

Scaling Up

Innovating is for doers: you don't need to wait for an earth-shattering idea, but can build one with a hunch and scale it up to impact. Innovation is the subject of countless books and courses, but there's very little out there about how you actually innovate. Innovation and entrepreneurship are not one and the same, although aspiring innovators often think of them that way. They are told to get an idea and a team and to build a show-and-tell for potential investors. In *Innovating*, Luis Perez-Breva describes another approach—a doer's approach developed over a decade at MIT and internationally in workshops, classes, and companies. He shows that to start innovating it doesn't require an earth-shattering idea; all it takes is a hunch. Anyone can do it. By prototyping a problem and learning by being wrong, innovating can be scaled up to make an impact. As Perez-Breva demonstrates, "no thing is new" at the outset of what we only later celebrate as innovation. In *Innovating*, the process—illustrated by unique and dynamic artwork—is shown to be empirical, experimental, nonlinear, and incremental. You give your hunch the structure of a problem. Anything can be a part. Your innovating accrues other people's knowledge and skills. Perez-Breva describes how to create a kit for innovating, and outlines questions that will help you think in new ways. Finally, he shows how to systematize what you've learned: to advocate, communicate, scale up, manage innovating continuously, and document—"you need a notebook to converse with yourself," he advises. Everyone interested in innovating also needs to read this book.

This volume challenges global leaders and citizenry to do more in order to resource the implementation of the 2030 Agenda for Sustainable Development (AfSD) and its 17 interwoven Sustainable Development Goals (SDGs). Starting from the concept 'we cannot manage what we cannot measure', the book presents some cases showing how to draw national level baselines for the domestication and localisation of the SDGs seeking to provide a clear roadmap towards achieving the 2030 AfSD. *Scaling up SDGs Implementation* is targeted at the United Nations, national and state governments, sub-national governments, the corporate sector and civil society, including higher education institutes, labour groups, non-governmental organisations and youth movements. The book is cognizant of these institutions' common, but differentiated responsibilities and capabilities within their socio-political, environmental and economic conditions. The book presents case studies of how the corporate sector has been scaling up SDGs implementation, from the tourism sector, insurance, to the aviation and agricultural sectors. To make sure that no one is left behind, the volume includes cases on solutions for pressing environmental and socio-economic problems ranging from cooperatives in Brazil to the conservation of springs in Zimbabwe. The matter of finding synergies between the climate SDG and the Paris Agreement's Nationally Determined Contributions (NDCs) is elaborated at length. Lastly, the book discusses how institutions of higher education remain critical pillars in SDGs scaling up, with cases of curriculum re-orientation in South Africa to the rolling out of the Women's University in Africa. In this context, this volume challenges every global citizen and organization to invest every effort into making the implementation of the SDGs a success as we welcome the second four to five year segment down the road to the year 2030.

"The focus here is on ways to increase impact of health service innovations that have been tested in pilot or experimental projects so as to benefit more people and to foster policy and programme development on a lasting, sustainable basis." -- p.i Preface.

Learn to Scale Up All startups either die or scale up within the first five years of their existence. This book will help you not only survive these crucial years as a solopreneur but also thrive and scale up. Learn how to take your business to the next level and become a maven solopreneur—an expert in his field who seeks to share his knowledge with others, not alone but with others of the same caliber. This book will teach you valuable tools and insights to help you scale up your startup. Learn how to: • Create wealth by embracing and focusing on your calling • Break down you calling into a framework and create millions • Monetize your calling, reproduce it, and share your expertise • Shift from old economy myths that hinder your success to new economy truths that will help you grow • Create a system that people can follow, train from, and implement • Package your business intelligently • Create membership sites using an effective template In this book, Dr. Larry also shares how he combined real estate investing and Internet marketing to generate a million pesos in twelve months by building five income streams using one strategy that you can apply to your own business. With the growth of the Internet, the playing field is leveled so that anyone with an idea can create it, campaign it, and cash in on it. This book will help you use the digital world to your advantage by creating effective digital products. Learn the nine steps to creating anything—a big picture outline that you can use to package and deliver wisdom and information whether it is a membership site, an audio, an e-book, a white paper, or a keynote speech. There has never been a better time for maven solopreneurs to thrive and leverage the power of digital technology than now. It's time to scale up your business startup! Use this book to learn boldly, love openly, and make a difference today.

