

# A Guideline for the profiling of innovation bundles

## One-CGIAR Initiative: Rethinking Food Markets and VCs for Inclusion and Sustainability

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### Abstract

Innovation bundles enable different innovations to complement one another and adapt to new contexts they are being introduced. The scalability of a bundle is measured by its ability to adapt to the context in which it is being scaled, respond positively to any system changes, and bring about intended outcomes. Profiling innovation bundles helps to assess the scalability of an innovation bundle to design the best-fit scaling strategies. Innovation bundle profiling includes but is not limited to 1) characterizing the innovation bundle, 2) assessing and enhancing the bundle's scalability and identifying partnerships to scale the bundle, 3) providing foundation and inputs to design the scaling actions and learning and synergies across work packages, and 4) enhancing reflexivity of the intervention process to ensure that the bundling innovation is participatory, that there are ambassadors of the innovation bundling process, and that financial and human resources are dedicated to the scaling process.

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## Background

Innovations, which can be defined as new products, services, or processes, can change the way systems function and are key to achieving **system transformation**. Development organizations often co-invent and introduce innovations with the aim of changing system structures, routines, resources, authority flows, or paradigms. Approaches for scaling innovations have evolved over the last few decades, as accumulated learnings demonstrate that linear models of innovation adoption are often too simplistic for practical application and rarely translate into sustained impact. While linear approaches may work in certain contexts – for example, where a limited number of well-known elements are interacting within a predictable system—they are less effective in more complex and dynamic systems (Hall et al, 2016; Leeuwis and Wigboldus, 2017; Child et al, 2021).

Like the social system, food systems are often highly complex and exhibit self-organization, emergence, and nonlinearity properties. For this reason, adopting a **systems perspective** while developing, piloting, and scaling innovation is essential. A systems perspective sheds light on the way a system functions and identifies the optimum way to position an innovation within a system. Instead of narrowly targeting an innovation toward intended beneficiaries during the intervention process, a system perspective helps actors pay close attention to other system components that can support or hinder scaling innovation. The lack of a systems perspective can limit the adoption of innovation or even lead to harmful, unintended outcomes that make problems with the system more difficult to solve (Wigboldus et al, 2016; Zhu et al, 2019; Sartas et al, 2020; Leeuwis et al, 2021).

The importance of adopting a systems perspective is particularly evident in attempts to **scale innovations**. Decades of interventions have clearly demonstrated that innovations must be scaled to bring about a lasting impact and contribute to system transformation. Scaling an

innovation/innovation bundle within a system can involve increasing the number of people adopting the innovation bundle (scaling out), incorporating the innovation bundle into processes within existing institutions (scaling up), or embedding the innovation bundle into a community's cultural practices (scaling deep). Scaling is therefore a systemic change process, and often requires the co-evolution of organizational and institutional arrangements in the system (Cooley and Howard, 2019; Woltering et al, 2019; IWMI, 2021).

There is no single innovation that can generate catalytic food system change. To increase the potential of reaching scale and achieving transformational change within a given system, different technological, social, institutional, financial, business or process innovations (hereafter referred to as innovations) can and should be “bundled” together. **Innovation bundles enable different innovations to complement one another and adapt to new contexts they are being introduced.** While this bundling process may come about organically, actors involved could also actively promote a specific bundling process or a specific bundle that best aligns with intended outcomes (de Roo et al, 2019; Van Loon et al, 2020). The effectiveness of an innovation bundle can be enhanced when combined with enabling market incentives, institutional and regulatory frameworks, policies, or other supportive system components and enabling factors.

Although some innovation bundles have a higher potential of achieving impact than others, not all innovation bundles are scalable. Thus, enabling the scalability of an innovation bundle along the intervention processes is central to innovation bundling. The **scalability of a bundle** is measured by its ability to adapt to the context in which it is being scaled, respond positively to any system changes, and bring about intended outcomes. **Profiling innovation bundles** helps actors identify the (scalable) innovation bundle they would like to dedicate resources, time, and human capital to help scale. Profiling entails evaluating a range of potential innovations and the bundling processes to match the expected contribution of an innovation bundle to the desired impacts of the intervention. The first step in profiling is to determine whether the innovation bundle is suited to the context in which it is planned on being introduced and whether there is demand for the innovation bundle from intended users. Then, depending on the context of the intervention, profiling can include testing and validating the effects of piloting an innovation bundle (or intervention process), assessing the actual use of the innovation bundle at a given scale, and considering possibilities for adapting the innovation bundle to new contexts. Ultimately, by establishing demand and customer segmentation, the resulting profiles will help actors choose the most appropriate innovation bundle and strategy to scale.

