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WORKSHOP REPORT

BUREAU FOR FOOD SECURITY'S SCALING AGRICULTURAL INNOVATIONS WORKSHOP

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ACRONYMS

AVRDC	The World Vegetable Center
BFS	Bureau for Food Security (USAID)
BRICS	Brazil, Russia, India, China, and South Africa
DAA	Deputy Assistant Administrator
E3	Bureau for Economic Growth, Education, and Environment (USAID)
IP	Implementing Partner
FTF	Feed the Future
M&E	Monitoring and Evaluation
MSI	Management Systems International
PICS	Purdue Improved Crop Storage
R&D	Research and Development
SOW	Scope of Work
USAID	United States Agency for International Development

INTRODUCTION AND BACKGROUND

The United States Agency for International Development's Bureau for Food Security (USAID/BFS), in collaboration with USAID's E3 Analytics and Evaluation Project,[1] hosted a Scaling Agricultural Innovations Workshop on July 13, 2016, in Washington, DC. The purpose of this workshop was to share and validate preliminary evidence and recommendations from a series of case studies conducted by the E3 Analytics and Evaluation Project looking at the successful scaling of pro-poor agricultural innovations through commercial pathways. The workshop sought feedback from a small group of experts on the preliminary conclusions and insights generated by the case studies on what facilitates successful scaling up and how to improve donor scaling practices.

The workshop focused on lessons learned across the five case studies, which examined the external conditions, necessary preconditions, characteristics, and strategies of the scaling process and the innovation. The five case studies focused on the scaling of: (1) hybrid maize in Zambia, (2) irrigated rice in Senegal, (3) Purdue Improved Crop Storage (PICS) bags in Kenya, (4) agricultural machinery services in Bangladesh, and (5) Kuroiler chickens in Uganda. In addition, the workshop organized facilitated discussions on incorporating scaling into project design, monitoring and evaluation (M&E), and partnerships.

This report provides an overview of the workshop discussions, to document the feedback and ideas shared among participants. Following a brief overview of the five case studies and the workshop participants, this report provides a descriptive narrative of the discussions during each of the workshop sessions. Although this report does not fully capture all of the details, it presents key ideas and overarching themes that may be of interest to readers engaged in the scaling of agricultural innovations in developing countries.

The Case Studies

USAID/BFS commissioned these scaling case studies to better understand the strategies and actions that organizations driving the scaling process have taken to facilitate the successful widespread adoption and diffusion of innovations by farmers. The study is part of the Bureau's efforts to successfully and sustainably scale up innovations supported through its current and future Feed the Future (FTF) activities, and to produce lessons and guidance that USAID/BFS and USAID Missions can apply to the design, procurement, implementation, and M&E of FTF activities.

The review team conducted research for the five case studies between the fall of 2015 and summer of 2016. All case studies included in-country field work to interview and collect information from key stakeholders for each of the innovations examined. For each case study, the team collected data to examine six components of an innovation: (1) the innovation's key characteristics, (2) the quantity of scaling actually achieved over time and space and by demographic characteristics, (3) the "business case" for adopters and suppliers, (4) the external context for scaling, (5) the scaling strategies and activities employed, and (6) the innovation's potential demand and market size.

During the workshop, the review team presented cross-cutting lessons learned from the five case studies. The feedback and insights shared by participating experts in discussing these lessons will be incorporated into the final cross-cutting report being prepared by the review team.

[1] The E3 Analytics and Evaluation Project is implemented by a team lead, Management Systems International (MSI), in collaboration with Development and Training Services and NORC at the University of Chicago.

Participants

In order to allow for maximum participation and feedback, workshop organizers kept the invitee list to a small, manageable size. They selected participants based on their work with scaling agricultural innovations and sought to include representatives with diverse country, sector, and organizational background who would contribute wide-ranging knowledge and experience on approaches to scaling. In total, 42 people attended the workshop (for the participant list, see Annex 4). Of these, 12 were representatives from different USAID operating units, 9 were from research institutions, 12 from implementing partners (IPs), 6 from the MSI review team, and 3 from other organizations.

SESSION OVERVIEWS

The workshop was held at the National Press Club Building on July 13, 2016, in Washington, DC. It was designed to be participatory and included presentations from review team members followed by facilitated plenary discussions and breakout groups (the workshop agenda is provided in Annex 1).

Following a similar framework to the case study research, the workshop was structured around three main themes and important characteristics of successful scaling:

1. The key characteristics of the different innovations that facilitate (or impede) scaling up;
2. The aspects of the local context and "spaces" that facilitate (or impede) scaling up, and;
3. The strategies and activities used to achieve successful and sustainable scaling up, both adoption and strengthening market systems and value chains.

The workshop opened with the review team delivering summary presentations on cross-cutting conclusions and lessons learned from across the case studies. This was followed by a plenary discussion on the key topics discussed. The afternoon was structured similarly, with a brief presentation followed by breakout discussions on three topic areas: (1) how donors can better integrate scaling up into project design, contracting mechanisms, procurement, implementation, and monitoring; (2) M&E for scaling through commercial pathways; and (3) leveraging partnerships and building pathways for scaling. Breakout sessions were followed by a facilitated plenary discussion, leading to the conclusion of the workshop.

Introductions

Justin Finnegan, USAID/BFS Deputy Assistant Administrator (DAA), opened the workshop and shared with participants the importance of the workshop's timing in light of the fact that the Global Food Security Act, which codified FTF into federal law, had just been signed. This is an important piece of legislation, since it is the largest development authorization since the U.S. President's Emergency Plan for AIDS Relief and allows the next administration to approve budgets without having to go back to Congress.

Mr. Finnegan also highlighted how USAID/BFS has kept its focus on scaling and helped to push this agenda within the Agency. Scaling – while complex – is a very significant issue for the Bureau, which has many opportunities to make an impact as different research and development (R&D) activities under FTF move to the next stage. FTF has invested close to $1 billion in R&D, and Mr. Finnegan noted that it is now time to support that investment and disseminate these practices and technologies to farmers.

To conclude his remarks, Mr. Finnegan discussed the importance of these kinds of workshops in helping USAID/BFS and FTF gain clarity on how to implement their programming and understand what is really

working, what they should consider or adjust, and emerging issues. There is a need to continue to think about how to manage (from the donor perspective) the handoff from research to implementation and commercialization, which includes considering issues around policy, finance, and logistics. Mr. Finnegan also expressed the need to think about how to capture the impact of these activities for indirect beneficiaries, and find better ways to measure these effects.

This introduction was followed by an explanation of the background and purpose of the workshop by Mark Huisenga, USAID/BFS Senior Program Manager. He explained that the overall purpose of the case studies was to provide evidence and document learning that could support future scaling activities, especially in light of the absence of information on how to successfully scale agricultural innovations. In addition, Mr. Huisenga noted that during this study's efforts to select the five innovations for case study research, it became even clearer that it is difficult to find good cases, especially those that have enough data to allow researchers to understand the diffusion and adoption of innovations. To select the case studies, the review team conducted a literature review on scaling through commercial pathways and found very few agricultural studies or examples in developing countries (particularly outside of India and China). This important research will help USAID/BFS plan and budget for taking technologies to scale and how best to support Missions in developing technologies that they can scale, including at least one or two through the value chains on which they focus.

