

## Task Force on Scaling

Achieving widespread adoption of  
innovations from agricultural research

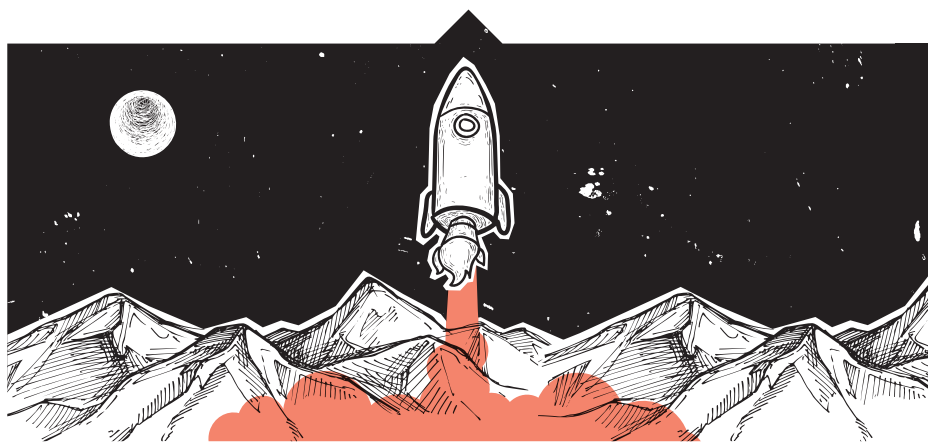
# The vision

## Scaling agricultural innovations

The 15 international agricultural research centers of the global research partnership for a food secure future CGIAR and their affiliated institutions develop innovative solutions for sustainable agriculture. The CGIAR and the World Vegetable Center are dedicated to reducing rural poverty, improving food and nutrition security as well as health and sustainably managing natural resources. To reach these objectives, they develop, test and disseminate innovations for agricultural and rural development including improved plant varieties, management practices and tools.

The international research centres set themselves ambitious targets in terms of agricultural and rural development outcomes. One of these targets is for 100 million farming households in developing countries to have adopted technologies developed by CGIAR by 2022.

Bringing research products into smallholder practice is by no means a new endeavour, but doing it on this scale is. Few initiatives have so far managed to conduct ‘scaling’ systematically and successfully. To support the CGIAR and the World Vegetable Center in delivering on their strategic goals, the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ), launched the Task Force on Scaling to bring innovations from research into use on a massive scale. The understanding of the Task Force is that in order to contribute meaningfully to CGIAR’s development outcomes, radical new thinking on the delivery and design of innovation is required. In pursuit of this mission, the Task Force explores new horizons, inspired by ambitious endeavours such as launching rockets to reach distant planets in our solar system.



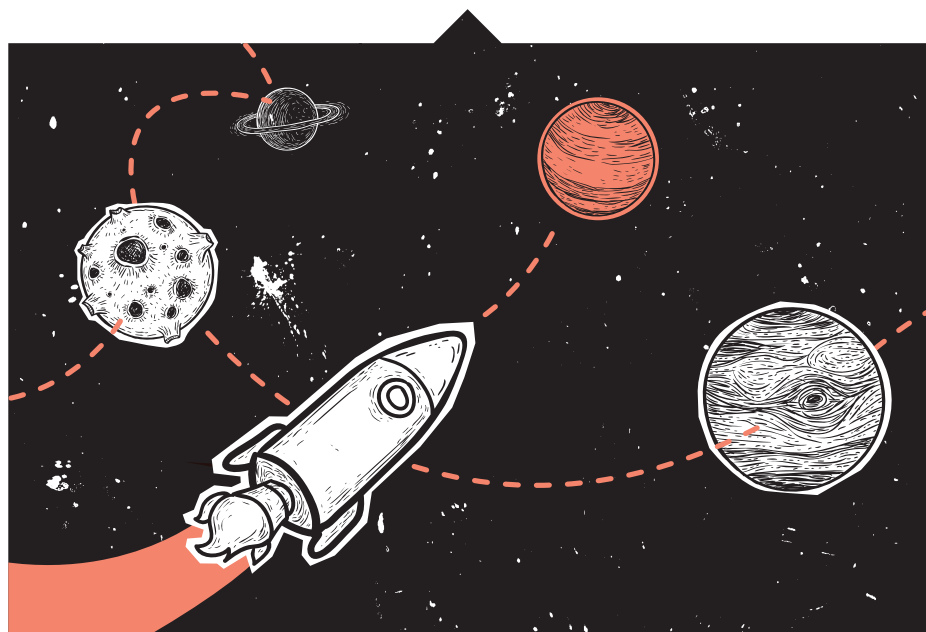
# The mission

## Understanding and doing scaling

It is still early days when it comes to successful scaling in international agricultural research and in international development cooperation. Practitioners, researchers and agencies are still learning how to design successful and sustainable scaling, how to implement scaling activities on the ground and how to replicate them in a cost-effective manner.

