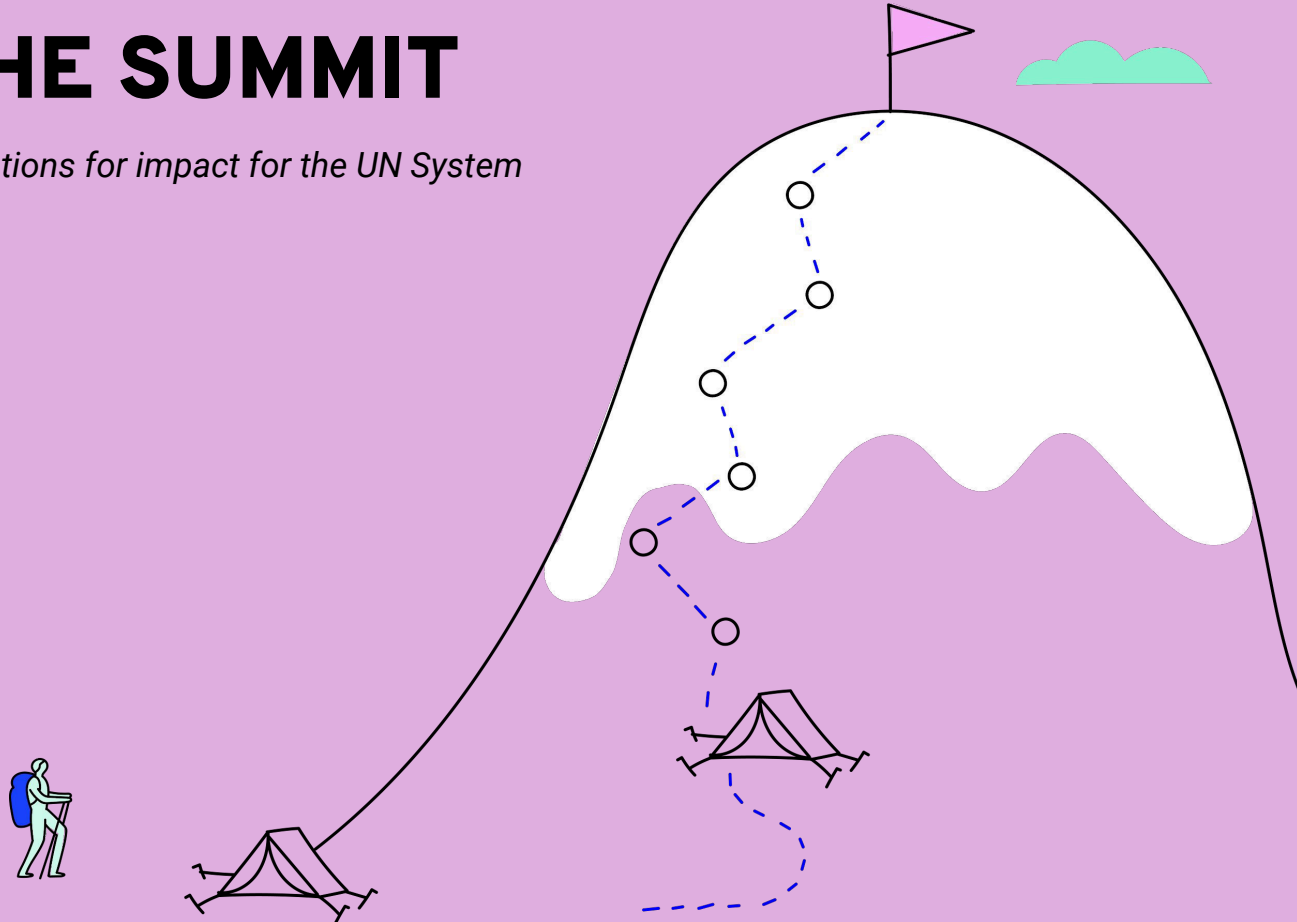


SCALING THE SUMMIT

A primer on how to scale innovations for impact for the UN System



NAVIGATION OF THIS PRIMER

Below are some useful hints to help you navigate this primer effortlessly for efficient reading.

Page 10 has a summary of the 5 main questions. Use the numbers to skip to the corresponding slide with the main question and sub-questions.

Each sub-question is supported with further explanation. Click on the icons under **EXPLANATION** to skip to the corresponding explanation page.

You will also find a set of **Tools** on the right to support your reflections.

These circle icons can help you keep track of your progress through the sub-questions.

You can return to the original main page using Home buttons on the bottom left.

5 KEY QUESTIONS



- 1 SHOULD THE INNOVATION BE SCALED?
- 2 WHAT IS THE SCALE VISION?
- 3 IS THE INNOVATION READY TO SCALE?
- 4 IS THE TEAM / ORGANIZATION ABLE TO SUPPORT IT TO SCALE?
- 5 DOES THE INNOVATION HAVE AN ECOSYSTEM IN PLACE TO SCALE IT?

10

1 SHOULD THE INNOVATION BE SCALED?

ADDITIONAL QUESTIONS:

- | | |
|---|--|
| A. Will this innovation have impact at scale? | |
| B. Is supporting it the best use of our resources? | |
| C. How deep (how critical is the problem) and wide (how many people/organizations etc. face the problem) is the problem which the innovation addresses? | |
| D. Might this innovation be out-of-date by the time it scales? | |
| E. Are we the right organization to scale this based on our place in the ecosystem, our capabilities and our mandate? | |
| F. Are there any ethical reasons why it should not be scaled (e.g., potential harms if used in unregulated environments)? | |

EXPLANATION



Tools

11

1A. Will this innovation have impact at scale?

