



CASE STUDY:
**AN INCUBATOR APPROACH TO
SCALING EFFECTIVE RESILIENCE
SOLUTIONS**

Global Resilience Partnership
March 2020

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**GLOBAL
RESILIENCE
PARTNERSHIP**

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Suggested Citation

Global Resilience Partnership (2020). Case Study: An Incubator Approach to Scaling Effective Resilience Solutions. GRP: Stockholm.

Acknowledgements

Many thanks to the GRP Incubator team and scaling grantees, and particularly those who took part in the interviews in support of this case study.

Disclaimer

This case study was made possible as a result of the generous support of the people of the United States of America through the United States Agency for International Development (USAID). The contents are the responsibility of the authors and do not necessarily reflect the views of USAID or the United States Government, or of any of the individuals and organizations referred to in the report.

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1. INTRODUCTION

Building an ecosystem for innovation

The Global Resilience Partnership (GRP) is a partnership of public and private organizations working together to build the resilience of vulnerable people and places.¹ It aims to source and develop novel solutions to resilience, increasing motivation and ambition for building resilience and contributing to the associated knowledge base.

As part of this ambition, GRP has supported three challenge rounds to surface innovative resilience solutions, and has established an Incubator, whose role is to contribute to GRP's vision for resilience by identifying effective resilience solutions and supporting them to scale, so as to increase resilience at community, organization and sector level. In so doing, it intends to help develop a sustainable ecosystem for resilience scaling and to contribute to a knowledge base that enables others to learn about the scaling of resilience. In essence, it aims to accelerate the impact of resilience innovations at a wide scale, in particular for poor and vulnerable populations in Asia and Africa.² Box 1 outlines how GRP conceptualizes innovation.

Box 1: Innovation under GRP (Source: Adapted from GRP, 2019a)

GRP defines innovation as a prerequisite to transformative action – something that adds practical, sustainable, resilient value at scale. Innovation is an adaptive and iterative process that should dare to take risks and be ready to fail fast and fail smart. Equally important is taking the first step – starting the innovation journey even if you are not on the perfect pathway. The GRP has identified the following fundamentals of innovation:

- **Scale and urgency are critical** – we must move away from pilots and seek transformational impact that helps communities, countries and regions find pathways to resilient systems that deal with complex trade-offs and interdependencies.
- **Ownership at the whole level** – government, communities and the private sector must own interventions. If you exclude one, you risk undermining the innovation.
- **Gender and equity considerations are fundamental** – multiple opportunities are lost and resources wasted when these issues are an afterthought.

The Incubator was conceptualized as the Incubator Hub at the establishment of GRP in 2014. As encapsulated in its theory of change (Annex 1), Incubator activities lie in three key areas: identifying and mentoring effective solutions; engaging and strengthening investment for resilience; and knowledge production and sharing.³

The Incubator has evolved through several stages of design since its initial conception. In 2017, the Incubator started its structured engagement with grantees, providing scaling support to grantees from two of GRP's challenge rounds – the United States Agency for International Development (USAID)-funded Global Resilience Challenge (Round 1) and the Z Zurich Foundation-funded Water Window. Incubator support to these challenge rounds included mentoring shortlisted candidates, assisting through kick-off and close-out workshops for the challenge rounds and providing on-demand support throughout the implementation period (GRP, 2019b). In parallel, the Incubator engaged a number of private sector investors, to gauge their interest in resilience investments. The Incubator also provided significant mentoring support and leadership development for a third challenge, the Innovation Challenge.

The Incubator team evolved into a larger and more active unit in 2018. Its current focus is on supporting the scaling of resilience activities among a set of five 'Round 1 scaling grantees'. While this case study maintains a particular focus on these five grantees and the support the Incubator provided to them, it also considers work done with the wider cohort of Water Window and Round 1 grantees, the Innovation challenge, as well as future plans for the Incubator.

Purpose and delivery of this case study

The purpose of this case study is to understand how GRP has supported its grantees to scale their resilience innovations, through documenting the Incubator's role, grantees' progress and achievements and learning emerging from this. This case study documents both early learning before the scaling activities accelerated into full implementation as well as achievements and learning taken from final reporting, alongside evidence about how the Incubator engaged with the wider base of grantees.

This case study is delivered by Itad, as a learning partner for GRP. Itad has been working closely with the GRP since 2016 to provide Monitoring, Evaluation and Learning (MEL) support and guidance for GRP and its grantees; and to deliver a series of knowledge products to support GRP's learning, as well as that of the sector in general. We have informed this case study through a combination of secondary and primary data collection and review, consulting GRP's internal documents produced by the Incubator team, GRP core documents and grantee proposals and reports (see Annex 2). We conducted a small set of eight interviews with the core members of the Incubator team and each of the five scaling grantees.

We first introduce the Incubator and scaling grantees (remainder of Section 1) and discuss the scaling of solutions for resilience, introducing a conceptual framework (Section 2). Moving into the detail of GRP's work, we then highlight the practical role of the Incubator, in the context of its plans and ambitions (Section 3). We set out the emerging findings from the case study, tracking the plans, achievements and learning of the grantees (Section 4); and pull out lessons on how it can best work to support the scaling of resilience solutions (Section 5). We finish with a short conclusion (Section 6).

Key stakeholders involved in GRP's scaling process

GRP support to grantees includes that of specialists in the scaling of innovation to help grantees assess their readiness for and most suitable approach to scaling. While this support is available to all grantees, a particularly focused level of support is given to five scaling grantees.

The Incubator

The Incubator was established to identify and scale effective resilience solutions, providing a platform for skills and capability-building of implementing entities to support them to build resilience at scale.⁴

It has the overarching goal of *'increasing resilience among communities, businesses and in the sector itself; surfacing bold, innovative solutions and creating partnerships*

and connections that support scaling these up and replicating them elsewhere,⁵ supported by the aims and objectives outlined in Table 1.

Table 1: Incubator aims and objectives

Aims⁶	To see new innovations come to light, and to help build and sustain an ecosystem that gives more fertile soil for resilience initiative to thrive
Objectives⁷	To support scaling of resilience initiatives through: <ol style="list-style-type: none"> 1. Replicating success in other countries and regions 2. Creating investment-ready projects 3. Expanding resilience innovations in scope and depth

The Incubator team, made up of the Lead of Innovation and Scaling for GRP along with two consultants, functions in the context of understanding the complexity and diversity of approaches to scaling. It acts as a central point of information and dialogue for scaling grantees, as a platform for sharing ideas and contacts relevant to identifying, testing and implementing resilience scaling initiatives.⁸ It seeks to enable resources from GRP for leveraging to reach vulnerable people on a significant scale.⁹

The scaling grantees

The current round of scaling grantees supported by the Incubator comprises five organizations that have trialed and tested their resilience approaches through GRP's Global Resilience Challenge (Round 1).¹ The five grantees selected for scaling support are:

- **Groundswell:** Works to strengthen rural communities through transforming food systems.
- **International Food Policy Research Institute (IFPRI):** Provides policy solutions for poverty reduction and food security.
- **Mahila Housing Trust (Mahila):** Seeks to empower women for habitat improvement.
- **MetaMeta:** Focuses on research and consultancy for water governance.
- **Producers Direct:** Pioneers a model for smallholder leadership and sustainable businesses.

Annex 3 summarizes the grantee organizations and their GRP scaling projects. These grantees have been through a process of assessment with the Incubator team to clarify the suitability of their concept for scaling; and have since been collaborating with the Incubator to co-generate their scaling plans.

Many of them had already started scaling their solutions some way ahead of these scaling grants. For example, Groundswell, Mahila and MetaMeta implemented their solutions in several different locations during their challenge round project. MetaMeta was a grantee in both challenge rounds and made much progress in scaling ahead of the scaling grants. For example, MetaMeta engaged Ethiopian governmental entities at different levels, identified a range of additional investment opportunities to scale their project and are working with the World Bank to develop a set of guidelines for their approach (GRP, 2019a).

The scaling grantees were awarded a six-month contract with GRP, receiving funding from USAID of up to US\$250,000 to scale their resilience solutions. Throughout this

¹ Round 1 was funded by USAID. Each grantee received up to US\$1.45 million to implement its resilience solutions.

process, they have access to Incubator support as well as MEL, communications and policy support.

2. SCALING SOLUTIONS FOR RESILIENCE

The case for scaling

‘Small programs seem to be breeding, producing myriads of baby bunnies, multiplying without an effective way to grow up and deliver broad based value’ (McClure and Gray, 2014: 4).

A multitude of promising initiatives for shaping and building the resilience of poor and vulnerable people around the world have been piloted, in different countries, contexts and communities. While they provide great potential, they often do not reach and benefit a wider population of people, being limited by, for example, short project timeframes, finite resources and limited broader learning and dissemination on what works, for whom and why. Research into the scaling of humanitarian innovations found that the same small set of examples of scaling success kept coming up, and that *‘the two prime examples of innovations at scale were actually pilot programs from over a decade ago’* (McClure and Gray, 2014: 4).

The Incubator holds that scaling has promising implications for GRP’s vision of resilience, with the potential to build both the resilience of implementing organizations and the resilience of people subject to severe and erratic instability.¹⁰ It can build the resilience of organizations by strengthening business models and institutional resilience, meaning the organizations themselves are more able to withstand shocks. This in turn can promote community resilience. Scaling can also build the resilience of populations by stimulating further action and support for the aims and objectives of an organization’s resilience activities – be this livelihood improvement, food security, market strengthening, infrastructure improvement or institutional capacity-building, which can all contribute to individual and community resilience.

The Incubator’s definitions of scaling

Scaling is a broad term with many conceptualizations and understandings among its users. The Incubator defines four ways of scaling:¹¹

Figure 1: Definitions of scaling



The Incubator recognizes that scaling looks different among different implementers, projects and contexts – there is no one-size-fits-all approach to scaling; rather, it is a creative, intuitive and sometimes messy process that moves along diverse pathways.

Ensuring resilience in scaling

The Incubator recognizes that, to scale innovations for *resilience* in particular, there is a need for a clear definition of resilience that is relevant to the initiative itself, the context within which it is needed and a broader understanding of resilience.¹² In its work to identify effective solutions, the Incubator has addressed the resilience challenge by assessing grantee resilience innovations against the seven principles for resilience outlined in Box 2,² based on the outcomes of each initiative observed during the challenge rounds.¹³

Box 2: Seven principles for resilience used by the Incubator

- i. Maintain diversity and redundancy
- ii. Manage connectivity
- iii. Manage slow variables and feedback
- iv. Foster complex adaptive systems thinking
- v. Encourage learning
- vi. Broaden participation
- vii. Promote polycentric governance systems

A framework for scaling resilience solutions

We have developed a simple framework for the purpose of this case study, to use as a guiding tool to map both grantee plans and progress, and Incubator support. This is depicted in Figure 2 below. The framework draws on expert assessments of the scaling of innovations,¹⁴ to identify three key stages common across many, through which innovators need to proceed to scale their initiative:

Stage 1: Increasing knowledge of the innovation and raising awareness.

