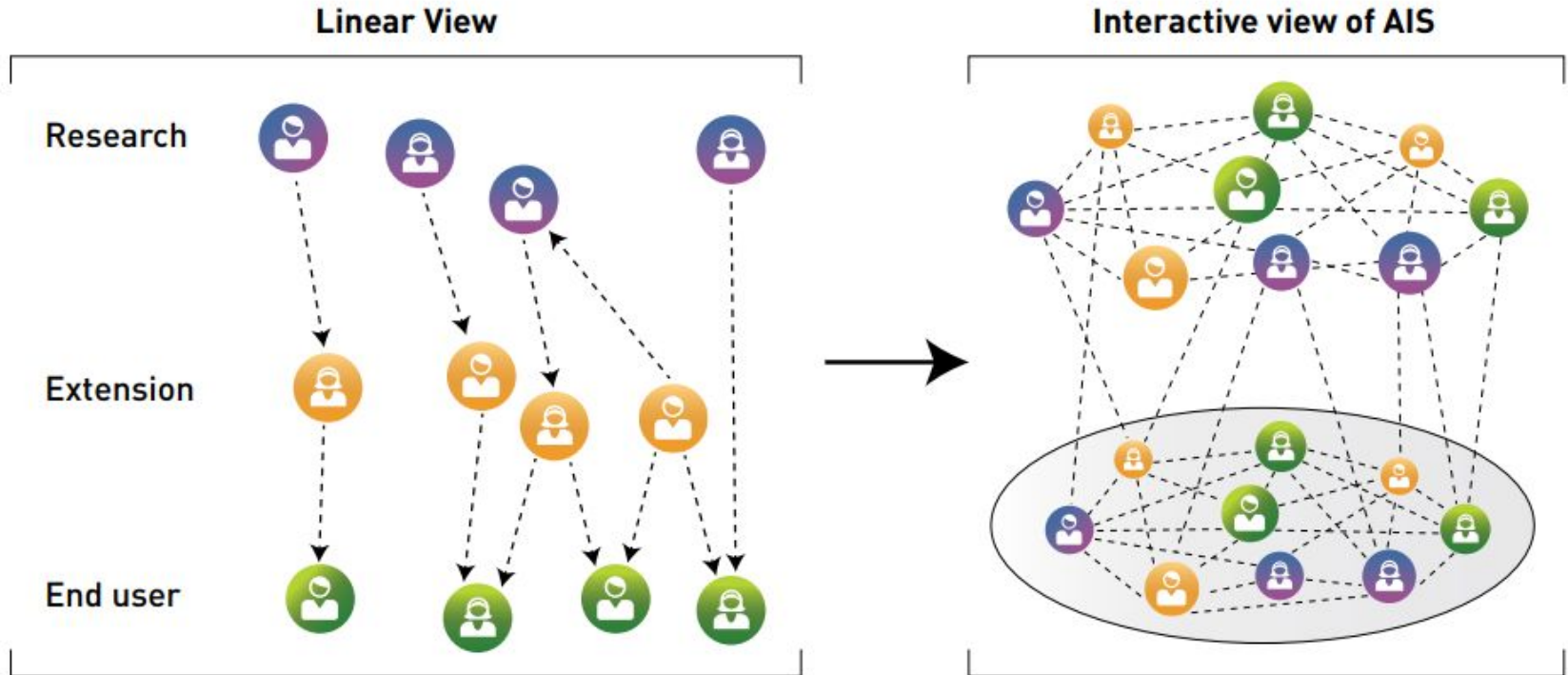# Inclusive Scaling

Jessica Bagdonis
March 7, 2023

AIS Recap

Source: Tropical Agriculture Platform (2016) Common Framework on Capacity Development for Agricultural Innovation Systems: Conceptual Background. CAB International, Wallingford, UK.
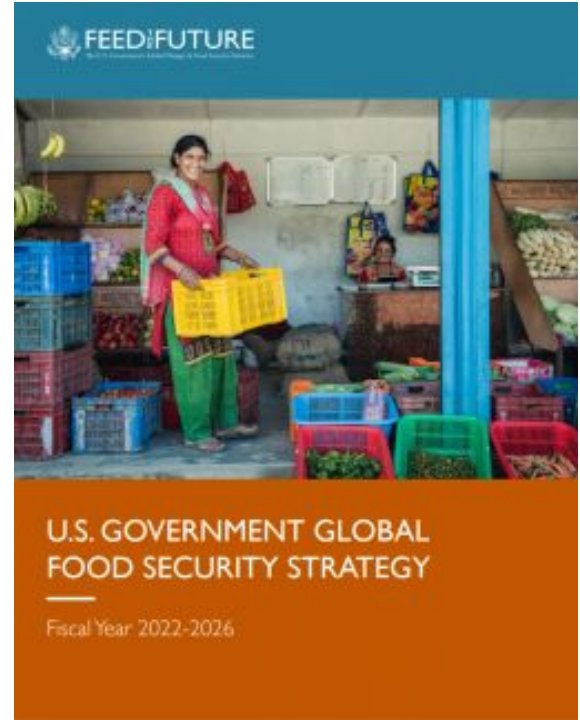
Overview

- What do we mean by:
    - Scaling for Widespread Adoption
    - Inclusive Development, and
    - Local Capacity Strengthening

- For discussion: putting it all together

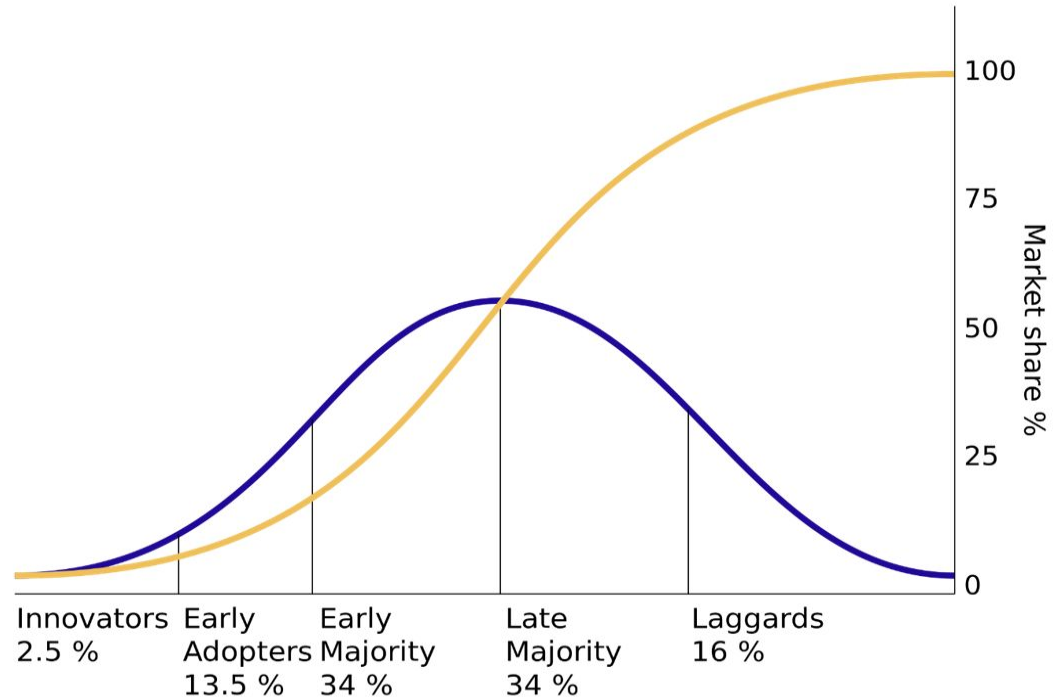# Scaling

Scaling Up for Impact

Inclusive and sustainable agriculture-led growth requires widespread adoption of improved technologies, practices, and approaches by all system actors, including local service providers, input suppliers, smallholder producers, and processors…by developing and strengthening public and private delivery pathways to link appropriate solutions to demand.

FEED:FUTURE

U.S. GOVERNMENT GLOBAL FOOD SECURITY STRATEGY
—
Fiscal Year 2022-2026

Scaling for widespread adoption of proven technologies and practices: The process of sustainably increasing the adoption of a credible technology or practice, or a package of technologies and practices, with quality to retain or improve upon the demonstrated positive impact of the technology or practice and achieve widespread use by stakeholders.