Presentation: Cross-Cutting Conclusions and Lessons Learned

Following these introductions, the review team presented key conclusions and lessons learned from the five case studies (the slides for this presentation are included in Annex 2). The presentation started with a general discussion on scaling, which means more than just large numbers but also reaching a significant percentage of the target population and being sustainable. The review team's definition of scaling up is provided in the text box to the right. The team also discussed the importance of scaling for USAID, since there are not enough resources to reach millions of people through direct service provision. This raises questions such as how the Agency can create the preconditions for people it never touches to adopt the innovation, and for the innovation to go to scale; what is the right innovation; what is the right part of the value chain to work in; what are the best activities; and who are the best partners?

DEFINING "SCALING UP"

"The process of sustainably increasing the reach and potentially scope or impact of a proven package of technology innovations with fidelity and quality, thereby, retaining its demonstrated positive impact."

- MSI Review Team

The review team emphasized the complexity of the environment when examining scaling, and explained how scaling an "innovation" is about more than just the technology itself: most technologies that are implemented are accompanied by changes or innovations in agricultural practices. Other important factors include the country context, value chains, market systems (e.g., financing, credit, access to labor, machinery services, harvesting, and planning), the policy environment (e.g., regulations and government programs), and scaling strategies. These different components raise questions about what actors need to do to get large-scale adoption that fosters spontaneous diffusion, to fill gaps, and to strengthen the enabling environment. It is also important to consider who adopts the technology, who are the indirect adopters, and who are not adopters.

From this brief introduction, the review team provided further details from the case studies examined about the different characteristics of the innovation, the country context, the scaling strategy, and lessons learned.

Characteristics of the Innovation

One key element of scaling involves the characteristics of the innovation, such as the nature of the adopters and the pathways required to get them to adopt a technology. If purchasing or using a technology requires a change in behavior, the likelihood of adoption appears to be much lower – even if it may ultimately result in a significant positive outcome for the potential adopter. This lesson was clear in the case of agricultural machinery services in Bangladesh, which involved switching from a handheld device to a machine, requiring drastic changes in habits. Individuals seem much more willing to adopt simpler, more straightforward innovations that are easy to use and do not require much new knowledge.

A number of characteristics emerged across the case studies as important factors for adoption. Adopters tend to focus on front-end savings, as opposed to back-end benefits. If farmers are going to save a lot of money up front, they seem much more likely to invest – even though a costlier machine might end up making much more money for them in the long term. Tangible results are also an important characteristic for farmers – "seeing is believing." After they had proof of concept, usually through word of mouth from respected farmers (as witnessed in the Bangladesh case), they did not need to hear the financial benefits or have the innovation proven to them.

Timeliness was also important, as beneficiaries want to be able to start making money quickly – even if only in small amounts. Labor saving was also significant; however, as seen in the case of Bangladesh, it does not outweigh the fact that a requirement for a change in behavior acts as a significant deterrent to adoption. Another aspect is risk: the bigger the opportunity for failure, the less likely someone is to invest in the technology. If a technology is certain but costlier, a higher probability of crop failure makes it a riskier investment.

Key factors for farmers' decision-making across the case studies included the cost, labor required, and the overall risk of the investment. Another element that had an impact on adoption was cash flow, since many farmers suffer low cash flow.

Characteristics of the Country Context – Value Chain and Market Systems

The case studies demonstrated the importance of ensuring that the whole value chain works, including downstream, when scaling an innovation. There are major challenges to scaling in the supply chain and ensuring that those affected have the capacity and necessary linkages to adapt to any changes. There are often issues with quality, risk/return for all actors in the value chain, the availability of labor, credit and other services, the commercial orientation of farmers and crops, and big players and farmers' associations.

Those who are able to take on risk first are private companies that can "gamble" on investments. Once the proof of concept reaches small and medium enterprises, they can enter the market and help to drive down prices. One of the most effective case study examples was the financial innovation from the Bangladesh case, which involved support for leasing machinery to improve timeliness and help with initial financing. Working on access to cash is as important as improving quality for a stronger value chain. The initial adopters in that case were farmers with a commercial orientation, who were much more willing to adopt the innovation and make financial investments. To target small subsistence farmers for FTF, donors and IPs first have to get to commercial farmers, which becomes much more complicated when there are no farmers' associations. However, the actors in the supply chain are important elements to consider as well as who would be the potential adopters in the supply chain.

Characteristics of the Country Context – Policy Enabling Environment

Despite selecting cases that focused on scaling through commercial pathways, the review team's research underscored the importance of the public sector and subsidies. One of the principles of enabling scaling up is balancing government intervention and subsidies; both are important, but both need to be properly handled. The local government needs to be an active and willing "partner" in the project, but it cannot overwhelm the actions of the active groups. A willing partner will work to enforce subsidies that help the project and stay away from the wrong subsidies at the wrong time, which can have negative effects. Subsidies are not always market distorting; without the initial investment from commercially oriented adopters, they can reduce risk by making new technologies cheaper for early adopters.

The majority of the cases examined involved subsidies, including in Senegal, where the government subsided almost everything including the input (fertilizer) and insurance; and in Zambia, where the government subsidized the prices of maize and fertilizer.

The lessons learned from the case studies illustrate not only the potential importance of subsidies in reducing risk for earlier adopters, but also raise questions such as what should be the duration of the subsidy, and how should governments deal with distortions.

OVERVIEW: SCALING AFRICAN EGGPLANT AND TOMATOES IN TANZANIA (WORLDVEG)

- Arusha, Tanzania is an important center of vegetable seed production for East and Southern Africa. The World Vegetable Center (WorldVeg) in partnership with the Horticultural Research and Training Institute introduced improved varieties of tomato to Tanzania in the mid-1990s. These varieties had a high yield and good shelf-life. In the mid-2000s, the Center also developed improved varieties of African eggplant with a high yield and less bitter taste than existing varieties. USAID contributed to this by providing core funding to WorldVeg.
- Adoption of the improved tomato varieties started in 1995 and reached 82% of the tomato production area in 2014. Adoption of the African eggplant varieties started in 2007 and reached 60% of the crop area in 2014. This generated economic value of US$ 255 million for tomato and US$ 10 million for African eggplant in Tanzania and has given internal rates of return of around 26%. There also have been large spillover effects on other countries in the region.
- The success was made possible by the liberalization of seed trade and seed production in Tanzania in the early 1990s. Existing varieties at that time were very old and there had been no systematic breeding of vegetable crops.
- Private entrepreneurs recognized market opportunities provided by the WorldVeg varieties. Alpha Seed was the first private seed company in Tanzania, established in 1994 and heavily promoted the new vegetable varieties while working closely with WorldVeg. Their commercial success prompted other companies to supply the same varieties. The fact that these were open-pollinated varieties contributed to their rapid spread. It is noteworthy that success was achieved without subsidies from the Tanzanian government.
- The importance of this case is that it shows that investments in vegetable horticulture through commercial pathways in sub-Saharan Africa can deliver impact at scale.
- Widespread adoption of improved varieties of staple crops in sub-Saharan Africa is often limited by lack of private sector involvement because of low profit margins in seed production, subsistence-oriented production systems, and marginal agro-ecological conditions. These constraints do not equally apply to vegetables, where there is a strong private sector producing seed (but doing very little own research), production systems are commercial rather than subsistence-oriented, and production is typically concentrated in favorable rather than marginal environments.

Characteristics of the Scaling Strategy

The review team concluded that scaling considerations need to be built in from the beginning of the project design stage. These considerations for scaling also need to be accompanied by an understanding that it takes time to see the results and impact of scaling and the numbers may look weak for the first few years. For example, in the case of irrigated rice in Senegal it took three to four years to start seeing results. The case studies also highlighted the importance of testing innovations before introducing the new technology, to be sure that a market for them exists and that the partners are the right ones. Determining the readiness of the market should include studying and verifying potential market size, feasibility, and usability. In addition, good monitoring and marketing/awareness building are essential.

