



BIODIVERSITY
CHALLENGE FUNDS



Scaling Biodiversity Conservation Projects

Biodiversity Challenge Funds: Building and Applying Evidence

Department for Environment, Food and Rural Affairs (Defra)

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Acronyms

BCI	Better Cotton Initiative
ICF	United Kingdom International Climate Finance
NGO	Non-governmental organisation
REDD+	The Reducing Emissions from Deforestation and Forest Degradation program
WWF	World Wide Fund for Nature

Authorship

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Disclaimer

NIRAS is the fund administrator for the Biodiversity Challenge Funds and commissioned this work on behalf of the Department for Environment, Food and Rural Affairs (Defra) under Workstream 5 of the Biodiversity Challenge Funds.

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Executive summary

This report provides a comprehensive framework to assess and guide Biodiversity Challenge Funds projects' capacity to achieve transformative change. In line with the International Climate Finance definition of *transformation*, this report conceptualises transformative biodiversity and poverty reduction projects as 1) achieving a meaningful scale, 2) having measurable impact, and 3) being self-sustaining (i.e., durable). A major recommendation of the report is to better specify the pathways by which projects can 'go to scale.' The three proposed pathways are scaling out, scaling up, and scaling deep (Figure 1). These pathways are distinct mechanisms of change, yet likely to be highly synergistic in most cases. These pathways address expanding project reach to more individuals or locations (scaling out), embedding conservation practices into institutional frameworks and policies (scaling up), and fostering shifts in societal norms, values, and behaviours (scaling deep). Specifying these distinct pathways will allow applicants to better articulate the proposed mechanism(s) of scaling and allow reviewers to better identify initiatives with the potential to deliver transformative change at scale.

This report includes specific recommendations for revising the project application and reporting processes to better evaluate scaling potential and project transformation broadly. Proposed changes emphasise clear definitions of target activities, mechanisms for scaling, and evidence-based indicators to measure progress. Case studies, such as community-managed marine areas in Fiji and community forestry in Nepal, illustrate the pathways of scaling. Additionally, this report highlights ethical considerations, emphasising the importance of inclusivity, local stakeholder engagement, and avoiding unintended socio-economic outcomes during project scaling. These insights aim to enhance Defra's ability to support projects that both achieve immediate conservation goals at scale and also drive systemic, long-lasting change.

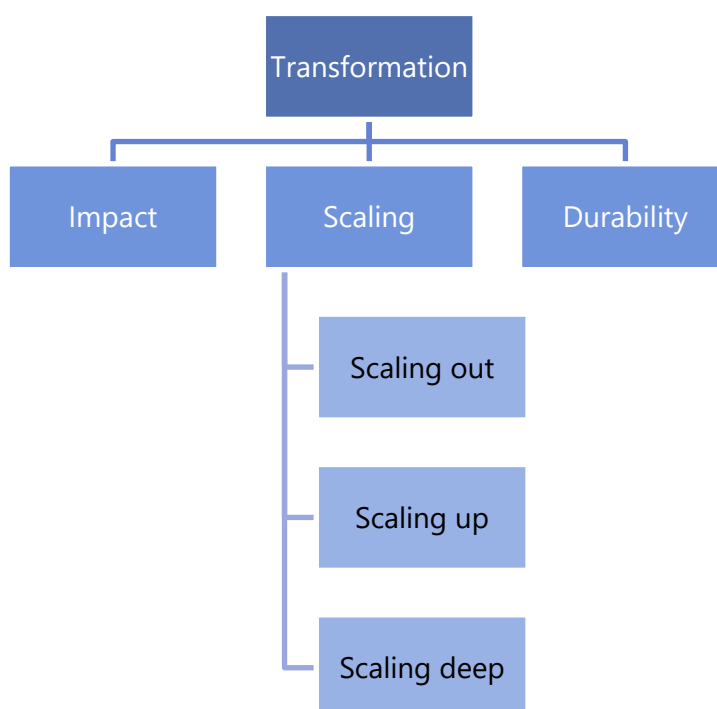


Figure 1: Concept diagram showing the relationships between key terms used in the executive summary and throughout the report.

1. Transformation, durability, and impact

The UK's International Climate Finance (ICF) guidance documents define *transformation* as “change that catalyses or speeds up further changes, enabling a shift from one state to another” (UK Government 2023)¹. Overall, the push for transformation is driven by the recognition that the funding available to mitigate climate change and nature loss is insufficient to directly finance the necessary actions at appropriate scales. Moreover, international aid and grants are only a fraction of the finance available from private capital, government, and market finance (Niculescu 2017; Woltering et al. 2019). Hence, aid and grant funding will be best used if they can drive positive change beyond project boundaries, timeframes, or initial populations.

