate change. This reflects the private sector's call for cross-cutting green skills so that industries can be transformed from the inside out,

with every purchase, process, product, and service.



# AGRICULTURE & RURAL DEVELOPMENT

## UNLOCKING POTENTIAL - AGRICULTURAL TRANSFORMATION AND SCALING IN TANZANIA'S SOUTHERN HIGHLANDS

19 MARCH 2024 | 10:00 EDT

**Moderator: Julie Howard**

Geoffrey Kirenga, SAGCOT Centre Ltd.

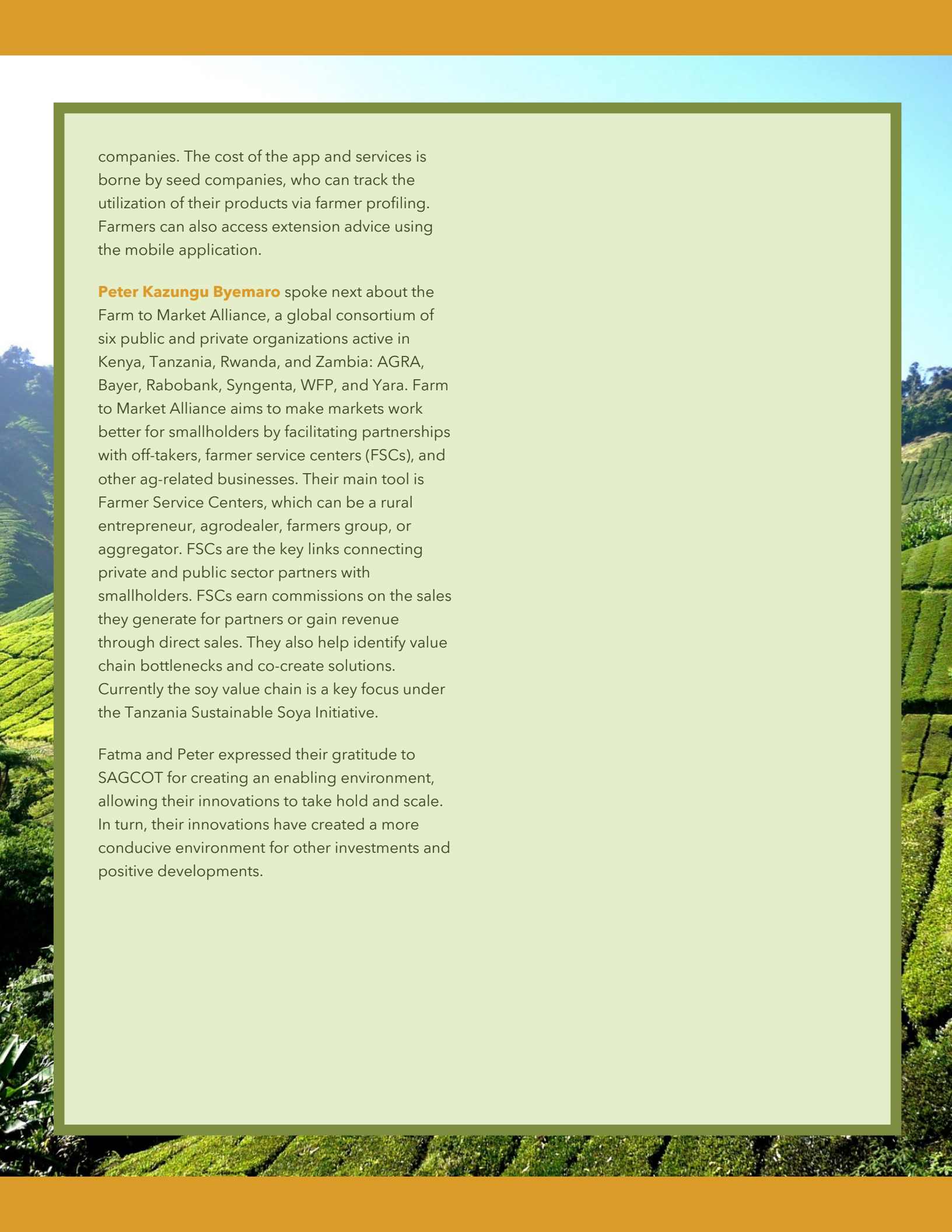
Fatma Fernandes, Quincewood Group Limited