Across the case studies, it became apparent how critical flexible and adaptive management were for both the IPs and the Mission. This type of management allowed the IPs and the Mission to work closely together to identify problems, constraints, and proper targets and adapt iteratively over time. In Bangladesh, the IPs worked very closely with the Mission to change over time and were able to be adaptive and flexible. This case has implications for contracting procedures that need to be considered during the project design stage, which provides an opportunity to build in scaling and allow the IP and the Mission to adapt and learn throughout the project process. The Bangladesh case involved a grant mechanism, which appeared to work well for this purpose; however, other mechanisms could work as long as they allow for the same flexibility.

Building effective partnerships is also critical. Co-investment by private sector partners has been a crucial success factor in many cases, especially at the beginning of a project. To help foster a strong partnership, it becomes important to make sure that the private partner sees the commercial sustainability and the benefits of supporting a specific innovation.

Additional Insights and Unexpected Findings

The case studies, both individually and overall, produced some additional valuable insights and unexpected findings, which are noted below.

Additional Insights

- Understanding farmers' needs and capacity is essential; there tends to be an emphasis in scaling on the supply push, but one must also ask what farmers need.
- Ensuring profit levels along the value chain includes mitigating risk. For example, this was part of PICS bags in Kenya scaling where consideration during the planning stage was given to whether the profitability for distributors, not farmers, was high enough to sustain distribution.
- Simultaneity problems can be addressed by co-creating supply and demand. USAID projects rarely see a business case for producers or distributors, instead only looking at crop budgets for farmers.
- The role of public authorities needs to be determined in advance; it can be an obstacle if it is not well coordinated.
- Partnerships need coordination, and this takes a great deal of work. One should consider what are the best ways to sustain profitability for distributers, farmers, producers, etc., as well as the best ways to make sure the public sector is involved in the scaling process.

Unexpected Findings

- Risk was a more important consideration than expected.
- Adopters' time horizons are short and related to the prospective financial returns.

- Familiarity with similar technologies and the size of the change in agricultural practices have been critical factors that have affected adoption (as seen in the example of Bangladesh pumps).
- Subsidies and the public sector are important and often play a role in scaling, even when through commercial pathways.
- A lot of negotiation with the private sector is needed, and there is a tendency to underestimate their role and needed commitment to the scaling process.

Participant Discussion

Following the presentation, there was a question-and-answer session and participants shared feedback based on their experience with scaling. Discussions are summarized below by overarching categories.

Early Adoption and the Target Population

Overall, participants agreed that showing early adopters the benefits of the investment is critical, since being able to see the results greatly influences an adopter's decision. However, to reach critical mass for successful scaling it is also crucial to lower barriers to adoption for early adopters; then, later adopters can rely on word of mouth since there will be actual evidence for the second round of adopters.

The challenge for USAID is how to help poorer farmers. The S-curve of innovation diffusion shows that at the beginning those early adopters are not the people FTF is trying to target; it takes four years or more to reach the poorest of the poor. It can be incredibly difficult to start the scaling process with FTF's target population of people who make less than $2 a day, and it might sometimes be more effective to work outside of the zone of influence to eventually have an impact on the target population once the innovation goes to scale with a broader population. It is this level of adopters who present the ultimate challenge since there are a variety of different costs to consider.

The Zambia case provides an example of this challenge, where transportation costs were high and farmers further from the road were less likely to adopt. In addition, the research from the PICS bags case shows that if farmers have to travel more than 7 km to buy the bags, adoption drops off. Part of the planning to scale is not just to get early adopters and demonstrate effects, but also to be more strategic in targeting the middle of the adoption curve and determine how to plan the early stages to set up the next segment of adopters. Project planners should not just target 'low-hanging fruit,' but also need to understand later adopters and create the foundation for the next steps of development.

Public Sector and Subsidies

Government support (e.g., extension services) and subsides were a critical part of most scaling efforts discussed. However, for most of the case studies, public extension systems were not of high quality or did not have enough reach. The public sector's role is still critical to the overall sustainability and success of an innovation. Subsidies were a key element at different phases in many of the scaling examples, but the key question for sustainability is about when subsidies are not needed or can be eliminated. In addition, it is important to work with the public sector, including on determining and communicating its role in the scaling process.

Communication and Awareness

A discussion comparing training and awareness raising through communication highlighted the differences, purposes, and importance of each. Exposing farmers to new technologies and getting messages out through different communication approaches (e.g., television, radio) can help to increase

awareness and demand. Awareness of the new technology is key before training; it can be the catalyst for training and educating. Raising general awareness brings opportunities in the introduction of an innovation to potential private-sector partners in the market who may eventually form part of the value chain. However, as previously noted, the greater the level of behavior change required, the harder the introduction is likely to be.

For example, in the case of the PICS bags in Kenya, there was a great deal of awareness but this was not the same as training. The project supporting the introduction of these bags established 600 demonstration areas, brought the technology to market areas, and held grand openings to demonstrate their benefits. Farmers saw and wanted the bags, but the innovation only really took off once the project linked up with a USAID project that brought it out to farmers. The private sector did not have the resources to do that kind of extension work, but people had to be trained on the benefits of using these bags. Adoption took off even more when they partnered with the Kenyan government.

In the Uganda case, there was a great deal of awareness – farmers even outside of the country knew about Kuroiler chickens – but a lack of training and necessary practical information had serious consequences for adopters. This case illustrated how unless training is built into the initial design of the innovation, efforts to scale it are likely to fail. For technological innovations that are training intensive, most private sector companies are reluctant to invest.

Partnerships

Participants described partnerships, whether with USAID or another entity, as central to the success of scaling efforts although challenging in practice, as it can be difficult to find the right staff and build partnerships. Business partnerships are usually based on a trust relationship, and creating a new system, routines, and vocabulary between partners takes time. Project design and funding should allow for those relationships to develop. These observations have important implications for the process used to identify business partners. At best, a tender process or a convening might help identify potential business partners, which can then be the focus of relationship-building efforts. Partnering for the scaling of innovations is more of a triangle than just a commercial pathway: it requires the involvement of public, private, and research sectors. It is essential to identify strong partners to deal with weaknesses, fill gaps, meet challenges, and work along the value chain.

The reason for some of the successes seen with the partnership in the Bangladesh case was that the IP and the private sector partner, as well as the Mission, were more equal partners and had flexibility within the funding mechanism. To achieve scale, input from potential manufacturing, distribution, and retail partners should be included from the very beginning. It has become common practice to include farmer feedback in agricultural technology development, but feedback from the downstream supply chain side is rarely sought. It is quite possible that, left to their own devices, researchers would come up with technical solutions that work well, but are costly to manufacture and/or difficult to manage in the supply chain.