Here, we connect the ICF guidance on transformation with both theory on the social processes through which interventions for biodiversity conservation and poverty reduction can ‘go to scale’ and theory describing the characteristics associated with the sustainable governance of common pool resources (e.g., fisheries and forests). We consider *transformation* to have three components: 1) An activity or project is widely/adequately adopted across the target area or population (ICF principle of *critical mass*); 2) adoption of the activity or project reliably leads to impact; and 3) adoption is durable in the absence of external support. Critically, durability—and thus transformation—is most likely to be achieved when the impacts of adoption drive continued or further engagement with the activity or project in a self-reinforcing way.

In the private sector, for instance, transformation is achieved when sustainable actions make business sense and perpetuate further sustainability (Booth et al. 2024). Examples of specific mechanisms include reputational benefits, pressure on supply chains, or tax breaks for sustainable actions. In the case of conservation, the outcomes of resource protection can further fund and drive continued protection, as in the cases of ecotourism (Wunder 1999), enforcement & sanctioning (Andrews et al. 2024), or improved agricultural yields (Glaze-Corcoran et al. 2020).

Scalability is defined in the ICF guidance as “where interventions (such as national, sectoral or regional programmes) have sufficient reach to achieve progressive institutional and policy reform or drive down the costs of technology deployment”. In line with this definition, we operationalise the assessment of the potential for projects to scale. We define scaling as three distinct but synergistic processes: scaling out, up and deep (Moore et al. 2015).

Scaling out involves “expanding, adapting, and sustaining [activities and projects] in different places and over time to reach a greater number of people” (Hartmann & Linn 2008).

Scaling up involves changing or building institutions to implement policies, rules, and laws that encourage engagement (Moore et al. 2015).

Scaling deep involves changing values norms and other engrained psycho-social factors to encourage engagement (Moore et al. 2015).

Assessing an application against each process requires a different body of evidence from the social sciences; thus, differentiating them is important. However, the activities that can be done to encourage the different

¹ This definition frames transformation as an enabling process. This contrasts with how transformation is often described as “a nonlinear shift from one dynamic equilibrium to another” (i.e., a shift in the state itself) (Loorbach et al. 2017).

types of scaling can overlap. For example, working to strengthen national environmental legislation will simultaneously contribute to scaling up and scaling out.

While specifics vary across contexts, transformation can be driven by all three forms of scaling individually and in combination. We build on Ostrom (1990) and Rogers (2003) to provide specific design principles and scientific insights for scaling out, up, and deep and for assessing the likelihood of a project or activity persisting through time. By combining these criteria with existing criteria describing impact, project reviewers and assessors can judge the likelihood of the project contributing to system transformation (see Section 8 Proposed changes to the interim and final reporting process). Assessments across these more specific criteria will more clearly delineate the mechanisms by which a project is expected to scale and lead to transformation.