Stage 2: Building the will and ability to implement.

Stage 3: Creating long-term (behavior) change through sustainable implementation.

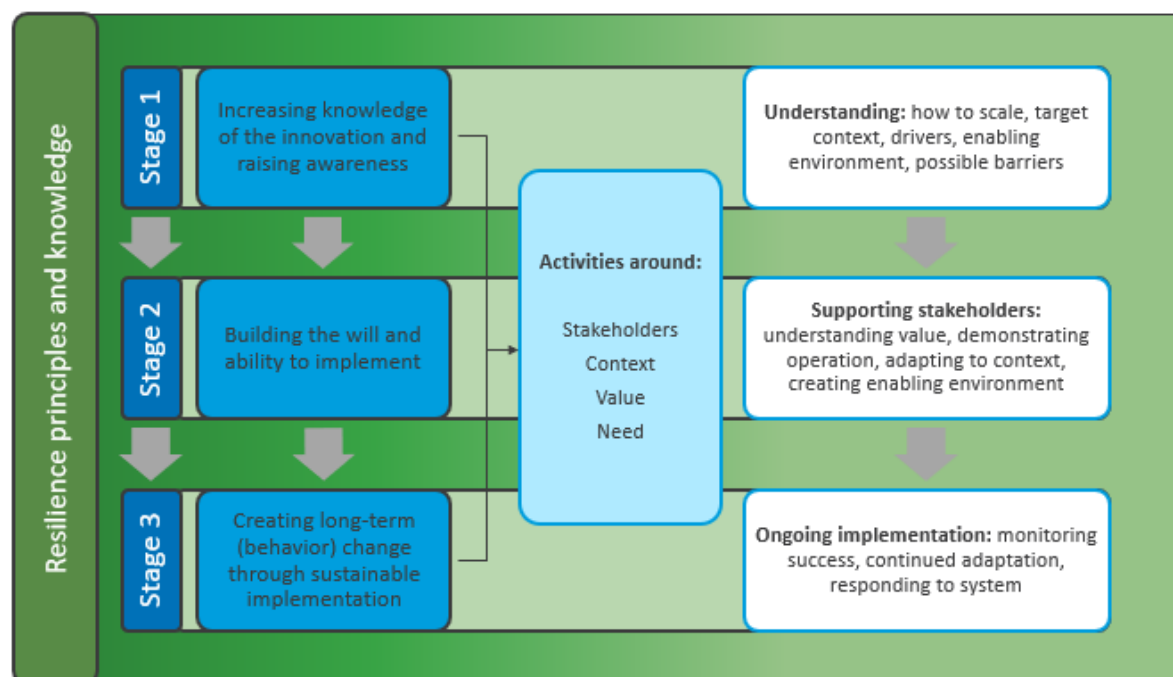
We have integrated the knowledge and principles of resilience-building across these commonly recognized stages of scaling. We propose these be considered throughout the process of resilience scaling.

The framework outlines these three stages, and considers the activities to be undertaken at each. Activities are focused on engaging stakeholders, understanding context and demonstrating how the innovation adds value and can meet need in different contexts.

For those seeking to scale resilience solutions, it is important to consider each of these stages and activities in the context of building the resilience of vulnerable people. So, at Stage 1, how can the innovation build resilience in a different context? At Stage 2, do stakeholders have the motivation and capacity to implement an innovation with the aim of building resilience? At Stage 3, how can ongoing implementation continue to support the enhanced resilience of vulnerable people?

² GRP has since developed a new set of resilience principles (see www.globalresiliencepartnership.org), which the Incubator may use going forward. These were not available at the time of the Incubator assessments.

Figure 2: Framework for scaling resilience solutions



3. THE INCUBATOR SCALING PROCESS

Incubator plans

The Incubator's approach in working with the scaling grantees was ambitious. From the outset, it planned to identify, connect, fund, test, inform and support the scaling of innovations for resilience.¹⁵ Ambition is balanced by an explicit recognition of failure, recognizing that not all initiatives will be successful in bringing innovations to scale.¹⁶ The Incubator has an appetite to learn from both success and failure. Initiatives that fail are not seen as wasted investment, but rather an opportunity to learn and re-design.

To ensure an effective incubation process, the Incubator planned to:¹⁷

1. Build a strong, functional and multi-faceted ecosystem around resilience initiatives by offering a clear structure to incubees.
2. Mobilize more resources and include more private sector actors,
3. Deepen the understanding of what good resilience is, and how to think about scaling.
4. Build capacity, leadership and partnerships among incubees.
5. Identify and mentor a potential and existing pipeline of incubees.

The Incubator worked with institutions both internal to GRP – specifically, the GRP challenge round grantees – and external to GRP, including projects proposed by the GRP funders during the course of the GRP program and deemed to be of high potential.¹⁸ Simultaneously, the Incubator envisioned impact beyond projects, to sector level, through an incremental process of onboarding smaller groups of incubees.¹⁹

Incubator support to all grantees

Initially prioritizing GRP's challenge rounds, the Incubator aimed to support all grantees, to varying degrees, depending on their needs.

The synthesized evidence from both Round 1 and Water Window grantees sets out that grantees recognize robust partnerships, stakeholder engagement, proof of concept, visibility, financing, technical capacity and contextual suitability as key enablers to scaling. They also see sharing of results, knowledge and experience as an efficient avenue for scaling, through raising awareness, leveraging funds and influencing policy. The role of GRP in supporting them is viewed as being through additional funding, facilitating organizational connections, engaging the private sector, communicating results and creating a space to test innovations.

There are some clear ways in which the grantees have experienced the support of the Incubator in supporting their scaling:

'The Incubator gave us great insight and guidance on how to communicate to partners, investors, and donors about the next steps to grow and sustain our innovation. Advisers provided through the Incubator helped us hone and refine fundraising proposals and pitch decks to investors. The process of getting feedback on our pitches from peers and advisers was very helpful in creating a very cogent and compelling statement of our impacts and goals.'

Grantees recognized some very specific support mechanisms as adding value. The range of these mechanisms is extensive. They include: support to proposal writing; links to organizations and investors; advice and practice for pitching; leadership training and support; and organizational restructuring. Grantees reported that the work of the Incubator had helped them improve communication mechanisms and taught them how to assess and work with risks and how to build a team that would help deliver scaling rather than project implementation.

There is also the role of the Incubator as mentor and support, described by one as *'our guide, interpreter, Sherpa: helping us, the naïve foreigner, in a strange land.'* This reflects the fact that many grantees, while seasoned professionals in their field, do not always have the experience as innovators to develop and scale their ideas. The Incubator is providing them with the guidance to do just that.

Support from the Incubator began early in the application process, with applicants assisted in identifying their problem statements so they could complete their applications. Since then, all grantees have requested support of some kind from the Incubator, including Leadership Academy attendance (see Box 4 below) and more direct mentoring support. The Incubator delivers support to grantees structured around a set of formal workshops. Figure 3 presents the timeline for workshops completed.

Figure 3: Timeline of workshops completed

As noted above, the Incubator team has supported policy work, linked grantees with organizations and assisted with various funding proposals, many of which have been successful. They have developed new proposals for scaling based on gap analysis work and flaw identification processes, and produced models and approaches to implementation for scale for those grantees that have expressed an interest.

The Incubator also prepared grantees and the winners of the Innovation Challenge (round three) for attendance at the Investing in Resilience Forum in London in November 2019. This event saw grantees pitching their ideas to each other and to potential public and private sector partners; the months before saw the Incubator supporting grantees in their preparations for this. Although formal feedback from this event is not available, there is anecdotal evidence that the event has resulted in important partnerships and funding for grantees.

A key element in understanding the added value of the work of the Incubator lies in recognizing the long-term nature of some of the impact of this work. By working with grantees towards the end of the implementation period, carrying out gap analyses and reviewing scaling strategies, the Incubator helped ensure the grantees' work has longevity and the potential for greater impact. The workshops and leadership sessions enabled them to view things with a different perspective, including encouraging them to consider the importance of learning from failure.

'Often when running an innovative startup, we are mired in fighting fires, and in wading through the daily needs of our organization. I learned the importance of taking a step back to look at the bigger picture and taking decisions from a much higher perspective. It was valuable to think through strategically how we can all engage in building the world we want, by assessing existential risks and promising opportunities and charting the steps to get there.'

Identifying resilience-relevant and scalable solutions

After providing some support during the Round 1 and Water Window challenges, the Incubator selected grantees for further scaling through a subsequent period of support.

A first step in delivering the approach involved gaining an understanding about which initiatives would be suitable for the Incubator.²⁰ The Incubator wanted to support resilience-relevant, scalable and high-beneficiary-reach solutions.²¹

The Incubator team explored what had and had not worked to build resilience, which projects had scaling potential and where there was sufficient organizational capacity, as a basis for planning its support to grantees (see Box 3).²²

Box 3: Identifying projects to scale²³

The Incubator applies four key assessment steps in identifying projects to scale:

Step 1: Assess how the project builds resilience using the seven principles of resilience:

- i. Maintain diversity and redundancy
- ii. Manage connectivity
- iii. Manage slow variables and feedback
- iv. Foster complex adaptive systems thinking
- v. Encourage learning
- vi. Broaden participation
- vii. Promote polycentric governance systems

Step 2: Assess the potential scalability of the project, looking at:

- i. User appropriateness
- ii. Sustainability
- iii. Scalability

Mark either Unsatisfactory, Marginally Satisfactory, Satisfactory or Very Satisfactory.

Step 3: Conduct capacity assessment and gap analysis, including a visit to the project

The gap analysis is based on the outcomes of Step 1, Step 2 and Step 3's capacity assessment. It results in a memo with findings and a recommended package on what can be improved and how to structure and scale the project.

Step 4: Work with the project according to the jointly agreed gap analysis and action plan

Once the two main challenge rounds had drawn to a close, Incubator staff continued to engage all grantees through the Leadership Academies, which took place in April and November 2019, and the Investing in Resilience Forum, which took place in November 2019. Box 4 details the Leadership Academy.

