



Ukama Ustawi:
Diversification for Resilient
Agrifood Systems in East
and Southern Africa

CGIAR week of science and practice of scaling agri-food system innovation workshop report

22-24 November 2022

Nairobi, Kenya



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December 2022

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Abbreviations and acronyms

ABC	The Alliance of Bioversity International and CIAT
AGRA	Alliance for a Green Revolution in Africa
Agtech	Agricultural Technology
BMGF	Bill & Melinda Gates Foundation
CGIAR	Consultative Group on International Agricultural Research
EiA	Excellence in Agronomy
ESA	East and Southern Africa
GIZ	The Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
GTIs	Global Thematic Initiatives
IFDC	International Fertilizer Development Center
IITA	International Institute of Tropical Agriculture
ILRI	International Livestock Research Institute (ILRI)
IPSR	Innovation Packages and Scaling Readiness
IWMI	International Water Management Institute
NGO	Non-Governmental Organizations
PABRA	Pan Africa Bean Research Alliance
RIIs	Regional Integrated Initiatives
TAT	Transform Agriculture
USAID	United States Agency for International Development
UU	Ukama Ustawi
WEF	World Economic Forum
WFP	World Food Programme

Introduction

The Ukama Ustawi week of science and practice of scaling agri-food system innovation took place in Nairobi from 22 – 24 November 2022. More than 100 participants from CGIAR, GIZ, agribusinesses and financing platforms, public and private scaling partners, and donors attended the events.

The week of scaling was preceded by the launch of UU initiative's Kenya National Policy Dialogue on 21 November. The notes from the Policy Hub launch can be accessed using this [link](#).

The Innovation packaging workshop for CGIAR's Sustainable Animal Productivity Initiative's Dairy profitability simulator application took place at ILRI Nairobi campus on 25 November as a side event to the week of science and practice of scaling agri-food system innovation.

22 November 2022



1 Visual recap of the discussions on the 22nd (credit: Mijide Kemol/Keeke art).

Background

Scaling is at the heart of the CGIAR 2030 Research and Innovation Strategy. Over the past years, the CGIAR scaling community has expanded which has resulted in major advancements in both the science and practice of scaling innovation with public and private sector partners. As part of its transition, CGIAR has proposed dedicated scaling departments under all science groups/ action areas, and novel scaling approaches have been embraced by the new Initiatives as well as by the systems organization. Several Initiatives have dedicated scaling work packages, and the GIZ Taskforce on Scaling is expanding and firmly embedded across all CGIAR entities, pooled Initiatives and non-pooled projects and programs.

With a risk of fragmentation, duplication and limited opportunities for exchange and learning, the CGIAR and GIZ Taskforce scaling community organized a 2-day scaling networking and learning event on 22 November 2022. The event brought together CGIAR and GIZ scaling experts from across the world.

Opening remarks

The informal networking and learning event was facilitated by Marc Schut (WUR/CGIAR) and Thomas Pircher (GIZ) with introductions from Julien Colomer, (CGIAR-Portfolio Performance Unit – PPU), Donald Menzies (PPU), and Iddo Dror, (ILRI Impact at Scale and UU Work Package 6).

Marc and Tom welcomed participants. The event was attended by 34 participants from CGIAR, GIZ taskforce for scaling, One Acre Fund, public and private scaling partners.

Session 1: Icebreaker: Getting to know each other

Marc facilitated an icebreaker session to help everyone in the room get to know each other.

The icebreaker consisted of 3 activities. The first exercise required the group to arrange themselves alphabetically based on the names. The second exercise required that the group arrange themselves according to the region they stem from. A breakdown was done based on North and South allocation. The group showed its diversity as there was an even balance between Africa, South America, Europe, and Asia. The third and final exercise was aimed at understanding participants scaling activities where the participants aligned themselves according to practice of scaling, best of both and science of scaling.

Session 2: Mapping the diversity of CGIAR and GIZ scaling work

Participants were asked to write down their answers, on coloured cards, to 3 questions and pin them on the boards. The questions were: What are the key ingredients of scaling? How does scaling work look like? What worked well in your scaling work? Three volunteers presented what was written on the boards and facilitate the discussions that followed.

The following are the key points discussed:

I. What are the ingredients of scaling? (How do we understand scaling?)

- Unified framework in CGIAR needs
- Toolboxes to support scaling process
- Not to focus on technologies but on scaling itself
- Mindshift in CGIAR to bottom-up approach
- Private sector and government engagement
- Knowledge management to avoid reinventing the wheel
- Multidimensional teams for scaling and CGIAR organizational branding
- Breaking barriers between science and non-science
- Reframing how we see who we work for
- Looking at easy innovations not the most 'sophisticated'
- Changing donors' mindsets
- Translating research outputs to marketable products (demand oriented)
- Socially inclusive/responsible/gender responsive scaling
- Scaling rested in systems change perspective

2. How does scaling work look like? (How do we engage?)

- Scaling is centred around partnerships, thus managing, and developing partnerships between private sector and research including managing partner implementation of innovations is vital.