EXPLANATION

- Not every innovation can or should be scaled. For example, something may work very well in a specific geographic or cultural context but not be easy to transfer to another. Or it may involve such a specific combination of inputs that it is hard to codify or replicate elsewhere. So it is important to examine the case for scaling carefully.
- Even if it can be scaled, we need to ask: will it have an impact? How well have the team demonstrated a case for impact, and over what time-scale?
- What is the evidence base to support the case for scaling and impact - and what plans are in place to check on progress towards this impact?
- Scaling can sometimes be a two-edged sword. What might the negative impacts be? And which stakeholders might be affected?

FOR INSTANCE

- Many innovations are contextually specific, working because a number of organizations are able to work together in an unusual way, or due to unique contextual factors. These innovations often cannot translate their success in one location to others.
- For example, communities in the Philippines developing innovation flood barriers succeeded due to a combination of local building techniques that utilized local sand and soil, as well as natural materials that grew in the area. Although hugely successful in their context it was not a scalable solution.

20

INTRODUCTION

What is the purpose of the primer?

To introduce key areas related to innovation scaling that should be considered when looking to scale innovations in support of the [UN 2.0 vision](#).

Who is this primer for?

The UN family, but especially for senior management or leadership that support innovation (e.g. Country Directors, Resident Coordinators, Heads of Units and other key decision-makers).

How can the primer be used?

The primer can be used in several ways; for instance, as a checklist for assessing potential scaling projects, as guidelines for teams preparing scale proposals or as a way of 'stress-testing' scaling plans.



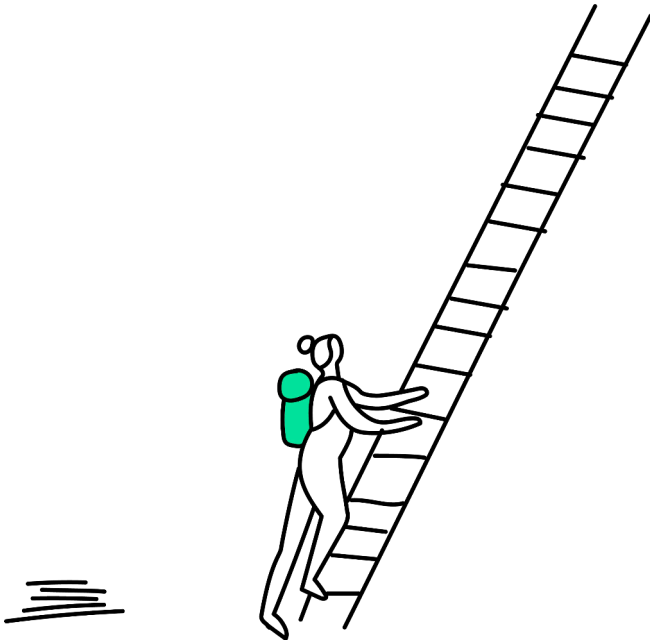
WHY SCALE MATTERS

In 2015, the world adopted 17 Sustainable Development Goals (SDGs) for 2030. Halfway through, we are significantly off-track. But that is no reason to give up; after all games are won in the second half.

Innovation will be crucial to realise the SDGs. To make progress in a complex world, we must evolve our offerings and delivery methods. For the UN to harness innovation, we must understand, manage and scale it.

Innovation is not just a flash of inspiration; it is about turning great ideas into valuable solutions. But even the most exciting solution will have only limited impact unless we can scale it.

The UN must be able to scale successful innovations as part of its transformation into a “next-generation” institution.



RISING TO THE CHALLENGE

Scaling an innovation is not just a matter of spreading a solution to a wider market. It involves adapting and extending it to suit different contexts, it needs additional skills and capabilities within the innovating team, it needs resources to open up new delivery pathways and it needs to assemble a network of 'complementary assets' - answering the question of 'who else and what else do we need to bring this innovation to scale?'

Organizations need to understand the challenges posed by scale – and to translate that understanding into actions which can create a supportive environment and directly help innovation teams on their scaling journey.

UN Global Pulse, the Secretary-General's Innovation Lab, conducted extensive research last year across the UN System and beyond to identify insights on how to best scale innovations. The result was UN Global Pulse's "Scaling the Summit" research report which highlights the challenges of scaling innovation and how to support teams throughout the process.

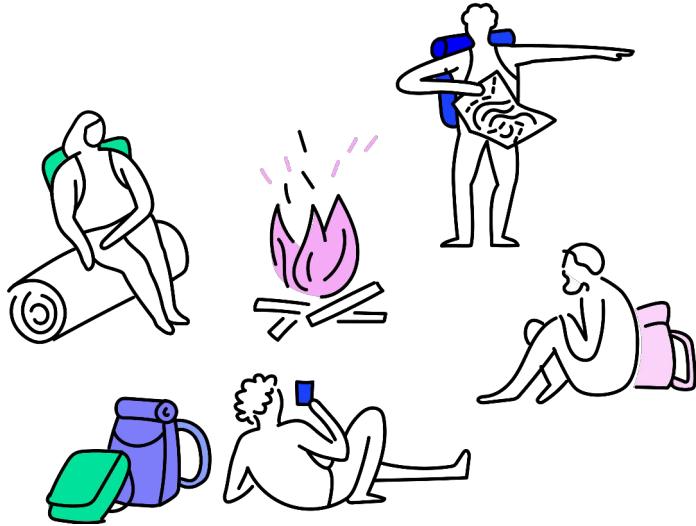
This primer gives form to the recommendations outlined in the report on how to support innovations rise to the challenge of scale.