Box 4: The Incubator Leadership Academy (GRP, 2019c)

Two Leadership Academies for scaling grantees from both rounds have been held in 2019. The Lead of the GRP Incubator and the GRP Program Director developed the expected minimum content and output of this, drawing on assessments of, and experiences with, the grantees of both Round 1 and Round 2, as well as leadership training material from both the private sector and non-governmental organizations. LeadersQuest, a third party, was selected to facilitate.

The primary objective and purpose of the Leadership Academies was to better prepare professionals and organizations working in high-stress and high-uncertainty circumstances to detect symptoms and find remedies to situations that have become dysfunctional. The first step is to increase awareness of, and respect for, the consequences for the individual, the organization and, by extension, the outcome. The second step is to develop leadership skills with regard to understanding and countering the forces at play in both the individuals and their organizations.

Within this more formal structured support, the Incubator offered tailored and flexible support to grantees, both remotely and in person.²⁴ To do this, the team has a living toolbox to select support from,²⁵ including techniques to assess, mentor and connect the initiatives.

In the work with scaling grantees, the Incubator team worked directly with them. As a first step, it sought to establish trust in order to build an effective working relationship.²⁶ It then worked with grantees to define actions and timeframes based on how the project intended to scale.²⁷ The aim was to help grantees consider context, enablers,

barriers and challenges to be addressed, and to support them in developing associated workplans and identify resource requirements and sources. **The Incubator placed importance on the work being done by grantees, to ensure the right structure and leadership was in place for scaling, and emphasized the need for sustainability as a focus within scaling plans.**²⁸ Table 2 indicates how the support provided to scaling grantees corresponds to each stage in the scaling framework. We delve deeper on this in Section 4.

Table 2: Incubator support against scaling framework

Stage of framework	1: Increasing knowledge of what works	2: Building will and ability to implement	3: Ensuring sustainability
Summary of Incubator support	Engaging with grantees to understand resilience attributes and scalability of project and identify gaps, in support of scaling planning	Supporting connections with stakeholders, including funders, and linking them with communication support via GRP communications partner, Marchmont	Supporting development of business plans and identifying additional funding sources

In the absence of clear sector-level guidance on how to scale resilience innovations, the Incubator has taken a learning-by-doing approach to the support it provides. Based on this, the Incubator developed its approach to supporting incubees throughout its implementation.²⁹ It tried things out and kept innovating, accelerating and responding to challenges and enablers as they arose.³⁰ Importantly, decision-making lay in the hands of the grantees: the Incubator team members guided rather than drove the process, in acknowledgment that each grantee best knows its initiative, the context it wishes to scale in and the associated stakeholders that it needs to engage and work with to support that process.³¹ Nevertheless, the Incubator team felt that they needed to be prepared and able to question the grantees' decisions where relevant.³²

Support for financing

The Incubator had initially envisioned providing some flexible funding directly to the grantees, to enable a responsive approach to the complexity of scaling ambitions. While this was not possible, the scaling funding was closely tied to Incubator assessments and mentoring, and the Incubator team had a budget for visiting the scaling grantees. The Incubator facilitated the relationship between the grantees and the GRP funder, USAID, and helped connect grantees to possible financing sources. For example, both the Swedish International Development Cooperation Agency (Sida) and the IKEA Foundation were engaged via Incubator support.³³

A key consideration in the work done by the Incubator stems from the idea that projects need to be packaged as a business in order to be scaled and sustained. Grant funding is sufficient for the development of projects, but to scale, incubees need to think differently. Accordingly, the Incubator sought to take a business-oriented approach, identifying the commercial viability of the initiatives³⁴ and supporting incubees to develop a business model. Nevertheless, the Incubator acknowledges its distinction from a 'traditional' incubator that supports business-oriented innovation, recognizing that it requires an adapted approach that supports the sustainability and scale of *social* innovations that have the potential to enhance resilience.³⁵

4. GRANTEE SCALING PLANS AND ACTIVITIES

Round 1 scaling grantee plans

The scaling grantees approached their scaling work in diverse ways, having identified aims and objectives that specifically respond to the ultimate goal they wished to achieve (see Table 3). They approached scaling by consolidating learning from what they had done to date and, from there, scaling out through expanding and replicating geographically, and scaling up through widening horizontally and diving vertically (see Section 2.2). This included implementing in new regions (Producers Direct, IFPRI, Mahila) and new countries (MetaMeta, Groundswell), as well as engaging relevant stakeholders to institutionalize their approach and adapting their innovations to enhance applicability and functionality.

The grantees recognized that the scaling grant and support provided by the GRP was a step towards a longer-term scaling ambition.³⁶ For the majority, it is a stepping stone in their wider ambitions for scaling (Groundswell, Mahila, IFPRI, Producers Direct).³⁷ For MetaMeta, which is already implementing its approach in a multi-country context in various ways, GRP was one of many funders towards its scaling efforts. Most grantees reported seeking or securing additional funding and resources to further their efforts, in many cases leveraging support from the Incubator to do this.³⁸ The Incubator worked closely with this set of five grantees in the GRP scaling program to review, revise and clarify their plans. Table 3 summarizes grantee scaling goals, aims and objectives, locations of implementation and key stakeholders.

Early stage scaling processes

The projects being scaled by the grantees are themselves well established and had been tested throughout the Round 1 implementation period. In terms of scaling, most of the grantees worked in the early stages, designing and finalizing scaling plans, identifying and supporting partners to strengthen that scaling and finding resources to help make it happen.³⁹ They then moved into the implementation stage, accelerating activity based on their plans.

Setting out clear plans on how to scale an existing approach or project is important in the same way that it is important to map out the implementation of any approach of project. However, it is important to recognize that planning for scale differs from planning for delivery, and the incubees were assisted in this thought process by the Incubator. Planning for scale requires an understanding of the types of activities that would enable movement through the three different levels identified in Figure 2: Increasing knowledge, Building will and Ensuring sustainability.

Table 4 maps the grantees' progress monitored nine months into their work according to those three stages, and the activities under each of these stages as reported by the grantees. Progress was in many cases stifled in the first months owing to delays in the Initial Environmental Evaluations. This meant grantees could not move beyond planning and some limited stakeholder engagement to implement their plans as intended.⁴⁰

Table 3: Grantee goals, aims and objectives

Grantee	Overarching goal	Aims and objectives	Location	Key stakeholders
Groundswell ⁴¹ Diving vertically	To support the development of policies, investments and institutions to facilitate scaling-out of the approach to build resilient social farming systems	<ul style="list-style-type: none"> ▪ Influence knowledge, awareness, attitudes and capacity of decision-makers and others at local and national level ▪ ‘Leverage’ project learning through documentation, communications and advocacy ▪ Link with key actors and networks at national, regional and international levels 	Burkina Faso, Mali and Senegal	<ul style="list-style-type: none"> ▪ Policy-makers ▪ National farmers organizations ▪ Food security and climate change platforms
IFPRI ⁴² Replicating geographically Widening horizontally	To bring a successfully piloted risk-contingent credit (RCC), a market-based innovative risk financing solution, to scale	<ul style="list-style-type: none"> ▪ Scale out RCC to more farmers and additional sub-counties ▪ Scale out RCC to address different agricultural regions and crops ▪ Modify the insurance component of the RCC model, to better represent rainfall patterns ▪ Strengthen existing partnerships and engage more financial partners 	Kenya – Machakos and Embu	<ul style="list-style-type: none"> ▪ Farmers ▪ Financial partners ▪ Insurance companies
Mahila ⁴³ Diving vertically Replicating geographically	To develop leadership capacities in 400 slums across India and have impacts on the lives of 1 million poor women to build sustainable, climate-resilient habitats and cities	<ul style="list-style-type: none"> ▪ Entrench and internalize partnerships with women leaders at city level ▪ Upscale the use of climate-resilient technological solutions ▪ Develop an enterprise model in existing cities of operation and scale to new cities ▪ Strengthen institutional partnerships to co-implement specific city-level plans and policies ▪ Build linkages with financial institutions and support them in developing credit products that enable investments from poor women 	India – scale-up in Bhopal, Ahmedabad, Jaipur and Ranchi; scale-out to Delhi, Surat and Baroda	<ul style="list-style-type: none"> ▪ Financial institutions ▪ Municipalities ▪ Slum dwellers

Grantee	Overarching goal	Aims and objectives	Location	Key stakeholders
MetaMeta⁴⁴ Diving vertically Expanding geographically Replicating geographically	To introduce road water management in 50% of countries in sub-Saharan Africa and 25% of countries in Asia by 2025	<ul style="list-style-type: none"> Consolidate and mature current activities in core countries Provide support to new countries Develop a global initiative to make 'green roads' the normative standard Make a strong connection with green funding Identify entry points and develop country programs with national stakeholders Enlarge the evidence base and combine lessons learned in a learning alliance 	Ethiopia, Uganda and Kenya	<ul style="list-style-type: none"> National government Key stakeholders at national level
Producers Direct⁴⁵ Expanding geographically Widening horizontally	To build resilience and increase incomes for smallholder producers by providing improved market access via formalizing and scaling up local youth networks and digital tools	<ul style="list-style-type: none"> Scale and replicate results from phase 1 across key partners in new regions Demonstrate the scalability of the model and test its robustness Formalize informal models to achieve increased resilience and improved livelihoods Decrease youth joblessness and increase interest in joining the agriculture sector Improve market access and inclusion by improving opportunities to aggregate and bundle crops Increase on-farm diversification and adoption of climate-smart, good agricultural practice through provision of a full, holistic farm view and data-driven farming decisions 	Kenya, Uganda and Tanzania	<ul style="list-style-type: none"> Smallholder producers, youth and women Youth networks

Table 4: Mapping of grantee progress against scaling framework as of November 2019 (green = completed; blue = planned)

Stage of framework	1: Increasing knowledge of what works						2: Building will and ability to implement					3: Ensuring sustainability		
Core activities	Project MEL	Field experience	Stakeholder consultation	Literature	Data models	Ongoing data collection	Stakeholder meetings	Communication activities	Work with partners	Work with beneficiaries	Adapting innovations	Institutionalizing	Financing	Capacity-building
Groundswell														
IFPRI														
Mahila														
MetaMeta														
Producers Direct														
Summary of Incubator support	Engaging with grantees to understand resilience attributes and scalability of project and identify gaps, in support of scaling planning						Supporting connections with stakeholders, including funders, and linking them with support from GRP communications partner, Marchmont					Supporting development of business plans and fund identification		

This mapping indicates that the majority of activity in the early stages of the scaling approaches lay in the first two stages of scaling: knowledge-building and stakeholder engagement. Plans focus largely on ongoing activities at Stage 2 – that is, working with stakeholders and partners to implement scaling plans. All grantees have plans for sustaining their work, though some are more comprehensively articulated than others.