"The microfinance industry in Bangladesh currently provides access to credit to around 13 million poor households. Zaman describes the factors that led to the scaling-up of micro-credit in Bangladesh, the impact this has had on the poor, future challenges in Bangladesh, and possible lessons for other countries. The consensus in the literature is that micro-credit plays a significant role in reducing household vulnerability to a number of risks and that it contributes to improving social indicators. The author argues that strategic donor investments in a handful of well-managed institutions that offer a simple, easily replicable financial product could lead to large gains in access to finance for the poor. However, this approach could sacrifice other objectives of financial sector development, such as product and institutional diversity, which could be promoted after the initial expansion has taken place. Governments can also have a crucial role in promoting access to microfinance by ensuring macroeconomic stability, enforcing a simple regulatory structure, and developing communications networks that reduce transaction costs. Another lesson is that while visionary leadership cannot simply be franchised, the internal management systems that led to the scaling-up can be replicated in other settings"--Abstract. Large and growing opportunity costs are resulting from the inability to produce sophisticated, reliable software in a timely manner. Software engineering presents stubborn problems, but in this book, a group of experts suggest several constructive directions for research. Together, they support the need for greater interaction between researchers and practitioners and more aggressive efforts to share and reuse software engineering knowledge.

This book constitutes the refereed proceedings of the 8th European Conference on Technology Enhanced Learning, EC-TEL 2013, held in Paphos, Cyprus, in September 2013. The 31 full papers, 18 short papers, 14 demonstrations and 29 posters presented were carefully reviewed and selected from 194 submissions. The papers are organized in topical sections. The topics

addressed include open educational resources (OER), massive open online courses (MOOC), schools of the future, orchestration of learning activities, learning networks, teacher networks, bring your own device (BYOD), social media, learning analytics, personalization, mobile learning, computer-supported collaborative learning, game-based and simulation-based learning, and learning design.

You're only a startup CEO once. Do it well with *Startup CEO*, a "master class in building a business." —Dick Costolo, Former CEO, Twitter Being a startup CEO is a job like no other: it's difficult, risky, stressful, lonely, and often learned through trial and error. As a startup CEO seeing things for the first time, you're likely to make mistakes, fail, get things wrong, and feel like you don't have any control over outcomes. Author Matt Blumberg has been there, and in *Startup CEO* he shares his experience, mistakes, and lessons learned as he guided Return Path from a handful of employees and no revenues to over \$100 million in revenues and 500 employees. *Startup CEO* is not a memoir of Return Path's 20-year journey but a thoughtful CEO-focused book that provides first-time CEOs with advice, tools, and approaches for the situations that startup CEOs will face. You'll learn: How to tell your story to new hires, investors, and customers for greater alignment How to create a values-based culture for speed and engagement How to create business and personal operating systems so that you can balance your life and grow your company at the same time How to develop, lead, and leverage your board of directors for greater impact How to ensure that your company is bought, not sold, when you exit *Startup CEO* is the field guide every CEO needs throughout the growth of their company.

This book provides a unique account of cross-sectoral innovations through efficient partnerships based on the hands-on experience of internationally renowned contributors specialised in the field of Science of Delivery. The challenges and lessons learned from large development initiatives based in Asia, and from the work undertaken by international research institutions, such as the FAO, are brought together in this book to benefit development agencies, policy makers, corporates, post graduate students, farmers' organizations, and those involved in supplying agricultural inputs and/or buying agricultural produce, particularly in developing countries within Asia and Africa. Through a number of case studies the book describes how the consortium approach of capacity building for equitable and efficient benefits, collective action, and convergence, will benefit millions of small farm-holders in different regions of Asia

This paper conducts a systematic growth and fiscal analysis to determine: (1) the growth potential of Benin's ambitious scaling-up of investment, and (2) how the government can generate the necessary fiscal space needed to increase investment without jeopardizing Benin's solid macroeconomic performance.