[Click here to read the report](#)

UN Global Pulse's research highlighted

KEY SUPPORT AREAS INNOVATIONS NEED ON THEIR JOURNEY TO SCALE



- Strategy articulation and clarification
- Team and organization development
- Resources – funding but staged and flexible
- Training and specialist knowledge inputs
- Mentoring – beyond coaching and extended over time
- Space – time, permission, physical environment or collision space
- Ecosystem development support

The research also highlights

RECOMMENDATIONS TO SUPPORT INNOVATION SCALING ACROSS THE UN SYSTEM

Deepen	Deepen on-going good practices
Broaden	Broaden scale support for all UN agencies
Expand	Expand the vision and horizons of the UN and its innovation capabilities

WHAT IS INVOLVED IN SCALING INNOVATION?

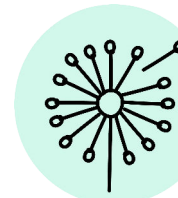
A lot has been learned about the ‘front end’ of the innovation process, with ‘bootcamps,’ hackathons and ideation workshops aimed at shaping good ideas and taking them as far as initial launch. We have also gone one step further and created innovations that have now been piloted across the UN.

Innovations have also been scaled successfully, but the experience here is much more patchy. Indeed, it can be seen as the next – and big – step. It is useful to think of this as an extended journey through uncertain territory, like a mountain expedition.

Fortunately, we have learned lessons about how to help make the journey to scale a manageable one. In particular, scaling depends on getting good answers to 5 key questions.



[Click here for examples of early stage innovation successes](#)

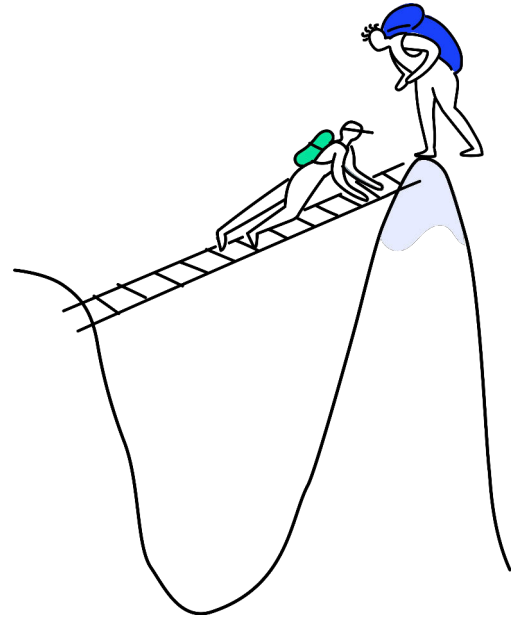


[Click here to deep dive into the challenges of scaling innovation](#)

KEY QUESTIONS FOR SCALING INNOVATIONS

The following pages present 5 key questions that relevant decision-makers should ask themselves as they evaluate whether an innovation is ready and has the required support for scale. These questions also offer innovation teams a useful framework for checking whether they are ready and able to scale their innovations.

These are not simple Yes/No questions to which there is a 'correct' answer. They serve as prompts to ensure underlying issues are considered thoroughly for a proposal that is well-developed and robust.



5 KEY QUESTIONS

1

SHOULD THE INNOVATION BE SCALED?

2

WHAT IS THE SCALE VISION?

3

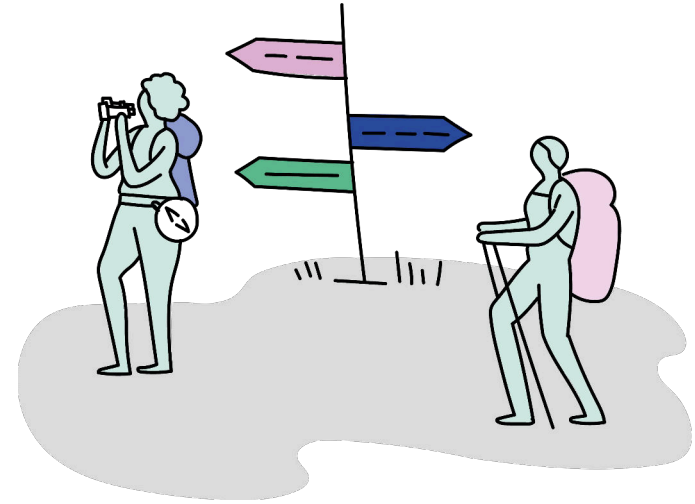
IS THE INNOVATION READY TO SCALE?

4

IS THE TEAM / ORGANIZATION ABLE TO SUPPORT IT TO SCALE?

5

DOES THE INNOVATION HAVE AN ECOSYSTEM IN PLACE TO SCALE IT?









1

SHOULD THE INNOVATION BE SCALED?

ADDITIONAL QUESTIONS:

EXPLANATION

A. Will this innovation have impact at scale?	
B. Is supporting it the best use of our resources?	
C. How deep (how critical is the problem) and wide (how many people/organizations etc. face the problem) is the problem which the innovation addresses?	
D. Might this innovation be out-of-date by the time it scales?	
E. Are we the right organization to scale this based on our place in the ecosystem, our capabilities and our mandate?	
F. Are there any ethical reasons why it should not be scaled (e.g., potential harms if used in unregulated environments)?	







Tools

2

WHAT IS THE SCALE VISION?