Stage 1: Increasing knowledge of what works

Grantees built an understanding of what works to build resilience in various ways. This includes learning gathered about their projects ahead of the scaling grants,⁴⁶ gained through: MEL related to their project activities, under both GRP and other projects; field experience;⁴⁷ and other stakeholders,⁴⁸ including partners, experts, other institutions and, critically, primary stakeholders, to understand what was needed and how it might work. Grantees also reported building their understanding of what works through reviewing literature;⁴⁹ developing data models;⁵⁰ and ongoing data collection and analysis.⁵¹

Importantly, some grantees also explained that they were focused on gaining an understanding about the context within which they wished to scale.⁵²

Grantees continued building this knowledge throughout the course of their scaling projects through ongoing MEL of their scaling activities,⁵³ including documenting good and bad practice and the benefits and demand for their approach; and use of data models.

Developing the knowledge needed for scaling also required looking internally to understand the institutional capacity of the implementing organization. A couple of

grantees found that they needed to change the structure, focus and culture of their organization to become a business that is focused on scaling.⁵⁴ This included making formal commitments to key stakeholders, rather than relying on voluntary inputs.⁵⁵ A member of the Incubator noted one grantee's more effective internal management in terms of the distribution of tasks.⁵⁶

Grantees also pointed to understanding the complexity of what they were trying to achieve. One grantee discussed the importance of being clear on objectives and planning accordingly to keep on track and avoid conflicting stakeholder demands.⁵⁷

Stage 2: Building will and ability to implement

Grantees' activities at this stage focused largely on working with existing partners, including beneficiaries, and engaging new stakeholders. The stakeholders engaged in each project varied, depending on the aims, but in general they included beneficiaries, government and the private sector, representing a move away from working with development partners in order to scale and sustain initiatives. This is an important step in the shift from delivery to scale.

Grantees spent a lot of time engaging new stakeholders in their projects in order to propel themselves from delivery to scale. For example, grantees reported sharing the lessons of their project with key stakeholders at conferences;⁵⁸ organizing workshops with mixed stakeholder groups;⁵⁹ holding one-to-one discussions with potential partners, funders and investors;⁶⁰ and appointing champions and youth to manage ongoing stakeholder engagement.⁶¹ Mahila discussed its efforts to bridge the gap between different groups of stakeholders through translating between the different ways that slum dwellers and academics discuss the context they live in, to aid communication of knowledge.⁶² Grantees also engaged funding from various sources. For example, Producers Direct received co-financing for various elements of its scaling work, including from MasterCard Labs, the World Bank and producer organizations.

Some of the grantees used communication products to engage stakeholders. For example, MetaMeta developed an online Learning Alliance to enable stakeholders to learn about their activities;⁶³ Groundswell started to produce advocacy and communication materials;⁶⁴ and Mahila delivered awareness campaigns, which it explains are tailored specifically to the context of those it wanted to engage.⁶⁵

None of the grantees worked alone in scaling its initiatives. Rather, they worked with partners to strengthen their existing networks;⁶⁶ and to bring partners into the scaling process,⁶⁷ through, for example, discussing and agreeing the design and delivery approach,⁶⁸ developing an enterprise model⁶⁹ and co-developing proposals.⁷⁰ They also worked with beneficiaries to test and trial their innovations with users⁷¹ and to provide training.⁷²

A couple of grantees also adapted their innovations to increase their value for end users.⁷³ Producers Direct made improvements to its digital tools based on stakeholder consultations, and IFPRI redesigned its RCC product to include multiple insurance triggers during the crop-growing season.

There were multiple approaches used by grantees in order to increase engagement with stakeholders. These included stakeholder mapping and associated strategy development;⁷⁴ meetings with new stakeholders,⁷⁵ for example regional meetings,⁷⁶ multi-stakeholder consultations⁷⁷ and targeted events;⁷⁸ and communications activities.⁷⁹

Grantees also had a range of different approaches to bring partners into the scaling process. MetaMeta discussed working with partners to co-organize events and develop initiatives and instructions.⁸⁰ IFPRI plans to work through partner channels to reach beneficiaries.⁸¹ Mahila intends to further its reach by sharing lessons from scaling with international partners.⁸²

Despite clear progress, grantees also faced challenges in ensuring participation and uptake by key stakeholders.⁸³ Grantees noted institutional and political barriers to stakeholder engagement,⁸⁴ including a lack of recognition of the approach and a low level of institutional capacity. They noted cultural and social barriers, including inadequate accounting for differing norms, attitudes, objectives and resources,⁸⁵ and conflict arising from dependencies between farmers.⁸⁶ They noted barriers as a result of competition, affecting engagement with funding institutions⁸⁷ and market access.⁸⁸

Grantees pointed to several needs and strategies in enhancing stakeholder engagement. A couple identified the value of incentives for engaging stakeholders in their work.⁸⁹ For example, Producers Direct has learned that financial incentives are critical for key actors such as young people, who are key to driving tool uptake and use. Grantees also plan to use their approaches to leverage influence, from demonstrating success to date to key stakeholders,⁹⁰ to eventually using policies, investments and institutions to support and influence stakeholders.⁹¹

Stage 3: Creating long-term change through sustainable implementation

GRP grantees are asked to think about the sustainability of their results from the start of their challenge round projects. They should provide tangible evidence to support scaling, and questions on scaling and sustainability are part of periodic and final reporting. The scaling grantees seek to ensure sustainability of their initiatives through institutionalizing their approach and securing further finance. All grantees had plans for sustainability that they intended to put in place during their GRP scaling project.

A particular focus for activities relating to sustainability related to finding ways to institutionalize and finance their resilience approaches. MetaMeta developed guidelines and operational and financial procedures.⁹² This work was done under a different project but supported the scaling work under GRP. Producers Direct and Mahila started the development of business models for their social enterprises, supported by the Incubator.⁹³ MetaMeta secured finance from other sources, working closely with other stakeholders to secure this and open up new opportunities.

Planned activities

In terms of institutionalization, grantees followed a range of different avenues including institutionalizing groups they established,⁹⁴ influencing government plans,⁹⁵ strengthening and aligning with policies⁹⁶ and developing and promoting guidelines and standards.⁹⁷ Grantees sought longer-term funding sources to sustain their initiatives, from both donors,⁹⁸ and other financial institutions.⁹⁹ The Incubator team worked jointly with them on funding applications and on the development of business plans.¹⁰⁰

Finally, the grantees aimed to sustain their initiatives through effective capacity-building, so stakeholders could continue to sustain the approaches after support is withdrawn. For example, Mahila focused this capacity-building on its beneficiaries,¹⁰¹

while Groundswell focused it on the advocacy and communications capacity of its partners.¹⁰²

Incubator support and results for scaling grantees

The Incubator team provided support to grantees at each of the three stages.¹⁰³ It advised grantees on their scaling plans and helped them think through some of the considerations to make the transition from pilot projects to scaling activities. It improved grantee visibility,¹⁰⁴ helping with networking and supporting stakeholder connections and engagement.¹⁰⁵ Examples include linking IFPRI with Sida for conversations on re-insurance;¹⁰⁶ linking MetaMeta with the Ikea Foundation;¹⁰⁷ and enabling Groundswell's participation in the Stepping Up on Building Climate-Resilient Agriculture and Food Systems in Africa event.¹⁰⁸ It supported communications planning and activities for grantees,¹⁰⁹ as well as the scale-up of new digital tools.¹¹⁰ Finally, as mentioned above, the Incubator supported the development of business plans among some of the grantees.¹¹¹

The Incubator team feels that it helped make small adjustments that have supported scaling.¹¹² It managed to build capacity with grantees and provide some clarity regarding routes to scaling. It supported specific elements of progress, including, for example, Mahila's business plan, MetaMeta's institutional management and Producers Direct's decisions around transitioning to a social enterprise. However, delays in the grant management and decision-making posed opportunity costs, hindering grantees' ability to progress and implement their scaling initiatives.¹¹³

As the grantees moved from planning into implementing their scaling initiatives, the support from the Incubator ramped up – including direct support from the Incubator team as well as further technical support such as in MEL, communications and policy work. To improve future scalability, the Incubator Lead highlighted the importance of building individuals as leaders in scaling and engaged more implementers in a Leadership Academy model.¹¹⁴ He expressed the need to continue to unearth and fund innovation, and to create partnerships where relevant actors from different settings can bring their way of thinking into the mix – not just donors, non-governmental organizations and foundations but also academics and private sector actors. He proposed that the Incubator take a more integrated approach and help create a higher acceptance of failure.

Achievements and learning

The scaling grantees reported positive results in relation to their scaling activities, building on their achievements as Round One grantees to engage different stakeholders, and to work with them to facilitate the adoption of their ideas or approaches. Their final reports also highlight interesting key learning, setting out the unexpected as well as the expected outcomes and experiences of scaling, and identifying next steps. Table 5 sets out the key achievements, learning and next steps for each of the scaling grantees.

The scaling grantees have all achieved their aims, and have learnt valuable lessons along the way, adapting their approaches to build on their successes as well as their failures. Key themes emerging from their reports relate to the importance of ensuring that sufficient time is given (and allowed) to developing trusting relationships with stakeholders. There is also an important issue emerging around recognizing the

complexity of what they are doing and the time needed to navigate that complexity, understand the best approach and engage people in a way that ensures sustainability.

Of particular importance is spending time really getting to understand different elements of context, such as political and organizational issues and in particular, the needs, interests and ways in which stakeholders work. All of the scaling grantees related both successes and difficulties to stakeholder engagement and understanding the context well. Groundswell outlined the need to have a better understanding of the capacity and capability of key stakeholders when putting together plans for scale that rely on those groups. IFPRI, MHT and MetaMeta all described the value of forging strong and trusting relationships with stakeholders and, for both MHT and Producer's Direct, ensuring that project leads understood the perspectives of the stakeholders was extremely important. This understanding was fed into the development of plans for scale, influencing the successful outcomes.

