Cross border intermediaries that contribute to inclusive innovation

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Inclusive and frugal innovation

- Inclusive & frugal innovation often focuses on low-tech and developing countries
- Links to concepts such as 'Bottom of the Pyramid' thinking



Examples











Tigo Cash

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Lots of recent academic and policy attention

Leiden•Delft•Erasmus Centre for Frugal Innovation in Africa





INCLUDE

KNOWLEDGE PLATFORM ON INCLUSIVE DEVELOPMENT POLICIES

Inclusive Business for Food Security

To achieve food security for a growing world population and at the same time support smallholder farmers to feed themselves and produce marketable surpluses, increased agricultural productivity and access to inclusive markets are essential. Inclusive business refers to sustainable business solutions that expand access to goods, services and livelihood opportunities for low-income communities in commercially viable ways. Agribusiness companies use diverse inclusive business strategies to productively engage smallholder farmers at various stages in the value chain.

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Inclusive innovation intermediaries

Facilitating inclusive innovation and inclusive business has become a key objective for several organizations





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minka-de Creating Inclusive Business Ecosystems

for Sustainable Development

ROLINNOVA WAGENINGEN UNIVERSIT'PROmoting Local INNO

in ecologically-oriented agriculture and natural resource management

Mobile Work at the Base of the Pyramid WARRIOR twirPine paga CONNeCT

Making

OZAPLACES

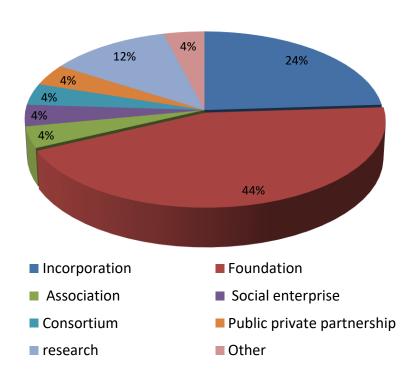


Methods

- Desk research: long list of 228 cross border intermediary organisations
- Created a short list of 53 organisations based on 6 criteria:
 - The use of the search terms on the website signified that these concepts are core to the organization and its purpose
 - The home base of the organization is either in Europe or the United States, to allow focus on the North/South relationship of cross border partnerships
 - The organization actively engages with supporting the global North/South relationship
 - The organization is involved in multiple projects related to the search terms used
 - The organization is permanent or has a long term existence (not a project or a program)
 - The organization is a legal entity

Invitation for online survey and expert interviews to 53 organisations, N: 25 survey and 23 people interviewed

(1) Is your intermediary a private actor/organization, a public actor/organization or something else? How do you categorize it?

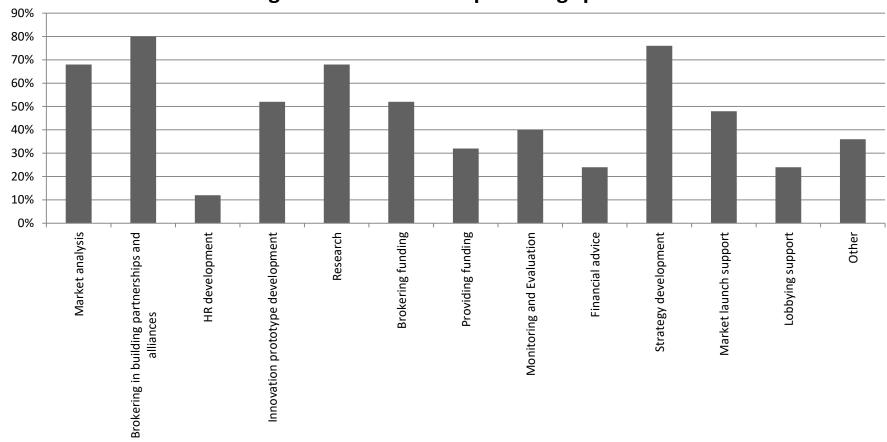


Judicial entity

- 44% foundations
- 24% private entities
- 12% research institutes
- 20% other
- Categorization is based on judicial entity registered
- Social enterprise is a category but is in practice difficult to find as in many countries this judicial entity doesn't exist.



(2) What does the intermediary do that you consider to be intermediation? Why do you think that is intermediation rather than something else (e.g. input/service provision, general facilitation ...)?