ADDITIONAL QUESTIONS:

EXPLANATION

A. How does the team define 'scale'?	
B. Is there a vision for the scaled innovation (10 year horizon)?	
C. Is there a clear scale goal and identification of the next steps on the scale journey (1-3 year horizon)?	
D. Has a scale route(s) been identified for their journey to scale (e.g., through Member States, other UN agencies etc.)?	








Tools

3

IS THE INNOVATION SCALABLE?

ADDITIONAL QUESTIONS:

EXPLANATION

A. Is the solution 'scale ready' or does it need major revisions?	
B. Is there evidence of its success and impact so far?	
C. Is the innovation easily adoptable – can others replicate and/or implement it?	
D. Is the life-cycle mapped through to widespread end use?	
E. Are there any issues regarding intellectual property for the solution?	







Tools

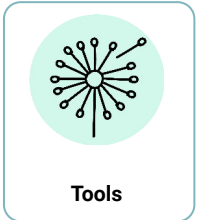
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IS THE TEAM / ORGANIZATION ABLE TO SUPPORT THE INNOVATION TO SCALE?

ADDITIONAL QUESTIONS:

EXPLANATION

A. Does the team have the 'right' mix in terms of skills, experience, personalities, motivation etc.?	
B. Is there leadership and key stakeholder support for scaling the innovation?	
C. Do they have an organizational development plan that matches the route(s) to scale they want to explore - structure, culture etc.?	
D. Is there any other organizational change required for the innovation to scale?	








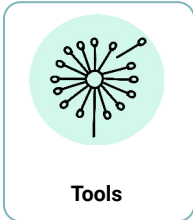
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DOES THE INNOVATION HAVE AN ECOSYSTEM IN PLACE TO SCALE IT?

ADDITIONAL QUESTIONS:

EXPLANATION

A. What does the existing value network look like - and what will need to change to enable scale?	
B. Are the right 'complementors' in place – who else and what else do they need to scale their innovation?	
C. Do they have a clear understanding of the different roles each entity in the value network needs to play?	
D. Do they have a value network action plan to build the right ecosystem for scale?	
E. Who can help and how - brokerage, sponsorship, connection, endorsement?	



HOW TO SUPPORT SCALING

Scaling innovation is critical to achieving impact and to meeting the SDGs. The additional insights from the preceding 5 questions can bolster our understanding of challenges to scaling and how to support innovation teams on their journey, especially in the two big action areas for the UN System:

- Creating the wider organizational context – the UN needs to have in place an innovation management system which has key elements like a core enabling process, a clear innovation strategy, effective deployment of proven tools (like stage gates and portfolio management) and an underlying organizational culture for innovation (The ISO standard for innovation management offers a useful starting template for this).
- Establishing formal support vehicles - ‘ scale accelerators’ - to enable innovation teams to progress their solutions within a structured framework, offering inputs of funding, space for exploration, careful monitoring, mentoring and brokering to enable ecosystem-building.

The [UN Innovation Scaling Group](#) offers a valuable [community of practice](#) and [resource library](#) which can help with this, drawing on the wide expertise and experience already available within the UN System.



INNOVATION SUCCESS STORIES

Here are some examples of various UN agency reports on successful innovations taken as far as pilot launch and beyond:

WFP

Innovation Accelerator Knowledge base has many examples

UNIN

The Innovation Library has a growing collection of scaling-related resources including cases, tools and frameworks

UNICEF

Set of 12 innovation case studies

UNHCR

Case examples

To deliver impact at scale, the potential of successful pilots should be effectively harnessed.



WHY SCALING IS A CHALLENGE

A number of organizations have published detailed research on the challenges to scale including:

Against The Odds

Scaling in the National Health Service United Kingdom

Too Tough to Scale?

Scaling in the Humanitarian Sector

**Insights on Scaling
Innovations**

From the International Development Innovation Alliance

Making It Big

NESTA's Report on Scaling Social Innovation

Planning for Scale

The Brookings Institution on the Education Scalability Checklist

While we are aware of the challenges, the key is in utilizing this knowledge to facilitate effective scaling of innovations.





1A. Will this innovation have impact at scale?

1

EXPLANATION

- Not every innovation can or should be scaled. For example, something may work very well in a specific geographic or cultural context but not be easy to transfer to another. Or it may involve such a specific combination of inputs that it is hard to codify or replicate elsewhere. So it is important to examine the case for scaling carefully.
- Even if it can be scaled, we need to ask: will it have an impact? How well have the team demonstrated a case for impact, and over what time-scale?
- What is the evidence base to support the case for scaling and impact - and what plans are in place to check on progress towards this impact?
- Scaling can sometimes be a two-edged sword. What might the negative impacts be? And which stakeholders might be affected?

FOR INSTANCE

- Many innovations are contextually specific, working because a number of organizations are able to work together in an unusual way, or due to unique contextual factors. These innovations often cannot translate their success in one location to others.
- For example, communities in the Philippines developing innovation flood barriers succeeded due to a combination of local building techniques that utilised local sand and soil, as well as natural materials that grew in the area. Although hugely successful in their context, it was not a scalable solution.



1B. Is supporting this innovation the best use of our resources?

1

EXPLANATION

- Scaling innovation is resource intensive and represents an opportunity cost - there might be other competing projects which could represent a better use of those resources
- Does this project offer significant relative advantage over the current approaches?
- Are there more urgent priorities?

FOR INSTANCE

- Many innovation projects capitalise on current trends, exploiting topical ideas and technologies. Examples might include the surge of interest currently around artificial intelligence, machine learning or digital solutions.
- Will scaling these have impact or would less 'fashionable' solutions be a better prospect?
- Similarly, there is often a bias towards 'product' innovations - new things which might make a difference. But what about new processes (ways of doing things) or new business models?
- Where there are alternatives for addressing the same problem or opportunity, does the case for scaling explore the relative advantage over these alternatives?