What are the underlying handful of fundamentals that haven't changed for over a hundred years? From Harnish's famous "Mastering a One Page Strategic Plan" process that has been a best-selling article on the web to his concise outline of eight practical actions you can take to strengthen your culture, this book is a compilation of best practices adapted from some of the best-run firms on the planet. Included is an instructive chapter co-authored by Rich Russakoff, revealing winning tactics to get banks to finance your business. Lastly, there are case studies demonstrating the validity of Harnish's practical approaches.

The must-read summary of Robert Sutton and Huggy Rao's book: "Scaling Up Excellence: Getting to More Without Settling For Less". This complete summary of the ideas from Robert Sutton and Huggy Rao's book "Scaling Up Excellence" shows you how you can look at a part of your organisation that is working well and get all the other parts to follow. According to Sutton and Rao, this can be difficult to scale up and implement but it is possible. By following their seven mantras for scaling, detailed in this summary, you can make all parts of your business coherent. Added-value of this summary: • Save time • Recognise the good aspects of your business and spread them to the other aspects • Use the Seven Mantras of Scaling to successfully scale a part of your business To learn more, read "Scaling Up Excellence" to learn how you can scale parts of your business successfully and quickly!

This book focuses on one question: How can large companies generate business impact from non-incremental innovation? The situation seems paradox. Winning in non-incremental innovation should be the domain of large corporates, not of greenfield startups. Yet, 7 out of 8 corporate startups do not generate business impact . And the media is full of stories that greenfield startups are attacking and even 'disrupting' incumbents. To stack the odds for success, large corporates have tried to emulate the methods and approaches of greenfield startups. They set up explorative innovation units (called Innovation Centers, Incubators, Accelerators, Digital Labs, Innovation Outposts, Fab Labs, Maker Spaces, etc.). Around the globe there are more than 600 of these. But returns on innovation are decreasing - despite increasing investments into innovation . So apparently there is a problem. We think that the root cause - and hence the Archimedean point for solving the problem -lies in one part of the end-to-end innovation process. Corporates need to think one step further, beyond their explorative innovation units. They need to actively shape the phase that comes after a promising innovation concept has been found and validated. We call this phase Scaling-Up. In this phase, business impact is generated. Success in this phase requires an orchestrated interplay between the corporate startup and the core organization, built on a solid methodology. The book is written for Top Managers and members of the Board who are concerned about the business impact that their innovation investments create. It is also written for corporate practitioners working in explorative innovation units, in Corporate Innovation Management, Corporate Research, Group Technology, Corporate Strategy, Corporate In-house Consulting or in comparable functions. And we also had Senior Management from Business Units (BUs) in mind when we wrote this book. With excellence in Scaling-Up, a corporate startup has the entrepreneurial momentum of a small company and (by leveraging the assets of its parent company) an 'unfair advantage' in the innovation race. With every successful corporate scaleup, the company not only increases growth, EBIT and market cap - it also actively reshapes its core business for tomorrow. Without excellence in Scaling-Up, validated innovation concepts will not generate business impact. In other words, if a company is not good in Scaling-Up, all work done in the Ideation and Validation phases is just a costly hobby. This book draws on our extensive consulting experience in this space and is co-written with our clients. We assembled a cross-industry 'Peer Group' of well-known, large European companies - all of them widely seen as good innovators or even innovation leaders. In the process, the group members analyzed relevant research, shared their Good Practices, developed and validated methodological frameworks and helped each other in Peer Coaching. The reader of this book can benefit from the Peer Group's work and findings. Some readers might be more interested in 'how-to' methods, others more in practical experiences. This book contains both. It is organized in four parts Part 1 - 'UNDERSTAND' provides the thinking framework for excellence in Scaling-up. Part 2 - 'PREPARE' takes a closer look into the phase that precedes Scaling-Up. Part 3 - 'SCALING-UP' presents the framework for effective Scaling-Up that the Peer Group has co-created. Part 4 - 'BUILDING THE ORGANIZATIONAL CAPABILITY' features real life cases