Engagement/Partnerships:

- Participatory evidence-based engagements
- Effective partnerships with researchers and complementary innovation with extension services and farmers
- Frequent meetings and networking
- Policy engagements: supporting regional policy decisions based on national and subnational contexts

Supporting Innovation:

- Science driven innovation
- Sensitizing on the science of scaling
- Creating enabling environment that supports the development of knowledge labs (working closely with farmers)
- Providing training on proven innovations
- Redesigning innovation profile and scale reaction
- Providing technical assistance and award grants to accelerate/scale
- Monitoring and evaluation, building the pipeline,
- Scaling advisory support, supporting projects with scaling efforts
- Farmer to farmer scaling: study private sector scaling
- System of trade-offs analysis

Communication support:

- Use of information communication technology, short message service, e-learning platforms, and other applications
- Supporting CGIAR initiatives with innovation profiling and packaging
- Training and learning support to farmers

3. What worked well in your scaling work? (Elements of successful scaling)

- Partnerships - engaging private and public local partners at all stages in research work and scaling strategy development, finding the right partners (buy-in from local partners), using local champions/pioneers (people who will drive the scaling)
- Engaging with diverse scaling communities for mutual understanding
- Co-designing innovations with partners from the beginning and throughout
- Building enabling environment
- Integrating with methods and tools
- Innovation and profiling of existing innovations
- Breaking the narratives with technologies, making the changes happen, identifying the purpose for change
- Participatory field days- content creation and showcasing through local media
- Mobilising investment- bringing on board willing and committed investors (scaling will be a success if there is available investment).

Session 3 Inspirational Speaker: Public extension representative

Annie Wakanyi, Director Global Government Partnerships at One Acre Fund gave a presentation on Scaling agrifood systems innovations.

Annie has 18 years' experience in business development, donor contract management and programming. She worked for AGRA, Oxfam, Plan International, and Child Fund International. She is committed to social justice and development of countries in Africa and responsible for developing partnerships with public donors to achieve mutual goals.

Link to the slides: [Scaling Agrifood Systems Innovations](#)

Session 4: What's needed for the scaling community to be more impactful?

Three small and diverse groups, each having a discussion leader, spent 30 mins diving into the question, 'What is needed for our scaling work/the scaling community to be more impactful?' The group then came back in plenary for feedback.

Report back in plenary

- Adopt a solution driven approach
- Tailor innovations to contexts
- A database of enabling factors for success of scaling of different innovations
- Incentive and performance criteria that includes scaling
- Country needs assessment performed annually
- Being aware of our scaling teams in countries 'revive the expert finder'
- Being present in country policy platforms, e.g., sector working groups
- A database of scalable innovations and the problems they potentially solve
- Translation of innovations from researchers to the entrepreneurs as discussed
- Accelerate for impact platform (A4IP)
- Capacity building for researchers in the areas of scaling
- 20 scaling full-time experts

Session 5: Parallel sessions

Five breakout groups were set up to discuss the following topics: innovation packages and scaling readiness, scaling for sustainable systems change, scaling acceleration, scaling partnerships, and gender-responsible scaling. Participants were grouped into 3 to attend the sessions in 3 blocks.

I. Innovation Packages and Scaling Readiness

Facilitated by Marc Schut, Edwin Kangethe and Lorena Esquivias

Presentation by Mark Schut from Wageningen University.

Link to the slides: [CGIAR Innovation Packages and Scaling Readiness \(IPSR\)](#)

What is scaling?

- Framework to bridge research and development
- Supports critical reflection, decision-making and action based on evidence

- Challenges innovation and scaling myths unrealistic impact pathways
- Standardized approach enables innovations portfolio management

Objectives

- Keep overview and track innovations in an evidence-based way
- Agricultural innovation system synergies around innovation packages
- Fit-for-purpose partnerships to tackle innovation and scaling bottlenecks
- Inform CGIAR innovation portfolio management (prioritize, portfolio diversity, risk management, strategic resource mobilization).

IPSR components:

- Innovation Staffing
- Innovation Packages
- Scaling Readiness
- Innovation Portfolio Management

Key points from group 1:

Innovation packing-key metrics - context-specific meta data:

- Enabling conditions
- Demand/scaling partners
- End-use/beneficiary typology
- Innovation readiness
- Innovation use

Generic innovation use level:

- Intervention team
- Effective team
- Innovation network
- Innovation system and livelihoods

Note: not necessarily reaching massive impact but moving in the right direction

- Partnerships are centred around innovation bundles. Be clear on what the partnership is meant to achieve.

Feedback/questions from participants:

- How do you measure readiness and impact?

Response:

- Choose the highest innovation readiness
- Innovation profiling is generic, and packaging is context specific
- Innovation readiness levels/matrix allows innovations to mature

- Innovation readiness level claim needs to be supported by (scientific) evidence
- Can the definition of innovation be improved?

Response:

- Partnerships have tended to scrutinize how we define innovation
- The process to innovation is innovation itself
- The way we use innovation is context/country specific
- At what point/scale do you scale innovation?

Response: From level 5, innovations can be packaged but this does not mean there aren't any risks involved.

- How many innovations have been reported to date?
- Is there a reason why you have limited the typologies to only 4?

II. Scaling for Sustainable Systems Change: Facilitated by Lennart Woltering, CIMMYT

Group 1:

The session started with an introductory icebreaker where participants responded to the following questions: What excites you about working on scaling? Are you interested in systems thinking approaches? If so, why?

Followed by a presentation on 'Scaling for Sustainable Systems Change' by Lennart.

Link to the slides: [Scaling Agrifood Systems Innovations](#).

Theories of change in CGIAR more specifically to scaling:

- **Learn:** Focusing on projects that are meant to be scaled, strong research base, expand scaling across channels and regions.
- **Design:** Creation of effective projects through scaling scan/pyramid
- **Advice:** Suitable and broadened advice in the field
- **Action:** Implementation of the projects compiled

Lennart share a scaling example from lessons learned in Honduras on land restoration due to prior degradation due to underinvestment in research and development, exploitation, and using youth groups and community to correct this.

Scaling scan was initially conducted in a 3-day program. It was first reduced to 3 hours after realising people do not want to spend days on scaling activities then to 30 minutes.

CGIAR initiatives can embed the scaling scan principles and foundations into existing scaling projects and test their efficiencies and functionalities.