IFPRI and MHT both talked of the value of inclusive decision-making, whilst Producer's Direct used information gathering to ensure that the views of stakeholders was included in decision-making. Identifying clear communication strategies was of particular importance to Groundswell, and MetaMeta found that bring groups together across sectors and organizations was a positive way of ensuring clear communication between project and stakeholders as well as between stakeholders. This process of bringing stakeholders together and building on what was already in existence ("network riding") was recognized as important to a number of the scaling grantees.

Incubator learning

The Incubator has clearly had some successes with its work with grantees, and with both the successes and the failures has come some very important learning with regard to what an Incubator for resilience challenges should look like. Central to successful scaling work is being clear and explicit about scaling, what it means, what is possible and what the options are. Incubator staff recognize the difficulty of understanding not only what has worked and what has not but also why. In response to this, they are undertaking case studies to explore the learning on how scaling has worked for the grantees.

In particular, time is needed to create the right environment, understand and work with the context for scaling. Helping develop the right attitude and approach among the innovators is also important. Innovators need to be creative but, most importantly, they need to really understand the problem they are trying to address and be prepared to work with this as a focus. What they are delivering may well change, but the focus of the problem they are seeking to solve is the key. This is an iterative process in which the Incubator mentoring focuses on helping grantees understand the learning from what they have done, before taking next steps.

Scaling grantees need to work on the soft skills that are so important in relation to scaling. They need the right kind of leadership qualities, understand project planning and management and how to support others to do the work. There is a need to ensure that the right people are in the right place, through capacity-building and training, and with the right recruitment for the work that is to be done. Mentors for innovators that are seeking to scale need to find the gaps in what they are doing and to address these.

Table 5 Scaling grantee end of grant reports

Grantee	Overarching goal	What they have achieved	What they have learnt	Next steps
Groundswell ¹¹⁵ Diving vertically	To support the development of policies, investments and institutions to facilitate scaling out of the approach for building resilient social farming systems.	Groundswell has achieved both support to beneficiaries and the development of approaches to advocacy and policy influence. 60,021 people within 148 villages across Mali, Senegal and Burkina Faso were supported both directly and indirectly by the project with 10,102 farmers applying improved practices. 231 organisations, received organisational development assistance. Local governance strengthening enabled the modification of 5-year communal development plans and budgets in Mali and Burkina Faso.	Groundswell learnt about the importance of clear communication methods in policy and advocacy work. They also recognised the need to “network-ride” or build on existing networks which has greater amplification effect than they could achieve as a single small organisation. Further learning emerged around the need to really understand staff capability and capacity when developing project plans.	Groundswell have increased the capability of their team and successfully developed their communication approaches and skills. Current security situation in Mali and Burkina Faso may restrict future activities.
IFPRI ¹¹⁶ Replicating geographically Widening horizontally	To bring a successfully piloted risk-contingent credit (RCC), a market-based innovative risk financing solution, to scale.	IFPRI has created a new financing solution which has benefited 10,180 people and been adopted by financial institutions. They have also provided training on credit and improving resilience to climate change to over 5000 people. They have received funding to continue evaluating the impact of the scheme, and published papers outlining the results of the trial.	<ul style="list-style-type: none"> • Inclusive decision-making is important for the success of the project • Strong public-private partnerships are important and partners need to work closely together despite any differences • Developing a mechanism that is relatively cheap but reliable is important for reducing transaction costs • Long-run commercial sustainability depends on effective assessment of social and economic benefits 	The work of IFPRI is ongoing. They learnt and developed from their first trial, created a new product which works better and subsequently got support from key financial institutions Equity and KCB who are using it in other parts of Kenya. There are also plans to shift the trial to show how it can be used with other products than maize. They are also talking to other funders (SIDA and the Chinese Development Bank) to support the development of the product.

Grantee	Overarching goal	What they have achieved	What they have learnt	Next steps
Mahila¹¹⁷ Diving vertically Replicating geographically	To develop leadership capacities in 400 slums across India and impact the lives of 1 million poor women to build sustainable, climate resilient habitats and cities.	MHT's scaling achievements included support to 135 539 people, training and support to 102 women to become entrepreneurs of renewable energy products, stakeholder engagement and policy support. They have also secured follow-on investment. Their training has resulted in shifts in perceptions around gender roles and uptake in risk-reducing technologies. MHT fostered multi-stakeholder partnerships in 7 cities, and influenced local and national government initiatives.	The learning from MHT centres around the complexity of shifting behaviours, working with different stakeholders and the need for resilience to be considered on many dimensions. They have found that behaviour change is a long-term process and that the creation of social and human capital is pivotal in sustaining and scaling up intervention, as is partnering with the government. They found that communities responded to Climate Change information much quicker than expected and that the affordability of technology is a critical factor for its acceptance and scale up. Engaging communication can play an effective role in maintaining the progress achieved and linking more people to climate change related programmes.	In the scaling phase, MHT focused on the development of skills and enterprise with women, scaling back from wider areas of activity. This has proven to be successful and they now want to invest more in developing their social enterprise model, which supports local women, builds resilience amongst slum-dwellers and provides a platform for influencing local municipalities. At some point, the social enterprise will become self-sustaining. They are currently working on a business plan and require larger investment to get this done.
MetaMeta¹¹⁸ Diving vertically Expanding geographically Replicating geographically	To introduce road water management in 50% of countries in sub-Saharan Africa and 25% of countries in Asia by 2025.	The project has achieved large-scale impact both in terms of number of beneficiaries but also national and international policy influence. Throughout their time with GRP, MetaMeta has supported over 4 million beneficiaries, trained over 3,000 people and 55 institutions which have now incorporated road water management into their activities. The approach has also been adopted into national policy and informed World Bank guidelines to road building.	Increased knowledge of roads and water systems gained through work on the project. The team learnt the value of working with horizontal layers of stakeholders, bringing them together in workshops and sessions to learn from each other. This increased adoption through speeding up the influencing process, but also by encouraging different areas to learn from each other. This project demonstrated the power of bringing key governmental partners together with multiple stakeholders in a process of capacity building with communications to influence policy.	The next steps for MetaMeta are about cementing their scaling from the national to international level. They have accessed funding from different sources, including IKEA. There is to be further expansion in Yemen, Nepal and Bangladesh. They have also created guidelines about how to build roads which has been accepted by the World Bank and ADB.

Grantee	Overarching goal	What they have achieved	What they have learnt	Next steps
Producers Direct ¹¹⁹ Expanding geographically Widening horizontally	To build resilience and increase incomes for smallholder producers by providing improved market access via formalizing and scaling up local Youth Networks and Digital Tools.	In the scaling phase, 8 youth coordinators have been employed full time across 4 centres of excellence. 66,500 smallholder farmer households are using Wefarm, 2Kuze and other digital tools set up to support resilience in Kenya and Uganda.	Identifying the incentive with regards to the youth work was very important and took longer than expected, as did identifying the best legal structure to use. The project also brought to light the importance of identifying what support systems are needed to work alongside digital technology and encourage use.	They will continue to develop with an increase in the range of premium fairtrade products being made available in the local market (honey, etc) using the cooperative structure already developed. Further funding is being used to refine digital tools and continue to support smallholder farmers to transition to resilient small-scale businesses.

The work of scaling is complex, as it deals with multiple, uncontrollable factors; as such, context is extremely important. The right scaling model depends on context:

‘Scaling-up what works in complex contexts is less about scaling solutions and more to do with scaling the approach and process by which you develop solutions. It’s not about developing blueprint solutions based on expert knowledge, but about using a process that is end user-centric, disciplined, data-driven and therefore gets us closer to better solutions.’¹²⁰

Leaders require particular skills if they are to have the ability to understand and work with context in a flexible way. The Incubator supports the development of these skills through mentoring but also through the Leadership Academy.

A central piece of learning that informs the need for leaders to be flexible and open to change is the recognition that what makes for a ‘successful’ project is not necessarily the same thing as what makes for a successful scaling project. Grantees may have delivered a project with successful outcomes, but this is not necessarily what the scaling project is going to look like, as it will have to adapt to new contexts. It is important for leaders to recognize and work with the concept of ‘What got you here, won’t necessarily get you there.’

Part of this recognition of the difference between delivery and scaling involves understanding the value of bringing learning to the plans on how to scale. Leaders need to have to hand information not only on what outcomes have been achieved but also on how, and in what contexts, to inform ideas on ways to implement scaling. Having an approach to scaling that recognizes the value of such knowledge and incorporating it into project delivery is hugely valuable.

As with scaling, where there is an inherent need to be adaptable to context, the toolbox developed by the Incubator is used in a flexible way to meet the needs of individual grantees. However, gap analysis is central to everything the Incubator does with the incubees, as experience has shown it to be the best way to identify how people work and what their aims and approaches are. By working through a gap analysis and resilience and scaling assessment, the conversation is started and can be built on. It is vital to build up trust so it is possible to have honest conversations, and from there, to build a vision map that can then be operationalized and stress-tested.

5. LESSONS FOR SCALING RESILIENCE INNOVATIONS

Scaling is not a straightforward process, and grantees and the Incubator recognized several key challenges. Some of these highlight the need to build resilience considerations into scaling, particularly in considering context, complexity and financial sustainability. The Incubator team and scaling grantees have addressed some of these challenges, and learned and reflected on others, based on the scaling process to date. Others still represent a gap that could be addressed by GRP, the Incubator and the scaling grantees going forward.

1. Knowledge on how to scale initiatives needs to be developed and incorporated into scaling activities with continuous learning loops

There are no established mechanisms for effective scaling,¹²¹ and, correspondingly, no sustainable ecosystem to inform and support scaling.¹²² To undertake scaling effectively, there is a need to develop new competencies, as well as to engage the competencies of other organizations to support the process (McClure and Gray, 2014). The Incubator identifies that the grantees it supports need to be willing and able to engage.¹²³ For this, individuals and organizations leading the process need to be agile, resilient and adaptable,¹²⁴ with a *'rigorous approach to defining the problem, at the right level, the right type of funding, the right partners, the right competencies and the right expectations among all stakeholders'*.¹²⁵ This points to the value of a learning-by-doing approach by the Incubator, as well as the critical role of the Incubator in sharing its learning on scaling more broadly.