on how BP, Robert Bosch, Orange, SIX, Telefonica, TRUMPF and TÜV Rheinland are aiming for excellence in Scaling-Up.

The review was conducted with the aim to provide guidance for future engagement/investments, in particular in the context of recent AU declarations on agriculture and on land restoration by NEPAD, GEF, TerrAfrica, the Great Green Wall Initiative for the Sahel and Sahara (GGWISS), UN agencies and other donors. This paper provides an abridged summary of the findings for easier access by country policy / decision makers, agencies, development partners and donors, as a basis for informing future interventions for scaling-up sustainable land management (SLM).

Wall Street Journal Bestseller "The pick of 2014's management books." –Andrew Hill, Financial Times "One of the top business books of the year." –Harvey Schacter, The Globe and Mail Bestselling author, Robert Sutton and Stanford colleague, Huggy Rao tackle a challenge that determines every organization's success: how to scale up farther, faster, and more effectively as an organization grows. Sutton and Rao have devoted much of the last decade to uncovering what it takes to build and uncover pockets of exemplary performance, to help spread them, and to keep recharging organizations with ever better work practices. Drawing on inside accounts and case studies and academic research from a wealth of industries-- including start-ups, pharmaceuticals, airlines, retail, financial services, high-tech, education, non-profits, government, and healthcare-- Sutton and Rao identify the key scaling challenges that confront every organization. They tackle the difficult trade-offs that organizations must make between whether to encourage individualized approaches tailored to local needs or to replicate the same practices and customs as an organization or program expands. They reveal how the best leaders and teams develop, spread, and instill the right mindsets in their people-- rather than ruining or watering down the very things that have fueled successful growth in the past. They unpack the principles that help to cascade excellence throughout an organization, as well as show how to eliminate destructive beliefs and behaviors that will hold them back. Scaling Up Excellence is the first major business book devoted to this universal and vexing challenge and it is destined to become the standard bearer in the field.

Offers techniques for growing a business into a dominant industry force, focusing on four important decision areas that are fundamental to successful company growth.

This book presents an in-depth review on the role of health care financing in improving access for low-income populations to needed care, protecting them from the impoverishing effects of illness, and addressing the important issues of social exclusion in government financed programs.

Action against malnutrition is needed more than ever. An additional US\$10.3 billion a year is required from national and international public resources to successfully attack undernutrition worldwide. This would benefit more than 360 million children in the 36 countries with the highest burden of undernutrition home to 90 percent of the stunted children globally. Since early childhood offers a special window of opportunity to improve nutrition, the bulk of the investment needs to be targeted between pre-pregnancy until two years of age. 'Scaling Up Nutrition: What Will It Cost?' notes that investment will yield high returns through thriving children, healthier families, and more productive workers. This investment is essential to make progress on the nutrition and child mortality Millennium Development Goals and to protect critical human capital in developing economies. The human and financial costs of further neglect will be high. This call for greater investment in nutrition comes at a time when global efforts to strengthen health systems provide a unique opportunity to scale up integrated packages of health and nutrition interventions with common delivery platforms, thereby reducing costs. 'Scaling Up Nutrition: What Will It Cost?' has benefited from the expertise of many international agencies, nongovernmental organizations, and research institutions. This book will be of interest to policy makers, public health officials, nutritionists, government officials, and all those interested in improving child nutrition and health outcomes.