Peter Kazungu Byemaro, Farm to Market Alliance Tanzania

The Southern Agricultural Growth Corridor of Tanzania (SAGCOT) was established in 2010 by the Government of Tanzania to accelerate public-private partnerships to transform agriculture, boost incomes and improve nutrition in the Southern Highlands, one of the poorest regions of the country. The platform has helped to crowd in private and public investment, driven policy reform, and scaled up technological innovations. This session explored SAGCOT's evolution, achievements, constraints, and lessons from the perspective of SAGCOT's CEO and key partners. SAGCOT CEO **Geoffrey Kirenga** described SAGCOT's cluster approach. SAGCOT identifies new investment opportunities in each of its six clusters and coordinates joint investment and implementation agreements to improve the availability of production, infrastructure, storage, processing, research, and support services. Efforts have focused on potato, tomato, poultry, soya, rice, and oilseed value chains. Support for SAGCOT has spanned three presidential administrations. Recently, President Samia Suluhu called for the expansion of SAGCOT's model for inclusive development to other agricultural corridors.

SAGCOT's credibility as a convenor trusted by government, donors, private sector, and farmers has led to 859,000 hectares under improved technology; 903,000 farmers impacted; \$351 million of commodities sold; and \$1.32 billion in private investments facilitated. These achievements were facilitated by road and communication infrastructure improvement; expanded availability of new varieties and fertilizer; and policy changes, e.g., the removal of VAT on poultry feed. Access to finance remains a constraint.

**Fatma Fernandes** spoke about Quincewood Group Ltd's experience as a SAGCOT partner. Quincewood designed and implemented the Wakala platform that digitizes the management and supply of agricultural inputs. The mobile phone application reduces the prevalence of counterfeit and adulterated agricultural inputs by using scratch-off labels affixed to seed packages, which allow farmers to check the authenticity of seeds using mobile phones. The technology has helped more than 450,000 farmers, with 18.8 million labels printed in 2022 and 2023. Quincewood works with Tanzania's Official Seed Certification Institute and more than 55 seed



companies. The cost of the app and services is borne by seed companies, who can track the utilization of their products via farmer profiling. Farmers can also access extension advice using the mobile application.

**Peter Kazungu Byemaro** spoke next about the Farm to Market Alliance, a global consortium of six public and private organizations active in Kenya, Tanzania, Rwanda, and Zambia: AGRA, Bayer, Rabobank, Syngenta, WFP, and Yara. Farm to Market Alliance aims to make markets work better for smallholders by facilitating partnerships with off-takers, farmer service centers (FSCs), and other ag-related businesses. Their main tool is Farmer Service Centers, which can be a rural entrepreneur, agrodealer, farmers group, or aggregator. FSCs are the key links connecting private and public sector partners with smallholders. FSCs earn commissions on the sales they generate for partners or gain revenue through direct sales. They also help identify value chain bottlenecks and co-create solutions. Currently the soy value chain is a key focus under the Tanzania Sustainable Soya Initiative.

Fatma and Peter expressed their gratitude to SAGCOT for creating an enabling environment, allowing their innovations to take hold and scale. In turn, their innovations have created a more conducive environment for other investments and positive developments.



# EDUCATION

## SCALING UP OF NATIONAL LEARNING ASSESSMENTS

20 MARCH 2024 | 8:00 EDT

**Moderator:** Lisa Slifer-Mbacke

Colin Watson, ACER International UK

Alioune Badara Diop, INEADE

Ibtisam Ayoub, INECS

Dr. Charles Onduso Obiero, Education Global Access Program

With the 2015 formal approval of the Sustainable Development Goal (SDG) 4.1.1 on education quality, governments are grappling with the most cost effective and sustainable way to measure minimum proficiency levels in reading and mathematics for children in primary and secondary school. A wide array of reading and math testing tools exist, many of which are too expensive for ministries of education to scale at a national level. Moderated by Lisa Slifer-Mbacke, Co-Chair of Education Working Group of the Scaling Community of Practice, the panelists examined challenges and opportunities relating to alignment, measurement, and use of SDG Indicator 4.1.1 in two case study countries: Senegal and Jordan.