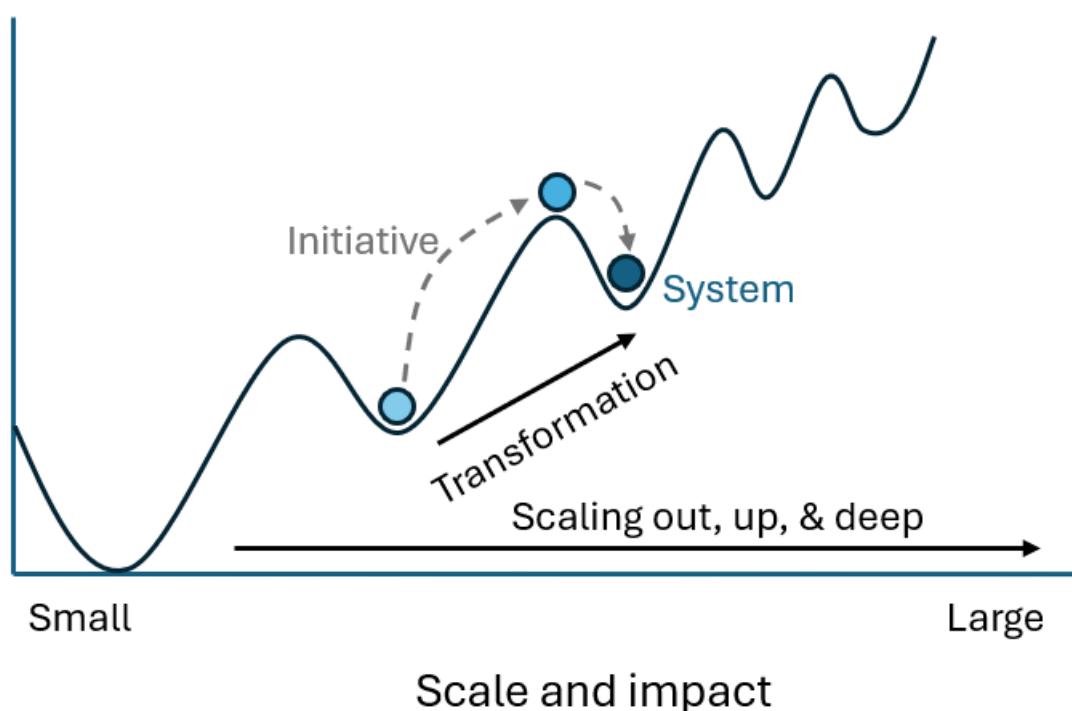


Figure 2: This concept diagram illustrates the process of transformation through scaling out, up, and deep, using the classic 'ball and cup' depiction of resilience and durability. The blue ball represents the system (e.g., a resource management system or local ecology), while the grey arrow represents an initiative pushing the system toward a new, more desirable state. Starting at a small scale (bottom left), an initiative can drive transformative change by scaling out (expanding across locations and populations), scaling up (embedding within institutions and policies), and scaling deep (shifting values, behaviours, and norms). Durable and impactful change (i.e., transformation) occurs when these processes reinforce themselves and one another, ensuring adoption and impact persist beyond external support. This resilience is represented by the depth of the basins, preventing regression to a previous state. By visualising transformation as a shift between stable system states, the diagram underscores the importance of designing interventions that drive lasting, impactful change.

2. Scaling out

Scaling out involves "expanding, adapting, and sustaining successful [activities and projects] in different places and over time to reach a greater number of people" (Hartmann & Linn 2008). This will involve expanding and adapting activities and projects rather than simply replicating them across sites (Measham & Lumbasi 2013).

While projects funded under all three of the BCFs programmes often involve multiple activities, we can build on understandings from other fields, looking at the scaling out of products, technologies and policies to learn what makes a project or activity more likely to spread amongst potential adopters (Wejnert 2002; Solingen 2012; Kuehne et al. 2013; Barstow et al. 2014; Haenssge & Ariana 2017; Masuda et al. 2018). We build on Jagadish et al. (2021), which integrated existing theoretical frameworks on Diffusion of Innovations (Wejnert 2002; Rogers 2003; Greenhalgh et al. 2008) and evidence on the relevance of the various dimensions of conservation to develop design criteria for conservation projects to scale out (Mascia & Mills 2018). Diffusion of Innovations theory sees the adoption of a specific product or behaviour as being primarily about their evolution or “reinvention” (Rogers 2003; Jagadish et al. 2021) so that they better fit the needs of individuals and groups (Rogers 2003) and to date, it has helped understand the spread of multiple forms of conservation action (e.g., Mascia & Mills 2018; Mills et al. 2019; Lewis–Brown et al. 2021; Romero-de-Diego et al. 2021; Jagadish et al. 2024; Jørgensen et al. 2024; Pienkowski et al. 2024a).

Rates and patterns of adoption and spread of conservation initiatives are shaped by attributes associated with three components: the innovation, the adopter, and the context (Wejnert 2002; Rogers 2003; Alvergne et al. 2011). These components interact to define the overall relative advantage of engaging in a conservation initiative and the ability for new adopters to learn about it (Kuehne et al. 2017). Within each component, we build on Jagadish et al. (2021) to identify attributes and factors that shape their diffusion (Table 1). We also identify whether these factors influence the perceived relative advantage of the project or activity or the ease of learning about it so applicants can better consider these factors in their project design.

In general, innovations are likely to spread when (1) they are simple and consistent with adopters’ beliefs and values, (2) they can be tried and tweaked to fit the context, and (3) their relative advantage is substantial and readily observable (Rogers 2003). Diffusion will occur more rapidly among adopters who are familiar with innovation, have high social status, are well-connected to the outside world and each other, and where there is competitive pressure to innovate (Walker 1969; Rogers 2003; Kuehne et al. 2013). Broader contextual factors such as political conditions also drive the adoption and spread by supporting innovations (e.g., policies that decentralise resource management), and where the geographic, environmental and cultural context are well-aligned with the innovation (e.g., innovations like wildlife tourism will be adopted more quickly amongst those with wildlife on their property). Contextual characteristics can rarely be changed so projects should be designed to be compatible with them.