Actions that enable and enhance the scalability of the innovation bundle, so that the innovation bundle builds on existing dynamics in the system and can be adapted to different contexts and user needs, are what constitute **scaling preparedness**. These actions include

- designing an innovation bundle that has the most potential of reaching scale based on the profiling exercise,
- building stakeholders' ability to support the scaling of the innovation bundle,
- anticipating responses to challenges and tradeoffs emerged as the bundle goes to scale, and
- identifying products or processes that must be upscaled or downscaled for the innovation bundle to have an impact.

Scaling preparedness should take place along the intervention processes, thereby before actors assess “scaling readiness” (see Schut et al, 2020). While the former concept is useful for designing an innovation bundle with the highest potential for scalability, the latter concept helps in determining if the chosen innovation bundle is ready to be introduced in each system (Sartas et al, 2020).

The steps of bundling innovations, **profiling the innovation bundles, and developing the scaling preparedness** can be useful to actors attempting to introduce innovation into a complex system. They encourage actors to 1) uncover blind spots that may have impeded efforts to scale and build

on previously unrecognized opportunities, 2) navigate and operationalize the immense amount of information contained in complex systems, and 3) remain open and flexible in choosing and implementing a scaling strategy, even to the extent of changing the innovations in their bundle during the intervention. Ultimately, a systems perspective is a mindset that emphasizes the importance of being reflective and highlights that successful scaling efforts tend to be iterative learning processes (IWMI, 2021). It also tells us that there is no silver bullet or “recipe” for scaling. Actors that attempt to scale innovations must design their own contextually specific strategies which are often highly influenced by local, national, and regional markets and relevant policies. Strategies may differ according to the specific scale an actor is working in. The profiling of innovations using the guiding questions outlined below can be useful for such a design.

## Objectives of profiling the innovation bundles

Profiling of innovation bundles aims to identify which innovation bundle is best able to meet the outcomes intended by the implementing organization and therefore which resources should be allocated to help scale the innovation bundle. Innovation bundle profiling includes but is not limited to:

- characterizing the innovation bundle,
- assessing and enhancing the bundle’s scalability and identifying partnerships to scale the bundle,
- providing foundation and inputs to design the scaling actions and learning and synergies across work packages, and
- enhancing reflexivity of the intervention process to ensure that the bundling innovation is participatory, that there are ambassadors of the innovation bundling process, and that financial and human resources are dedicated to the scaling process.

## How to establish an innovation bundle profile

To profile an innovation bundle, you may use the guiding questions below to 1) characterize the bundle, 2) assess its scalability, 3) develop its scaling strategy, and 4) capture links amongst work packages (WP 1-4) as well as ongoing initiatives. The profile version can be used and complemented by all countries and work for package teams, allowing you to capture and compare the most important bundle, bundling, and scaling characteristics. The profile may serve as a snapshot in time (current composition and use), but it may also serve you to track changes and progress. Listed impact and outcome indicators can be linked to your ongoing monitoring and evaluation.

### **1. Characterize the innovation bundle**

#### **1.1. What characterizes the innovation bundle?**

Since the composition, status, relevance, and inclusiveness of a bundle may change over time, please regularly update, and expand this section to keep track of how the bundle evolves/adapts. It is critical to ask:

- Please provide a short description and name of the innovation bundle. For easy referral, the short name could be i.e., Food Safety Standards App, Extension for Domestic Certification. The short description should mention the subject, core innovation(s), and possibly the target group: i.e., a cost-free app that explains global food safety standards (WP1/WP3) or an extension module that guides farmers or SME businesses through a domestic certification procedure (WP2).