**Colin Watson** focused his presentation on avenues to link national assessments to global standards, introducing the Assessment for Minimum Proficiency Level (AMPL). AMPLs are robust tools to measure the attainment of a single proficiency level (a or b) for reading and mathematics at a given level of the education cycle, identifying those achieving minimum proficiency levels. The AMPL utilizes a learning progression scale with MPL benchmarks at various

proficiency levels aligned to key schooling levels, using a pairwise comparison method. ACER conducted studies to determine the efficacy of the approach. The benefits are that it is cheaper and faster than other statistical linking methods; panellist training is simple and does not require extensive preparation; and it can be implemented consistently using an online application.

**Alioune Badara Diop** shared the history of Senegal's movement towards testing learning outcomes, utilizing the National System for the Evaluation of School Results, a national assessment of primary grades curriculum assessment. He described how Senegal is looking to create a synthesized reading and math test that can be used to support i) the Ministry of Education's internal planning, ii) formative assessments for students in grade two for reading and math, and iii) reporting on SDG 4.1.1. USAID is funding their work in developing the synthesized assessment rather than the use of Early Grade Reading Assessments (EGRAs are USAID's standard approach to support reporting on reading outcomes in grade two). In this way, Senegal hopes to create a test that is sustainably scalable.

**Ibtisam Ayoub** shared Jordan's experiences with participating in the regional benchmarking process led and supported by the UNESCO Institute for Statistics to coordinate the SDG 4 reporting effort. While the benchmarking has supported reporting against many of the SDG 4 indicators, inclusive of setting benchmarks for SDG 4.1.1 math and reading proficiency levels at the end of primary, Jordan currently has no data for this level of education nor for the early grades. Jordan continues to rely on Progress in International Reading Literacy Study (PIRLS) to solve the gap.

**Dr. Charles Onduso Obiero** wrapped up the session by highlighting the importance of MEL efforts in supporting reporting. The discussion was dynamic and presented the crux of the challenge in terms of scaling cost-effective learning assessment approaches to report on SDG 4.1.1, while sharing critical examples of tools and approaches to reporting. The speakers provided food for thought in many ways on how countries navigate global standards for monitoring quality in learning.



# FRAGILE STATES

## POLITICAL ECONOMIES (PE) OF SCALING IN FRAGILE CONTEXTS

20 MARCH 2024 | 10:00 EDT

**Moderator: Robert Chase**

Alastair McKechnie, ODI

Pallavi Roy, Anti-Corruption Evidence Program (ACE), University of London

The session, moderated by **Robert Chase**, featured two presentations. In the first presentation, **Alastair McKechnie** spoke about scaling the basic health services packages in Afghanistan. The second presentation by **Pallavi Roy** provided bottom-up solutions from Nigeria's electricity generation sector.

### **Afghanistan**

Alastair McKechnie explained that in the early 2000s, Afghanistan was emerging from 30 years of war and its health indicators were among lowest in world. It had a non-functional Ministry of Public Health (MoPH); services were mainly provided by NGOs. While the government had clear strategic priorities and wanted funding and coordination through the national budget, most donors had little knowledge of Afghanistan and did not trust the Afghan institutional capacity. However, donors committed large amounts of funding for health. This led to a scramble by NGOs and the UN to secure funding, with incentives to over-promise, and a focus on short-termism, with no strategy for what comes next. There was little effort to strengthen the MoPH, conceptualize Afghanistan's health system, or

systematically connect priorities, strategy, equitable access to services, and national health outcomes at scale.

In 2002 - 2003 the World Bank initiated a national program to provide a package of basic health services, starting on a wide scale. The goals were to establish an architecture for a national health system and build the capacity of NGOs. The MoPH took on the role of "steward" of the health sector, while NGOs took on the role of provider. NGOs bid competitively for provincial health delivery franchises and were expected to receive longer-term, predictable funding.

Short term results exceeded expectations. There was a fall in infant mortality equivalent of 80,000 children's lives saved each year. Success strengthened government support, and donor skepticism changed to donor support. Donor money "crowded in" as donors ramped up financing, mainly through an Afghanistan Reconstruction Trust Fund (ARTF), which improved donor coordination as part of a wider country platform known as the joint coordination and monitoring board. The ARTF platform strengthened coordination around government



leadership, priorities, and budget.