Participants were asked the following questions after the sustainable systems change presentation:

1. How can CGIAR integrate complex systems thinking approaches more effectively for food and agricultural systems transformation?
2. What should the system scan do to contribute to this?
3. Do you wish to actively contribute to the development of the Systems Scan?

Group 2:

- CIMMYT is well-known for its scaling scan.
- The Scaling Scan is accessible in terms of language, experience, and easy to understand.
- The scaling scan works on 3 bases (defining the scaling ambition, assessing the 10 scaling ingredients and identifying existing bottlenecks and opportunities).
- Scaling is not solely about the solutions to problems but understanding and addressing the problem in its entirety.
- A systems perspective on scaling: moving away from complicated solutions for straightforward problems.
- Recognizing the problem and solving it requires unison problem-solving.
- Scaling is a result of better system implementation and development.
- Scaling up requires a counter which is scaling down based on the idea that 'somethings have to die for others to live'.
- The system requires a mindset shift when addressing problems from a social and innovative perspective.

Group 3

How the scaling scan works:

- Understand regime
- Imagine the emerging regime and
- Solutions
- Take home from the Q&A is that systems are working but need some adjustments and much needed resources to make them efficient
- Building the system with the idea of an iceberg shows what to change the system at different intervals.
- People feeling attacked when looking at the status of the regime is based on the willingness to accept or reject the proposed changes, this can be seen as good or bad based on the outcome. It is then observed using the system scan.

III. Scaling Acceleration: Facilitated by Gianpiero Menza, the Alliance of Bioversity International and CIAT, and Claudia Zaccari Accelerate for Impact Platform

The session started with a presentation by Gianpiero introducing the Accelerate for Impact Platform to participants.

Link to presentation: [Accelerate for Impact Platform](#)

- Growing interest by large agrifood companies to work with research organizations such as Danone Campbell Kraft Heinze. Supporting accelerations of innovations in the market
- Research organizations, consultants and private sectors currently putting in large funds
- Large untapped potential
- Existing research outputs must be better connected and funded to radically disrupt and deliver long term impact in agriculture and food systems
- Looking for new business models, and innovative ways, building the next generation of disruptive science-based products, attracting investment, and challenging business as usual, through incremental processes

Some of the pros and cons at the Alliance/CGIAR business environment:

Pros

- Extensive outreach (15 centres, operating in 108 countries)
- Many talented researchers
- Substantial experience etc.

Cons

- Bureaucratic bottlenecks
- Talents are asymmetrically distributed
- Lack of corporate culture

Accelerate for impact platform (A4IP) aims to offer a new paradigm by bridging science and entrepreneurship under the following 3 pillars:

1. Leverage existing knowledge and products
2. Codesign and launch novel transformative innovations
3. Nurture an entrepreneurial mindset and market-oriented approach working together with investors

Steps for innovation challenges:

1. Design
2. Launch
3. Call for applications and selection

4. Bootcamp
5. Acceleration program and demo day
6. Post acceleration support

- The approach has been tested in Morocco this year. 350+ innovators applied.
- Examples of venture-backed science-based start-ups that managed to draw substantial capital: Loam Bio, Wefarm Limited (e.g., in Dar es Salaam), and Pivot Bio
- The unique value proposition of the program is that it connects local ecosystems to ensure CGIAR scientists can contribute but also learn from what is happening in the market for further science-based development
- Venture-out event series: Bringing successful start-ups to the network to share their stories e.g., Gingko Bio works, Pluton Biosciences
- Created the Venture Space (an online platform) where new start-ups can find mentors, indicate interest in working together, and network

Question from participants: What is the platform interested in?

A4IP is looking for science-based innovations in different fields/sector such as Agri biosecurity, livestock genetics, supply chain, logistics, etc.

Examples of solutions A4IP is working on: YieldsApp (AI-based technology that provides precise diagnosis of pests and diseases by analysing photos), Green Growth provides farmers with real-time analytics on land productivity.

IV. Scaling partnerships: Facilitated by Annie Wakanyi (Director Global Government Partnerships, One Acre Fund)

- Pipeline innovation considers cropping seasons in country and ensure that the planning cycle is curbed into bundles
- Multi country innovation-partnerships that involve multiple country (willing to engage the different parties)
- How do we keep the different countries involved
- Ensure that the activities should be aligned with demand to ensure uptake and sustainability
- Engaging partners that are also involved in innovation to identify synergies and avoid duplication.
- Putting farmers at the centre and front of scaling works

V. Gender-responsible scaling: Facilitated by Erin McGuire
Erin presented approaches to responsible scaling where she introduced the GenderUp.

Link to the slides: [GenderUp: Scaling effectively and responsibly](#)

GenderUp elements:

1. Defining the innovation and scaling ambition
2. Exploring the relevant diversity
3. Implications of intersectionality
4. Adapting scaling strategy
5. Integration

Session 6: Plenary reflection/feedback on the parallel sessions

The groups came back in plenary and discussed the main points that came up during the breakout sessions.

[CGIAR-GIZ scaling networking and learning event notes](#)

23 November

Opening

The second day of the week of science and practice of scaling agri-food system innovation kicked off with an official opening by Martin Kropff, Managing Director of Resilient Agri-Food Systems in the CGIAR. Martin gave participants an overview of CGIAR's Regional Integrated Initiatives (RIIs) and Global Thematic Initiatives (GTIs) and the Ukama Ustawi scaling experience. The event was attended by 70 participants from high-level Kenyan government officials, farmer representatives, agtech start-ups, small- and medium-enterprises (SMEs), public and private investors, development partners, CGIAR and GIZ scaling task force staff. The workshop was facilitated by Inga Jacobs-Mata, the UU initiative lead, and Regional Representative for International Water Management Institute Southern Africa offices.