- Has this innovation been, or would you like to be published as CGIAR IPSR Innovation Profile PDF (examples here: <https://cgspace.cgiar.org/handle/10568/121923>)?
- Please provide URLs to 3-5 key images, photos, or pictures that best visualize or illustrate the innovation.
- Country in which the innovation bundle was developed
- If applicable, please indicate the CGIAR initiative that will lead the further (co-)development of the innovation (bundle)
- If applicable, please indicate the CGIAR initiative that will tangibly contribute to the further (co-)development of the innovation (bundle)
- What is the value chain and market system that the innovation bundle is relevant to (e.g., fruits and vegetables (Nigeria), dairy (Uganda), farmed fish (Bangladesh), and grains and pulses (Central America))?
- What functions in the value chain and market system does the innovation bundle aim to strengthen and how? The five main value chain functions are 1) pre-production, 2) production, 3) collection and trading, 4) processing and distribution, and 5) consumption.
- What gaps/issues does the innovation bundle aim to address/strengthen within the systems?
- How mature is the innovation bundle? New, ≤ 1 year, 1-2 years, 2-4 years, ≥ 4 years
- What type of innovations according to their nature (e.g., technological, social, institutional, financial, business, or process innovations), novelty (new or existing), or the change they imply (incremental, radical, or disruptive change) are bundled together?
- What is the bundle's core innovation and the complementary innovations/solutions/services?
- Please indicate the current scaling readiness of each innovation component and the bundle as a whole: 0 – idea; 1 - basic research; 2- formulation; 3- proof of concept; 4- controlled testing; 5- model /early prototype; 6- semi-controlled testing; 7- prototype; 8- uncontrolled testing; 9- proven innovation? Click here for [further detail](#). For each readiness score, please provide a brief explanation that explains how the provided evidence/ documentation justifies the chosen innovation readiness level. Please add links to your respective documentation i.e., idea notes, concept notes, technical reports, experimental data papers, etc.
- Which geography (e.g., village, community, district, province, national) has there been a demand for the innovation bundle?
- By whom (e.g., farmers, SMEs, government institutions) has there been a demand for the innovation bundle?
- What customer segments does the innovation bundle cater to? Please describe the different segments based on value chain, natural, human, physical, social, and financial capitals.
- Does the innovation bundle address any potential risks (floods, droughts, land infertility) and other shocks (political instability, market price fluctuations) to farming systems and livelihoods? (y/n) if yes how?
- Is the functioning or success of the innovation bundle impacted by any of the following risks (floods, droughts, land infertility) or other shocks (political instability, market price fluctuations)? (y/n) if yes how?
- Are there periods in the year where there could be a higher/lower uptake of/ demand for the innovation bundle? (y/n) if yes which period and why?

- Please provide URLs to any reference materials on CG-space and other sources that describe the innovation or innovation bundle or its use

### **1.2. How has and will the innovation be bundled?**

Since the bundle itself and the context may evolve, you might want to use the insights gained to regularly review and adjust your bundling modalities. Specific innovations within the bundle may change during the scaling process. It is critical to ask:

- Please specify for each innovation component in the bundle, the partner/institution/company that is responsible for the innovation, their responsibility, and/or activity.
- Please describe how each of the innovation components was identified in the bundle.
- How were stakeholders consulted/included throughout the bundling process?
- Has the innovation bundle been piloted to date in its current form? Y/n if Yes what has been the learning (what worked well, what are some of the challenges)?
- What are the processes of stakeholder consultations that will support refinements of the bundle, minimize blind spots, and make it as relevant as possible to those who ask for the bundle and would benefit from it?
- What challenges and tradeoffs could happen for the different actors involved in the bundling process, and within the wider bundling environment?
- How would these challenges be mitigated?
- What is the envisioned time frame for the bundling process?
- What are the resources and partnerships needed for the bundling process?

### **1.3. How is the bundle linked to specific stakeholders and ongoing activities?**

Since the value chain and social dynamics are constantly changing, please regularly update and expand this section to keep track of the context in which your bundle evolves/adapts. It is important to ask:

- Who are other crucial stakeholders/actors in the wider system influencing the innovation bundle's scaling potential, and do they positively or negatively influence scalability? Please explain why and how.
- What is the relationship(s) between the identified relevant stakeholders and the current innovation bundle?
- Please indicate whether any of the bundled innovations have been developed under CGIAR Research Programs (CRPS) and/or projects. If yes: has it been documented in the CGIAR Innovation Dashboard already?
- What financial, organizational, and human resources are already supporting the existing innovations within the system or can be mobilized to do so? Which stakeholders are most relevant to providing this support?
- What interventions and investments (e.g., projects, initiatives, and research) currently underway or planned may influence the potential take-up of the bundle elements, both positively and negatively? This may include government, donor, or multilateral agency-funded projects, the private sector, NGOs, and research projects by local universities as well as local or international research institutions.

