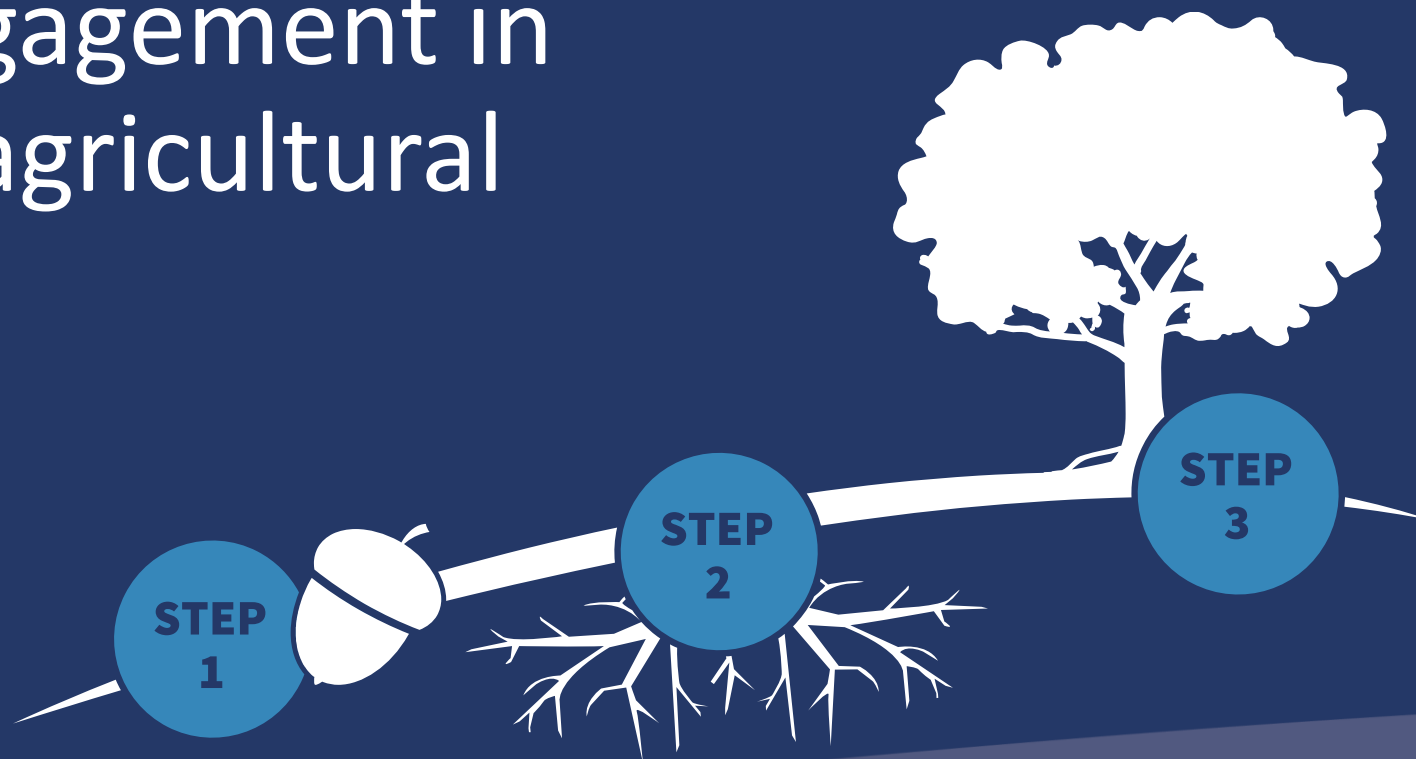


BEYOND GOOD IDEAS: Private sector engagement in commercializing agricultural technologies