Link to the slides: [Regional Integrated Initiatives and Global Thematic Initiatives](#).

Session 1: Scaling in the One CGIAR ecosystem

Julien Colomer, Interim Lead, CGIAR Portfolio Performance Unit, gave a presentation on Scaling in the One CGIAR ecosystem.

Link to the slides: [Scaling in the CGIAR ecosystem- Performance and results management](#)

Session 2: Scaling in Agri-Food Systems: Lessons and Best-Practices

Six CGIAR initiatives gave 5 minutes presentations on scaling experiences of their respective initiatives.

Presentations:

- [CGIAR Initiative on Climate Resilience \(ClimBeR\)](#) - Evan Girvetz (ABC)
- [Excellence in Agronomy initiative](#)- Paswel Marenja (CIMMYT)
- [Scaling Plant Health Innovations Initiative](#) - Prasanna Boddupaili (CIMMYT)
- [Urban Scale Initiative](#) - Simon Heck (CIP)
- [Nature positive solution initiative](#) - Celine Termote (ABC)
- [Livestock and Climate initiative](#) - Polly Ericksen (ILRI)

Questions and comments from participants following the presentations

- How do you integrate nature positive practices into agriculture production?
- Think about engagements like this so we can share knowledge and working closely with World Wildlife Fund and learning from farmers.
- We are currently facing a strong environmental challenge- how do you think we can address?
- Farming being demand driven - what are we developing (what is it that we can tweak) to enabling extension officers to be efficient, empowering them to reach more farmers.

- There are different types of farmers engaged, with different typologies. We are currently treating farmers as agents of farming. We must ensure that farmers are kept at the centre of all scaling activities
- What is the proportion of budget allocated for scaling compared to budget allocated for research?
- Kenya has consistently suffered from transboundary pests and diseases. How has the CGIAR help reduce these pests - considering the bottom-up approach (linking with people from the communities)?
- The use of Shamba Shape-up to reach people at the grassroots level and other media outlets
- What are the mechanisms to ensuring coordination and learnings across the different initiatives implemented in Kenya and building on previous work?

Session 3: The practice of scaling in Ukama Ustawi

Inga Jacobs-Mata, the UU initiative lead, and Regional Representative for International Water Management Institute Southern Africa offices, presented on the Ukama Ustawi initiatives scaling pathways. Followed by a presentation by Hauke Dahl, Co-lead of the UU initiatives' work package 3 and the Food Systems Accelerator Program, on the CGIAR Food Systems Accelerator program.

UU partners from 2Scale, Shamba Shape-Up and Mercy Corps also shared their respective organizations' scaling experiences.

- [Overview of UU scaling pathways](#) - Inga Jacobs-Mata
- [CGIAR Food Systems Accelerator: Delivering Climate-Smart Innovations at Scale](#) - Hauke Dahl
- [2SCALE - International Fertilizer Development Center partnership with the Ukama Ustawi initiative](#) - Salome Nganga
- [Shamba Shape-Up](#) - Georgina Smith
- [Scaling Digital technologies to smallholder farmers](#) - Samuel Karanja

Hauke facilitated a panel discussion with Salome Nganga (2Scale), Georgina Smith (Shamba Shape-Up), and Samuel Karanja (Mercy Corps).

The following are key questions raised to the panellists:

Question from a participant: Shamba-shape up is a good programme, is there a way for farmers to interact with show producers?

Response:

- Farmers can ask questions and get additional information using the ishamba platform through texts or voice calls.
- The TV show is broadcasted in 2 local languages on radio and TV. It is also screened by cooperatives as some farmers have no TV sets.

Question from a participant: There is a problem with digital literacy amongst farmers- what is the plan for Mercy Corps to ensure that farmers have access to information.

Response:

Mercy Corps constantly provides education and awareness to farmers on the importance of digital literacy. Vulnerable groups within communities are identified and Mercy Corps ensures the integration of digital platforms with governmental or other NGO systems to reach the broader stakeholders.

Session 4: Strengthening the agripreneurship Ecosystem: Opportunities and Barriers

Inga Jacobs-Mata Regional Representative – Southern Africa and Peter Kirimi Senior Financial Inclusion Specialist (2Scale) gave opening remarks where they highlighted on the partnership between Ukama-Ustawi and 2Scale with regards to the CGIAR Food Systems Accelerator that was launched later that evening.

Session 5: Setting the Scene: What's the state of the ecosystem

Nathaniel Pearson from Burgeon Strategy presented on the successes and weaknesses of existing agri-business programs and activities, what can be learned from that and what can we learn from Kenya.

Link to the slides: [Trends and tensions in agribusiness funding and research](#).

Session 6: Briter Bridges Report and Knowledge Cafe

Joshua Murima from Briter Bridges presented on the findings of the study: 'The Agribusiness Ecosystem in East and Southern Africa'.

Link to the slides: [The agribusiness ecosystem in ESA](#)

Market assessment of the agribusiness ecosystem in East and Southern Africa (excluding South Africa). Key findings include:

- Agriculture is the biggest sector, responsible for the majority of employment
- Key challenges affecting the sector include how it responds to widespread hunger, climate effects, and how to adopt collaborative ecosystem approaches
- On the financing landscape, some USD 65 billion is required, but only USD 570 million disclosed, which is concentrated in around 10 companies
- Interest is overwhelmingly focused on fertilisers, market information, and supply chains
- On the enabling environment, interest is focused on businesses that help other agribusinesses grow
- Wide disparity of financing activity by stage: increased focus during the incubator-accelerator stage, with very little support during angel rounds.
- A large gender financing gap exists. A large majority of funding are of all-male co-founders, both by volume and number of deals.