Table 1. Design principles to encourage scaling out of conservation initiatives, considering attributes associated to the innovation, adopter, and context. These attributes are hypothesised to directly or indirectly affect perceptions of the relative advantage of adoption and learning. Attributes are scored on the strength of evidence (confidence) and the strength of impact on scaling out. Table based on Jagadish et al 2021 and Mahajan et al 2021)

Innovation Attributes		In practice
Relative Advantage (high confidence, high impact)	The project or activity is perceived as being better than the idea, practice, or object that precedes it (Rogers 2003). The extent to which the adopter is interested in the benefits of engaging with the project or activity will vary depending on the adopter's values. Conservation can offer a range of benefits related to ecological, economic, and social (prestige, security) outcomes and come with various associated costs (e.g., financial, risk, conflict). Adopters evaluate the relative balance of these benefits and costs when deciding to engage.	Design projects that have a distinct benefits over status quo focussed on what the target audience values
Compatibility (high confidence, high impact)	The project or activity is perceived as consistent with existing values, existing actions, past experiences, needs and practices of potential adopters (Rogers 2003). For example, compatibility with practices will depend on the existing uses within a landholder's farm and the ease and benefits of switching or altering these to the alternative.	Design and implement projects in ways that is compatible with people's needs, and practices.
Complexity (medium confidence, medium impact)	The project or activity is perceived as relatively easy to understand and use (Rogers 2003). This can be especially important when no extension support is available to help those interested engage in the programme (Kuehne et al. 2017).	Synthesise and mainstream information on projects results in a way that is simple to understand. Design projects so that they are easy to engage with and implement.
Trialability (medium confidence, medium impact)	The project or activity may be experimented with on a limited basis (Rogers 2003), thus adopters can learn about the fit and benefits of engaging with the project themselves (Kuehne et al. 2017).	Design projects so they can be experimented with. This can include considerations such as the length of the agreements or contracts associated with engaging in the conservation project or how easy it is to abandon the project if the expected benefits are not realised.
Observability (medium confidence, medium impact)	The project or activity and its results are visible (observable or communicated) to others (Rogers 2003) and thus influence how quickly potential adopters learn about them (Kuehne et al. 2017).	Projects or activities could, for example, be made more visible by adding signs or buoys that mark the project boundaries or developing participatory monitoring programmes.

Flexibility (medium confidence, medium impact)	The project or activity is flexible, so it can be easily adapted and tailored to align with the different adopter's interests and constraints (Greenhalgh et al. 2008).	Projects or activities can be designed to provide a menu of options from which the potential adopter can pick and choose those that are most relevant to them, thus influencing associated benefits and costs.
Adopter Attributes		
Social-economic (low confidence, medium impact)	The project is tailored to social and economic characteristics that influence the potential adopter's ability to implement or learn about projects or activities. These include social status, education, skills, relative wealth, organisational size, and financial resources (Walker 1969). For example, small and large landholders in Brazil engage in different forms of forest restoration because they provide different benefits and associated risks (Pienkowski et al. 2024a).	Consider the steps could be taken to overcome associated barriers to engagement, for example, facilitate capacity-building workshops on resource use rights, engagement in decision-making, provide administrative and financial resources, livelihood opportunities or modify implementation strategy to suit status quo.
Knowledge (low confidence, low impact)	Potential adopters are more likely to engage with projects or activities that they are more familiar with and where there is less to learn so the project should be tailored to their existing knowledge (Rogers 2003; Kuehne et al. 2017).	Develop parallel communication streams about the project to enable widespread learning (e.g. using national media channels and community workshops)
Decision-making (high confidence, medium impact)	The rights of individuals or groups to make choices regarding various aspects of conservation projects or activity design and management (Glew 2012) influence ease of adoption and perceived legitimacy of the project. Conservation projects or activities may be more likely to be adopted by communities where decision-making is simpler (e.g., made by a private landholder, or where there are established and functioning community governance structures) (Jagadish et al. 2021) and where potential adopters feel empowered to make decisions (Wardropper et al. 2024). Note, while widespread participation may slow down adoption because of the time needed for wider discussion, it is likely to lead to more durable decisions as they can be seen as more legitimate and fairer.	Design processes to help connect decision making across levels of governance, if needed support development of new or reinforce traditional resource governance structures, and support local leadership opportunities. Tailor the decision-making process to the type of the adopter (e.g. private landholder versus communal land)
Context Attributes		
Geographical settings (high confidence, high impact)	The extent to whether a project or activity is suitable within a given geographical area will influence associated benefits. For example, ecotourism-based projects are likely to be most suitable in areas with	Consider the extent to which the landscape is suitable for the project or activity, whether the environmental attributes of the