In terms of relationships with companies and understanding market segmentation, very often there is not much market research done, and this can be challenging for private sector entities as they are relegated to the FTF zone of influence and thus cannot always follow the market to where success is more likely. The IP's role is to provide support so that the private sector organization can move to the next step and be sustained. *(Note: further discussion of partnerships is provided later under the breakout discussions section.)*

Gender

Participants briefly discussed gender issues around scaling agricultural innovations. In the case study research, gender did not emerge as an independent causal factor in adoption decisions. In Zambia and Uganda, there was more consideration of gender's role because women grew maize and raised chickens, but they had to deal with economic disempowerment and had much less access to resources such as credit. Many participants felt that gender has become, in many cases, a 'check-the-box' exercise with M&E and implementation. Participants suggested that there is a need to better understand the role of women in the economic system and how to involve them. The Kuroiler case in Uganda showed more success in reaching women, but there were still issues as raising the chickens requires education and training for maximum benefit, but women were considered not worthy of receiving the training. Women play a significant role as heads of household in purchasing new technology (e.g., chickens, seeds) and make or support many of the household decisions (e.g., children's education), but their particular role as potential technology adopters is often overlooked.

External Characteristics – Country Context

The external characteristics and systems in a country have a large influence on the success of scaling. In the five case study countries, commercial pathways already existed with which a public partnership could work. This made scaling easier, but is not the case in all countries. Having functional external components is key. For example, without a functioning legal system where contracts are enforceable, it is hard to build supply chains. Also, projects cannot wait for the legal system to develop; they can function in a commercial environment without a functioning legal system, but must do so in a way that does not rely on the legal system.

It is difficult to pre-specify all of the different characteristics of the innovations and context that will affect scaling, and it is important to have the mindset to learn from changing circumstances, such as market signals. This means that market research, for example, is important. Projects are assigned to the FTF zones of influence, and not the commercial zone. One participant noted how since PICS bags were so cheap and simple, their scaling relied less on some of the external components, such as drastic change in behavior or major adaptions to the supply chain. This comparison between simple and complicated innovations raises the question of whether there should be more focus on trying to engineer agricultural innovations that smallholder farmers can master easily and try with a minor investment (e.g., a few dollars), which is another consideration when planning for scale and developing innovations.

Adaptive Management

Participants agreed that adaptive management is a critical component of successful scaling efforts under a project, but could require a culture change. In order for this to happen, USAID and other donors need to use a mechanism that allows for flexibility in design and implementation. However, using an adaptive management approach involves different challenges and risks that the donor needs to be willing to accept. Part of the challenge is a culture shift at both the donor and IP management levels, since few have adaptive management capabilities at either the individual or organizational level. The scaling process often works best when it is organic, flexible, and able to adapt to the demands of adopters. Another important piece is how M&E can be used to help manage a project and inform data-driven decision-making.

For the case studies examined and other examples shared by participants, the reason that some projects were able to have so much flexibility was how the scope of work (SOW) was defined. If a SOW is very

specific and tells the IP "how" to implement, this can create obstacles to a flexible approach. If the SOW specifies that the IP must work with particular organizations or use particular methods of implementation, it restricts the adaptive decision-making ability of the IP. Participants from IPs shared that one of the benefits of the FTF strategy is that it is more focused on results, and the actual implementation is often left fairly vague by just providing general principles (e.g., focus on crops and zones, be inclusive). With a focus on outcomes, the understanding should be that the results gradually build from the start of the project.

Lessons Learned on Partnerships and Pathways, M&E, and Bringing Scaling into Project Design and Implementation

The review team then presented conclusions and lessons learned for FTF and donors across the case studies regarding partnerships, M&E, and incorporating scaling into project design and implementation. Key points from this presentation are provided below and the slides from this presentation are included in Annex 3.

Overall Lessons Learned

- Projects tend to be supply-driven rather than being sensitive to farmers' needs.
    - There needs to be an intermediary phase of testing for farmers' usability and viability.
- Strong and strategic partnerships are key for successful scaling.
- The role of the public sector needs to be determined and communicated in advance of project implementation.
- Ensuring profit levels along the value chain includes mitigating risk.

Lessons Learned on Partnerships and Pathways

- It is important to choose the right partners and find companies with the right expertise.
- Strong senior management that is committed to the project is a key factor. However, the review team found a gap between senior management and mid/junior-level management in larger companies.
- At lower levels, partners may have less of a culture of innovation and be more risk averse.
- Some companies have much better distribution networks.
- Regarding the push versus pull debate, the review team found that for scaling it is often better to work with someone on the pull side. Seed producers, for instance, care about whether they sell seeds, not about the quality of the crop, but the buyer wants to ensure quality and good practices.
- It is important to ensure that the project has a good business case and is aligned with the partner's business plan. The IP needs to be a tough negotiator and the private sector firms should understand the SOW and what kinds of pressures/targets the IPs are under.
- Some IPs and donors lack sophistication about marketing and do not use aspirational advertising.
- Several IPs have gone from working with just one to working with multiple partners. Monopoly is considered an attraction for companies; however, moving to multiple companies is necessary to ramp up supply. Balancing subsidy and donor contributions is critical.
- To get research to farmers on the ground, IPs and donors should partner with civil society organizations or the private sector. The IP role changes from scaling up to more of a pilot project capacity.

The Bangladesh case study provides an example of a successful partnership that had some challenges. At the beginning of the project, one partner was institutionally interested in wheat and maize, while the other was agnostic about these crops. However, when it turned out that onions and garlic were the most interesting and lucrative crops, one partner got interested, but the other was frustrated. They had a lengthy and challenging debate about their differing priorities and were able to come to a new understanding about how to navigate this difference. Those two perspectives created some tension, but the partners learned how to speak the same language and work things out despite institutional and cultural differences.

Lessons Learned on M&E

- M&E should be adapted to each case and help support adaptive management through evidence-based decision-making and project adjustment.
- Initial estimates (e.g., market size, critical mass) are almost always wrong. IPs sometimes need to change the package. A critical factor is who adopts what parts of the package.
- Commercial scaling requires specific indicators that are related to the market and also tracking of indirect beneficiaries.
- M&E teams should look at where to target interventions to help women along the S-curve.
- It is important for M&E to focus on outcomes and not pathways, allowing IPs to do trial and error.
- If using an S-curve, M&E teams need to expect initial introduction and awareness building to be time intensive and immediate results to be low.

Historically, indicators have been unable to support flexible adaptive management and help diffusion along the S-curve. First, IPs need to have an understanding of the market and who are likely to be early adopters. Also, they need to try to get a handle on critical mass. Adoption is not necessarily binary; it can involve a package of multiple things, some of which are adopted while others are not. IPs and donors need detailed follow-up research on who is adopting, where, and why. Also, IPs will get variable results even if farmers adopt the same package. Knowing this is important for planning, adoption, and sustainability.

Lessons Learned on Integrating into Donor Practice

- It is important for donors to focus on outcomes and not pathways.
- Donors need to allow for trial and error in multiple dimensions and build in scaling up from the beginning. Especially when handing off to the private sector, donors need to make sure that private sector partners are involved from the beginning.
- Donors need to change the orientation of what they consider results. However, moving away from the traditional way of measuring projects and wanting fast results implies more risk, and both parties need to recognize that they have to be flexible in measuring.
- More flexibility is needed for contracting mechanisms. Traditional accountability mechanisms do not work.

Breakout Groups

In the afternoon, participants self-selected into one of three breakout groups:

1. Incorporating Scaling into Project Design and Implementation
2. M&E for Scaling through Commercial Pathways
3. Leveraging Partnerships and Building Pathways for Scaling

Following the group discussions, participants reconvened in a plenary session in which a representative from each group shared the key points discussed in the breakout groups. The rest of this section summarizes the three sessions along with key inputs from the broader group.

Incorporating Scaling into Project Design and Implementation

This breakout group discussed how scaling can be incorporated into project design and implementation. Through the discussion, participants recognized the importance of including scaling principles in the design phase, which requires understanding the innovation, systems, and context, as well as continuing engagement through the implementation of the project.