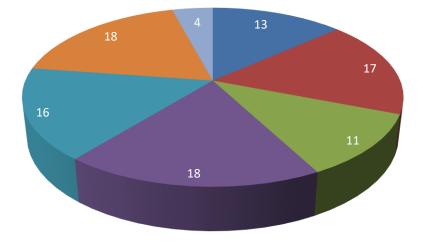


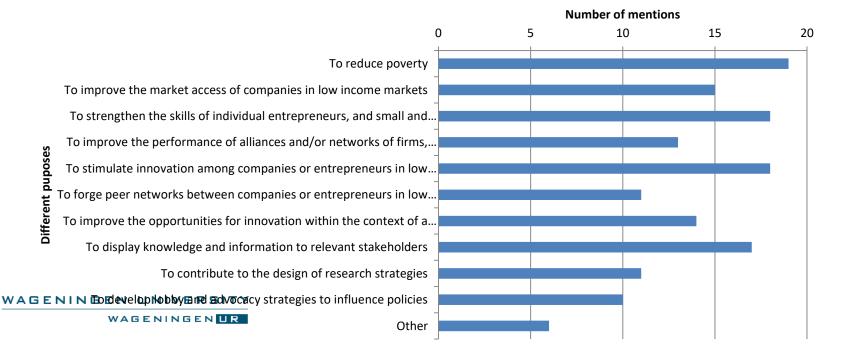
Percentage of intermediaries providing specific IB services

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(3) Between who does your intermediary act?

- Individual entrepreneurs
- Small company in developing economies
- Small company in industrialized economies
- Medium sized company in developing economies
- Medium sized company in industrialized economies
- Multinational enterprises
- Other





(4) In what phase of the innovation or transition process is your intermediary involved (e.g. early phase vs late phase, development vs diffusion etc.)?

Cross border inclusive innovation intermediary

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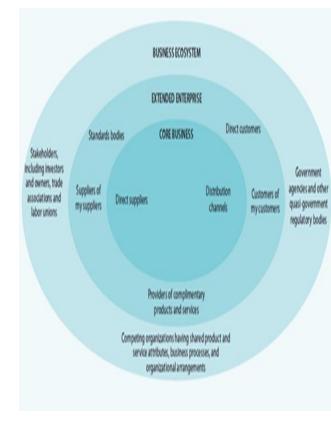
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| Convener | Identify areas for PPPs and create urgency Identify important stakeholders and resources Initiate stakeholder dialogues | Connect partners Provide legitimacy Ensure top management support | - Connect with other organizations, partnerships, and programs | Connect with other actors to prepare the exit Help scale up approaches |
|---|---|---|---|--|
| Mediator | - Moderate stakeholder discussions and mediate in joint problem diagnosis | - Mediate between different interests - Help craft a shared vision, build relationships and trust | Mediate in conflict situations Manage departures and arrivals Motivate to keep momentum | - Motivate adaptations |
| Learning catalyst | - Research and expertise on the development issue - Help partners understand the problem | Prepare partners (e.g., training) Feasibility study, best practices, and experience for the PPP design | Best practices and tools for PPP management Bring in experience to solve problems Help build local capacity | Monitor and evaluate Research for how to scale up Benchmarking Best practices for the exit strategy |
| | Problem-setting | Direction-setting | Implementation | Review |
| Entry Point (in time) Proactive approach Responsive approach | | | | |
| (Stadler and Prost 2012) | | | | |

- Vast majority provides support in early stage of partnership development and innovation (problem setting and direction setting)
- Product and services adaptation of high end market solutions to low end users
- Innovation happens
 mainly in the business
 model (quality/ low cost, alliances to support
 market access but also to
 improve the inclusive
 innovation system

(5) At what level does the intermediation take place – project level vs. system level?

- All intermediaries analysed intermediate at project level with individual companies or groups of companies. Most services relate to market analysis, network building, getting embedded locally.
- Some also intermediate at system level, e.g. developing assessment tools to stimulate graduation of SMEs towards capital market (tool for wide use)
- The system is in this case the Inclusive "business/innovation ecosystem": the enabling environment defined by capital market, knowledge available, rules and regulations, technology, competition, market etc.



(Gradl and Jenkins 2011)