2. Attention to context is needed, understanding that context continuously shifts with increasing scale

*'The challenge is to institutionalize a tailored 'adaptive capacity' approach.'*¹²⁶

While a pilot project may work in one or even several contexts, a lack of attention to new contexts, including environmental, institutional, political, social and cultural systems,¹²⁷ can lead to failure if these are not properly understood (McClure and Gray, 2014; Gray et al., 2019). GRP scaling grantees incorporate this understanding into their approach, particularly Groundswell, whose approach is based on the understanding that context varies – there is no one-size-fits-all approach.¹²⁸ Grantees highlighted the need for ongoing evidence generation,¹²⁹ and have built this into their plans. Similarly, the Incubator advises integration of associated knowledge and evidence into a scaling approach.¹³⁰

3. Complexity needs to be understood and addressed through simplification and flexibility

Scaling of innovations, especially those working on resilience, is complex. To navigate this, GRP acknowledges that:

'There is no one way of scaling an initiative. Scaling-up methodologies depend on how the different stakeholders involved, their vested interests, how they relate to each other, as well as the access (or lack thereof) to resources to implement. The understanding of and dynamic among different stakeholders in relation to resilience (the private sector, the

*civil society, the public sector, and the local community) is complex, and may have been realized in different forms. Inputs, targets and goals have to be aligned.*¹³¹

Taking a solution to scale requires implementers to make difficult choices related to outcomes, costs and flexibility. The Incubator team notes its own need for flexibility, suggesting that it needs to have the ability to be fast-moving and responsive, with a team that is able to make decisions on funding and support on the ground. Grantees value this flexible and responsive approach.¹³²

4. The scaling process should be informed by ongoing evidence generation and learning

Understanding what is working or not, how and why, and feeding this back into scaling activities, can help guide and inform the process. Having clear aims to provide guidance and breaking these down into a clear set of achievable goals, allows the generation of learning points against which to assess progress. It is important to look not just at what has been achieved but also at how and why, in order to create useful learning. Reflecting and feeding learning back in, in real time, can strengthen the approach used, as can learning from each other. Peer learning is highly valued by incubees and facilitated where possible by the Incubator team. Grantees are doing this within their projects; for example, IFPRI has received a grant from the International Initiative for Impact Evaluation (3ie) to support ongoing monitoring.¹³³

5. The active participation of stakeholders is critical to scaling success

The approaches taken by GRP scaling grantees emphasize the value of active participation of users in supporting scaling. Scaling requires the creation of shared visions with stakeholders, enabling them both to see the importance of a solution and to feed into shaping and developing it. However, one grantee observed a ‘Catch 22’, explaining that, *‘Until there is progress at scale, there is little incentive for stakeholders to uptake or input.’*¹³⁴

Having focused much of their attention on stakeholder engagement activities, grantees recognize the need to work with local stakeholders to support ongoing scaling efforts in country,¹³⁵ with one grantee identifying local government stakeholders as *‘gatekeepers to further development’*.¹³⁶ They noted the value of convening stakeholders in person and facilitating conversations.¹³⁷ They highlighted the benefits of investing in stakeholder engagement,¹³⁸ and in building up trust and rapport over time so that hurdles can be overcome.¹³⁹ A couple of grantees suggested using incentives to support stakeholder engagement.¹⁴⁰

6. There is a need to develop particular leadership skills to be able to work with the complexity of scaling

The offer of support to leadership through the Leadership Academy is based on the understanding that leadership for scaling is often different from developing leadership for project delivery. Organizational structures, strategies and competencies for scaling need to consider issues such as the need to work flexibly with different contexts, to be open to adaptation and change, to be willing to adapt approaches and work with business models

and investors. Grantees recognize the value of the Leadership Academy input. Linking the Academy in November 2019 with an Investing for Resilience Forum allowed for in-depth coaching for leaders around their pitch and proposals, coupled with leadership support, resulting in positive impact with potential partners and investors.

7. Models for sustainability need to move beyond business and social approaches, to also address volatility and continued participation of the most poor and vulnerable

'Selecting and successfully implementing an appropriate business model is a challenge for innovators working in any environment. The added complexity and barriers faced by innovators who work in crisis areas, or in areas that are building resilience to crisis, make this already difficult task even more challenging' (Gray et al., 2019: 60).

Implementers that have piloted a project based on grant funding may need to transform their approach to fit a model that will ensure long-term sustainability, considering that projects operating in complex environments may not fit traditional business models (Gray et al., 2019). A key active role of the Incubator lies in helping grantees think through an effective business model. The Incubator team has noted the evolution in their approach to this from business-oriented to socially oriented¹⁴¹ but may need to lend further attention to the issue of grantees' operation in environmentally, socially and politically volatile environments.

One of the Incubator team members explained that it was difficult to build a business model while still targeting vulnerable people, as it was difficult to make it profitable.¹⁴² Reliance on user payments for financial sustainability will often mean a divergence from working with the most poor and vulnerable. Instead, targeting vulnerable people relies on grant funding, which in turn poses issues for sustainability.¹⁴³ To address volatility, an effective business model needs to be carefully thought through, with attention to the specific situation and capacity of those who need to participate for it to function effectively.

8. Partnerships between Incubator and incubees require careful management

The Incubator team indicated that the timing of engagement with grantees was not ideal, as the Incubator was introduced after the grantees had already implemented their challenge rounds projects, when they were wrapping up their involvement with GRP.¹⁴⁴ This meant that early engagement and consideration of plans for scaling did not happen as early as they should have. The Incubator team and grantees proposed that engagement with incubees start early. Incubator plans propose starting with support to the challenge design, and mentoring grantees throughout the complete grantee process, with extra focus on the scaling work towards the end of the grantee contract life cycle.¹⁴⁵

The Incubator team highlighted its role in managing the relationship between grantee and funder, advising that it was important to listen and respond to grantee needs but also to the funder's viewpoint. Respondents highlighted that deep, trusting relationships with grantees were important to enable effective discussions and, importantly, that the Incubator needed to be careful to ensure its activities added value rather than being a burden that grantees felt the need to make time for.¹⁴⁶

9. Funding support needs to be flexible, reliable and long term

Changing systems takes time.¹⁴⁷ However, the most common funding mechanisms of short-term projects and fixed funding systems risk falling short of what is needed to facilitate scaling. Planning and funding horizons should be adjusted to accommodate the complexity of scaling, and phased approaches can work here (GRP, 2019a). GRP's approach of supporting scaling grantees through short funding windows will work only if the grantees are committed to scaling from an early stage, if they see their work as a larger piece than the GRP-funded piece in itself and if they are motivated to identify and leverage opportunities to continue. One of the grantees discussed the need for persistence and positivity during the scaling process.¹⁴⁸

Grantees recognize the value of the fairly flexible funding approach offered by GRP in this scaling work, but noted that the uncertainty around funding and contracts¹⁴⁹ had posed opportunity costs, related to them being unable to implement in season¹⁵⁰ and needing to delay training.¹⁵¹ Scaling requires both time and money; however, decision-making in support of this is crippled by the risk of investing in a project that ultimately does not work (McClure and Gray, 2014). The Incubator's approach of recognizing failure and offering incremental, collaborative support addresses this risk, but donors need to ensure stable and timely funding, and pair their support with some promise of a future, for example in terms of funding support, until scale is reached, at each step.

10. To address some of these issues, the Incubator needs a clear mandate

Throughout the GRP scaling process, there has been a lack of clarity regarding funding of and expectations for the Incubator.¹⁵² Establishment of the Incubator relied on the approach under which the broader GRP was set up.¹⁵³ Associated negotiations have been ongoing throughout the implementation process. The Incubator Lead reflected that the learning-by-doing approach had worked to a certain extent but could have been improved through more clarity and rigidity from the outset.¹⁵⁴

6. CONCLUSIONS

The Incubator has assisted all of the GRP challenge fund grantees in different ways, offering them support to understand their scaling options, linking them to opportunities to facilitate scaling and strengthening their leadership to have the qualities needed for successful scaling.

While there has been a particular focus on the work done with the scaling grantees, for which clear plans have been put in place and followed through on, it is clear that the support given more widely to both Round 1 and Water Window grantees has proven valuable to recipients. The flexible approach needed to scale successfully is reflected in the approach used by the Incubator, with a focus on building up trusted relationships, with rapid touch-points to check in on how progress is being made. The Incubator framework is used according to the need of the grantees, albeit with key elements (e.g. gap analysis) carried out as building blocks for support.

Regarding the five scaling grantees, this case study revealed that they had planned different approaches to scaling. They are scaling out through expanding and replicating geographically, and scaling up through widening horizontally and diving vertically. In order to be as effective as possible at achieving scale, the grantees are learning from their previous work, spending time understanding the context within which they are scaling and building on existing stakeholder relationships.

The support these scaling grantees have received from the Incubator has been valuable, particularly in terms of making connections and accessing project-specific advice. Grantees appreciate the support of the Incubator in increasing their networks and are keen to build on contacts made on a global level.

Evidence shows that the scaling grantees have made substantial achievements within the additional funding timeframe, reaching more beneficiaries but also linking with more stakeholders, working to ensure sustainability, influencing policy, obtaining new funding and learning to develop successful business plans.

The work done by the grantees and the Incubator team, and the knowledge they developed along the way, is a critical resource, given the limited information available on how to scale resilience solutions. This learning should be clearly evidenced, documented and made available throughout the process, and work on this will start with the collection of case studies by the Incubator team. As the Incubator team highlighted and has built into its original plans, learning on scaling is critical to support the development of mechanisms for scaling, and to develop a sustainable ecosystem of knowledge and support. GRP represents an excellent global platform to share new knowledge widely and trigger further discussions and engagement.