#### 1.4. Benefits from the innovation bundle

Here we refer to the benefits to adopters in the original, piloting context.

- What are the benefits after adoption for the different market/customer/user segments, and when are they expected to appear (immediately, in the mid- or in the long-term)?
- What does a cost-benefit analysis show you?
- What is the return on investment for the market/customer/user segment? (This can come from the cost-benefit analysis if data is not available yet).
- Are the benefits equitable among the market segments targeted (adopters) by the innovation bundle? y/n please explain. What are the differences in benefits observed?
- How can benefits be made more equitable among the market/customer/user segments?
- Are the benefits equitable among the different actors involved in the bundling and scaling of the innovation bundle? Who benefits more and who invests (e.g., labor, human, or financial resources) more?
- How can benefits be made more equitable among actors?
- Have other people and/or businesses benefited from the bundle's scaling without adopting the bundle themselves? y/n? if y? please explain how they have benefited.

#### 1.5 What are the desired development outcomes the innovation bundle aims to achieve?

Since with time you will get new feedback and insights, please capture any additional relevant indicators of success at any point. Late additions are valuable, too, and may serve to inform future project designs and impact assessments.

Please rank from high to lower importance, the most likely intended impacts the innovation bundle aims to achieve in the original, piloting context. Please for each category identify the measurable indicators being monitored to assess the impact of the innovation bundle:

<b>Impact Areas (OneCG)</b>	<b>Impact indicators</b> <i>Please list in order from most to least important</i>	<b>The time frame for the expected first impact per indicator. Indicate as: ≤ 1 year, 1-2 years, 2-4 years, ≥ 4 years</b>
Nutrition, health and food security	1. 2. 3.	1. 2. 3.
Poverty reduction, livelihoods, and jobs	1. 2. 3.	1. 2. 3.
Gender equality, youth & social inclusion	1. 2. 3.	1. 2. 3.
Climate adaptation and mitigation	1. 2. 3.	1. 2. 3.
Environmental health and biodiversity	1. 2. 3.	1. 2. 3.

- What other **development, business, policy, or other outcomes** will be achieved by the innovation bundle?

- Please indicate to which **SDG(s) and SDG Target(s)** the Innovation is expected to contribute by 2030. Select only those SDG(s) and SDG(s) Targets to which the innovation is expected to make a significant contribution.

First, select the goals:

- o GOAL 1: No Poverty
- o GOAL 2: Zero Hunger
- o GOAL 3: Good Health and Well-being
- o GOAL 4: Quality Education
- o GOAL 5: Gender Equality
- o GOAL 6: Clean Water and Sanitation
- o GOAL 7: Affordable and Clean Energy
- o GOAL 8: Decent Work and Economic Growth
- o GOAL 9: Industry, Innovation, and Infrastructure
- o GOAL 10: Reduced Inequality
- o GOAL 11: Sustainable Cities and Communities
- o GOAL 12: Responsible Consumption and Production
- o GOAL 13: Climate Action
- o GOAL 14: Life Below Water
- o GOAL 15: Life on Land
- o GOAL 16: Peace and Justice Strong Institutions
- o GOAL 17: Partnerships to achieve the Goal

Based on your selection of goals, indicate the targets.

- Please indicate the action area outcomes that are expected to be achieved by scaling the bundle to the new context.
  - o Food system markets and value chains function more efficiently, and sustainably and lead toward healthier diets
  - o National and local governments utilize enhanced capacity (skills, systems, and culture) to assess and apply research evidence and data in the policymaking process
  - o Women and youth are empowered to be more active in decision-making in food, land, and water systems
  - o other, namely:
- What are the systemic changes achieved by the innovation bundle?

## ***2. Assess the bundle scalability/scaling potential***

### **2.1. What is the status of adoption in the piloting context?**

Since you will actively work on scaling up/out/deep the bundle, please regularly re-evaluate the status. You may start choosing the category of users and ask the subsequent questions:

- How many users (per category) have adopted the innovation bundle to date (indicate the time when new information is uploaded) and where (identify geographical area)? From which how many were women and/or youth?
- Is the access to innovations in the bundle equitable for those who would want/need to adopt it? y/n If no please explain. How can equitable access be increased?
- Are the innovations in the bundle currently affordable by the different user segments it targets? y/n if no please explain. Does it require i.e., a one-time, short-term, large investment (% of income, company revenue, or project budget) or long-term, recurrent, small installments)?