The main political takeaways were: build allies in government and note early results to build credibility and develop these as part of a long-term strategy. The situation demanded quick action with little time for political economy analysis; the ability of senior staff to learn what was working and what wasn't, and adapt, was critical. The internal political economy of the Bank was also critical for garnering support. Pooled funding arrangements for multi-partner trust funds via a country platform was critical for build trust. The fact that results were delivered in a timely manner also helped build support for getting the program to scale.

This success in the health sector reinforced support for a National Program concept in other sectors, e.g., rural development and education, with similar scaling, financing, and coordination benefits. The success of the program can be gauged by the fact that it continues under the Taliban.

## **Nigeria**

Pallavi Roy opened her presentation with some analytical framing. She explained that successful scaling is about sustainability and raising coping capacities which are inextricably linked to successful governance. Scaling in fragile states must be designed to build resilience so that weak governance mechanisms do not get exacerbated. But none of this is possible without a PE mapping, that is mapping the power, capability, and interests of the relevant actors.

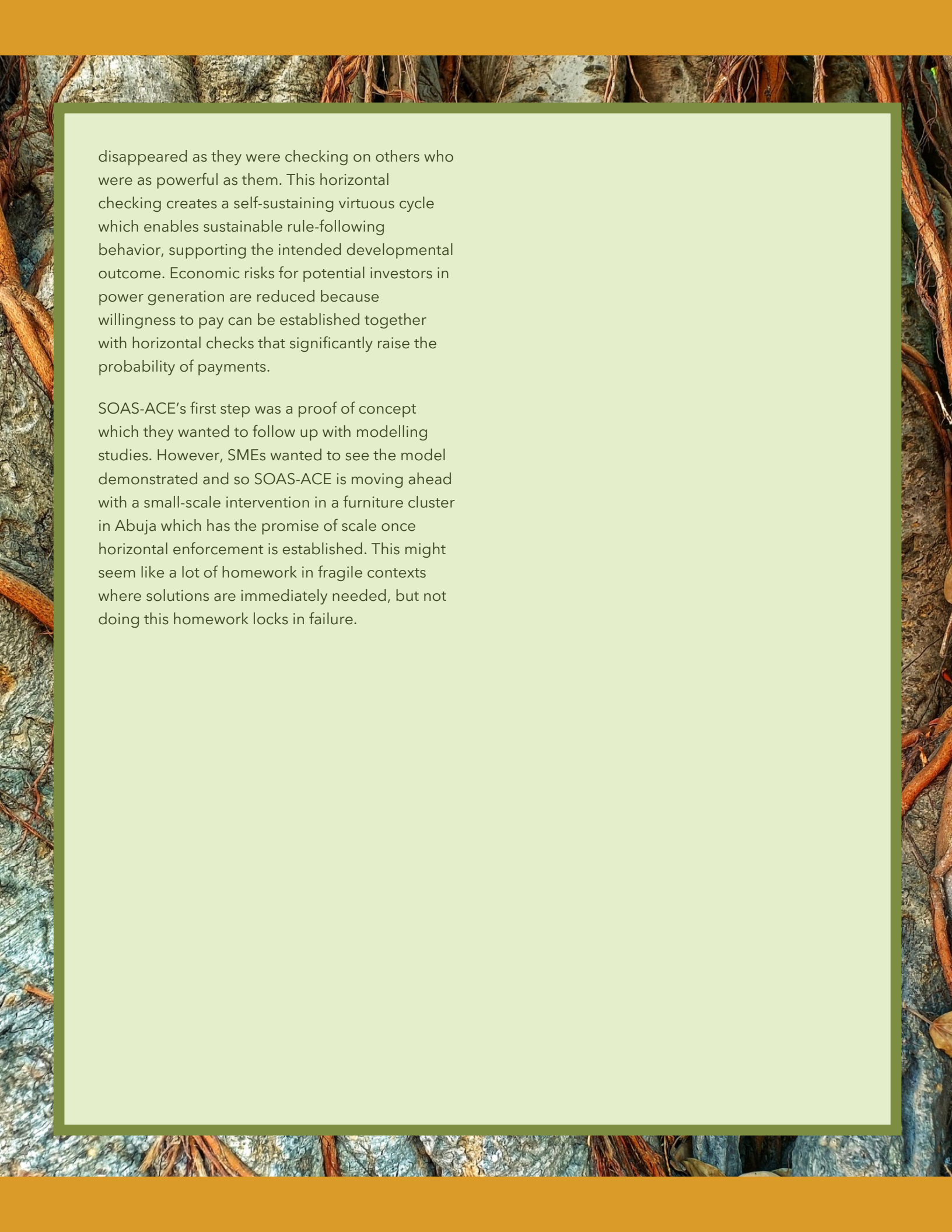
Pallavi described the SOAS-ACE approach of horizontal enforcement where anti-corruption strategies include "insiders", or productive players