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ANNEXES

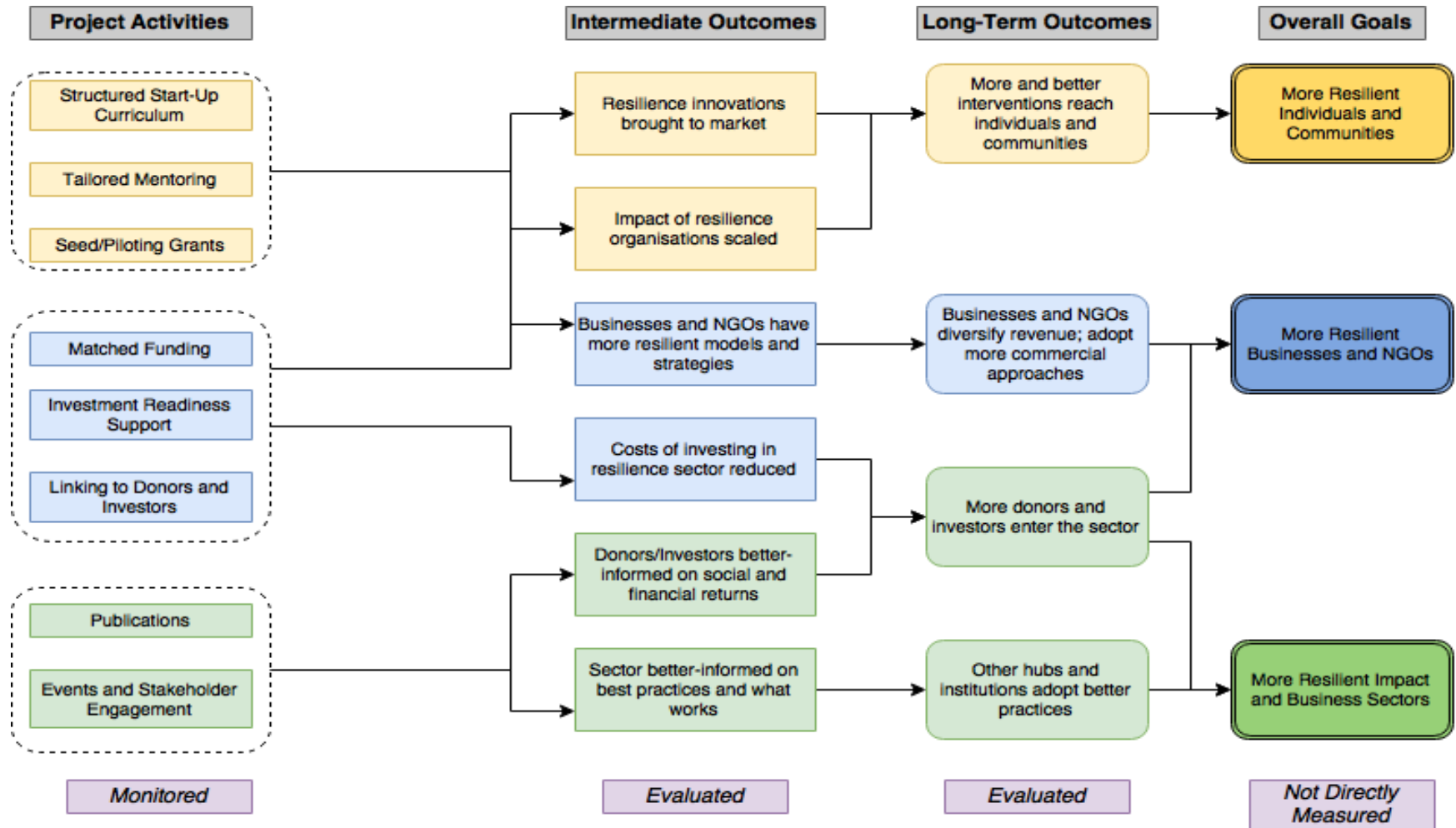
Annex 1 – The Incubator theory of change

Annex 2 – Secondary data sources reviewed

Annex 3 – Grantee organizations and their scaling projects

Annex 4 – Project summaries

ANNEX 1: THE INCUBATOR THEORY OF CHANGE (GRP07)



ANNEX 2: SECONDARY DATA SOURCES REVIEWED

Reference	Document name	Status
Incubator documents		
GRP01	30MAY16 Technology Incubator Hub FINAL SV	Draft
GRP02	The Incubator – Draft V1	Draft
GRP03	GRP Scale Assessment	Draft
GRP04	Incubator GRP V1.0 SV	Draft
GRP05	170224 GRP Incubation Hub Project Document V8 SV	Draft
GRP06	SCALE ASSESSMENT	Draft
GRP07	161206 GRP Incubation Hub Project Document V6	Draft
Grantee documents		
Groundswell International:		
GT02	Project Description	Final
GT04	Workplan	Final
GT13	Quarterly Report	Final
IFPRI:		
GT10	Project Description	Final
GT05	Workplan	Final
GT12	Quarterly Report	Final
Mahila Housing Trust:		
GT01	Project Description	Final
GT06	Workplan	Final
MetaMeta Research:		
GT11	Project Description	Final
GT08	Quarterly Report	Final
Producers Direct:		
GT03	Project Description	Final
GT07	Workplan	Final
GT09	Quarterly Report	Final

ANNEX 3: GRANTEE ORGANIZATIONS AND THEIR SCALING PROJECTS

Grantee	Organization description	Project description
Groundswell ¹⁵⁵	Groundswell works to strengthen rural communities through a focus on food systems, working in partnership with local organizations to advocate agro-ecological approaches to improving agriculture.	The Agroecology plus 6 Initiative was designed to show the ‘proof of concept’ of an innovative approach to strengthen the resilience of dryland farmers living in ecologically fragile, risk-prone dryland areas of the Sahel, through an integrated, systems change-oriented process, to progressively transform the social ecological (farming) system towards agro-ecological intensification. The project aims to transform existing farming practices through agro-ecology linked to strengthening adaptive capacity and social capital.
IFPRI ¹⁵⁶	IFPRI is a research center of CGIAR. It provides research-based policy solutions to sustainably reduce poverty and end hunger and malnutrition in developing countries.	Satellite Technologies, Innovative and Smart Financing for Food Security aims to bring a successfully piloted RCC, a market-based innovative risk financing solution, to scale through strengthening existing partnerships. RCC functions as a social safety net that not only mitigates drought risks but also provides farmers with access to credit. RCC is a linked or bundled financial product that embeds within its structure an insurance protection, which, when triggered, offsets loan payments due to the lender providing a risk-efficient balance between business and financial risks.
Mahila ¹⁵⁷	Mahila Housing Trust is part of the grassroots Self-Employed Women's Association. It is a mission-driven organization that seeks to empower women for habitat improvement.	The project aims to scale up the Women's Action towards Climate Resilience for Urban Poor in South Asia project. This project aimed to create and implement resilience capacities of poor women to address major climate risks in slum communities in South Asian cities. The key strategy was to tackle the institutional, information and knowledge barriers in building capacities of slum communities and city governments for assessing vulnerabilities and risks of climate change on poor populations.
MetaMeta ¹⁵⁸	MetaMeta focuses on research and consultancy for water governance. It develops models for complex programs, and communication products for international resource management and development.	The Roads to Resilience project seeks to transform the way roads are planned and built in the Horn of Africa by introducing innovative designs and improved guidelines to harvest rainwater, prevent soil erosion and improve use of roadside land. By bringing together government authorities, water and climate experts and roadside communities, the team works to ensure road construction efforts produce multiple benefits for all communities and enhance resilience.

Grantee	Organization description	Project description
Producers Direct ¹⁵⁹	Producers Direct is owned and led by smallholder farmers. It pioneers a new model centered on smallholder leadership and development of innovative solutions that can transform farms into sustainable businesses.	Through harnessing the power of technology to catalyze value chain efficiency improvements to build resilience, catalyze inclusion and reach vulnerable smallholders, Producers Direct aims to build resilience and increase incomes for smallholder producers. They aim to do this by providing improved market access via formalizing and scaling up 1) local youth networks and 2) digital tools developed to facilitate improved market access.

ANNEX 4: SCALING PROJECT SUMMARIES

Groundswell International

Scaling out and Amplification of the Agroecology +6 systems approach for strengthening resilience of small-scale farmers in the drylands of the Sahel



Background

Groundswell works to strengthen rural communities through a focus on transforming food systems, working in partnership with local organizations to advocate agro-ecological approaches to improving agriculture.

The Agroecology plus 6 (AE+6) Initiative was designed to show the ‘proof of concept’ of an innovative approach to strengthen the resilience of dryland farmers living in ecologically fragile, risk-prone dryland areas of the Sahel, through an integrated systems change process, to progressively transform the social ecological (farming) system towards agro-ecological intensification. The project aims to transform existing farming practices through agro-ecology linked to strengthening adaptive capacity and social capital.

Key highlights³

- Two case studies and three national-level policy briefs were produced, advocating for policy change by different stakeholders on agriculture for improved nutrition.
- Five case studies and eleven policy briefs translated into French.
- Two National level communications and advocacy events held.
- Local governance strengthening enabled the modification of five-year development plans and budgets in four communes in Mali and Burkina Faso.

Key learnings

- Effective policy briefs need to be very short.
- Connecting with key stakeholders to influence policy takes time and requires substantial effort in relation to networks.
- An understanding of stakeholder capacity and capability is key to progress.
- Engaging more vigorously in wider networks and alliances such as the Alliance for Food Security in Africa (AFSA) and the Alliance for Agriculture in West Africa (3AO) is better than seeking to lead one’s own efforts for scaling.
- National and regional alliances would bring experiences and results to the forefront and amplify efforts for scaling beyond program areas.
- Better performance depends on increasing staff capacity and time.
- Stronger involvement by the Team Leader in each country could have improved advocacy work.

³ Indicators not applicable to the Groundswell AE+6 scaling and amplification scaling phase.

Future funding

No future funding has been secured yet, but there have been several potential investment opportunities identified for the scaling of agro-ecology in the Sahel more widely.

Overall

Although not all of the planned objectives of more effective policy advocacy and results were achieved, the initiative gave Groundswell experience and they used lessons learned to sharpen strategies and strengthen organizational capacity for influencing. Communication of lessons learned has further raised Groundswell's profile and credibility.

International Food Policy Research Institute

*Satellite Technologies, Innovative and Smart
Financing for Food Security (SATISFy)*



Background

IFPRI provides research-based policy solutions to sustainably reduce poverty and end hunger and malnutrition by increasing food security in developing countries.

In this phase of funding, SATISFy aimed to bring a successfully piloted RCC, a market-based innovative risk financing solution for farmers, to scale in Kenya through strengthening existing partnerships. RCC functions as a social safety net that not only mitigates drought risks but also provides farmers with access to credit. RCC is a linked financial product that embeds within its structure an insurance protection, which, when triggered, offsets loan payments due to the lender. During the scaling phase IFPRI and its partners have re-engineered RCC from a seasonal cumulative rainfall model, to a multiple-event model. This structure has been presented to and accepted by banking and insurance partners.

Key highlights

- A survey for 1,170 households in 5 sub-counties was carried out and completed in May 2018.
- IFPRI obtained funding from 3ie to further evaluate RCC in Kenya, which is a key opportunity to build on GRP.
- Published a peer-reviewed article on credit rationing in Applied Economics based on the baseline survey.
- The project created a first-of-its-kind credit scheme, or second-generation contingent credit, to cushion smallholder farmers in Kenya's dryland areas from frequent droughts.

Key learnings

- Inclusive decision-making is important for the success of the project.
- Transparency and openness are key to project management.