- How can the affordability of the innovation bundle be increased?
- What have been the most important factors/services leading to the adoption of the innovation bundle (e.g., the strength of the value chain functioning, financial support, access to input/output markets, gender or youth-specific targeting, business support)
- What are relevant existing services (e.g., logistics, transportation, storage, import, export, banking) that could increase adoption of the innovation bundle?

## **2.2. To what extent and at what speed can the bundle be scaled to a new context(s)?**

To assess the extent and speed the bundle can be scaled, it is important to ask:

- What is the potential geographical reach of the innovation bundle (over a specified time), i.e., the potential / projected numbers of users in a year: specific communities, regions, countries, cultures, etc.?
- What other customer segments could the innovation bundle reach? Please describe the different segments based on value chain, natural, human, physical, social, and financial capitals.
- What is the timeframe for scaling the bundle to the identified geographical area/user segments?

## **2.3. How adaptable is the bundle to different/new scaling contexts?**

- The scaling of the bundle needs a certain adaption to the new context when scaling to a wider geographic area/customer segment. What may be these new conditions that the bundle would have to adapt to? (Multiple choice)
  - o other value chains (crop type, domestic vs. export)
  - o different types of pests/diseases
  - o differences in land tenure
  - o different physical infrastructure (roads, markets, internet)
  - o different levels of purchasing capacity/investment by customer segment
  - o financing ecosystem
  - o natural resources (e.g., water availability, soils, and climate conditions) and energy
  - o farming practices, production, and farming systems
  - o different business models/practices/investments
  - o presence and capacity of private sector
  - o different institutional environments (policies and informal institutions such as local beliefs, gender, and social norms)
  - o other (please identify)
- Is the bundle flexible to the identified different contexts? What elements in the bundle are context-independent and which ones are affected by the identified contextual differences?
- Which component(s) and how should they be adapted to cater to the different contexts?

## **2.4 What are the desired development outcomes when scaling the adapted innovation bundle into new contexts?**

Since you will get new feedback and insights through stakeholder dialogues and while scaling, please capture any additional relevant indicators of success at any point. Late additions are valuable, too, and may serve to inform future project designs and impact assessments.

Please rank from high to lower importance, the most likely intended impacts the innovation bundle aims to achieve. Please for each category identify the measurable indicators being monitored to assess the impact of the innovation bundle:

<b>Impact Areas (OneCG)</b>	Impact indicators <i>Please list in order from most to least important</i>	The time frame for the expected first impact per indicator. Indicate as: ≤ 1 year, 1-2 years, 2-4 years, ≥ 4 years
Nutrition, health and food security	1. 2. 3. ...	1. 2. 3. ...
Poverty reduction, livelihoods, and jobs	1. 2. 3. ...	1. 2. 3. ...
Gender equality, youth & social inclusion	1. 2. 3. ...	1. 2. 3. ...
Climate adaptation and mitigation	1. 2. 3. ...	1. 2. 3. ...
Environmental health and biodiversity	1. 2. 3. ...	1. 2. 3. ...

- What other development, business, policy, or other outcomes will be achieved by the innovation bundle?
- Please indicate to which SDG(s) and SDG Target(s) the Innovation is expected to contribute by 2030. Select only those SDG(s) and SDG(s) Targets to which the innovation is expected to make a significant contribution.

First, select the goals:

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- GOAL 17: Partnerships to achieve the Goal

Based on your selection of goals, indicate the targets.

- Please indicate the action area outcomes that are expected to be achieved by scaling the bundle to the new context.
  - o Food system markets and value chains function more efficiently, and sustainably and lead toward healthier diets
  - o National and local governments utilize enhanced capacity (skills, systems, and culture) to assess and apply research evidence and data in the policymaking process
  - o Women and youth are empowered to be more active in decision-making in food, land, and water systems
  - o other, namely:
- What are the systemic changes achieved by the innovation bundle?

## **2.5. What might be unintended or potentially negative outcomes because of scaling the bundle?**

This section captures any additional relevant indicators for potential negative outcomes since these are the basis for improving future bundling and scaling processes.