From over 1000 stakeholders, four major types identified:

- Agribusiness and agtechs
 - o Majority based in Kenya, Zimbabwe, and Uganda. Mainly on food production, and online marketplaces

- Key challenges include agribusinesses not being investment-ready, and smallholders that do not understand or adopt new technologies
- Agri-funding partners
 - Mostly based in the US and Europe; limited local funding. Many tend to be non-profit impact funders; limited pure commercial funding.
 - Key challenges include funders needing support and training, particularly on evaluating prospective investments, as well as strategies to manage risk
- Agri-corporates
 - Tend to have a wider presence and activities in the agribusiness supply chain. Presence mainly in Kenya, Uganda, and Zimbabwe.
 - Key challenge is that they are unable to connect with smallholder farmers
- Entrepreneur support organisations
 - Higher concentration on incubators, and less attention on short-term enterprise support
 - Key challenges include that most programs are tied to donor expectations, a lack of technical capacity, and misalignment between government policy priorities, and the kind of support entrepreneur support organizations provide.

A participant asked about differences in the experiences across ticket size.

- Smaller tickets are more difficult, and more expensive to execute.
- Smaller investment structures that use standardised documentation are helpful in reducing the cost of execution
- Small tickets can be catalysed using incubators and accelerators

Another participant asked on what characteristics make a good partner:

- Partnerships are based on specific needs, so it is difficult to identify what makes a good partner. However, Briter Bridges research was able to show what stakeholders expect from the partnerships.

A follow up question was raised whether there have been efforts to identifying strategic fit between potential partners, to catalyse partner identification:

- Partnership identification is a problem, as there is a big incentive to overrepresent, and no incentive to reveal specific gaps. This purposely creates information asymmetries.
- There may be a better opportunity in creating a large database, instead of focusing on one-to-one matchmaking
- Funders such as BMGF have been looking for success factors. Lasting partnerships make engagement worthwhile, and intentionality is important.

A participant commented that government collaboration is not as strong as it should be. National research institutions such as universities, could be included to help build national capacity.

Session 7: Podium Discussion: Accelerating Businesses and Activating Climate Finance

Representatives from eProd Solutions - Jan Willem van Casteran, Root Capital - Peter Onguka, Melanin Kapital - Melanie Keita and Open Capital Advisors - Lornah Gacheri/Milton Lore had a podium discussion on 'accelerating businesses and activating climate finance'. The session was facilitated by Hauke Dahl.

The discussion centred around four key questions.

1. Why is it expensive for agribusinesses to get capital?

Peter mentioned 3 key factors that are challenging agribusinesses to get capital.

- **Founder syndrome:** in which founders struggle to differentiate personal resources with those for the businesses. The value chain is also disorganised and distorted by brokers. With these weaknesses, it is expensive to run an agribusiness. Thus, important to do a gap analysis before onboarding entrepreneurs to an incubation programme.
- **Lack of data:** Several entrepreneurs don't keep records, so a financial history is lacking, contributing to investment unpreparedness. Training is required to instil discipline in keeping records, and financial statements.
- **Lack of funding:** For accounting packages, hardware, to permit storage and record-keeping.

Question from a participant: Advisory services are very expensive. Is there is a difference in approach by the type of entrepreneur (subsistence, vs growth, for example)?

Peter added that the gap analysis enables identifying the growth stage of the business. Once this is determined, each have a different set of intervention needs.

2. What is the role of the development sector in catalysing finance into climate smart agriculture?

Melanie: A lot has been said about partnership and ecosystem building, but what does this really mean? Although collaboration is key, it is difficult for new players to work with established financial institutions and donors, and substantial engagement is required. There is a need for a large supply of finance, but it is difficult and costly. Development Finance Institutions can play a role in making it less risky, by providing guarantees (African Guarantee Fund, for example) to lend on cheaper, and unsecured credit. Development partners can also help funding platforms to be more sustainable by supporting their operational budgets, which helps to de-risk their balance sheets.

A participant asked the use of a big bank, instead of a micro finance institution, as a partner for fintech, as the latter has a closer link to that sector. The panellist argued that partnering with big banks wins credibility. Also, financing with MFIs is expensive due to large administrative and recovery costs. The aim is to reduce the cost for smallholders, and big banks can disburse loans at much lower rates than smallholders could previously get.

Another participant shared that, when they tried to raise funding, big banks required collateral and experience. Fintech interest rates are not very different from local banks, so what would be the incentive to go with fintech? The panellist responded that big banks and investors require a large effort to meet their due diligence and other requirements. Although there is not a large interest rate difference between digital lenders and banks, there is a larger likelihood of being refused – or an application taking very long to assess – at banks, which presents operational risks to a smallholder applicant.

3. A participant remarked that SMEs have weak financials. How weak is weak? What does it mean for an agricultural SMEs to be investment ready?

Milton: Investment readiness depends on several factors: Whether the investor is commercially minded, or impact-driven, whether they are a bank or a development agency, whether the financing is on debt or equity, whether the recipient is a farmer or an agricultural SMEs, and what role they play in the value chain. Broadly, there are 3 questions to answer:

- a) Can the investment be absorbed effectively? Once received, do the recipients know what to do with the funds?
- b) How are funds used, and are these deployed effectively by the entity? Is there sufficient institutional, team, and individual capacity.
- c) Can it generate a return on investment? Although different investors seek different returns, investments should meet/exceed expectations. Commercial investors want a financial return and hesitate if this cannot be achieved. "Investment readiness" needs people to put themselves in the shoes of the investor and seek to address risk perceptions.