interested in upholding rules in their sector for their own benefit. This is more likely to work than top-down vertical enforcement that includes disciplining powerful, politically connected players who have little incentive to adhere to rules. Horizontal enforcement achieves resilience, sustainability, and the impact for scaling required to exit fragility.

Pallavi used a case study from Nigeria to illustrate horizontal enforcement. The Nigerian electricity grid was privatized in 2013 to improve transparency and governance but this exercise only led to politically connected and not necessarily technically competent bidders. All large segments of consumers—residential, industrial, commercial, and small and medium enterprises (SMEs)—resorted to "self-generation", driving up costs. Due to the extremely poor supply, consumers rationalized not paying bills or stealing electricity. Corruption was therefore deeply embedded and seemingly intractable.

The most plausible anti-corruption strategy is not more transparency and accountability but a sectoral strategy that utilizes a bottom-up approach to identify feasible and implementable solutions that work within the constraints of the sector's distribution of power, rather than depending on politically connected grid players to deliver reforms.

SOAS-ACE found that SMEs were capable of and willing to follow rules but lacked the power to hold the larger players in the grid accountable. SMEs were also willing to pay for power at prices higher than those notionally available in the grid, as they already self-generate at considerably higher prices. When provided with a solution that was modelled on only supplying electricity to the SME clusters, the monitoring constraint



disappeared as they were checking on others who were as powerful as them. This horizontal checking creates a self-sustaining virtuous cycle which enables sustainable rule-following behavior, supporting the intended developmental outcome. Economic risks for potential investors in power generation are reduced because willingness to pay can be established together with horizontal checks that significantly raise the probability of payments.

SOAS-ACE's first step was a proof of concept which they wanted to follow up with modelling studies. However, SMEs wanted to see the model demonstrated and so SOAS-ACE is moving ahead with a small-scale intervention in a furniture cluster in Abuja which has the promise of scale once horizontal enforcement is established. This might seem like a lot of homework in fragile contexts where solutions are immediately needed, but not doing this homework locks in failure.



## HEALTH

### NAVIGATING ETHICAL CONSIDERATIONS WHEN SUPPORTING SUSTAINABLE SCALE UP OF HEALTH INTERVENTIONS

21 MARCH 2024 | 10:00 EDT

**Moderator: Dr. Ben Cislaghi**

Louise Agersnap, WHO Innovation Hub  
Dr. Peter Waisa, MakSPH

Dr. Chole Schwenke, Center for Values in International Development  
Dr. Diogo Mochcovitch, Université Laval

Moderator **Dr. Ben Cislaghi** provided an initial framing on ethical principles and values using four metaphors for framing global health: as a supermarket, a boxing ring, a colony, and/or a juggernaut. Like supermarkets, global health is often focused on selling outputs, such as vaccines. Global health is like a boxing ring because when a product gets on the market it becomes a fight over who can do it the cheapest and the fastest. Global health is a colony because most people working on global health are either coming from or are educated in the global north and may not share the values or priorities of the global south. Global health is a juggernaut because it moves quickly from one intervention to the next with little time to pause and reflect. The speed is dehumanizing and lacks compassion.

Ben introduced the panelists and posed a question to **Dr. Chole Schwenke** on how to engage and find solutions to navigate the different values of diverse stakeholders when scaling health interventions. Chloe conceded that development practitioners are not very good at finding shared values because there isn't a lot of focus on ethics and values beyond concepts like "do no harm." The starting point should be values

mapping to identify places of value alignment and find out where the conflicts are likely to be. As we scale up it's best to move to an inclusive development assessment process with formal qualitative research that leverages active listening. The starting point should be a shared commitment to respect equal, universal human dignity.