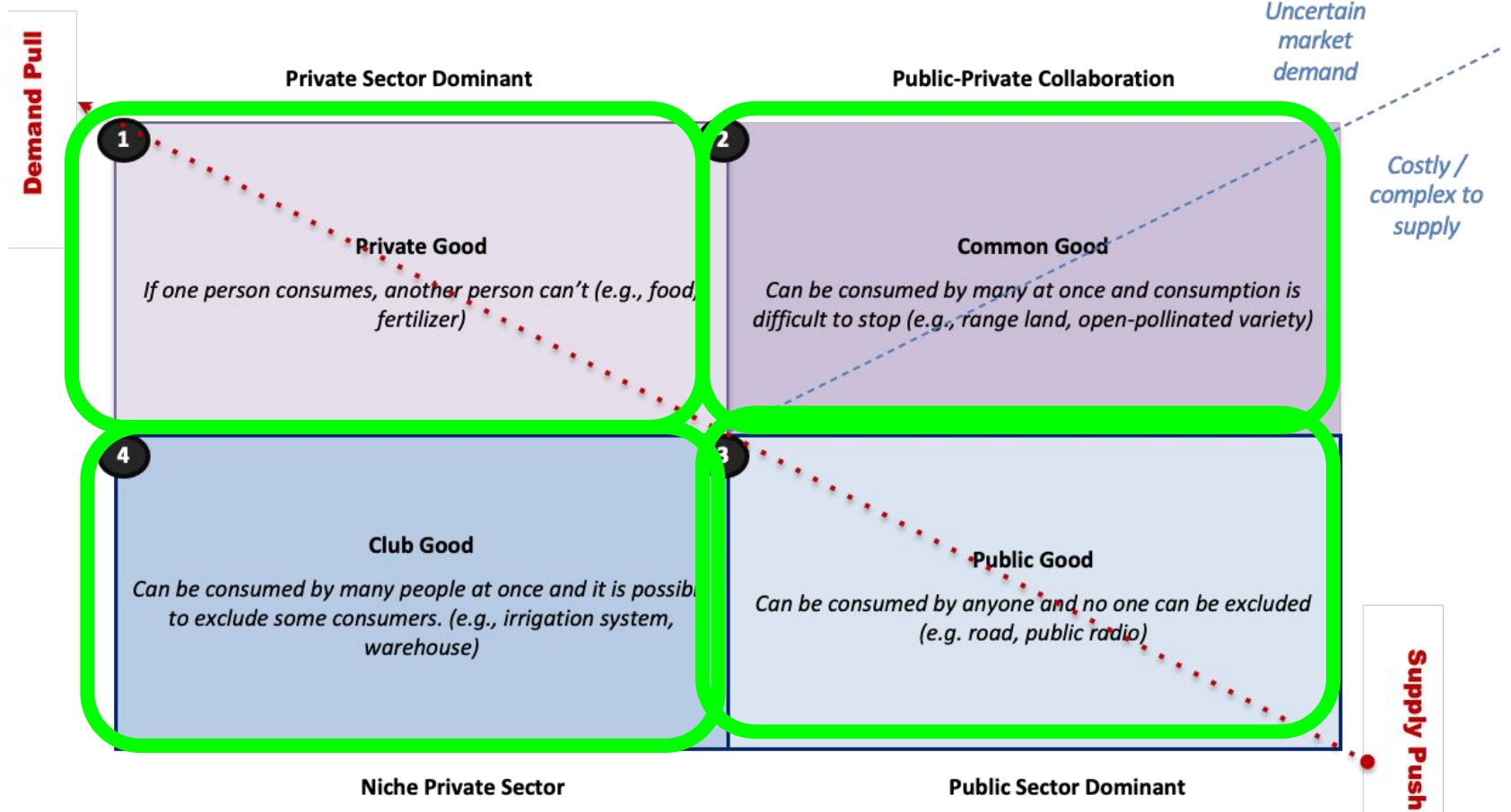**Diffusion of Innovations Model: Rate of Adoption + S-curve**

Innovators 2.5 % — Early Adopters 13.5 % — Early Majority 34 % — Late Majority 34 % — Laggards 16 %