The design phase defines a project and guides the implementation that will be carried out by the IP. Although project design and proposals are the only opportunity to design the project, there is usually no back-and-forth or collaboration between the donor and the IP during this stage. SOWs are often rigid and do not foster the incorporation of scaling because they are typically too prescriptive to consider that far ahead. The separation between the project design and procurement stages does not permit a type of engagement that encourages partnerships. It could be helpful to learn from others' experiences (e.g., International Fund for Agricultural Development) in mainstreaming scaling into project design. This could mean including scaling as a screening criterion to be included where relevant in proposals and project design.

During the design stage, participants noted that projects should consider the outcomes, geography (e.g., zones of influence), context, and sectors, and they should not mandate local partners. The process should recognize that scaling can be of a multi-component package, which requires training/capacity development and is more complex than scaling a product (e.g., PICS bags). In addition, gender and culturally sensitive considerations should be incorporated because in many countries staple farming is dominated by men and other crops like fruit and pulses are dominated by women. In addition, scalability and assessment tools can be used to determine if an innovation is ready to be scaled up.

The group discussed the need to take a systems-level perspective and engage all stakeholders working across the system, including researchers, funders, government, investors, and implementers. Such an approach is important in initial design processes, to ensure that system gaps are being addressed. One way to help fill these gaps is through consultation with all stakeholders to determine the best way for the design to be structured. Another suggestion was to have a major inception phase (e.g., the first 6 to 12 months of the project) for the IP to be involved in designing the project through the first phases of implementation, which the United Kingdom's Department for International Development has done.

In addition to the discussion on the project design process for incorporating scaling, the group discussed the use of different contracting mechanisms. While there were differing opinions, participants ultimately agreed that more important than the specific type of mechanism is having flexibility in the mechanism. This flexibility should allow for appropriate activities to be adapted and tweaked to be able to focus on and achieve outcomes. Such adjustments are made through regular reviews and course correction. Budget cost categories should also not be over-specified, so there is room to reallocate through annual reviews.

Participants also discussed timing, and recognized that it may take 15 years for the full R&D-to-scale process to occur. Thus, donors and IPs need to make sure there is room for long-term solutions to be pursued and that contracts are not too short-term, but rather use gateways to incentivize moving from one phase to the next if the project is progressing well. Research should be viewed differently from

scaling. Applied research that can lead to potential, commercial innovations should plan for scale. This accommodation can be done not only through contracts and grants but also through common governance frameworks, potentially linked to multi-stakeholder initiatives and/or public-private partnerships. USAID could focus on one or two scaling strategies that are consistent with what the government overall wants to achieve.

Implementation goes beyond just implementing and managing. Someone must behave entrepreneurially. USAID has a role in creating and sustaining an environment that allows entrepreneurship through adaptive management, which should be supported by continuous monitoring, regular evaluative reviews, course corrections, and training of USAID staff and IPs who can support this approach.

The group discussion also highlighted that re-competing every few years and slicing up contracts through a five-year framework could be a huge problem for scaling, depending on the contract structure and the innovation. USAID should look into alternative ways to support adaptive management. Participants shared that the Agency's Global Development Lab is looking at contracting through milestones and 10-year periods of performance. The milestones would be set out over three-year periods. There are different contract models, and USAID will need to determine what will work best by trying different approaches.

M&E for Scaling through Commercial Pathways

The second breakout group focused on M&E issues for scaling, and considered the following themes: (1) scaling in terms of monitoring, (2) the standard of attribution, and (3) systematic change. The group first talked generally about M&E issues in the context of FTF programming. While M&E under FTF is used to inform decisions about the viability of a project (e.g., accountability and reporting), participants noted that not all M&E efforts are supportive of decision-making. There are currently about 64 indicators under FTF, and analyzing these is an incredible undertaking for all FTF projects around the world. There are some benefits and usefulness from the indicators, but collecting and analyzing data for some of them (e.g., nutrition) places a heavy burden on IPs with little added benefit. Participants suggested that the indicators need to be thought through to make sure they are collecting the right monitoring data in the demographic profile for evidence-based decision-making. This could include value-chain analysis, adopters' analysis, market systems, or adoption potential, which are currently not included in FTF.

The breakout group also highlighted that M&E, in relation to scaling, needs to be part of an ongoing discussion, and data-based learning needs to be highlighted. Ideally there should be an adaptive management approach, which can help ensure that evidence-based changes occur. For example, it is important that mid-term evaluations are conducted at the actual project midpoint, although in reality these evaluations are often conducted at a later stage, which hinders the transmission of information back up the management chain at USAID. It is also critical to determine how to use the information being gathered in a timely process. M&E efforts to support effective scaling should not just be counting numbers for the donor, because those measures do not meaningfully inform the scaling process.

At the onset of a project that supports scaling, there should be a clear understanding of the pathway to be supported by monitoring indicators for analysis of the market system and actions of the adopters. M&E efforts should start by figuring out who the adopters currently are: who will adopt in the future, how many could adopt, and do they have the resources/funding to adopt. Most businesses look at sales and marketing – why people are buying, who bought, and how they accessed or purchased the innovation. They also need to consider transaction costs and risk, such as why only part of the innovation package was adopted, what parts are being adopted, where, and why. This can help fine tune the approaches and is important for adoption and sustainability, since donors and IPs want them to keep

using the technology. Real-world challenges, such as the project not being implemented correctly, or farmers planting at the wrong time or without fertilizer, should be considered during research to help support an innovation that is more adoptable in the actual context rather than just in under ideal laboratory conditions. Donors and IPs need to know the innovation pathway specifically, understand the beginning of the pathway, and figure out what is going on in the market system and with adopters. M&E is important in the research phase for planning, but there is a tendency not to look at robustness.

The conversation then moved toward the collection of data and the use of technology. Under FTF, data are already being collected at the household level, but there is a need to adjust this focus and consider using technology to collect data. Participants remarked that a lot of new technologies for data collection are available, and IPs and donors need to think about how to use and incorporate them into their project M&E efforts. It is possible that technology can be used to track and collect data for indicators by using tablets, different software systems, open data kits, or open source software. Group members also stressed the importance of bringing in marketing solutions to do M&E using GeoPoll technology.

Other examples cited of technology for M&E under FTF included:

- Building SIM card data on beneficiaries and clients based on SIM card registrations. Government regulations in Kenya, for example, insist on a demographic profile (i.e., SIM card registration).
- Satellite-enhanced recognition data that will show crop types or subcultures. These data can be used in almost all scenarios, including germ contact, yield increases, and types and welfare of livestock.
- Use of a scratch code in seed packets and a call-in code to get money in Mozambique. While in that case there was not full cellphone coverage and some people were stealing the scratch-offs, this method still provided better data then are currently available through randomized samples.
- Use of continuous and annual monitoring tools on smart technology, such as tablets. M&E teams can use open-source software, such as Open Data Kit or Jasper Reports, or new technology to get high-frequency panel data (e.g., starting to experiment with voice recognition). Participants also discussed remote sensing – is there a way to pick up that a given farmer is growing a certain variety? M&E units may also want to consider looking at enhanced facial recognition software to identify things like disease on cassava.
- Rapid assessment technologies (e.g., GeoPoll) to understand beneficiaries, demographics, and preferences and to maximize opportunities to be used by IPs.