Ben asked **Louise Agersnap** what ethical questions are imperative to consider in the design of scaling interventions. Louise said the first questions to ask are always: why are we scaling this, and for whom are we scaling it? Innovations are often supply driven and shaped by commercial market focus rather than being for and by the people they serve. That's far from ideal. Sustainability is also a matter of ethics, so the WHO Innovation Hub is taking a primary healthcare approach to scaling interventions to ensure sustainability and empower communities.

The discussion then moved to a question on how to ensure equitable access to digital health technology, particularly for marginalized communities. **Diogo Mochcovitch** echoed the importance of thinking about who a digital health

technology is designed for and barriers that exist. Users must be able to understand how to use smartphones, how to use the apps, and understand the digital information. Expand infrastructure to ensure internet access for all. Provide smartphones to people who don't have them (possibly using donated or refurbished devices in partnership with companies) to improve equity. Chloe brought up that it's critical to address the issues of patriarchy, since so much related to women's access is controlled by men. Developers must deal with structural issues and reflect on values and norms that need to change.

Chloe also raised the problem posed by the data desert in low- and middle-income countries. Data for AI is based on the global north—what does that mean for the global south? It's going to take resources and a recognition that the global north can't just harvest data; it needs to be owned by the people whose data it is. Who owns the data and gets to interpret what it means?

Ben invited Louise to expand on what ethical principles should frame health intervention scaling strategies. Louise said WHO/EN guidance - Nine Steps for developing a scaling up strategy - provides an ethics infused and practical approach to maintain respect for human rights, equity, gender perspectives, and client centered approaches. She finds systems approaches very important in terms of understanding the larger environment where scaling takes place, and how changing one element impacts the others. It's also important to focus on sustainability, paying attention to institutionalizing the innovation and to the wider context that will allow an innovation to take root and survive. Root the scale-up strategy on a respect for human rights and gender perspectives. Some innovations increase gender equity, but others may have a negative impact.

**Dr. Peter Waisa** emphasized that understanding the context in which scale up will happen is important, as well as co-creation, having champions, and being flexible. Think about culture and place and ensure you are respectful. There is no one size fits all approach. Tailor messaging to the community and their needs and values. Co-creation and human-centered design are critical to avoid failure. Include cultural leaders and elders in the conversation but consider the priorities of youth as well. Implementers need to understand that people have rights and need to consent. Many health interventions do not have impact because evidence does not interact with local context. It's not effective to just import from the capital to the countryside. It's important to co-create and recognize local expertise. It's also important to take local feedback during implementation.

In closing, the discussion turned back to AI and what issues it poses for ethics and human rights. Chloe brought up the field of machine ethics. AI doesn't think - data scientists write the algorithms, and many ethical frameworks exist that can help AI to behave ethically. AI will pick up the biases in the data unless we filter those biases out. However, there's much more work to do to elevate core values and build them into AI. Diogo brought up privacy protection risks, which can be mitigated with data transparency and new governance models for how AI can work. Infotech companies have a great responsibility and require regulation, but it's important to expand to people beyond data scientists in developing the code. Researchers can serve as the bridge between the big actors. NGOs can be partners. Impacted people are the most important to consider, so include them from the beginning.

# NUTRITION

## SCALING NUTRITION INTERVENTIONS: THE ROLE OF THE PRIVATE SECTOR

25 MARCH 2024 | 10:00 EDT

### Moderator: Charlotte Lane

Jenny Walton, HarvestPlus

Sneha Kanneganti, Global Financing Facility

Meera Shekar, The World Bank

After being dormant for a few years, the Nutrition Working Group re-launched with a discussion on scaling nutrition interventions, focusing on the private sector. **Charlotte Lane** set the stage, challenging the status quo of hyper-localized, small-scale nutrition initiatives and advocating for a paradigm shift towards large-scale, impactful solutions. Her opening remarks underscored the opportunity to leverage the private sector's reach and efficiency to meet the nutritional needs of millions but indicated that mistrust and miscommunication may inhibit effective collaboration.

**Jenny Walton**, representing HarvestPlus, built upon this theme, sharing the organization's success in integrating biofortified foods into the global food system. She articulated the critical role of private sector partnerships in scaling and sustaining nutrition solutions. Walton concluded that the goals of the private and public sector are often aligned, but advocated for nuanced communication that bridges the gap in language and perspective, thereby uncovering shared values and objectives.