Market share %

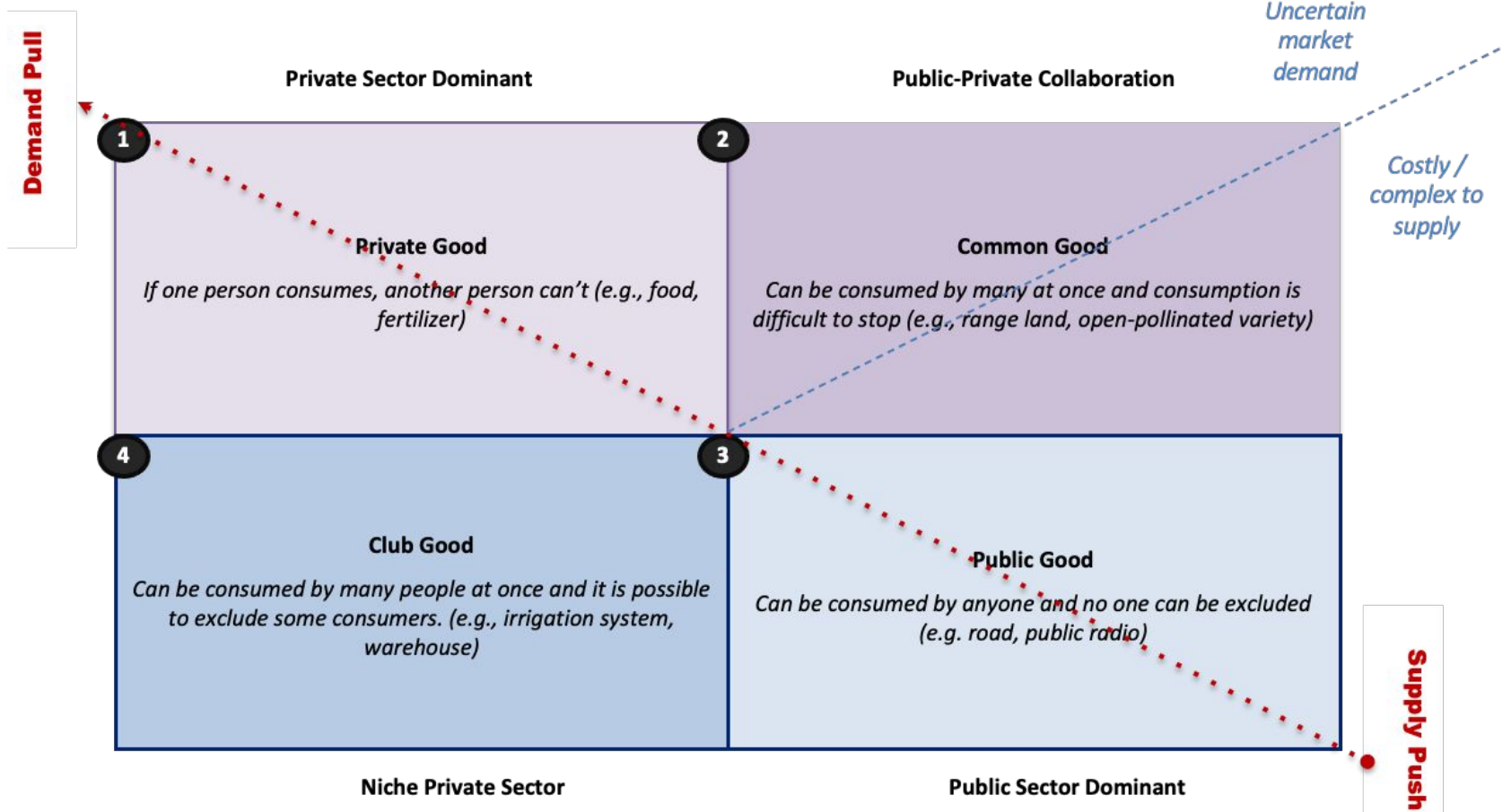# Scaling and Crossing the Chasm

For Discussion

Scaling Up Framework

Scaling Up Framework

Product Life Cycle (PLC) Approach

Market Research and Testing				Introduction and Delivery Pathways (Public or Private)					
Stage 1 Product Profile	**Stage 2 Discovery**	**Stage 3 Proof of Concept**	**Stage 4 Validation**	**Stage 5 Selection**	**Stage 6 Release**	**Stage 7 Introduction to End Users**	**Stage 8 Growth**	**Stage 9 Maturity**	**Stage 10 Decline**
Target product profile (TPP) developed (based upon market research and segmentation)	Identification and selection of product components based on TPP	Development of pre-products or prototypes	Superior candidates screened through small plot trials	Final candidate selection based on demonstrated value-add	Regulatory approval, variety release and registration	Resources, commitment and incentives for widespread adoption identified	Confirmation of widespread adoption	Adoption has plateaued	Data demonstrates significant multi-year decline

Inclusive Development

Inclusive Development

Inclusive development is the concept that "every individual and community, of all diverse identities and experiences, is instrumental in the transformation of their own societies".