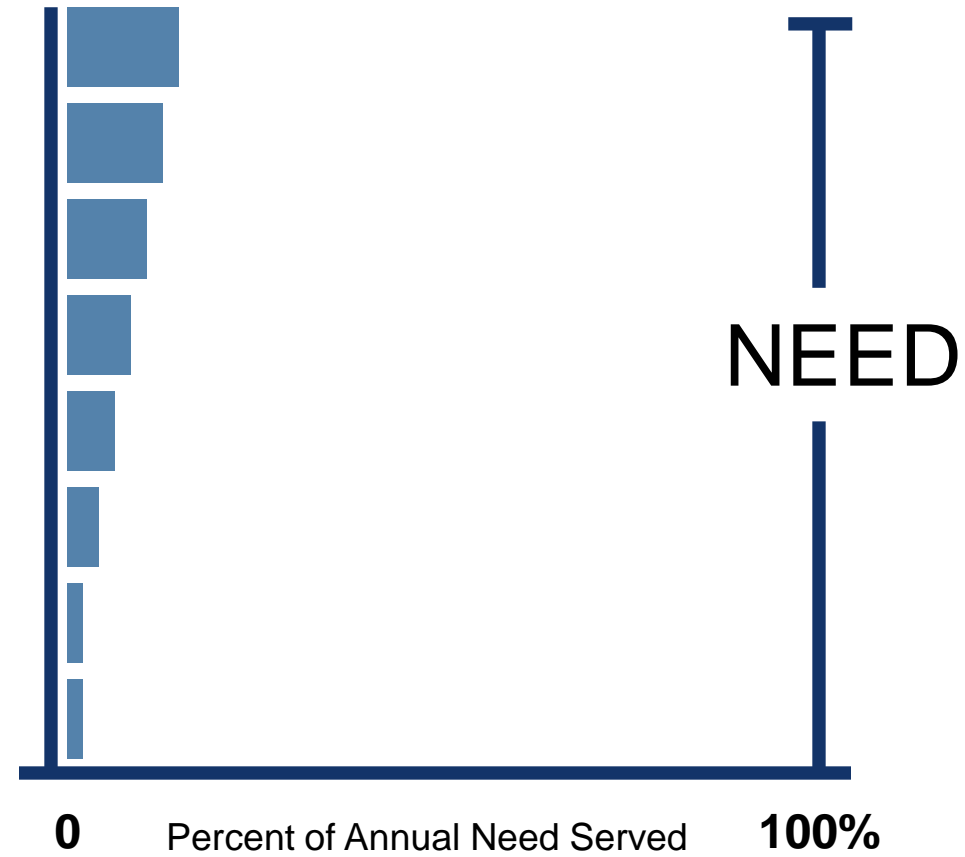
March 2021





**What do
you see?**

Problems have denominators

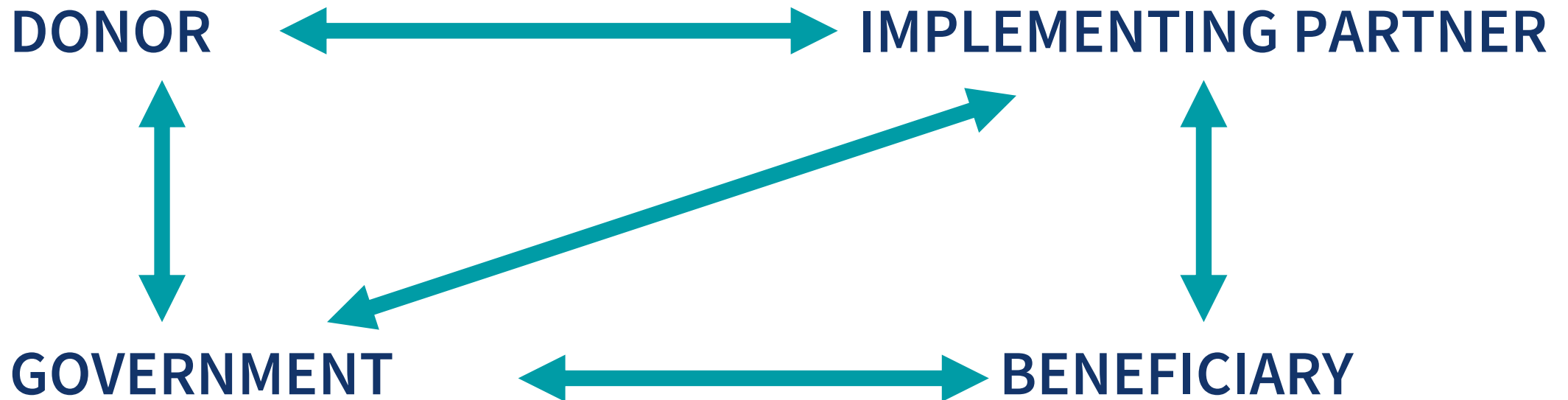


Businesses and Governments have scale and sustainability as part of their DNA

BUSINESS ↔ **ADDRESSABLE MARKET**

GOVERNMENT ↔ **RELEVANT POPULATION**

But donors and projects have more complex incentives and timeframes



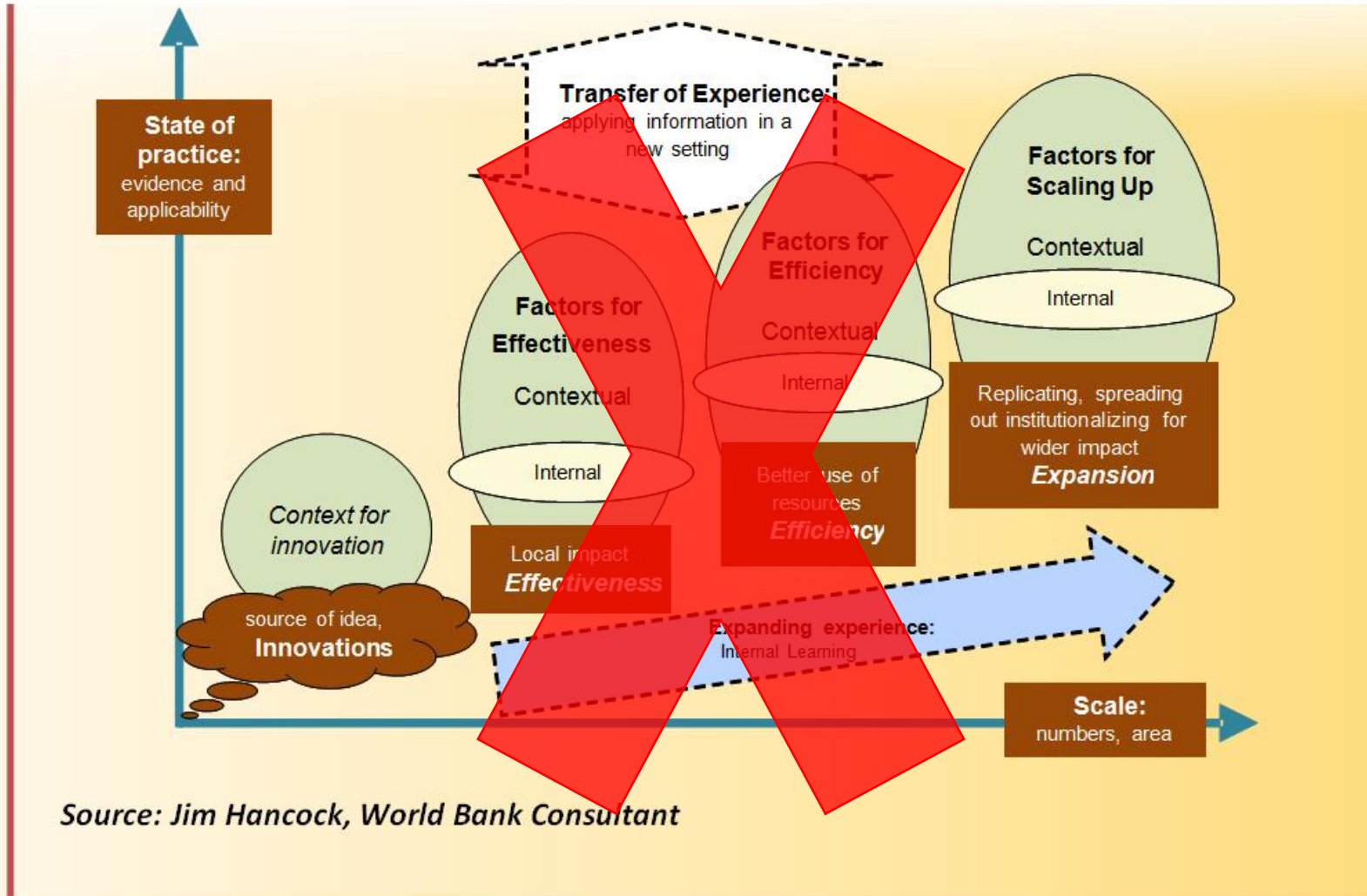
Additional Complications

- Hard-to-protect IP and first-mover challenges
- Hard to monetize, long-term, or invisible benefits such as health and nutrition
- Public goods and barriers to collective action
- Crowding out vs. crowding in

Planning and Managing with Scale in Mind

- Work backwards from a concrete vision of sustainable deliver at scale
- Recognize that agriculture is a business, not a social sector, and philanthropy is no substitute for governments and markets
- Recognize but don't romanticize the role of large companies
- Use projects surgically to facilitate permanent changes
- Accept that full institutionalization of changes at scale takes an average of 15 years