- What could be the undesired impacts/trade-offs and for whom/what?
- When are the undesired impacts/trade-offs likely to occur?
- Where are the undesired impacts/trade-offs likely to occur?
- Are there indicators that are not captured in the current impact monitoring and evaluation framework that should be included to alert and identify undesirable impacts because of scaling efforts?
- What are adjustments to the bundle you can make to decrease the undesired impacts in the given period, and what effect could this have on its scalability?

## **3. Develop scaling strategies**

### **3.1. What characterizes the scaling networks and ecosystem in the new scaling context?**

Since scaling the bundle to the new context, you might want to investigate the existing and relevant scaling networks and ecosystem by asking:

- If applicable, please indicate the CGIAR Initiative that leads the scaling of this innovation
- If applicable, please indicate the CGIAR Initiative that tangibly contributes to the scaling of this innovation
- Who are the actors and stakeholders and their roles in the scaling ecosystem?
- What relationships among actors directly influence the scaling?
- What are the dynamics in the presence and influence of actants (non-human actors such as pests, droughts, or technologies)?
- What are the synergies/complementarities with existing innovation practices, services, and interventions?
- What are the general incentives or motivations of relevant actors in the new scaling context that drive their behavior?
- Who might be opposed to the innovation bundles going to scale?

- What resources are already available to support the scaling of the innovation bundle?
- What kinds of investments and initiatives are underway that can retard and hamper the scaling?
- What are the operational mechanisms of the system that would enhance or inhibit the bundling mechanism (e.g., feedback loops, capacity for adaptation)?
- Are there any major gaps or barriers in the scaling ecosystem (political, social, environmental issues) that could hinder the scaling of the bundle? i.e., vested interests in large publicly funded value chain development projects or lack of coverage of rural areas by innovation bundles and service providers.
- What other questions need to be answered to determine the scaling network characteristics and the ecosystem for the scaling?

### **3.2. What are potential scaling strategies/pathways?**

To identify the potential scaling strategies/pathways in the new context, you might want to use the insights gained from 'Characterize the innovation bundle' (Component 1), 'Assess the bundle scalability/scaling potential' (Component 2), and 'Characterizes the scaling networks and ecosystem (Sub-section 3.1) to reflect on:

- What are the viable and most promising scaling strategies/pathways/actions for the demand/innovation and scaling partners?
- What are the stakeholders and their roles, goals, and available resources to engage in scaling pathways and to invest in scaling the bundle?
- What are the partnerships and investments needed for sustained scaling?
- What potential barriers must be overcome? What are your strategies to overcome and address these barriers?
- What could be unintended impacts when the scale is reached?
- What other questions need to be answered to characterize the scaling pathway for your innovation bundle?

### **3.3. What are the resources and conditions needed for the scaling pathway?**

You can identify the resources and conditions needed for the specific scaling strategies/ pathways by asking:

- What are the conditions for the successful operationalization of the specific scaling strategies/pathways, i.e., existing scaling networks and partnerships, existing certain complementary innovations, and services to be bundled with the scalable bundles?
- What are the different resources (time, staff, budget) needed for the specific scaling strategies/pathways?
- Are there any opportunities that you could build upon i.e., supportive political champions, supportive policies, and policy implementation?
- Whose endorsement is needed to trigger larger scale uptake (beyond a few early adopters or 'model participants')?
- What other questions need to be answered to determine the necessary conditions for scaling your bundle?

### **3.4. How can the scaling of the bundle be accelerated?**

Accelerating the scaling of the innovation bundle in the new context needs to identify and use:

- How, by how much, and by whom could the scaling be accelerated?
- What capacities and measures of capacity building are needed to enable specific actors to speed up their actions, effectively engage, and contribute to a faster/greater scaling of the bundle? What do communities of practice look like?
- What communication channels, strategies, and events will be used for accelerating scaling?
- What characterizes the demand and supply of the (financial) investments for accelerating scaling?