Global Context for Inclusive Development

More inclusive economies with less income inequality are associated with greater political and social stability and more sustainable and resilient economic growth.

- If **women** had the same access to resources and opportunities as men, they could increase their yields 20-30% and reduce the number of hungry people in the world by 12-17%.

- **Nearly 90% of more than 1billion 15-24-year-olds** globally live in developing countries, mostly in rural areas. They often piece together mixed livelihoods amid a "missing jobs" crisis, yet can be key drivers of food systems transformation.
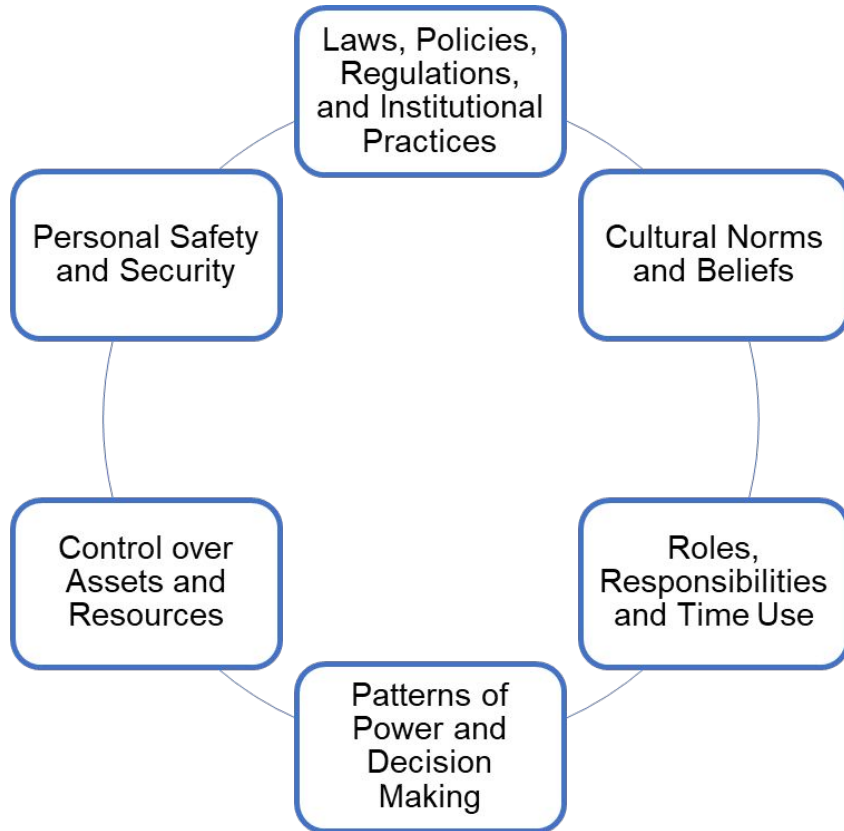
- **Localization** is closely linked to USAID's **inclusive development approach**, which ensures that all people – including those who are marginalized or underrepresented – are fully included and can actively participate in, and benefit from, development processes.

- Projected increases in **digital** tool use by farmers in Africa is expected to go from from 33 million in 2019 to 200 million by 2030, with enormous potential for increasing inclusion.

Inclusive Development Analysis Domains

- Laws, Policies, Regulations, and Institutional Practices
- Cultural Norms and Beliefs
- Personal Safety and Security
- Roles, Responsibilities and Time Use
- Control over Assets and Resources
- Patterns of Power and Decision Making

- What are the key issues, barriers, or inequalities in the domain that could affect outcomes? Which identify group(s) are affected by the issue, barrier, or inequality?

- What other information is needed to understand the inclusion challenges in each domain?

- What specific barrier/inequality and/or opportunity/entry point can be addressed through a new or improved intervention?

- How can the identified barrier/inequality be addressed?