Think Scale Early

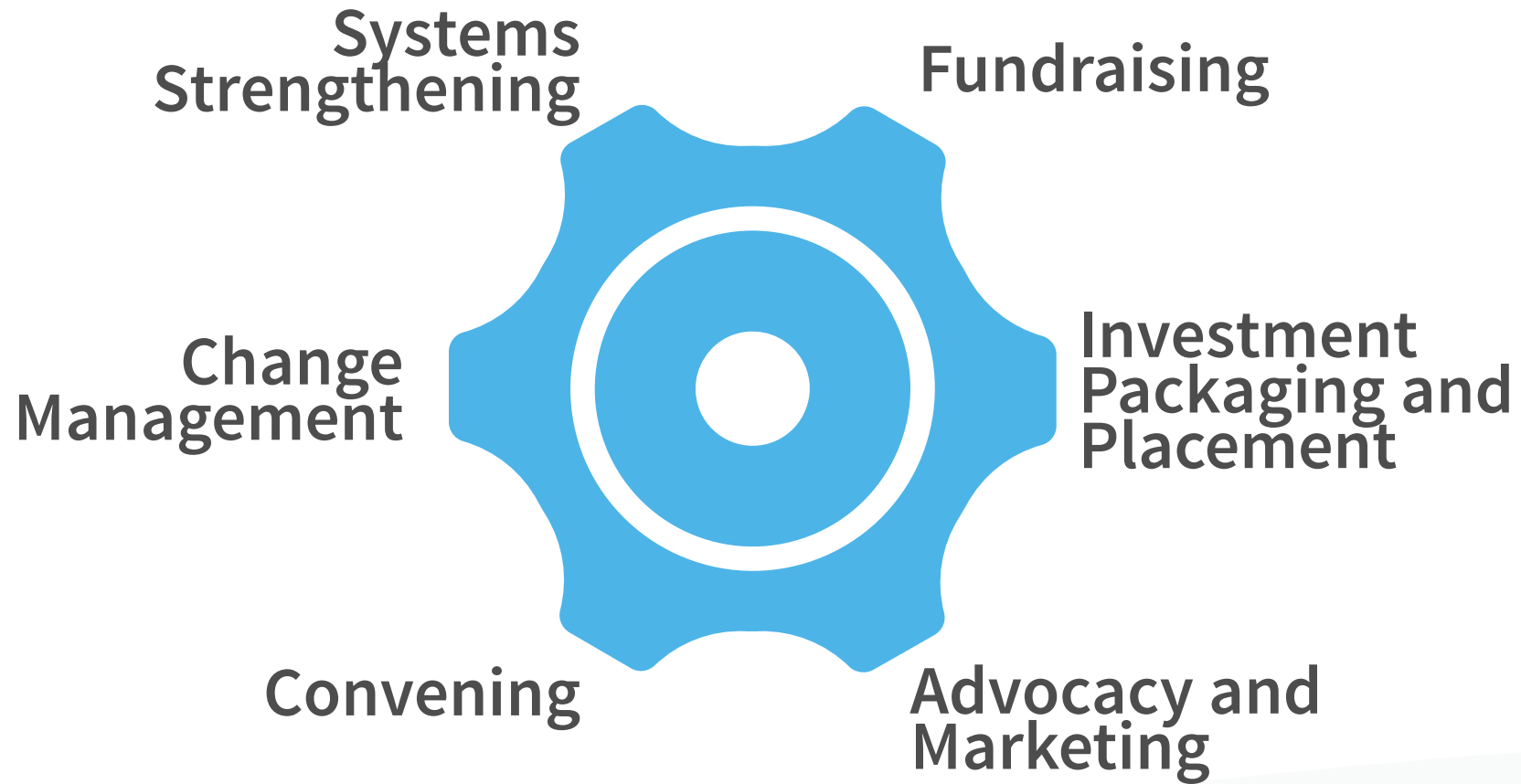


Source: Jim Hancock, World Bank Consultant

“ While one foot is on the accelerator, the other one needs to stay on the brake

Prioritizing “intermediation” – the broken part of the innovation value chain





Documented Cases

- Hybrid Maize in Zambia
- Irrigated Rice in Senegal
- Two-wheel Tractors in Bangladesh
- PICS Bags in Kenya and DRC
- Kuroiler Chickens in Uganda

- One Acre Fund
- Babban Gona
- Hello Tractor
- Heat Stress Tolerant Maize
- Rift Valley Fever Vaccine

- E-Verify and Ag-Verify in Uganda
- Enabling Crop Analytics at Scale
- Orange Flesh Sweet Potatoes in Uganda, Mozambique, Tanzania and South Africa

10 Lessons from Research and Experience on Scaling Agricultural Technologies through Commercial Pathways

- **Lesson #1:** There's no such thing as a “purely commercial” pathway to scale
- **Lesson #2:** Partnerships in the middle of the value chain are particularly important
- **Lesson #3:** The most vexing bottlenecks for scaling of pro-poor agricultural innovations are usually non-technological
- **Lesson #4:** Poor farmers' time horizons tend to be extremely short and they tend to place a higher priority on minimizing risk than on maximizing reward

Lessons Learned (2)

- **Lesson #5:** Monopoly and/or monopsony are sometimes useful in the short run to build effective and efficient supply chains, but they often present challenges later
- **Lesson #6:** Think subtraction, not addition
- **Lesson #7:** Link scale and sustainability, and measure what matters
- **Lesson #8:** The devil is in the details, especially logistics
- **Lesson #9:** An ability to pivot is essential for all successful scaling efforts
- **Lesson #10:** Never waste a crisis

“ A bad system will defeat a good innovation every time

For more information...

- **Sourcebook on Scaling Agricultural Innovation**
<https://docs.lib.purdue.edu/cgi/viewcontent.cgi?article=1040&context=scaleup>
- **Community of Practice on Scaling Development Outcomes (CoP)**
www.scalingcommunityofpractice.com
- **CoP Working Group on Agriculture and Rural Development**
Contact: Lennart Woltering (CIMMYT): L.Woltering@CGIAR.org
- **CoP Working Group on Nutrition**
Contact: Chytanya Kompala (ECF): Chytanya@eleanorcrookfoundation.org

THANK YOU