1C. How big is the problem this solution addresses?

1

EXPLANATION

- It is easy to find ourselves focused on the innovation as a solution rather than beginning with the problem it addresses.
- Instead, we should ask whether the problem is big enough to warrant scaling - and get a sense of:
 - Breadth: how big it is in terms of the number of people it affects.
 - Depth: how deep it is in terms of the impact it has on people's lives.
 - When both are significant, then there is a strong case for scaling.

FOR INSTANCE

- In the fight against neglected tropical diseases, there are a number that have been neglected because the numbers of people affected, and their relative purchasing power is too small. It has taken special attention from a number of innovation funders to make sure that these diseases are seeing innovation in the field of vaccines. This is a deliberate decision based on the *depth* of the impact of these diseases rather than the *breadth* of it to invest in innovations in this field.
- This is reflected in the low level of research and development in the neglected tropical diseases field.





1D. Might this innovation be out-of-date by the time it scales?

1

EXPLANATION

- Innovation involves a moving frontier and today's great solutions can sometimes find themselves overtaken by better options which emerge tomorrow.
- Since scaling takes a long time, it is worth thinking about whether technological or other trends might make our current solution obsolete or replaceable by something better.
- This does not mean we need to abandon the innovation but we do need to think about how to pivot it to take advantage of new developments.

FOR INSTANCE

- [Translators without Borders](#) (TWB) pioneered an effective solution to the problem of providing urgent information in multiple languages during humanitarian crises.
- But when it came to scaling, it was clear that developments in machine translation would accelerate and replace the original solution model of human translators intervening for global languages.
- Instead, TWB added a successful model of incorporating machine translation and a focus on local languages as a way to scale their valuable solution.





1E. Are we the right organization to scale this innovation?

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EXPLANATION

- Sometimes the innovation is promising in terms of its scalability and size of the problem it addresses. But we may not be the best organization to take it forward.
- It may lie outside our core mandate or we may lack the ecosystem - the complementary network of players and elements needed to help support it to scale. Others may be better placed to do this and our role might be to broker links to them.
- Or it may be that a home-grown solution exists but a better one is already available in the external market, and supporting that instead would lead to faster and greater scaling

FOR INSTANCE

- [Kobo-toolbox](#) decided to use Open Data Kit as the software it would be built on, ensuring that it is using open source software, rather than 'reinventing the wheel.'
- Likewise, many humanitarian and development organizations have adopted Kobo as their digital data gathering tool rather than develop a bespoke programme for themselves. This investment in using Kobo has enabled Kobo to scale through support and use by organizations who have decided not to develop their own models





1F. Are there any ethical reasons why the innovation should not be scaled?

1

EXPLANATION

- Innovations can often cause great harm, even when they are designed to do good. Many of these harms are unintended consequences. Some of them can be anticipated and some cannot.
- Examples of potential harms could be:
 - There is insufficient budget to incorporate security measures to protect personally identifiable information on an app.
 - If the innovation was designed to address a particular target group when it piloted, it may be unintentionally exclude other groups who are vulnerable.

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TOOLS TO HELP ANSWER QUESTION 1 *SHOULD THE INNOVATION BE SCALED?*

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For establishing whether you are the right organization to scale this innovation, and whether to use your resources on it, the decision matrix is a useful tool. For examples, follow this [link](#) or see [here](#).

2

To assess whether the innovation is likely to be outdated before it is scaled, [horizon scanning](#) from the UN Innovation Toolkit is a useful approach. The [‘Future Agenda’ website](#) has some rich scenario pictures which highlight key trends and indicate potential important shifts in the wider landscape.

3

Roadmap tools such as [this](#) or the [templates](#) from the University of Cambridge’s Institute for Manufacturing are useful guides to map upcoming potential innovation use.

4

To better understand ethics and innovation scaling, read this [innovation ethics guide](#).

5





2A. How does the team define scale?

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EXPLANATION

- Scale is surprisingly difficult to define - but without some clear definition, we risk being unable to target and use resources wisely to achieve it. 'If we don't know where we're going, we'll probably end up somewhere else!'
- So, we need to have a clear sense of what the target is for scale - it may be defined in terms of numbers of people, geographical penetration, savings on some critical parameter etc.
- [ELRHA offers a useful definition](#) to work with"building on demonstrated successes to ensure that solutions reach their full potential to benefit more people and create lasting change."
- Innovation teams should be able to define this for their particular solution.

2B. Is there a vision for the scaled innovation (10 year horizon)?

EXPLANATION

- Scaling innovation takes time - for example, [cash programming took 20 years to have widespread impact, with microfinance taking 30 years \(full text here\)](#). It is important to be clear about where the scaling journey will take the team, what are the key stages along the way and what is the ultimate goal.
- Developing a map for this journey does no't mean that there is only one plan but rather that there's a lot of forward thinking to build in the needed flexibility to help pivot the innovation in the face of inevitable uncertainty

FOR INSTANCE

- Scale visions should not be simply aspirations. They should identify concrete and measurable targets - even if they are stretching. For example:
 - [UN OCHA](#) set out their scale vision for the Humanitarian Exchange Language initiative.
 - IFRC committed in their last strategy to "[...delivering 50% of our humanitarian assistance through cash and vouchers by 2025](#)"
 - [Build up Nepal](#) and [Field Ready](#) outlined their scale visions and how they progress towards them.
- A strong scale vision would include the following key elements:
 - A timeframe (preferably 10+ years)
 - The problem/opportunity the innovation addresses
 - How the innovation has addressed it
 - The reach and impact expected.