Localization

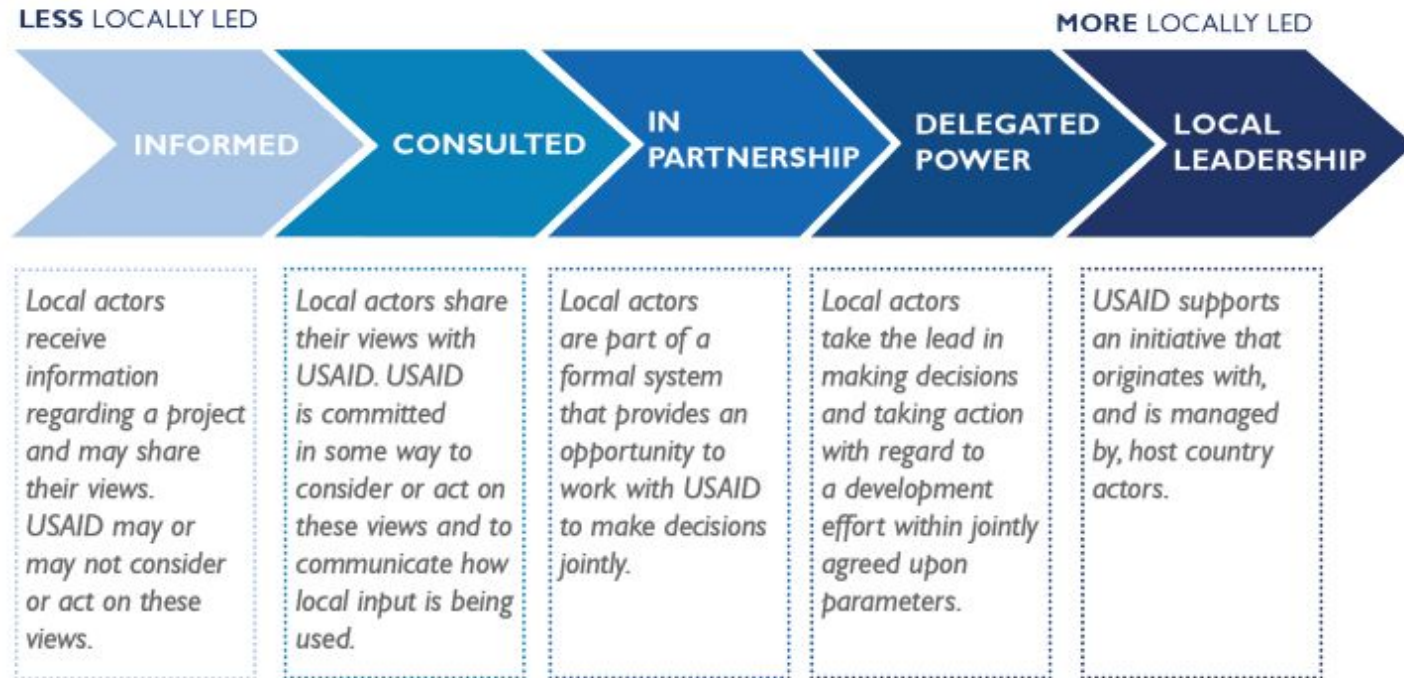# Localization as a Programming Approach

3 mutually-reinforced practices:

- Locally led development

- Local systems practice

- Local capacity development

*If we truly want to make aid inclusive, **local voices** need to be at the **center** of everything we do.*

- Administrator Samantha Power
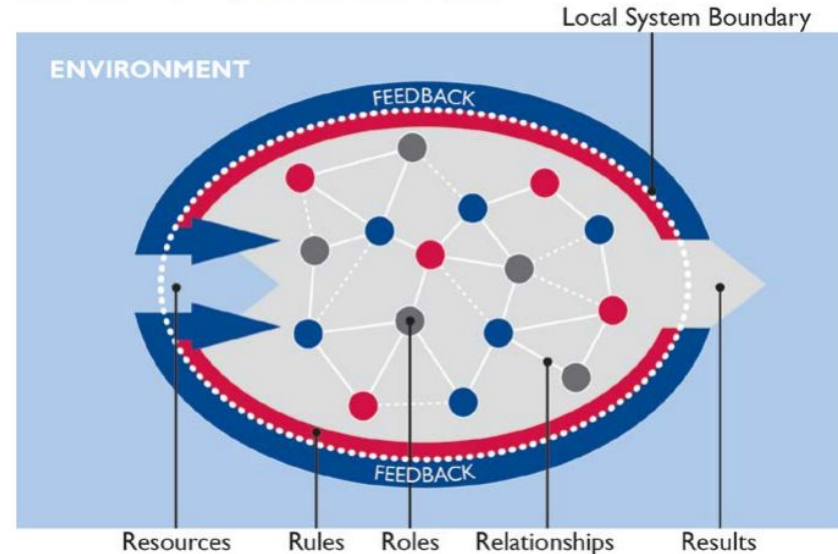
Approach: Locally Led Development