- Strong public-private partnerships are important and partners need to work closely together despite any differences.
- Resilience thinking helps to prepare for and deal with shocks such as the violence and chaos during the 2017 Kenyan presidential election.
- Developing a mechanism that is relatively cheap but reliable is important for reducing transaction costs of RCC delivery.
- Long-run commercial sustainability will depend on effective assessment of social and economic benefits of RCC.
- The product was redesigned as a result of learning when tested through a drought.

Future funding

IFPRI are now using the improved RCC design from this project and are seeking further funding. At the time of writing they were writing a proposal to a potential funder. They have so far:

- Obtained funding from 3ie in 2018 to support ongoing monitoring and evaluate the SATISFy project and RCC in Kenya.
- Gained interest of banking partners to continue the development of the product.

Overall

The SATISFy program intends that partner banks will incorporate RCC as a standard financial product in their lending portfolio, increasing its reach. If adopted by other banks, it could further increase impacts significantly. Despite not yet gained substantial support, the partnership and further improved RCC design has led to further interest and funding for the initiative.

Mahila Housing SEWA Trust

Scaling up Poor Women's Action in Climate Resilience: Developing a Sustainable Model for South Asia

Background

Mahila is part of the grassroots Self-Employed Women's Association. Their overarching goal is to develop leadership capacities in 400 slums across India and have impacts on the lives of 1 million poor women to build sustainable, climate-resilient habitats and cities.



The aim of this phase of funding was to scale up the Women's Action towards Climate Resilience for Urban Poor in South Asia project, which aims to increase the resilience capacity of poor women to address major climate risks in slum communities in South Asian cities. The purpose of the GRP partnership was to help build existing climate-resilient technological solutions into an enterprise model that is self-sustaining.

Key highlights

- Mahila supported 135,539 people and trained 102 women as entrepreneurs of efficient/renewable energy products. Since the training, 25 of these women now report to be 'Climate Sathis', selling these solutions in Ahmedabad, Surat, Ranchi, Jaipur and Bhopal.

- 18,640 people adopted risk-reducing technologies by taking direct actions. This increased from 1,250 to 18,640 in just the final quarter.
- Mahila was recognized as a key stakeholder in the 2017 Ahmedabad city-level Heat Action Plan and won the Delhi Urban Labs Challenge to replicate efforts on heat resilience in Delhi.
- NRDC funded Mahila to take up its climate-resilience initiatives in India (especially heat resilience).

Key learnings

- Creation of social and human capital is pivotal in sustaining and scaling up interventions.
- Change in attitude and behavior is a long-term process.
- Increasing resilience requires a multi-dimensional perspective.
- Partnership with the government is important for scaling an intervention.
- Communities responded to climate change information much more quickly than expected.
- Affordability of technology is a critical factor for its acceptance and scale-up.
- Engaging communication can play an effective role in maintaining the progress achieved and linking more people to the climate change-related programs.

Future funding

By helping Mahila to showcase its efforts to potential investors, GRP facilitated the mobilization of follow-on finance for Mahila. They have secured future funding of through a domestic private foundation and an international private consulting firm.

Overall

Mahila was supported by the GRP scaling program to scale sustainably. They did this by providing training to women in marketing, which increased the confidence of participants and increased the reach of climate-resilient technological solutions as a result.

MetaMeta Research

New Roads for Resilience: Connecting Roads, Water and Livelihoods



Background

MetaMeta focuses on research and consultancy for water governance. It develops models for complex programs, and communication products for international resource management and development.

The New Roads for Resilience: Connecting Roads, Water and Livelihoods project aimed to transform the way roads are planned and built in the Horn of Africa by introducing innovative designs and improving guidelines to harvest rainwater, preventing soil erosion and improving use of roadside land. By bringing together government authorities, water and climate experts and roadside communities, the team works to ensure road construction efforts produce multiple benefits for all communities and enhance resilience.

Key achievements and learning

- The Green Roads principles have been endorsed by the World Bank and interest has been shown by ADB.
- Over 1 million people have benefited from the implementation of roads for water in Ethiopia as part of the Mass Mobilization Campaigns in Amhara and Tigray Regional States during the scaling phase.
- 1,996 people trained under Roads for Water scaling project.
- Country programs in Ethiopia and Kenya have been expanded with work also starting and expanding in Uganda and Nepal.
- 23 institutions have received training and incorporated road water management.
- 3 laws/policies been influenced by MetaMeta:
 - Road Water Management Global Guidelines with the World Bank.
 - The Department of Agricultural extension in Bangladesh incorporated Roads for Water in the Guideline on Command Area Development.
 - National Road Water Management Guidelines for Ethiopia.
- Increased knowledge of roads and water systems gained through work on the project.

Future funding

They are looking to get grants to continue road water management activities beyond the life of the GRP grant and are in contact with a potential new funder. They have so far:

- Secured funding from the IKEA Foundation in Ethiopia, Kenya and Uganda through Green Future Farming.
- Secured funding from Nuffic through the Orange Knowledge Program, which will include training on Green Roads for Water.

Overall

MetaMeta has clearly had influence on policy initiatives and this stage provided extensive training to a number of people.

Producers Direct

Harnessing the Power of Technology to Catalyze Value Chain Efficiency Improvements to Build Resilience, Catalyze Inclusion and Reach Vulnerable Smallholders



Background

Producers Direct is owned and led by smallholder farmers. It pioneers a new model centered on smallholder leadership and development of innovative solutions that can transform farms into sustainable businesses.

The GRP stage aimed to bring to scale already pioneered digital tools, enhanced value chain efficiency and market chain access. The aim was to transform the work from a 'project' to a sustainable business. They aimed to do this by providing improved market

access via formalizing and scaling up local youth networks and digital tools developed to facilitate improved market access.

Key achievements

- 4,299 smallholders received in-person training and were supported to strengthen resilience.
- 8 Youth coordinators employed Full Time across 4 centers of excellence in Kenya, Tanzania and Uganda.
- Producers Direct actively participated in a number of knowledge and policy engagement events.
- Kenya and Uganda Policy Review report (led by Kenvo) provided a synthesis of agriculture/business opportunities for youth engagement.
- Producers Direct, with funding from the World Bank, will be able to make further strides in refining the digital tools, continuing to support smallholder farmers to transition to resilient small-scale businesses.
- The project worked to scale up the FarmDirect digital platforms reach, and 404 farmers were onboarded as a result.
- Over 90% of farmers surveyed said that record keeping (FarmDirect) has improved farming and decision making by improving productivity, incomes or crop quality.

Key learnings

- It was a journey to get the youth incentive model to provide sufficient incentives.
- Identifying the best legal structure took time.
- Digital tools are key to transforming the agriculture sector towards 2050, but it is also key to note the importance of in-person support systems to work alongside digital technology.

Future funding

GRP funding and work enabled the articulation of a clear business model and plan to secure future financing. They have so far:

- Secured a loan from the UK Charity CAF Venturesome.
- Secured funding from Innovate UK in 2019.
- Been invited to participate in United Nations WFP Bootcamp in February 2020.

Overall

Producers Direct have secured future support. The goal of the scaling project was to develop a business model so the initiative is self-sustaining. This has been achieved to the extent the business model has been articulated clearly and generated initial investments.

¹ <https://www.globalresiliencepartnership.org/aboutus/>

² GRP01, GRP04

³ GRP07

⁴ GRP01

⁵ GRP01, GRP04

⁶ GRP04

⁷ GRP01

⁸ GRP01

⁹ GRP05

¹⁰ GRP05

¹¹ GRP04

¹² GRP04

¹³ I01, I02, I03

¹⁴ There are two main sources for the framework: the work of Joe McCannon and Becky Margiotta at the Billions Institute (McCannon et al., 2016); and the work of Professor Trish Greenhalgh, Professor of Primary Care Health Sciences at Oxford University (Greenhalgh et al., 2017)

¹⁵ GRP01

¹⁶ GRP05

¹⁷ GRP04

¹⁸ GRP04

¹⁹ GRP05

²⁰ I01, I02, I03

²¹ GRP01

²² I01, I02, I03, GRP04

²³ GRP03

²⁴ GRP01, GRP02, GRP04, GRP05, I01, I02, I03

²⁵ GRP04

²⁶ GRP05, I01, I02

²⁷ GRP01, GRP04

²⁸ I01, I02

²⁹ I01, GRP04, GRP05

³⁰ I01

³¹ I01, I02

³² I01

³³ G02, I01

³⁴ GRP05

³⁵ I03

³⁶ G04

³⁷ G02

³⁸ G02, G03, G04, GT03, GT1, GT11

³⁹ G03, G01, G05, G04

⁴⁰ I01, I02, I03, G03, G04, G05, GT08

⁴¹ GT02

⁴² GT10

⁴³ GT01

⁴⁴ GT11

⁴⁵ GRP (2018); <http://producersdirect.org/about/>

⁴⁶ G01, G03, G05, GT01, GT02, GT03, GT09, GT10, GT11

⁴⁷ GT01, GT02, GT09, GT10

⁴⁸ G05, G04, GT09, GT10

⁴⁹ GT02

⁵⁰ GT05

⁵¹ GT09, GT10

⁵² G01, G03, G05

⁵³ G02, G04, G05, GT01, GT10, GT11

⁵⁴ G04, G05

⁵⁵ GT03

⁵⁶ I01

⁵⁷ G04

⁵⁸ GT13

⁵⁹ GT06, GT08

⁶⁰ GRP06, GT11, GT12

⁶¹ GT08, GT09

⁶² G03

⁶³ GT11

⁶⁴ GT13

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 113 I01, I02, I03, G03, G04, G05, GT08
 114 I01
 115 GT02
 116 GT10
 117 GT01
 118 GT11
 119 GRP (2018) GRP Project Visit – Sustainability & Scalability Assessment;
 Producers Direct (2019) <http://producersdirect.org/about/>
 120 Walji (2016)
 121 GRP01
 122 GRP04
 123 GRP04
 124 GRP02
 125 GRP02
 126 GT02
 127 GRP06
 128 G01
 129 GT02, GT11
 130 GRP06
 131 GRP01
 132 GRP05

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138 G02, G05
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140 G02, G03
141 I03
142 I03
143 I03
144 I03, I02
145 G04, GRP04
146 I01, I02, I03
147 G01, G04, GT11
148 G04
149 G03, G04, G05
150 G04, G05
151 GT08
152 I02, I03
153 I01, I02
154 I01
155 <http://www.groundswellinternational.org/our-story>; GT02
156 <https://www.ifpri.org/about>; GT10
157 GT01
158 <http://metameta.nl>; GT06
159 <http://producersdirect.org/about>; GT03



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