While the critical mass for scaling is generally thought to be around 16 percent (1 out of 6), the review team was uncertain if this rule applies to developing markets. This ambiguity makes it important to track indirect adopters, since critical mass is hard to estimate unless the implementers or monitors know the social dynamics. Estimates for market size, for example, are often wrong, and often the project ends up finding out something different and needs to be able to adjust (as seen in the Bangladesh case with the partners switching focus from grains to onions). In addition, it is important to track and think about the outcomes and what happens when there are no more adopters.

Other indicators that participants noted as important in this space included:

- Number of users, area (hectares), income, gross margin, repeat customers, customer demographics, and time lag to sustainability.
- Private sector investment.
- Number of other businesses entering the same market and systematic enterprise surveys.
- Understanding constraints and issues to financing.
- Measuring throughput at every stage of the value chain.
- The impact pathway: how interventions impact a specific value chain.

Leveraging Partnerships and Building Pathways for Scaling

This breakout group focused on the importance of creating partnerships and the key elements for these partnerships in building pathways. Part of the discussion stressed how relevant it is to align the interests among partners and have clarified goals between developing partnerships. The development of the relationship often takes time as partners figure out their mutual interests and learn to talk the same language about project goals and scaling the innovation. In addition, it is important to remember that private-sector partners are typically highly sensitive to costs and are profit-driven.

The process of partner selection is often left up to an individual institution. These institutions frequently do not have experience in how to go out and form those partnerships, and may not know the potential private-sector players. Participants noted that USAID and other donors need to be more creative in how it matches up with institutions and partners. One role that the Agency could play is helping define roles for different partners in accomplishing different tasks. However, there can also be limitations in leverage that USAID may have in forming partnerships with private-sector partners (depending on where they are in the grant process).

Overall, the group discussed the following key themes on partnership formation:

- Be more sophisticated in matching and convening partners. This should happen in the development phase; paying attention to country and context is key. In addition, USAID has a role connecting different IPs and private-sector partners to help send clearer signals of support to achieve results.
- Anticipate the demand-driven aspects of partnership. Talk to companies ahead of time. Launch a conversation, not an activity (or solicitation). Take a more conversational approach around partnerships, versus a procurement dialogue.
- Simplify the procurement process. Have USAID play a convener role and help fill in the gaps. Businesses are about relationships and trust. Look to USAID to play a convener role and anticipate the scope of the work during matchmaking. USAID can fill gaps between expectations and what is possible. USAID is currently involved with 350 active partnerships. Often, what is appropriate for the scaling focus is not appropriate along the value chain. Be careful of preconceived notions and engage in an iterative process.
- Build trusting relationships. It is important to look at parts of the value chain and have appropriate partners along each point. In scaling, linking value chains is important.
- Implement a demand-led focus. It is important to remember the necessity of profit for the private sector. For example, work with partner platforms (e.g., bringing partners together) and address issues based on comparative advantages of partners.
- Know the local partners. Capacity and capability need to factor into partner selection. Sometimes there are arguments over pennies on the margins that private-sector partners and funders have to work through. Align profit as partnerships develop to reach their targets.
- Patience is necessary. There is a "slow-burn" that has to be worked out over time that makes staying flexible throughout the project, as well as the whole scaling process, important.
- Competition is real and necessary. Participation by multiple private entities is needed in the scaling process. Donors should be aware of this and be ready for and accommodate the competition.
- Communication is key. There can be disconnects between Missions and USAID/Washington. There needs to be more effective communication, with partnerships being mainly Mission driven.

Expectations of the private sector need to be more realistic and assess whether businesses have the capacity, capability, and incentive to help deliver an innovation in a partnership. Donors need to be realistic about goals of the partnership and what is expected of the private sector; they do not want to run private-sector actors out of business. For example, in the PICS bags case in Kenya, unpaid bills by government or other supply chain partners hurt the private-sector supplier, which was hard on the partner. The private sector wants to profit, making it essential for interests to align, which should be a focus when choosing a partner as well as addressing any concerns about the capability of the private sector.

Another consideration should be to choose partners according to the supply chain – there might be times when multiple partnerships are necessary. Although the discussion focused a great deal on private-sector partners, research institutions can also play a fundamental role in scaling. The partnership process varies depending on the country, innovation, and external context. A research institution may not have the knowledge of the private sector in one country but a different research institution in another country may have a better understanding.

The experience in the Bangladesh case study was of a successful partnership that was not overly prescriptive. The IPs were able to learn to listen to their potential partners' ideas and not overly manage the partnership. They were able to have a lot of conversations and spoke with potential partners, sales representatives, dealers, etc., to develop partnerships. Top-level and field staff should be part of building relationships, which is also important for the long-term strategy. Information is a two-way street in building partnerships. Partners should understand the grant budget and grantor's own constraints. It is important to be open with private-sector companies about what the grantor can provide them.

Recap and Closing Remarks

The workshop was concluded with ending remarks from Sahara-Moon Chapotin, USAID/BFS DAA. She brought the group back to the question with which BFS is grappling, about how best to scale-up innovations as it looks ahead to the next phase of FTF. She highlighted that these discussions are an important contribution to the work and decisions that will be undertaken, including how work is conducted, where projects are implemented, and are designed.

CONCLUSION

The Scaling Agricultural Innovations Workshop gathered scaling experts from a range of organizations and agriculture sectors to share their experiences and ideas on the findings and lessons learned from five case studies. Overall, the views and analysis shared by participants were largely in agreement on the important elements for scaling, including adaptive and flexible management, strong monitoring data to inform decision-making, the need to understand the context of the country, policy, and enabling environment for the innovation, the challenges of incorporating scaling into project design and implementation, and the critical role of strong partnerships.

The workshop helped to validate findings from the case studies as well as provide additional examples and experiences from the different stakeholders on scaling. Many of the suggestions and topics discussed can help USAID/BFS in the future as it works to define its next steps in supporting the scaling of FTF innovations and plan future projects. Key concluding points from the workshop discussion included:

- There is a lack of overall documented learning on scaling, especially of agriculture innovations and their commercial pathways.

- Scaling is not linear, as often depicted, but instead requires interventions and attention at multiple points within a technology's scaling "spaces." The scaling process will be determined by local context, and it does not easily lend itself to prescriptive programming.
- M&E is a key area that can be used to support data-driven decision-making during the implementation of a project (e.g., follow the demand, monitor the supply chain), as well as during the planning and transition phases between R&D and scaling.
- There are a number of key considerations that are important to understand when planning for scale in a project design, including understanding the country context and full supply chain components.
- Donors need to move away from investing just in research, and be aware of when to introduce an innovation to be scaled up, keeping a persistent focus on results. The conversation needs to be a two-way street during research, innovation, and then scaling up.