2C. Is there a clear scale goal and identification of the next steps on the scale journey (1-3 year horizon)?

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EXPLANATION

- Having an overall scale vision is important, but so too is the step-by-step strategy which sets out how the journey will be undertaken.
- In particular, what are the early steps - things which will happen in the 1-3 year time period - on the journey?
- What are the critical success factors and the key performance indicators to show progress along the way?
- These need to be planned out in some detail and stress-tested since this is where the resource commitment begins.

FOR INSTANCE

- The scale goal will be in the same structure as the scale vision, but will contain different targets.
- It will include the following key elements:
 - A timeframe (preferably 1-3 years)
 - The problem/opportunity the innovation addresses
 - How the innovation has addressed it
 - The reach and impact expected
 - Within the next (number) months (name of innovation) will be (type of value creation/impact) for (number of target group reached) in (number/names of countries) through (route).



2D. Has a scale route(s) been identified for their journey to scale?

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EXPLANATION

- Within an overall scale strategy there needs to be a series of steps towards achieving that overall goal.
- There is no single pathway to scale but rather a set of choices to be made - like choosing different routes to scale a mountain.
- This is also where having mentors/critical friends to support the team and challenge their assumptions can make a big difference in helping to develop a robust strategy.
- It is also a key part of any structured support vehicle such as a 'scale accelerator', which provides a systematic process to help innovation teams think through the scale strategy.



TOOL TO HELP WITH QUESTION 2 ***WHAT IS THE SCALE VISION?***

A helpful resource for developing a Scale Vision, Scale Goal and to articulate the proposed route(s) to scale is the [Scale Panorama tool](#).

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3A. Is the solution 'scale ready' or does it need major revisions?

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EXPLANATION

- Launching an innovation requires moving it from idea to a robust and tested solution which has gone through many iterations. It is the same with the next stage of the journey, moving from building and testing a robust business model to a fully scaled solution.
- It is important to reassess the 'scale readiness' of the solution being put forward for scaling. Is it robust? Is it replicable? Is it codified in such a form that it can be taken forward by others?
- Or is there more work to be done to convert the pilot solution into a scalable one?

FOR INSTANCE

- [Gram Vikas](#) launched its [Movement and Transformation Network for Transformation of Rural Areas \(MANTRA\)](#) programme in 1992 to provide comprehensive water and sanitation systems to rural villages whilst also promoting social equity. Key aspects of MANTRA are: 100% participation of all village families, contribution to a maintenance fund, equal participation of men and women, and sustainability.
- After initial success in Orissa, Gram Vikas wanted to scale MANTRA to increase impact - they partnered with the Comprehensive Rural Health Project (CRHP), another social organization in Maharashtra, to transfer MANTRA.
- Despite extensive collaboration, the initial village selected by CRHP was unable to fully implement MANTRA. The key challenge was getting the participation of all families as required by Gram Vikas. CRHP was willing to implement at lower participation.
- Eventually a smaller village with more motivated residents was able to successfully implement MANTRA as a model for further scaling.

3B. Is there evidence of success and impact so far?

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EXPLANATION

- Research on scaling the adoption of innovation regularly points to the importance of evidence - at its simplest level: seeing is believing.
- Adoption follows an S-curve over time and evidence, and opinion leaders are key accelerators/brakes on the process.
- [ELRHA's](#) scale research highlighted this as a key area and provides some useful guidance on the nature, timing and mechanisms for evidence collection to enable scaling.

FOR INSTANCE

- ELRHA's report also covered the [role of evidence](#) and gives a number of cases where this has been an aid to accelerating diffusion.
- The [Cash Learning Partnership](#) (CALP) has played a key role in helping scale the use of cash programming. CALP was set up in 2005 to share the growing but diverse experience of using various forms of cash and voucher assistance as a key tool in humanitarian aid. In doing so it assembled a strong evidence base which could increasingly be relied upon to help in the scaling journey for this innovation. [This case study highlights that role.](#)



3C. Is the innovation easily adoptable - can others replicate and / or implement it?

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EXPLANATION

- Moving innovation to scale involves 'packaging' it in a format which can be replicated and transferred to others, who may communicate or adopt it. So, it is important to be clear how the core idea can be codified and packaged.
- At the same time, scale depends on making sure the innovation 'fits' into many different user contexts so it also requires a degree of customizability.
- We know from adoption theory about the key role perceptions of innovation characteristics (like complexity and compatibility) play in shaping speed and extent of diffusion. These provide powerful levers to help improve acceptance of innovations on the journey to scale.

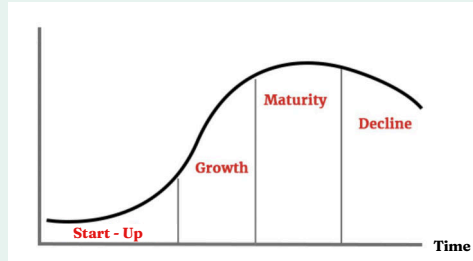
FOR INSTANCE

The pioneering work of [Washington Carver](#) in rural southern USA highlights the key role played by innovation adoption factors like observability and trialability.

3D. Is the life-cycle mapped through to widespread end use?

EXPLANATION

- Innovations follow a life-cycle, moving from birth (the start-up phase) through to early stage development and eventual maturity.