There is a minefield of investors and funders. To navigate through this, it is important to find those who support businesses, understand the types of funding they provide, as well as the timelines and expectations. This helps to reduce the timelines and frustration and helps to find good potential connections.

A participant asked whether matchmaking platforms are effective. The panelist indicated that such platforms are useful in making connections but are not immediately useful. Investments are based on connections and relationships, which sometimes take time to cultivate. Physical meetings and conferences are important, as such relationship-building is difficult to digitize.

4. How much digitisation can smallholder farmers handle? How are they reacting to tech developments? How can they be engaged to integrate into more sophisticated value chains?

eProd Solutions categorises three types of clients: Traditional bread-and-butter clients, innovative partnerships who want traceability throughout the system and public-private partnerships (PPS) which include donor-funded companies. PPPs tend

to be weak, and without organograms or tables of authority. They offer a mini-SAP solution, which looks at all aspects of the enterprise.

To help clients, eProd offer online training on contract farming, with the aim of developing a market system. It is important to build the capacity of clients because it is critical to have a system that shows financial accountability.

The development community should support the systematic side of farmers (focus on training, etc.) but it should also help ensure that organisations have the correct systems in place.

Session 8: Launch of the Ukama Ustawi Accelerator

Day 2 of the UU's week of science and practice of scaling agri-food system innovation event was concluded with the launch of the [CGIAR Food Systems Accelerator program](#). More than 70 guests attended the launch including high-level Kenyan government officials, farmer representatives, agtech start-ups, small- and medium-enterprises (SMEs), public and private investors, development partners, CGIAR and GIZ scaling task force staff.

The session was livestreamed on the Farmer on Fire LTD's YouTube channel.

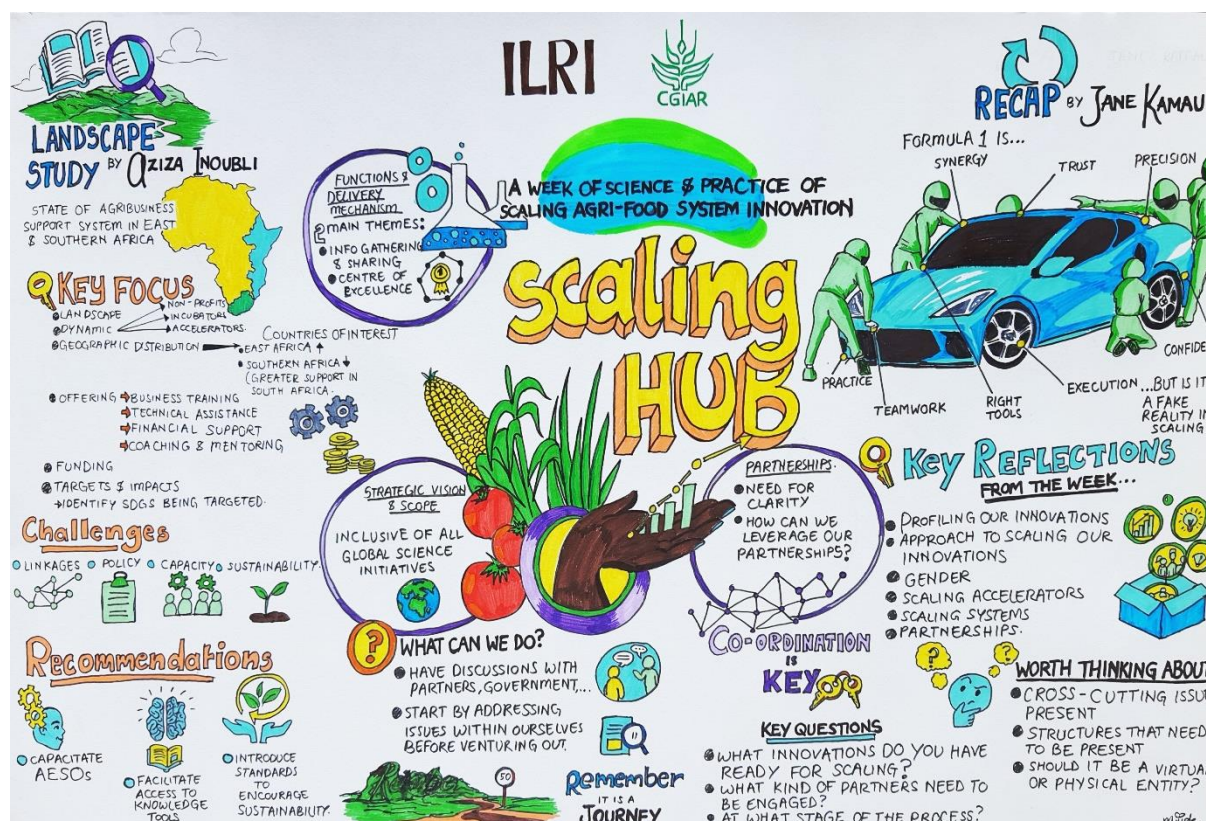
Remarks were given by Jacobs-Mata, Evan Girvetz, UU initiative Co-lead, Henk van Duijn, COO/CFO and incoming President of the International Fertilizer Development Center (IFDC) and chair of the 2SCALE supervisory Board and Hauke Dahl, Co-lead of UU initiatives' work package 3 and the Food Systems Accelerator Program.

High-level dignitary remarks by Teresia Karanja, on behalf of Francis Owino, Principal Secretary, Kenya State Department for Crops Development and Agriculture Research.

CGIAR Food Systems Accelerator program promotional video was screened, and the program was officially launched.