LESS LOCALLY LED   MORE LOCALLY LED

INFORMED	CONSULTED	IN PARTNERSHIP	DELEGATED POWER	LOCAL LEADERSHIP
Local actors receive information regarding a project and may share their views. USAID may or may not consider or act on these views.	Local actors share their views with USAID. USAID is committed in some way to consider or act on these views and to communicate how local input is being used.	Local actors are part of a formal system that provides an opportunity to work with USAID to make decisions jointly.	Local actors take the lead in making decisions and taking action with regard to a development effort within jointly agreed upon parameters.	USAID supports an initiative that originates with, and is managed by, host country actors.

Source: What is Locally Led Development

Approach: Local Systems Practice

Systems practice is an ongoing process, but can be usefully divided into four phases:

- **Listening** to the system to appreciate how it currently operates;
- **Engaging** the system to prompt change, primarily through selected interventions designed to modify interactions in ways that produce desired results;
- **Discovering** the actual effects of those interventions on the system; and
- **Adapting** interventions in response to discoveries to promote interactions that yield improved results.

Figure 2. The 5Rs: Key Elements of a Local System.

Source: The 5Rs in the Program Cycle and USAID Local Systems Framework Policy

Approach: Local Capacity Strengthening

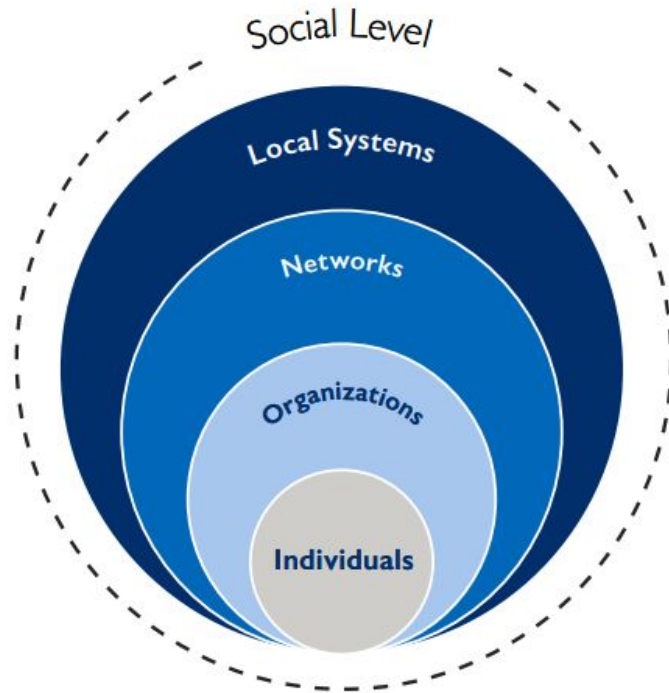**PRINCIPLES FOR <u>EFFECTIVE PROGRAMMING</u> OF LOCAL CAPACITY STRENGTHENING**

1 Start with the local system.

2 Strengthen diverse capacities through diverse approaches.

3 Plan for and measure performance improvement in collaboration with local partners.

Source: www.usaid.gov/policy/local-capacity-strengthening

PRINCIPLES FOR <u>EQUITABLE PARTNERSHIPS</u> IN LOCAL CAPACITY STRENGTHENING

4 Align capacity strengthening with local priorities.

5 Appreciate and build on existing capacities.

6 Be mindful of and mitigate the unintended consequences of our support for local capacity strengthening.

7 Practice mutuality with local partners.

Capacity Strengthening Approaches Across Social Levels

Local Systems. A local system performs well when its individuals, organizations, and networks have the capacity to perform roles and develop relationships that enable them to jointly produce and sustain locally valued solutions to humanitarian and development challenges.