The Task Force on Scaling understands 'scaling' as pathways for widespread adoption of beneficial and customer-oriented innovations. There are various concepts of scaling, including scaling up, scaling out and horizontal or vertical scaling. The Task Force applies all these understandings.

The successful and sustainable adoption of agricultural innovations depends on several factors: the relative advantage of the innovation for the user, its compatibility with the user's setting and its complexity, trialability and observability. Moreover, to be successful, scaling processes need to be supported by an enabling environment and complementary non-technological innovations, such as access to credit, markets, knowledge and services. To ensure that science-based products developed from agricultural research meet the needs of farmers and consumers and are able to achieve outcomes at scale, the Task Force supports research centres in employing innovative, user-centred approaches, such as design thinking and systems thinking.



# The team

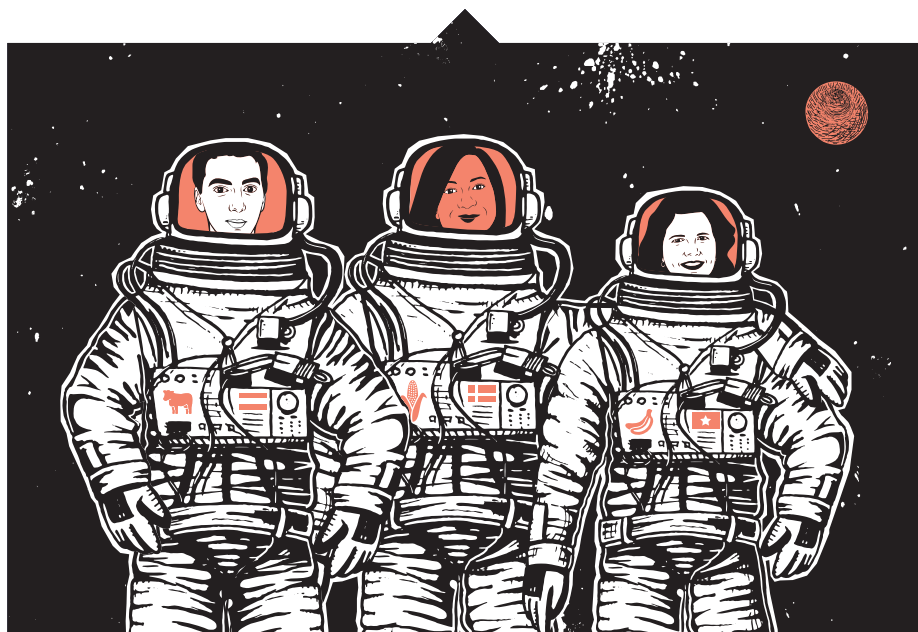
## An interdisciplinary team of experts

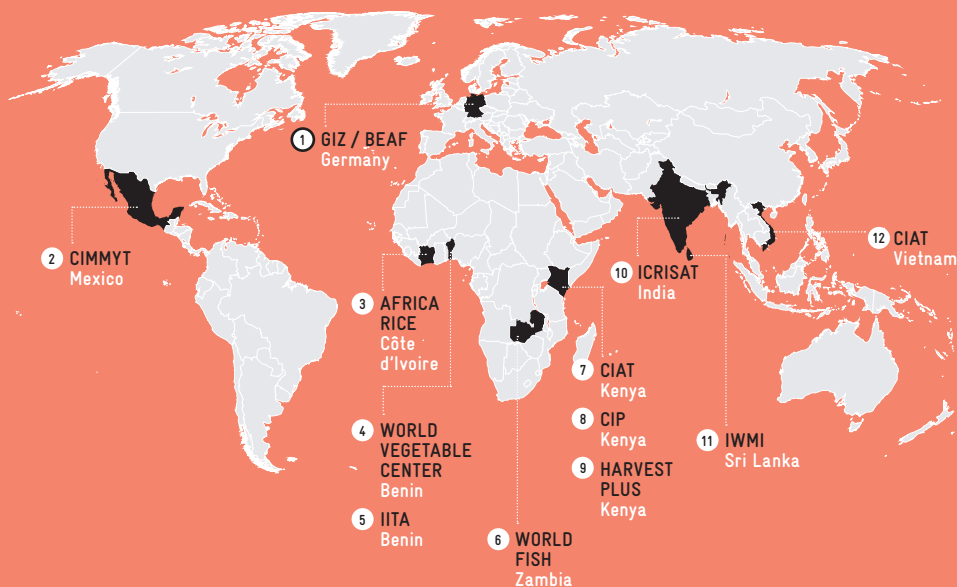
The Task Force on Scaling is an international, interdisciplinary and multi-locational team currently working in places ranging from Mexico and Kenya to Vietnam. Team leadership is provided by GIZ's Advisory Service on Agricultural Research for Development (BEAF) while coaches on change management, innovative methods and scaling approaches support the Task Force.