Increasing food production in the face of a growing population, while adapting to and mitigating climate change constitutes a main challenge for the global agricultural sector. This study identifies, analyses and contextualizes regional initiatives related to agriculture and climate change in developing countries. In order to identify needs for improvements and possibilities for replication or scale-up, a review of recently launched initiatives is combined with a SWOT analysis. Moreover, the study places initiatives in the context of INDCs of Sub-Saharan African countries submitted under the UNFCCC. As a result, recommendations on how to develop and implement best practice agriculture climate change initiatives are presented.

This integrated collection covers a range of parallelization platforms, concurrent programming frameworks and machine learning settings, with case studies.

This report provides an assessment of the use of, and recommendations for scaling up, Nature-based Solutions to address water-related climate risks.

The poor and vulnerable populations suffer disproportionately from the adverse impacts of climate change and disasters, which result in loss of life, damage to household and community assets, disruption of livelihoods, and loss of income. Solutions that recognize localized risks and address them in the context of wider socioeconomic development are needed. This guidance note underscores the importance of scaling up resilience-building measures through community-driven development projects. It proposes a framework that recommends five key considerations that should be factored in the design and implementation of community-driven development projects to ensure that they deliver on scaling up of resilience-building measures.

As climate change adaptation rises up the international policy agenda, matched by increasing funds and frameworks for action, there are mounting questions over how to ensure the needs of vulnerable people on the ground are met. Community-based adaptation (CBA) is one growing proposal that argues for tailored support at the local level to enable vulnerable people to identify and implement appropriate community-based responses to climate change themselves. Community Based Adaptation to Climate Change: Scaling it up explores the challenges for meeting the scale of the adaptation challenge through CBA. It asks the fundamental questions: How can we draw replicable lessons to move from

place-based projects towards more programmatic adaptation planning? How does CBA fit with larger scale adaptation policy and programmes? How are CBA interventions situated within the institutions that enable or undermine adaptive capacity? Combining the research and experience of prominent adaptation and development theorists and practitioners, this book presents cutting edge knowledge that moves the debate on CBA forward towards effective, appropriate, and 'scaled-up' adaptive action.

The individual and institutional capacities required for the prevention and reduction of nutritional insecurity and hunger in lesser-developed countries as the twenty-first century approaches are identified in this book. Household nutritional "security" can be defined as the successful The essays in this book champion the idea of increasing, or scaling up, grass roots operations to provide nutritional security, while scaling down the efforts of national and international institutions. Scaling up involves strengthening local capacities to improve and expand upon current successful programs by building upon existing local culture and organizations. This, in turn, enables the programs to strengthen relationships with national governments, international bilateral/multilateral donors, as well as non-governmental organizations. Scaling down concerns the ways and means by which these various organizations encourage and complement the local development. Therefore, as local capacities are scaled up, the national/international control over decisions and functions is, ideally, scaled down. The volume also directly addresses the resultant complication: how to create programs that are both culturally specific and that will flourish well into the future.

Drawing from the information presented at conference sponsored by the Harvard Graduate School of Education and the Mid-Atlantic Regional Technology in Education Consortium, leading educators, researchers, and policymakers, *Scaling Up Success* translate, theory into practice and provide, a hands-on resource that clearly describes different models for "scaling up" success. This important resource is filled with illustrative examples of best practices that are grounded in real-life case studies of technology-based educational innovation^{3?4}from networking a failing school district in New Jersey to using computer visualization to teach scientific inquiry in Chicago. *Scaling Up Success* show how the lessons learned from technology-based educational innovation can be applied to other school improvement efforts.