- It is important to think through at the outset of a scaling journey how this will develop over the coming years such as:
 - How will training and technical support be provided? How will updates and user feedback happen? What will happen at the end of the product or service's life (e.g. e-waste)?

FOR INSTANCE

With the arrival of ed-tech tablet and laptop based solutions in the field of education, environmentally responsible organizations that develop these need to establish eco-friendly disposal plans for hardware from these initiatives once they reach the end of their operational lifespan.

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3E. Are there any issues regarding intellectual property for the solution?

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EXPLANATION

- Developing an innovation usually means that new intellectual property (IP) is also being created. How an innovation team treats this IP - whether they try to protect it through patents and copyrights or make it open source - is one of the most fundamental decisions that will impact the options available for scaling the innovation.

FOR INSTANCE

- The push to have all digital innovations be open-source comes from an altruistic vision of making the software as accessible as possible to as many people as possible. However, this approach also constrains innovation teams and innovative organizations in the type of business models that can be developed.
- Not being able to charge for the use of software makes it more difficult (but not impossible) for the innovation to be financially sustainable which is needed to underpin scaling. Therefore, this decision on how to treat IP has significant impacts on how difficult it is to scale such innovations, what business models they can deploy and what scale routes they can take.



TOOLS TO HELP WITH QUESTION 3 *IS THE INNOVATION READY TO SCALE?*

There are several solution assessment tools to help with checking scale readiness such as:

- [Codification and Core, Modular and Hackable tool](#) – how can the knowledge at the heart of the innovation be codified so that it can be widely shared? How far can the innovation be adapted to suit different contexts and circumstances?
- This [Accelerating Diffusion](#) tool is designed to work with key innovation characteristics and address the issue of adoptability.
- For guidance on IP considerations, see Médecins Sans Frontières Sweden's [IP 101](#) and [IP in innovation partnerships](#) from Innovation Norway.

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4A. Does the team have the 'right' mix?

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EXPLANATION

- Innovation involves intensive teamwork and the picture we have of start-ups reflects this - long late nights, high levels of trust and shared exploration.
- Scaling also needs teamwork but of a different kind - and sometimes the kind of team which created the pilot solution is not the best one for the scaling journey.
- In particular, the team will need to grow - new skills and responsibilities will come into the frame to meet new challenges associated with growth.
- A larger organization operates differently from start-ups, with structural differences and distinct conditions which may make it challenging to maintain an environment conducive for innovation.

FOR INSTANCE

An example of team changes from start-up to scale-up:

[HealthTV](#) was a healthcare innovation aiming to bring YouTube-style information to patients and carers, and to support clinicians. It scaled successfully as a medium for rapid and widespread information sharing. However, in that process, a division arose between its founder and some of its core team members, resulting in two divergent innovation directions.

The founder's approach reflected his personal motivations and focused on maintaining a simple information channel serving the needs of patients. On the other hand, the second direction gained substantial traction, drawing on a strong core clinical and production team, catering to a variety of healthcare providers and engaging patients directly. It has since pivoted to become an app interface to a library of around 1000 information videos and provides support for self-management of many conditions.



4B. Is there leadership and key stakeholder support for scaling?

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EXPLANATION

- As innovations move to scale, there is a continuing need for focused leadership to articulate and guide towards the vision. At the same time, there is a need for extensive network-building, both inside an increasingly large organization and externally as more stakeholders become involved.
- Unlike the more direct involvement of a founder in the development of the innovation, this focuses more on cultivating relationships.
- It is about ensuring that 'gatekeepers' are on the side of the innovation.

FOR INSTANCE

In the '[More than Just Luck](#)' report in which 15 innovation case studies were reviewed, Warner and Obrecht observed that there were multiple 'gatekeepers' in humanitarian, development and public 'markets.' These 'gatekeepers' are key stakeholders that can block the progress of an innovation and need to be carefully managed. This includes senior leadership in the innovation's host organization.



4C. Do they have an organizational development plan that matches the route(s) to scale they want to explore?

EXPLANATION

- Moving to scale will involve growing and differentiating the organization - what researcher [Larry Greiner calls negotiating the 'crises' in the growth of the enterprise.](#) The team needs to have a plan for how it develops the kind of organization it will need to scale their innovation successfully.
- This will involve dimensions of structure, culture and numbers - there is no 'right' model but there should be evidence of thinking around this issue and the presence of a plan for the future development of the organization.
- It is key to remember that scaling an innovation does not always require scaling the innovating organization itself. A number of scaling routes do not require the development of a large organization to scale the innovation itself, rather, by using other organizations to scale, the innovating organization can often stay relatively small compared to the impact their innovation is able to achieve.

FOR INSTANCE

Drawing from insights gained from working with over 100 innovations on their scale journeys, of the authors of this primer discovered that, for innovations in established organizations, one of the most significant challenges lies in scaling the innovation effectively within the organization. Two examples of issues commonly encountered with innovation teams in larger organizations are:

- Working within established systems, policies and processes becomes increasingly difficult for the innovation team as they need more flexible processes. This often leads to the innovations seeking to 'spin out.' Underpinning this is often a culture clash between the larger organizations systems, processes and ways of doing things, and the needs of the innovation team.
- A lack of ownership by 'line managers' in sectors or departments who did not develop the innovation, but are tasked with scaling it across their work.

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4D. Is there any other organizational change required for the innovation to scale?

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EXPLANATION

- Moving to scale will potentially require a number of organizational changes. For instance, the team will need to learn new skills such as around marketing and new key technologies which they can acquire through a mixture of learning and recruitment.
- They will also need to think about the resource implications both in terms of the costs of these inputs and the time they will need to spend on acquiring them.
- To support this, they need a roadmap identifying what their potential requirements may be and their timing. The organization will also need to assess wider changes that may occur to ensure scaling success.