## **4. Cross-learning and synergies among interventions**

### **4.1. What cross-WP synergies can be created?**

- What are the linkages of the piloted bundle to other bundles and WPs?
- What are the systemic governance and policy issues that cut across all the bundles and work packages? Can the same strategy be used to tackle these issues?
- What investments can be made that enhance the scaling of multiple innovation bundles across different WPs?
- What are the synergies and trade-offs for the work package teams in using multiple bundles and joining forces across work packages to achieve the desired development objectives?
- identify innovations or innovation bundles that have previously scaled along the value chain to get a better sense of enabling factors, taking lessons from previous bundles that have been scaled
- What other synergies and learning strategies are important to you i.e., shall be captured?

### **4.2. How can cross-WP and system-level learning be enhanced? (optional)**

- What are the lessons learned from your specific bundling and intervention processes, as well as from other OneCG initiatives?
- What are the linkages and connections with other initiatives i.e., the modeling part/AFED; the Knowledge Platform for Inclusive and Sustainable Food Markets and Value Chains (KISM) as well as other regional initiatives (possibly already listed as key stakeholders or scaling partners)?
- What aspects of your innovation bundle, bundling process, and intervention are important for exchange and leveraging to enhance the scaling of these bundles to reach a larger scale and impact?
- How can cross-WP learning be facilitated?
- Who are cross-scale and system-level actors and stakeholders, their existing relationships and interactions?
- How can these actors and stakeholders be engaged in the system-level learning process?
- What other cross-learning aspects are important to you i.e., shall be captured?

## Interconnected intervention and profiling process

Profiling the innovation bundle is interconnected with the intervention processes. Table 1 presents such interconnections.

Table 1. interconnections between the innovation bundle profiling and intervention processes up

Intervention process	Profiling indicators	Why it is needed	Instrument
Scoping study and stakeholder landscape analysis	<ul style="list-style-type: none"> <li>• What characterizes the innovation bundle (1.1)?</li> <li>• How is the bundle linked to specific stakeholders and ongoing activities (1.3)?</li> </ul>	<ul style="list-style-type: none"> <li>• Understand context</li> <li>• Assess challenges and needs</li> <li>• Identify relevant innovations</li> <li>• Investigate actors' and stakeholders' interests, need, and engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Base-line study</li> <li>• Rapid assessment</li> <li>• Value chain analysis</li> <li>• Enabling environment analysis</li> <li>• Stakeholder consultation workshop and engagement</li> </ul>
Co-identifying and creating the prototype of the innovation bundle	<ul style="list-style-type: none"> <li>• What characterizes the innovation bundle (1.1)?</li> <li>• How has and will the innovation be bundled (1.2)?</li> </ul>	<ul style="list-style-type: none"> <li>• Identify partners and relevant stakeholders</li> <li>• Verify needs/challenges/ interest</li> <li>• Co-create the prototype of the innovation bundle</li> <li>• Navigate the prototype</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder consultation workshop and engagement</li> <li>• Action research</li> <li>• Partnerships</li> <li>• Innovation bundle profiling</li> </ul>
Co-designing and bundling innovations and establishing partnerships	<ul style="list-style-type: none"> <li>• What characterizes the innovation bundle (1.1)?</li> <li>• How has and will the innovation be bundled (1.2)?</li> <li>• How is the bundle linked to specific stakeholders and ongoing activities (1.3)?</li> </ul>	<ul style="list-style-type: none"> <li>• Select and bundle innovations</li> <li>• Further identify needs/challenges</li> <li>• Bundle prototype + relevant innovation and practices + incentives + existing resources</li> <li>• Respond to dynamics and changes</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder consultation workshop and engagement</li> <li>• Action research</li> <li>• Partnerships</li> <li>• Innovation bundle profiling</li> </ul>
Monitoring, evaluation, learning, and impact assessment (MELIA)	<ul style="list-style-type: none"> <li>• Benefits from the innovation bundle? (1.4)</li> <li>• What is the status of adoption in the piloting context (2.1)?</li> <li>• To what extent and at what speed can the bundle be scaled (2.2)?</li> <li>• How adaptable is the bundle to different/new contexts (2.3)?</li> <li>• What are the desired development outcomes when scaling the adapted innovation bundle into new contexts (2.4)?</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor the implementation of the WPs' activities</li> <li>• Assess WPs' progress and reflect on research questions to adapt the intervention (process)</li> <li>• Assess the WPs' intervention outcomes and impacts</li> <li>• Conduct Causal Impact Assessment Learning to assess WP interventions' progress, credibility, and relevance as well as the potential uptake and impact</li> <li>• Enable the cross-WP learning and synergy creation</li> </ul>	<ul style="list-style-type: none"> <li>• Baseline and end-line study</li> <li>• Process tracing assessment/ Causal Impact Assessment Learning</li> <li>• Innovation bundle profiling</li> </ul>