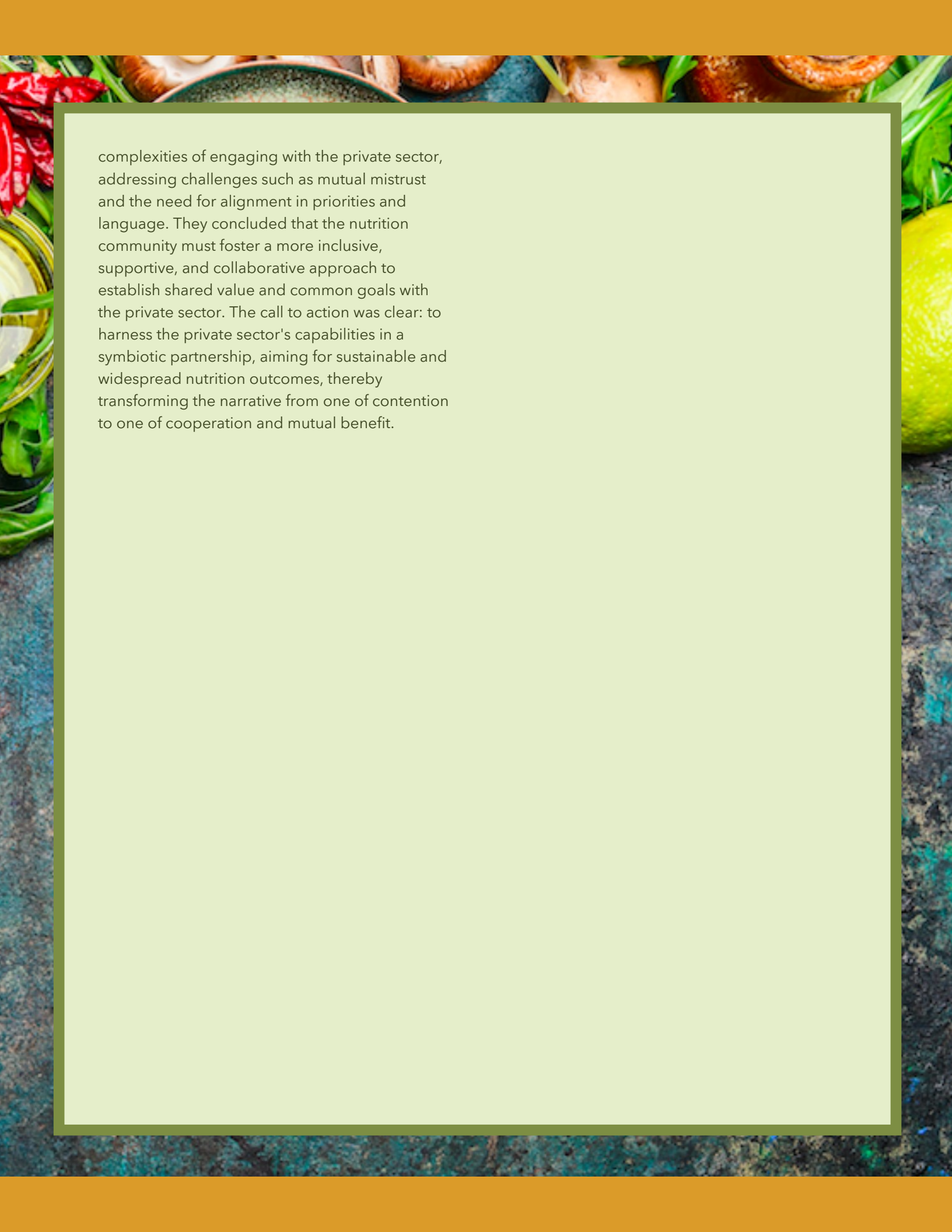
**Sneha Kanneganti** then took the floor,

presenting the Global Financing Facility's approach to embedding nutrition within health services through innovative financing and public-private partnerships. She highlighted the strategic use of data to tailor these partnerships effectively, ensuring they meet the operational realities and goals of nutrition service delivery. Kanneganti emphasized the convergence of interests among governments, service providers, and the private sector, who may be the same groups or have overlapping interests and mandates.