One of the greatest challenges for startup teams is scaling because usually there's not a blueprint to follow, people are learning their function as they go, and everyone is wearing multiple hats. There can be lots of trial and error, lots of missteps, and lots of valuable time and money squandered as companies scale. Matt Blumberg and his team understand the scaling challenges—they've been there, and it took them nearly 20 years to scale and achieve a successful exit. Along the way they learned what worked and what didn't work, and they share their lessons learned in *Startup CXO*. Unlike other business books, *Startup CXO* is designed to help each functional leader understand how their function scales, what to anticipate as they scale, and what things to avoid. Beyond providing function-specific advice, tools, and tactics, *Startup CXO* is a resource for each team member to learn about the other functions, understand other functional challenges, and get greater clarity on how to collaborate effectively with the other functional leads. CEOs, Board members, and investors have a book they can consult to pinpoint areas of weakness and learn how to turn those into strengths. *Startup CXO* has in-depth chapters covering the nine most common functions in startups: finance, people, marketing, sales, customers, business development, product, operations, and privacy. Each functional section has a "CEO to CEO Advice" summary from Blumberg on what great looks like for that CXO, signs your CXO isn't scaling, and how to engage with your CXO. *Startup CXO* also has a section on the future of executive work, fractional and interim roles. Written by leading practitioners in the newly emergent fractional executive world, each function is covered with useful tips on how to be a successful fractional executive as well as what to look for and how to manage fractional executives. *Startup CXO* is an amazing resource for CEOs but also for functional leaders and professionals at any stage of their career." —Scott Dorsey, Managing Partner, High Alpha

Winner of the International Book Awards for General Business Winner of the Readers' Favorite International Book Award for Non-Fiction Business It's been over a decade since Verne Harnish's best-selling book *Mastering the Rockefeller Habits* was first released. *Scaling Up (Rockefeller Habits 2.0)* is the first major revision of this business classic which details practical tools and techniques for building an industry-dominating business. This book is written so everyone -- from frontline employees to senior executives -- can get aligned in contributing to the growth of a firm. *Scaling Up* focuses on the four major decision areas every company must get right: People, Strategy, Execution, and Cash. The book includes a series of new one-page tools including the updated One-Page Strategic Plan and the Rockefeller Habits Checklist™, which more than 40,000 firms around the globe have used to scale their companies successfully -- many to \$10 million, \$100 million, and \$1 billion and beyond - while enjoying the climb!

A silent revolution is underway, as entrepreneurs challenge prevalent notions of business motives and methods to invent market-based solutions to eradicate social injustice. Yet many fail to succeed. Based on original research, the authors uncover why impressive solutions fail to scale up, featuring global case studies and practical solutions.

When citizens take collaborative action to meet the needs of their community, they are participating in the social economy. Co-operatives, community-based social services, local non-profit organizations, and charitable foundations are all examples of social economies that emphasize mutual benefit rather than the accumulation of profit. While such groups often participate in market-based activities to achieve their goals, they also pose an alternative to the capitalist market economy. Contributors to *Scaling Up* investigated innovative social economies in British Columbia and Alberta and discovered that achieving a social good through collective, grassroots enterprise resulted in a sustainable way of satisfying human needs that was also, by extension, environmentally responsible. As these case studies illustrate, organizations that are capable of harnessing the power of a social economy generally demonstrate a commitment to three outcomes: greater social justice, financial self-sufficiency, and environmental sustainability. Within the matrix of these three allied principles lie new strategic directions for the politics of sustainability. Whether they were examining attainable and affordable housing initiatives, co-operative approaches to the provision of social services, local credit unions, farmers' markets, or community-owned power companies, the contributors found social economies providing solutions based on reciprocity and an understanding of how parts function within the whole—an understanding that is essential to sustainability. In these locally defined and controlled, democratically operated organizations we

see possibilities for a more human economy that is capable of transforming the very social and technical systems that make our current way of life unsustainable.