Link to the [CGIAR Food Systems Accelerator program official launch video](#)

24 November 2022



2 Visual recap of the discussions on the 24th (credit: Mijide Kemoli/Keeke art).

The third day of the scaling week focused on UU initiatives scaling hub concept and the science of scaling. The hybrid event was attended by 30 in person participants and 5 virtual participants from CGIAR, GIZ, World Bank, and other scaling partners. The session was facilitated by Saba Ermyas, ILRI.

Opening

Inga Jacobs-Mata, leader of the Ukama Ustawi initiative, welcomed participants.

Session 1: Introduction to the Scaling Hub Concept

Iddo Dror, on behalf of Matieyedou Konlambigue, gave a presentation on the strategic vision and scope, delivery mechanisms, and partnerships of the scaling hub.

Link to the slides: [Scaling hub strategic vision and scope breakout session notes](#)

Session 2: Presentation of the findings of the mapping activity

Aziza Inoubli from Briter Bridges presented on the findings of the study 'state of the agribusiness support ecosystem in east and Southern Africa' commissioned by UU initiative's work package 6.

Link to the slides: [The state of the agribusiness support ecosystem in east and Southern Africa.](#)

Session 3: Provocative speech

Jane Kamau, IITA, gave a thought-provoking speech on how CGIAR innovations can fit into and support existing agribusiness ecosystem. The following are key messages from the speech.

- Scaling is about partnerships, working together, being strategic, and precision
- Systems scaling can contribute to scaling
- How can we bring together the different dimensions?
- Structures required for scaling - virtual, physical entities
- Coordination is also important for scaling
- Relating /interfacing with existing innovations and projects
- There is no one-size-fits-all approach, but they are basic things that should be put for scaling to be successful.

Session 4: Fireside chat - Discussion on how CGIAR innovations can fit into and support existing agribusiness ecosystem

- We need rules for scaling, so we don't have accidents.
- Innovation readiness and partnerships differ from regions
- How can we make sure that CGIAR works more as a team? How can researchers collectively look at the innovation and scaling element and not only the research problem.
- Complementary innovations, and innovations that change the lives of people on the ground
- Need to also look at scaling up and deep
- Need well documented innovations on their success rate. Not only document successful ones but also those that have failed, lessons learned etc.
- Where possible, introduce the innovation to the users at an early stage before too late and then share with market. Response: some innovations are not ripe enough for the market-innovations are not linear but rather complex.
- How about we call the scaling hub a transformation hub that is used to scale innovation.
- How about delivery and scale?
- Need to be careful not to weary out the term 'scaling'. What do we mean by scaling? Do external stakeholders understand the term?
- Structural changes that can be maintained by the innovation-transformational change in people's lives

- Scaling hub might also need a knowledge management
- Who is the scaling expert? Ultimately, we are scientists.
- Policy change is something we should also be looking into
- Need to tackle eco-system challenges and an enabling environment to scale innovation

Session 5: Breakout session to look into the scaling hub concept

Participants went into 3 groups to provide feedback on the scaling hub concept looking into the strategic vision, functions and delivery mechanisms, and partnerships. The sessions were facilitated by Iddo (strategic vision of the hub), Jane (scaling hub functions and delivery mechanisms) and Hauke (partnerships).

[Scaling hub concept breakout session notes](#)

Session 6: Groups reporting back in plenary

Group leaders took 3 minutes to present the key highlights of the discussions.

Session 7: Science of scaling research agenda for east and southern Africa

Marc Schut on behalf of Wageningen University presented on the findings of the preliminary results from a literature review and UU-ESA survey

Link to the slides: [UU-ESA science of scaling research agenda: Preliminary results from a literature review and UU-ESA survey](#)

Session 8: Gender Responsible / inclusive scaling

Erin Mcguire, Horticulture Innovation Lab, representing Wageningen University and Research and ABC, presented on the GenderUp: a conversational method for gender responsible scaling.

Link to the slides: [GenderUp: Scaling effectively and responsibly](#)

Session 9: Innovation Portfolio Management

Julien Colomer, Donal Menzies, and Iddo Dror from CGIAR's Portfolio Performance Unit, presented on CGIAR's innovation portfolio management approaches.

Link to the slides: [Innovation Portfolio Management](#)

Annex: Agenda

A week of science and practice of scaling agri-food system innovation - Day 1 - Nov 22

Nov 22, 2022

■ Plenary sessions (discussion) ■ Group work / discussion ■ break

Setting the stage

- 09:00 ■ Welcome remarks
- 09:10 ■ Session 1: Getting to know each other
- 09:30 ■ Session 2: Mapping the diversity of our scaling work

- 10:30 ■ Group photo and Health Break

Session 3: Inspirational Speaker

- 11:00 ■ Public extension representative

Session 4: What's needed for the scaling community to be more impactful?

- 11:45 ■ Group discussion

- 12:45 ■ Lunch

- 13:45 ■ Introduction to the afternoon parallel sessions

Session 5: Parallel session (Round 1)

Parallel sessions (participants select 1 out of the sessions to attend - sessions to be prioritized/confirmed)

Scaling Readiness

- 14:00 ■ Innovation Packages and Scaling Readiness

Scaling for Sustainable Systems Change

- 14:00 ■ Scaling for Sustainable Systems Change

Scaling Acceleration

- 14:00 ■ Scaling acceleration

Scaling partnerships

14:00 | Scaling partnerships

Gender-responsible scaling

14:00 | Gender-responsible scaling

Session 5: Parallel session (Round 2)

Parallel sessions (participants select 1 out of the sessions to attend - sessions to be prioritized/ confirmed)