TOOLS TO HELP WITH QUESTION 4

IS THE TEAM / ORGANIZATION ABLE TO SUPPORT IT TO SCALE?

The management writer Peter Drucker stated that ‘culture eats strategy for breakfast,’ to emphasise how important culture is. The importance of cultural misalignment between innovation teams and the wider organization they are in cannot be underestimated. This [short guide](#) highlights some of the issues, and provides a version of the Culture Web tool to help map out cultural change that may be needed.

There are a number of tools to help map and balance team roles. For examples, see this [team assessment guide](#) and Meredith Belbin’s pioneering work [here](#).

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5A. What does the value network look like - and what needs to change?

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EXPLANATION

- Scaling innovation depends on assembling an ecosystem - bringing together the various 'who else?' and 'what else?' players into a network where the whole is greater than the sum of the parts.
- Innovation is about creating value from ideas and this 'value network' is critical to delivering that value at scale.
- This will require identifying and then working with multiple players. A key starting point is to identify who they are, the current relationships with them and what needs to change.

FOR INSTANCE

In working to introduce cash programming at scale the [WFP entered into a key partnership with Mastercard](#) in order to understand and acquire the knowledge and technology needed to support financial transfers of this kind.



5B. Are all the complementary assets in place - who else and what else?

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EXPLANATION

- This involves exploring the question of: who else and what else do we need to bring this innovation to scale? That may involve players - funders, government agencies, key technology owners - and it may involve elements of infrastructure like reliable internet access or power supplies.
- Some of these entities lie within an 'inner value network' which the innovating team has a degree of influence, such as stakeholders that the innovation team have a formal partnership with.
- Meanwhile, those whom the team do not have or need a partnership with but will have significant impact on the scaling of their innovation - for instance, regulatory bodies - lie in the 'outer value network'. For this group, the team will need to work on mechanisms to advocate and influence alignment of these stakeholders to enable scaling.
- For more on inner and outer value networks, read this short [guide](#).



5C. Does the team have a clear understanding of the different roles each entity in the value network needs to play?

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EXPLANATION

- Value networks are the ecosystems which an innovation team needs to assemble to create impact at scale. They involve multiple entities playing a variety of roles.
- For example, there are value creators (innovators), consumers (users and customers) and captors (those who gain from the development and distribution of the innovation itself, such as funders). There are also different ways of connecting these - channels, conveyors and co-ordinators (those who bring different creators and often consumers together). And there are others which shape the context - competitors, cartographers (rule makers such as regulators and standards bodies) and complementors.
- Innovation teams need to develop a clear understanding of these roles, who currently plays them and how they might change. [Click here for more about value network roles.](#)

FOR INSTANCE

Education innovations will usually need to engage a number of entities to scale n their innovation. For most this will include:

- The Ministry of Education as a Cartographer as they set the curriculum.
- Teachers as Conveyors as they will add value (or destroy it) to the innovation in the way they use it in the classroom.
- Students as Consumers who the innovation team should ensure they are receiving direct input and feedback from so that the innovation creates the most value possible for them.
- Teaching colleges as Complementors who are needed to provide well trained teachers who can adopt new innovations.





5D. Is there a value network action plan to build the right ecosystem for scale?

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EXPLANATION

- A key challenge for innovation teams in scaling their solutions lies in assembling the ecosystem. It has three components:
 - how to find relevant partners (identifying the 'who else?' and 'what else?' needed to scale the innovation)
 - forming them into a viable inner value network
 - getting that network to perform and deliver in a way where the whole is greater than the sum of the parts.
- This requires a strategic plan for network building and management which the team should be able to demonstrate.
- [Click here to find out more on this topic.](#)



5E. Who can help and how - brokerage, sponsorship, connection, endorsement?

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EXPLANATION

- Finding, forming and building a performing value network is an essential but difficult task for an innovation team with limited resources. It is here in particular that external support can make a difference, especially when it can draw on the range of connections which UN agencies and structures can offer.
- Helping teams make connections to key players, endorsing and brokering, facilitating access and other mechanisms can play a key role in influencing successful scaling.

FOR INSTANCE

There is often a role for a partnership broker to support the development of innovation partnerships and build inner value networks. A guide on partnership brokering can be found [here](#).





TOOLS TO HELP ANSWER QUESTION 5

DOES THE INNOVATION HAVE AN ECOSYSTEM IN PLACE TO SCALE IT?

For UN resources, UN Global Pulse has an invaluable [Guide to Innovation Partnerships](#) which provides support to the UN on new ways to approach partnerships and collaborations for innovation. The [UN Innovation Toolkit](#) also contains valuable resources and case examples to help with the ecosystem challenge, especially in its 'Partnership' module.

And here are some additional tools that can help [identify and map key value network roles](#).

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Acronyms

CALP	Cash Learning Partnership
CRHP	Comprehensive Rural Health Project
IFRC	International Federation of Red Cross and Red Crescent Societies
IP	Intellectual property
ISO	International Organization for Standardization
MANTRA	Movement and Transformation Network for Transformation of Rural Areas
SDGs	Sustainable Development Goals
TWB	Translators without Borders
UN	United Nations
UNDP	United Nations Development Programme
UNHCR	United Nation High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIN	UN Innovation Network
UN OCHA	United Nations Office for the Coordination of Humanitarian Affairs
WFP	World Food Programme

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