The global development community is teeming with different ideas and interventions to improve the lives of the world's poorest people. Whether these succeed in having a transformative impact depends not just on their individual brilliance but on whether they can be brought to a scale where they reach millions of poor people. *Getting to Scale* explores what it takes to expand the reach of development solutions beyond an individual village or pilot program so they serve poor people everywhere. Each chapter documents one or more contemporary case studies, which together provide a body of evidence on how scale can be pursued. The book suggests that the challenge of scaling up can be divided into two solutions: financing interventions at scale, and managing delivery to large numbers of beneficiaries. Neither governments, donors, charities, nor corporations are usually capable of overcoming these twin challenges alone, indicating that partnerships are key to success. Scaling up is mission critical if extreme poverty is to be vanquished in our lifetime. *Getting to Scale* provides an invaluable resource for development practitioners, analysts, and students on a topic that remains largely unexplored and poorly understood. Contributors: Tessa Bold (Goethe University, Frankfurt), Wolfgang Fengler (World Bank, Nairobi), David Gartner (Arizona State University), Shunichiro Honda (JICA Research Institute), Michael Joseph (Vodafone), Hiroshi Kato (JICA), Mwangi Kimenyi (Brookings), Michael Kubzansky (Monitor Inclusive Markets), Germano Mwangi (University of Nairobi), Jane Nelson (Harvard Kennedy School), Alice Ng'ang'a (Strathmore University, Nairobi), Justin Sandefur (Center for Global Development), Pauline Vaughan (consultant), Chris West (Shell Foundation)

An estimated forty million people carry the human immunodeficiency virus (HIV), and five million more become newly infected annually. In recent years, many HIV-infected patients in wealthy nations have enjoyed significantly longer, good-quality lives as a result of antiretroviral therapy (ART). However, most infected individuals live in the poorest regions of the world, where ART is virtually nonexistent. The consequent death toll in these regions—especially sub-Saharan Africa—is begetting economic and social collapse. To inform the multiple efforts underway to deploy antiretroviral drugs in resource-poor settings, the Institute of Medicine committee was asked to conduct an independent review and assessment of rapid scale-up ART programs. It was also asked to identify the components of effective implementation programs. At the heart of the committee's report lie five imperatives: Immediately introduce and scale up ART programs in resource-poor settings. Devise strategies to ensure high levels of patient adherence to complicated treatment regimens. Rapidly address human-resource shortages to avoid the failure of program implementation. Continuously monitor and evaluate the programs to form the most effective guidelines and treatment regimens for each population. Prepare to sustain ART for decades.

This study—which includes a pilot intervention in Kenya—aims to further the state of knowledge about the emerging trend of disruptive agricultural technologies (DATs) in Africa, with a focus on supply-side dynamics. The first part of the study is a stocktaking analysis to assess the number, scope, trend, and characteristics of scalable disruptive technology innovators in agriculture in Africa. From a database of 434 existing DAT operations, the analysis identified 194 as scalable. The second part of the study is a comparative case study of Africa's two most successful DAT ecosystems in Kenya and Nigeria, which together account for half of Sub-Saharan Africa's active DATs. The objective of these two case studies is to understand the successes, challenges, and opportunities faced by each country in fostering a conducive innovation ecosystem for scaling up DATs. The case study analysis focuses on six dimensions of the innovation ecosystem in Kenya and Nigeria: finance, regulatory environment, culture, density, human capital, and infrastructure. The third part of the study is based on the interactions and learnings from a pilot event to boost the innovation ecosystem in Kenya. The Disruptive Agricultural Technology Innovation Knowledge and Challenge Conference in Nairobi, Kenya, brought together more than 300 key stakeholders from large technology companies, agribusiness companies, and public agencies; government representatives and experts from research and academic institutions; and representatives from financial institutions, foundations, donors, and venture capitalists. *Scaling Up Disruptive Agricultural Technologies in Africa* concludes by establishing that DATs are demonstrating early indications of a positive impact in addressing food system constraints. It offers potential entry points and policy recommendations to facilitate the broader adoption of DATs and improve the overall food system.

This report examines six mechanisms that can be used to scale-up financing for biodiversity conservation and sustainable use and to help meet the 2011-20 Aichi Biodiversity Targets.

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