The members of the Task Force are seconded by GIZ to CGIAR's international agricultural research centres and the World Vegetable Center through the Centre for International Migration and Development (CIM) integrated expert facility. CIM is a joint venture between GIZ and the German Federal Employment Agency which sources and

places European experts in developing countries and emerging economies.

Interdisciplinary work and a start-up mentality are crucial ingredients for successful innovation. Therefore, the Task Force brings together CIM experts from a wide range of backgrounds, including agronomy, agricultural economics, plant pathology, anthropology, agricultural extension, hydrology, rural development and innovation studies who are also skilled in business and product development. They are placed in different research programmes on crucial staple crops, such as rice, maize and wheat, important commodities, such as fish, or crosscutting topics, such as climate change adaptation and mitigation.





## The map

### Task Force on Scaling

1	BEAF – Advisory Service on Agricultural Research for Development	<a href="http://www.giz.de/beaf">www.giz.de/beaf</a>
2	International Maize and Wheat Improvement Center (CIMMYT)	<a href="http://www.cimmyt.org">www.cimmyt.org</a>
3	Africa Rice Center	<a href="http://www.africarice.org">www.africarice.org</a>
4	World Vegetable Center	<a href="http://www.avrdc.org">www.avrdc.org</a>
5	International Institute of Tropical Agriculture (IITA)	<a href="http://www.iita.org">www.iita.org</a>
6	World Fish Center	<a href="http://www.worldfishcenter.org">www.worldfishcenter.org</a>
7	International Center for Tropical Agriculture (CIAT)	<a href="http://www.ciat.cgiar.org">www.ciat.cgiar.org</a>
8	International Potato Center (CIP)	<a href="http://www.cipotato.org">www.cipotato.org</a>
9	Harvest Plus	<a href="http://www.harvestplus.org">www.harvestplus.org</a>
10	International Crops Research Institute for the Semi-Arid Tropics (ICRISAT)	<a href="http://www.icrisat.org">www.icrisat.org</a>
11	International Water Management Institute (IWMI)	<a href="http://www.iwmi.cgiar.org">www.iwmi.cgiar.org</a>
12	International Center for Tropical Agriculture (CIAT)	<a href="http://www.ciat.cgiar.org">www.ciat.cgiar.org</a>

## More information

- CGIAR	<a href="http://www.cgiar.org">www.cgiar.org</a>
- CIM – Centre for International Migration and Development	<a href="http://www.cimonline.de">www.cimonline.de</a>

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Advisory Service on Agricultural Research for Development (BEAF),  
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)

# The approach

## A rocket factory: from lab to launch

Breaking new ground in planning and implementing successful scaling strategies goes beyond a conventional skill set and construction kit.

The Task Force on Scaling therefore adopts a '2+4 approach'. The CIM experts complete a two-year lab phase, during which they experiment with and learn from different scaling approaches, while also assessing past scaling and large-scale adoption processes. In addition, they are trained in innovative methods and link up with partners and users to design 'scaling cases'. These cases are approaches that have the potential to take particular innovations from international

agricultural research to scale. Over the following four years, the scaling cases are to be implemented with the guidance of the CIM experts. A robust monitoring and evaluation system will enable the Task Force to gain an in-depth understanding of what works and what does not and why. With their diverse backgrounds, the team members work on different forms of innovation for various agricultural products in different environments and countries. Yet, constant dialogue between them ensures that common cornerstones of scaling are uncovered and systematically fed back into the process.



# The goal

## Establishing approaches for scaling to achieve the Sustainable Development Goals

Like other global innovation endeavours, the Task Force on Scaling aims high. Whether it be sending humans to Mars by 2025 or helping 100 million farming households in developing countries to adopt CGIAR technologies by 2022, ambitious endeavours are daunting at first. Contributing to a different world requires to break with conventional approaches and to examine all parts of a system from every angle with a sense of realism and boldness while also taking into account cost-effectiveness and efficiency.

Through this approach, actual scaling activities will be conducted, contributing to the strategic goals of international agricultural research, which are closely linked to the Sustainable Development Goals (SDGs). At the same time, learning from their implementation will further strengthen understanding of scaling processes and the capabilities of agencies to implement them. Both will contribute to systematically gear international agricultural research towards a successful scaling of innovations from pilot-level to system-level scale for the benefit of millions of smallholder farmers in the developing world.





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