Networks. At the network level, effective capacity strengthening approaches facilitate and support the ability of multiple actors to coordinate, cooperate, and collaborate to achieve collective impact.
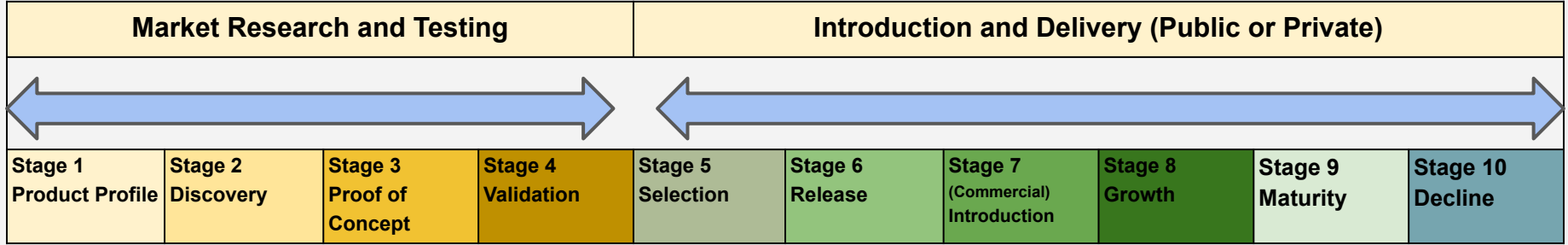
Organizations. Organizational capacity strengthening supports organizations, a group of people who work together in an organized way for a shared purpose, to achieve their strategic aspirations and deliver results for the stakeholders they serve. Organizational capacities related to human, physical, financial, and technological systems are interdependent. They should be addressed as relevant for supporting organizations' contributions to sustainable development.

Individuals. At the individual level, culturally relevant adult learning approaches foster an appreciation for lifelong learning. These approaches offer safe learning environments, respect for learners, and opportunities to immediately apply new knowledge, skills, or attitudes and then reflect on that new practice.
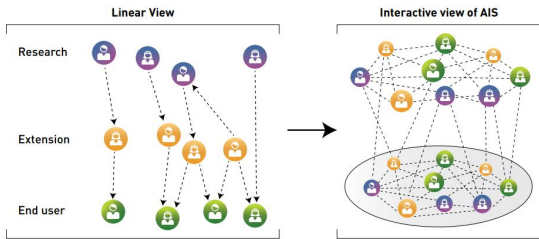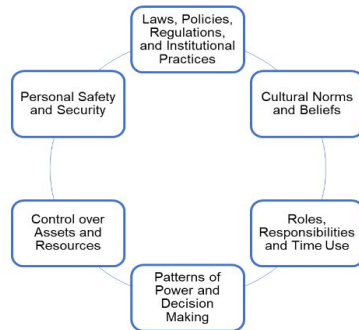
Putting it All Together

Putting it All Together

Market Research and Testing				Introduction and Delivery (Public or Private)					
Stage 1 Product Profile	Stage 2 Discovery	Stage 3 Proof of Concept	Stage 4 Validation	Stage 5 Selection	Stage 6 Release	Stage 7 (Commercial) Introduction	Stage 8 Growth	Stage 9 Maturity	Stage 10 Decline

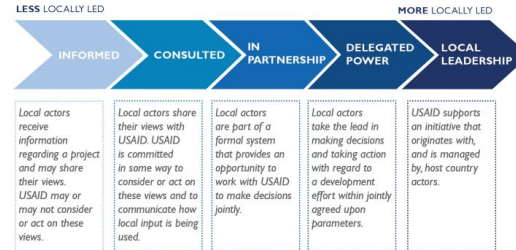## Each stage provides an opportunity to consider:

‣ Network strengthening   ‣ Intentional inclusion   ‣ Catalyzing local leadership   ‣ Tailoring approaches
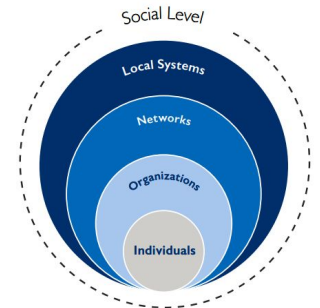
Thank you!