Scaling Readiness

14:45 | Innovation Packages and Scaling Readiness

Scaling for Sustainable Systems Change

14:45 | Scaling for Sustainable Systems Change

Scaling Acceleration

14:45 | Scaling acceleration

Public scaling partnerships

14:45 | Scaling partnerships

Gender-responsible scaling

14:45 | Gender-responsible scaling

Private scaling partnerships

14:45 | Private scaling partnerships

15:30 | Health break and networking

Session 5: Parallel session (Round 3)

Parallel sessions (participants select 1 out of the sessions to attend - sessions to be prioritized/ confirmed)

Scaling Readiness

16:15 | Innovation Packages and Scaling Readiness

Scaling for Sustainable Systems Change

16:15 | Scaling for Sustainable Systems Change

Scaling Acceleration

16:15 | Scaling acceleration

Public scaling partnerships

16:15 | Scaling partnerships

Gender-responsible scaling

16:15 | Gender-responsible scaling

Private scaling partnerships

16:15 | Private scaling partnerships

Kenya innovation dialogue

16:15 | Webinar on Scaling up Agricultural Innovations in Kenya

17:00 | Session 6: Plenary reflection/ feedback on the parallel sessions

↓ (30m)

Networking cocktail and snacks

18:00 | Informal cocktail event

21:00 | End

A week of science and practice of scaling agri-food system innovation - Day 2 - Nov 23

Nov 23, 2022

■ break

09:00 | Welcome address

Morning: UU Accelerator & other scaling activities

09:10 | Scaling in the One CGIAR ecosystem

09:25 | Scaling in Agri-Food Systems || Lessons and Best-Practices

10:55 | Health break

11:25 | UU Accelerator and Practice of Scaling

12:30 | Lunch break

Strengthening the Agripreneurship Ecosystem: Opportunities and Barriers

13:30 | Welcome

13:45 | Setting the Scene: What's the state of the ecosystem

14:15 | Briter Bridges Report & Knowledge Cafe

15:00 | Break & networking

15:30 | Podium Discussion: Accelerating Businesses & Activating Climate Finance

↓ (30m)

Evening: Launch of the Ukama Ustawi Accelerator

17:00 | Ukama-Ustawi Accelerator Launch

18:30 | End

A week of science and practice of scaling agri-food system innovation - Day 3 - Nov 24

Nov 24, 2022

■ break ■ Plenary sessions (discussion)

Scaling Hub (Abdou & Inga)	
09:00	Official opening
09:15	Introduction to the Scaling Hub Concept
09:45	Presentation of the findings of the mapping activity (Briter Bridge team)
10:15	Questions / feedback
10:35	Provocative speech
10:40	Fireside chat
11:20	Health Break
11:40	Breakout session
12:25	Group reporting back in plenary
	↓ (15m)
13:00	Lunch break
Science of Scaling	
14:00	Science of scaling research agenda for east and southern Africa
14:45	Gender Responsible / inclusive scaling
15:30	Health Break
16:00	Innovation Portfolio Management
16:45	End

Annex: CGIAR week of science and practice of scaling agri-food system innovation event photos

- [Scaling week 21 Nov event photos](#)
- [Scaling week 22 Nov event photos](#)
- [Scaling week 22 Nov sessions collage.jpg](#)
- [Scaling week 23 Nov event photos](#)
- [Scaling week 23 Nov sessions collage.jpg](#)
- [Scaling week 24 Nov event photos](#)
- [Scaling week 24 November group photo.jpg](#)
- [Scaling week 25 Nov event photos](#)
- [Scaling week 25 Nov sessions collage.jpg](#)

Annex: [Scaling hub concept breakout session notes](#)

Annex: Presentations

22 November presentations

1. [Scaling Agrifood Systems Innovations](#)
2. [CGIAR Innovation Packages and Scaling Readiness \(IPSR\)](#)
3. [Scaling Systems](#)
4. [Accelerate for Impact Platform](#)
5. [GenderUp: Scaling effectively and responsibly](#)
6. [Graphic recording of the sessions](#)
7. [CGIAR-GIZ scaling networking and learning event notes](#)

23 November presentations

1. [Regional Integrated Initiatives and Global Thematic Initiatives](#)
2. [Scaling in the CGIAR ecosystem- Performance and results management](#)
3. [CGIAR Initiative on Climate Resilience \(ClimBeR\)](#)
4. [Excellence in Agronomy](#)
5. [Scaling Plant Health Innovations](#)
6. [Urban Scale](#)
7. [Nature positive solution](#)
8. [Livestock and Climate](#)
9. [Overview of UU scaling pathways](#)
10. [CGIAR Food Systems Accelerator: Delivering Climate-Smart Innovations at Scale](#)
11. [CGIAR Food Systems Accelerator program launch video](#)
12. [2SCALE - International Fertilizer Development Center partnership with the Ukama Ustawi initiative](#)
13. [Shamba Shape-Up](#)
14. [Scaling Digital technologies to smallholder farmers](#)
15. [Trends and tensions in agribusiness funding and research](#)
16. [The agribusiness ecosystem in ESA](#)

24 November presentations

1. [The Ukama Ustawi Scaling Hub: Co-creating a platform for the scaling of agricultural innovations in East and Southern Africa](#)
2. [The state of the agribusiness support ecosystem in east and Southern Africa](#)
3. [Scaling hub breakout session notes](#)
4. [UU-ESA science of scaling research agenda: Preliminary results from a literature review and UU-ESA survey](#)
5. [GenderUp: Scaling effectively and responsibly](#)
6. [Innovation Portfolio Management](#)

Annex: Ukama Ustawi Kenya national policy dialogue launch resources

1. [Kenya national policy dialogue notes](#)
2. [Ukama Ustawi Kenya National Policy Dialogue launch video](#)
3. [Press Release](#)
4. [Blog](#)