ANNEX 1: WORKSHOP AGENDA

USAID's Bureau for Food Security (BFS) Presents a Scaling Agricultural Innovations Workshop

July 13, 2016, 9:00 am – 4:30 pm
National Press Club, Washington, DC

Agenda

Time	Session Title
8:30 – 9:00 am	**Registration**
9:00 – 9:30 am	**Welcome** *(Justin Finnegan, DAA, USAID/BFS)* **Background and Purpose of the Workshop** *(Mark Huisenga, Senior Program Manager, USAID/BFS)*
9:30 – 10:45 am	**Cross-cutting Conclusions & Lessons Learned** The case study review team will present key conclusions and lessons learned from the five case studies. This will include a Q&A session to clarify any of the lessons learned or what happened in individual case studies; there will be a discussion of these topics after the coffee break. These lessons learned will focus on three topics: • The key characteristics of the different innovations that facilitate (or impede) scaling up; • The aspects of the local context and 'spaces' that facilitate (or impede) scaling up, and; • The strategies and activities used to achieve successful, sustainable scaling up, both adoption and strengthening market systems and value chains. *(Richard Kohl and Colm Foy, Scaling Cases Review Team, MSI)* In addition Pepijn Schreinemachers will speak briefly about AVRDC's experience of scaling African eggplant and tomatoes in Tanzania.
10:45 – 11:00 am	Break
11:00 – 12:30 pm	**Plenary Discussion on Cross-Cutting Lessons Learned** Facilitated discussion around the key conclusions and lessons learned from the morning's presentation. The objective of this discussion will be to validate (or challenge) and expand on the learning from the case studies based on participants own experience. The discussion will be framed around the key characteristics of the innovation, the context and the overall scaling strategy. *(Larry Cooley, President Emeritus of MSI)*
12:30 – 1:15 pm	Lunch *(provided)*

Time	Session Title
1:15 – 1:45 pm	**Lessons Learned on Partnerships & Pathways, M&E, and Bringing Scaling into Project Design & Implementation** Presentation on key conclusions and lessons learned for Feed the Future and donors across the case studies on partnerships, M&E and incorporating scale into project design. *(Richard Kohl and Colm Foy)*
1:45 – 3:00 pm	**Breakout Groups** Participants will attend one of the following breakout group sessions: 1. Incorporating Scaling into Project Design and Implementation *(Larry Cooley)* 2. Monitoring and Evaluation for Scaling through Commercial Pathways *(Richard Kohl)* 3. Leveraging Partnerships and Building Pathways for Scaling *(Colm Foy and Charity Hanif)*
3:00 – 3:15 pm	Break
3:15 – 4:15 pm	**Plenary Discussion of Breakout Group Topics** Participants from each breakout group will share a summary of their session which will be followed by a facilitated discussion. *(Larry Cooley)*
4:15 – 4:30 pm	**Recap and Closing Remarks** *(Sahara-Moon Chapotin, DAA, USAID/BFS)*

ANNEX 2: PRESENTATION SLIDES ON CROSS-CUTTING CONCLUSIONS AND LESSONS LEARNED

In the morning of the workshop, the MSI review team presented key conclusions and lessons learned from the five case studies. This was followed by a question and answer session to clarify the lessons learned and findings from individual case studies. The lessons learned focused on three topics:

1. The key characteristics of the different innovations that facilitate (or impede) scaling up;
2. The aspects of the local context and 'spaces' that facilitate (or impede) scaling up, and;
3. The strategies and activities used to achieve successful, sustainable scaling up, both adoption and strengthening market systems and value chains.

FOCUS

- Overall: Using commercial pathways for scaling up of agricultural innovations
- Innovations: Characteristics that facilitate scaling up
- Country context: value chains, market systems, policy environment
- Strategies: How to facilitate sustainable scaling through commercial pathways

ROLE OF THE ADVISORY COMMITTEE

1. Virtual meetings to provide expert review, constructive input, and recommendations on:
   - Case study selection criteria and proposed shortlist of cases
   - Suggestions for additional/alternative case studies
   - Overall research design and case study methodology
   - Results of pilot case study
   - Ongoing input on specific issues arising from case studies as they are completed
2. In-person meeting to review completed case studies and draft Synthesis Report
3. Virtual 1:1 consultations with the study team on specific issues relating to members' area of expertise

COUNTRY CASE STUDIES

1. Hybrid Maize in Southern Province of Zambia
2. (Irrigated) Sahel Rice in Senegal River Valley
3. Agricultural Machinery in SW Bangladesh
4. PICS Bags in Kenya
5. Kuroiler Chickens in Uganda

CHARACTERISTICS OF THE INNOVATION

1. Multiple financial advantages
2. Tangible benefits
3. Previous familiarity with similar technology, degree of change
4. Possible multiple uses, crops, and zones

CHARACTERISTICS OF THE COUNTRY CONTEXT
VALUE CHAIN and MARKET SYSTEMS

1. Reinforcing supply chain and downstream capacity/linkages
2. Risk/return works for all actors in the value chain
3. Availability of labor, credit, and other services
4. Commercial orientation of farmers and crops
5. Big players and farmers associations

CHARACTERISTICS OF THE COUNTRY CONTEXT
POLICY ENABLING ENVIRONMENT

1. Balancing government intervention and subsidies
2. Quality public services
3. Overall government strategy supporting expanded output or national self-sufficiency

CHARACTERISTICS OF THE SCALING STRATEGY

Adopting Appropriate Management Practices Can Facilitate Successful Commercial Scaling Up

CHARACTERISTICS OF THE SCALING STRATEGY

1. Objectives and Targeting for Scaling
2. Use Flexible and Adaptive Management
3. Build Effective (Private Sector) Partnerships
4. Scaling Skills Needed for Implementing Partners
5. Acknowledge and integrate public sector

CHARACTERISTICS OF THE SCALING STRATEGY
ADOPTION OF THE INNOVATION

1. Study and verify potential market size, feasibility, and usability
2. Focus on early adopters with community influence
3. Use innovative, high-impact marketing and awareness building approaches

CHARACTERISTICS OF THE SCALING STRATEGY
STRENGTHENING VALUE CHAIN

1. Improve product quality, sorting, and standards
2. Strengthen markets
3. Facilitate access to financing along the value chain
4. Ensure timeliness of input availability, machinery services

LESSONS LEARNED FOR SCALING PROJECTS OVERALL

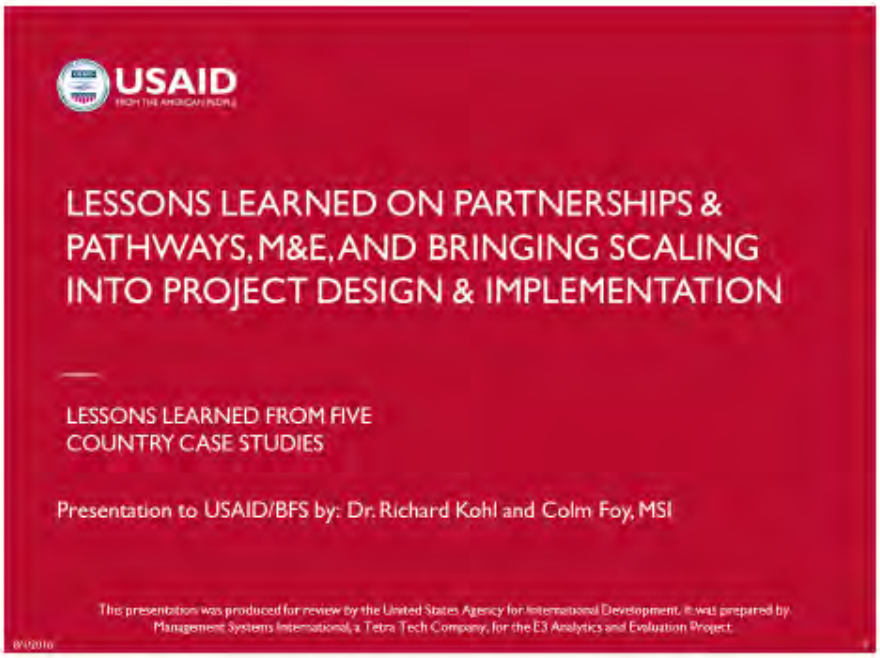
- Assessment of farmers' needs and capacity is essential (demand-driven)
- Ensuring profit levels along the value chain includes mitigating risk
- Co-create supply and demand to solve simultaneity problem
- Role of pubic authorities needs to be determined in advance
- Partnerships need co-ordination