	<ul style="list-style-type: none"> <li>• What might be unintended or potentially negative outcomes because of scaling the bundle (2.5)?</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance the scalability of the innovation bundles</li> </ul>	
Enhancing the scaling actions	<ul style="list-style-type: none"> <li>• How is the bundle linked to specific stakeholders and ongoing activities (1.3)?</li> <li>• What is the status of adoption (2.1)?</li> <li>• To what extent and at what speed can the bundle be scaled (2.2)?</li> <li>• What characterizes the scaling networks and ecosystem in the new scaling context? (3.1)</li> <li>• What are potential scaling strategies/pathways (3.2)?</li> <li>• What are the resources and conditions needed to implement the scaling pathway? (3.3)?</li> <li>• How can the scaling of the bundle be accelerated? (3.4)</li> </ul>	<ul style="list-style-type: none"> <li>• Explore potential scaling context</li> <li>• Investigate the scaling scope and strategies (Identify scale, conditions, key actors, and their roles)</li> <li>• Investigate innovation bundling in the newly explored context</li> <li>• Facilitate the scaling partnerships and networks for the fast-track-scalable bundles</li> </ul>	<ul style="list-style-type: none"> <li>• Process tracing assessment/ Causal Impact Assessment Learning</li> <li>• Innovation bundle profiling</li> <li>• Cross-WP and system-level learning</li> </ul>
Engaging relevant actors and stakeholders across the value chain and system levels	<ul style="list-style-type: none"> <li>• What characterizes the scaling networks and ecosystem in the new scaling context? (3.1)?</li> <li>• What are potential scaling strategies/pathways (3.2)?</li> <li>• What cross-WP synergies can be created (4.1)?</li> <li>• How can cross-WP and system-level learning be enhanced (4.2)?</li> </ul>	<ul style="list-style-type: none"> <li>• Establish cross-level multi-stakeholder dialogues for inclusive market and value chains</li> <li>• Engage the new scaling context</li> <li>• Link the broader actors and stakeholders to the scaling</li> <li>• Develop the actors' and stakeholders' scaling ability</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder consultation workshop and engagement</li> <li>• Action research</li> </ul>
Accelerating the scaling of the bundle	<ul style="list-style-type: none"> <li>• What characterizes the scaling networks and ecosystem in which the scaling happens (3.1)?</li> <li>• How can the scaling of the bundle be accelerated (3.4)?</li> </ul>	<ul style="list-style-type: none"> <li>• Capitalize on the existing partnerships</li> <li>• Identify financing and investment opportunities</li> <li>• Prepare the market actors' and stakeholders' ability to accelerate the scaling</li> <li>• Bring in available resources and actions for scaling</li> <li>• Join scaling partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder consultation workshop and engagement</li> <li>• Action research</li> <li>• Financial ecosystem analysis</li> </ul>

A detailed plan of the profiling will be co-designed and planned with each WP team. Expected outputs of the profiling innovation bundle include:

- 10 scalable bundles and options for the piloted innovation bundles profiled and characterized;
- Scaling strategies for the scalable bundles co-designed; and
- Establishment of scaling partnerships and networks for the fast-track-scalable bundles enabled

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The initiative is currently undertaking research testing the effectiveness and scalability of market and value chain innovations in seven countries in Africa, Asia, and Latin America. In partnership with the ISEAL Alliance, the initiative has further launched the [Knowledge Platform for Inclusive and Sustainable Food Markets and Value Chains \(KISM\)](#) to help farmer organizations, food businesses, governments, and practitioners make better-informed investment and policy decisions on inclusive and sustainable food value chains. The Initiative's leadership thanks all funders for supporting this research through their contributions to the [CGIAR Trust Fund](#), and in particular also the Bill and Melinda Gates Foundation for designated funds received.

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## DISCLAIMER

This publication has been prepared as an output of the CGIAR Initiative on Rethinking Food Markets and has not been independently peer-reviewed. Responsibility for editing, proofreading, layout, opinions expressed, and any possible errors lies with the authors and not the institutions involved.

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