**Meera Shekar** expanded the discussion to a global scale with the World Bank's Global Challenge Program, which seeks to intertwine food security, nutrition, and climate-smart agriculture within a comprehensive strategy. She championed cross-sectoral collaboration, highlighting the uniquely inclusive aspect of the new program, in which everyone, including the private sector, is "in the room" from the program's inception. Shekar detailed a forward-thinking agenda, aimed at transforming global food systems through innovative and scalable interventions.

The panelists collectively navigated the





complexities of engaging with the private sector, addressing challenges such as mutual mistrust and the need for alignment in priorities and language. They concluded that the nutrition community must foster a more inclusive, supportive, and collaborative approach to establish shared value and common goals with the private sector. The call to action was clear: to harness the private sector's capabilities in a symbiotic partnership, aiming for sustainable and widespread nutrition outcomes, thereby transforming the narrative from one of contention to one of cooperation and mutual benefit.

## PLENARY 3

### SCALING 3.0, FUTURE DIRECTIONS FOR SCALING AND FOR THE SCALING COMMUNITY OF PRACTICE

26 MARCH 2024 | 10:00 EDT

**Moderators:** Larry Cooley and Johannes Linn

Elissa Miolene, Devex

Isabel Guerrero, IMAGO Global Grassroots

The session was divided in two segments. During the first segment **Elissa Miolene** engaged **Larry Cooley, Isabel Guerrero, and Johannes Linn** in a conversation about the progress with scaling over the last decade, what is getting in the way of change, what we learn from students today whom we teach about scaling, and what lessons are to be learned from the scaling experience of the SCoP itself. During the second segment, Larry and Johannes updated participants about the plans for the future of the SCoP and sought feedback and advice.

**Segment 1:** All three panelists agreed that there has been a lot of progress on scaling over the last 10 years. There is greater awareness of the importance of scaling in the face of continuing development challenges and growing climate threats. But much remains to be done. Lessons learned so far include:

- Scaling - and mainstreaming scaling in organizations, including governments and funders - is a long-term process. There is no silver bullet. One needs to approach the challenge realistically.
- Financial constraints are binding all too often

and inhibit the scaling process.

- Governments are critical players either as implementers or as regulators. Their concurrence with outside recommendations is not enough; they need to own the solutions.
- Funders need to go beyond one-off projects and move from a focus on transactional scaling (aim for bigger projects) to transformational scaling (aim for long-term sustainable impact at scale); incentives for managers and staff need to change for this to happen.
- Foundations can and should play a greater role in supporting scaling due to their flexibility and ability to take risks compared to official funders.
- Social enterprises are important tool for inclusive economic development; but scaling their solutions requires a shift from a technical expert perspective to advocacy and action; we need to get out of our comfort zone and work with the enterprises and the communities on the ground.
- The SCoP's scaling pathway over the last 10 years reveals many of the same challenges and tensions in the scaling experience of other organizations: "flying the plane while building it" is a challenge; the "valley of death" is forever a threat; finding the right business

model will be crucial since the volunteer approach is inherently difficult to sustain as the organization grows.

Participants pointed to the political constraints that often limit scaling; the importance of intermediaries for scaling and of eventually internalizing scaling within institutions; the need to explicitly consider the ecosystem in which scaling takes place and the costs of scaling; and the need to change the definition of success from short-term results to the creation of long-term capacity for sustained impact at scale.

**Segment 2:** Larry and Johannes summarized the 10-year journey of the SCoP and laid out the current plans for taking the SCoP forward. Importantly, the aim is to put the SCoP on a sustainable organizational footing, which will be pursued by finding a suitable host organization, most likely a well-established think tank or “do tank” whose goals align with those of the SCoP. Larry and Johannes envisage that the SCoP will retain its strengths as a network of scaling experts and practitioners for exchange of experience, approaches, and lessons, but also that it should increasingly develop the capacity of analytical work as a foundation for promoting the idea that scaling should become the default option for all development actors. During the next two years the SCoP will likely continue to focus on mainstreaming scaling in funder organizations with special attention to foundations, but increasingly turn to consider the broader range of development actors, including governments, commercial and social enterprises, and civil society. The SCoP will also need to consider how to harness the power of IT and AI, which clearly have become major opportunities but also threats for scaling effective development solutions. Participants welcomed this perspective of the past

and future of the SCoP and offered their support to help make it happen.