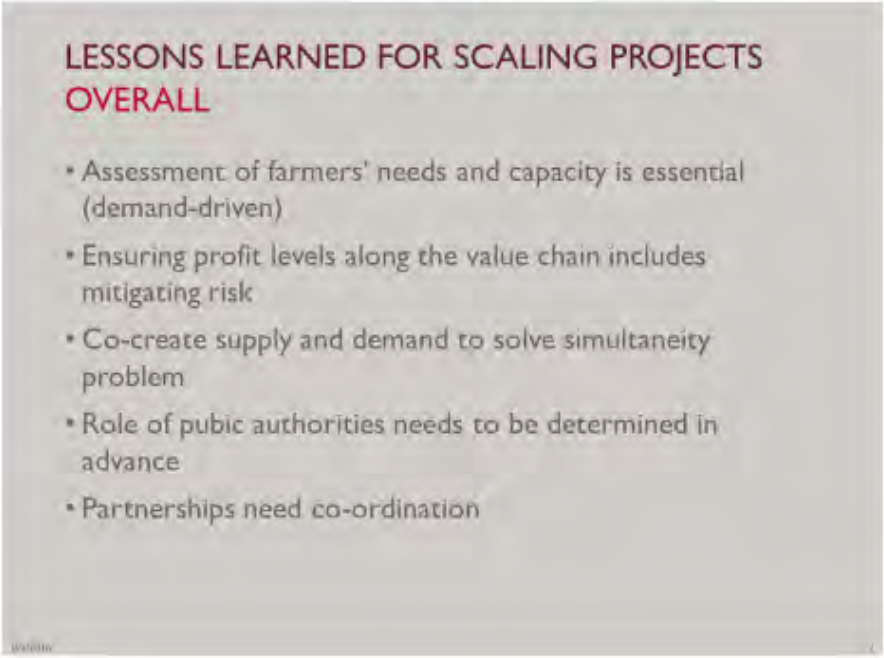
SURPRISING FINDINGS

- Risks were probably more important than returns to adopters
- Adopter time horizons relatively short
- Familiarity with similar technologies and size of changes in agricultural practices strongly affected adoption
- Even in commercial pathways, public sector (subsidies) can and often do play a key role

ANNEX 3: PRESENTATION SLIDES ON LESSONS LEARNED ON PARTNERSHIPS AND PATHWAYS, M&E, AND BRINGING SCALING INTO PROJECT DESIGN AND IMPLEMENTATION

The presentation during the afternoon of the workshop focused on key conclusions and lessons learned for FTF and donors across the case studies on partnerships, M&E and incorporating scaling into project design and implementation.





LESSONS LEARNED FOR SCALING PROJECTS
PARTNERSHIPS

1. Go from large selected partners to multiple – build a market
2. Balance subsidies and partner contribution with profits, risk, and long-term incentives
3. Connect with CBOs and NGOs

CSISA-MI signs MOU with Janata Engineering

LESSONS LEARNED FOR SCALING PROJECTS
MONITORING AND EVALUATION

1. M&E for scaling is continuous process
2. M&E for reporting, accountability AND adaptive management
3. M&E should be adapted to each case
4. M&E for scaling start with estimates of total potential market, critical mass of early adopters, and update them regularly
5. Commercial scaling requires specific indicators related to different phases: indirect beneficiaries, realistic market size, market system constraints, profit/risk incentives for all actors

LESSONS LEARNED FOR SCALING PROJECTS INTEGRATING INTO DONOR PRACTICES

1. Project Design
2. Contracting, Procurement, and Deliverables
3. Implementation

SURPRISING FINDINGS

- Tradeoffs in choosing number and type of private partners between creating incentives for their participation and ensuring low prices, reliable supply and distribution
- Attractive opportunities and judicious subsidies can incentivize cash investments from private sector partners
- Need for flexibility and adaptation of target markets, strategy and tactics on a regular basis AND close collaboration between implementing partners and in-country donor staff
- Donors with pressures for numbers need to use a portfolio approach to achieve both large, early results AND long-term commercial sustainability

ANNEX 4: WORKSHOP PARTICIPANT LIST

1. Mark Huisenga, USAID/BFS Senior Program Manager
2. Laura Schreeg, USAID/BFS Program Manager
3. Judith Payne, USAID/BFS, ICT Advisor for Agriculture
4. Sahara Moon Chapman, USAID/BFS, Deputy Assistant Administrator
5. Pam Fessenden, USAID/BFS, Director of Office of Market and Partnership Innovations
6. Justin Finnegan, USAID/BFS, Deputy Assistant Administrator
7. John Peters, USAID/BFS, Extension and Technical Services Advisor
8. Avery Ouellette, USAID, senior partnerships adviser in the Center for Transformational Partnerships at USAID's Global Development Lab
9. Sabeen Dhanani, USAID Senior Policy Advisor, Digital Finance
10. Regina Eddy, USAID/BFS, Country Support lead for Sub-Saharan Africa
11. David Atwood, USAID/BFS, Food Policy Advisor
12. Faith Bartz, USAID/BFS, Science & Technology Policy Fellow
13. Kirsten Girvetz Independent Consultant
14. Jess Lowenberg-Deboer, Associate Dean and Director of International Programs in Agriculture
15. Kerri Platais, Program Head, Scientific and Technical Partnerships in Africa
16. Katharine Downie, ILRI/IFPRI Consultant
17. Julie Howard, Sr. Adviser to the Assoc. Provost and Dean International Studies and Programs, MSU
18. Todd Rosenstock, Climate Change & Environmental Scientist, World AgroForestry Center
19. Kevin Robins, Acting Technical Director, iDE
20. Jean-Michel Voisard, Chief of Party, Projet Croissance Economique
21. El Hadj Abdou Gueye, DCOP, Projet Croissance Economique
22. Richard Jones, Chief of Party, Scaling Seeds & Technologies Partnership, Alliance for a Green Revolution in Africa (AGRA)
23. Pepijn Schreinemachers Lead Specialist – Impact Evaluation, AVRDC
24. Melissa Schweisguth, COP PROFIT+ Zambia
25. Michael Dockrey, Chief of Party, Agriculture Technology Transfer Project, USAID FTF
26. Romano Kiome, AVCD Program Manager, ILRI
27. Simon Winter, Senior Fellow, Tecnoserv
28. Marco Feroni, Executive Director, Syngenta Foundation for Sustainable Agriculture
29. Bob Rabatsky, Fintrac
30. David Kaha, Principal Scientist, CIMMYT
31. Carl Pray, Rutgers
32. Maria Elena Mangiafico, IFAD
33. Dr. Jamie Jones, RTI Innovation Advisor
34. Cristina Chiarella, IFPRI
35. Joost Van Odijk Country Representative, Côte d'Ivoire, Nigeria & Senegal, Grow Africa
36. Jennifer Harte, ACDI/VOCA
37. Charity Hanif, MSI Agribusiness and International Development Consultant
38. Richard Kohl, MSI Team Leader, Scaling Review Team
39. Larry Cooley, MSI President Emeritus
40. Colm Foy, MSI Senior Researcher, Scaling Review Team
41. Jeremy Gans, MSI Senior Project Manager
42. Gwynne Zodrow, MSI Technical Manager