	large numbers of charismatic species and close to airports. The projects physical location will also influence communication among potential and existing adopters, which might influence learning about projects or activities (Wejnert 2002). For example, communities might be more likely to adopt projects or activities if they are close to (and thus learn from) other communities already engaged.	pilot sites (and thus associated benefits) are representative of the area where the project is envisioned to scale, and what the most influential means of communication within and amongst communities are.
Culture (low confidence, medium impact)	The degree to which beliefs, traditions, similarity and socialization of the local people influence the perceived benefits and risks associated with adopting a project or activity (Wejnert 2002).	Applicants might consider whether they are targeting social groups of regions where projects or activities are likely to be aligned with the cultural context or can be modified so they are more consistent with belief systems and traditions. See Scaling Deep for a discussion of how applicants might shift aspects of culture, such as social norms, to encourage engagement.
Political conditions (high confidence, high impact)	The degree to which government policies, political structure, and political character change the relative advantage of the project or the ability to implement it (Wejnert 2002). For example, national policies such as the Forest Code in Brazil encourage engagement with forest restoration (Pienkowski et al. 2024a). In contrast, political uncertainty around specific policies will encourage non-compliance with the law (Jagadish et al. 2021).	Support the implementation of legislation which enables the implementation of the conservation initiative or administrative regions with favourable political conditions. See Scaling Up for a discussion on fostering supportive political conditions.
Technical support (high confidence, high impact)	The degree to which technical support (including public and private sector activities relating to technology transfer, education, human resource development, and sharing of information) is available to support the adoption and implementation of the project or activity (Pannell et al. 2006; Kuehne et al. 2017). Most conservation projects rely on NGOs or governments to broker and support rights holders to engage.	Tailor support to the needs of the target adopters. Support can come in the form of funding and organising workshops, setting up meetings, and developing educational materials.

Global discourse (high impact, high confidence)	The degree to which the project or activity is aligned with: (1) the spread of ideas and behaviours that are supported by different global organisations (Wejnert 2002). For example, organisations like the Global Environmental Fund or World Bank will influence priorities for conservation around the world by defining funding priorities and thus influencing benefits. (2) Global technology (Wejnert 2002), such as policies and protocols associated with PES or certification schemes, will influence the extent to which programmes are seen as legitimate, thus influencing benefits and risks. The degree to which potential adopters have access to information via communication systems or media (Wejnert 2002), will influence the extent to which people have access to information about the project.	Design the project so that it can align with revenue streams from global organisations. If appropriate, use established protocols monitoring and evaluation.
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Given that the research on factors that drive the scaling out of conservation initiatives is still in its infancy, the evidence showing the importance of the different factors within different case studies varies greatly (Table 1). The transformative potential of the use of diffusion theory in informing strategies for scaling out appears especially high in contexts where the engagement with activities such as resource management are voluntary or quasi-voluntary, such that behaviour change can flows “horizontally” (i.e., via social networks and information flow) rather than “vertically” (i.e., via top-down mandates) (Clark et al. 2024b). Many factors that shape the spread of projects can be influenced through design (e.g., alignment with values, compatibility with existing practices, information exchange mechanisms), though other factors appear largely immutable.

2.1. Examples of scaling out

2.1.1. Locally Managed Marine Areas in Fiji

Since their establishment in 2001, Locally Managed Marine Areas in Fiji have been adopted by more than 350 communities across 12 provinces (Jagadish et al. 2024). Locally Managed Marine Areas are areas of nearshore water that are largely or wholly managed by local communities with supporting partner organisations. They integrate traditional practices, such as the *tabu* area closures, with modern resource management. Communities generally adopt Locally Managed Marine Areas to improve marine resource management and ensure food security (Govan et al. 2009). Social connections amongst adopting villages plays an important role in facilitating spread (Jørgensen et al. 2024), with nearly 75% of adopters having a previous adopter as a neighbour (Jagadish et al. 2024). Communities were more likely to adopt LMMAs if they thought, on balance, they would provide them with greater benefits overall; while communities generally engage with LMMAs for food security, they are also perceived to provide long-term sustainability of resource use, improve short-term harvesting efficiency, restore biodiversity and ecosystem services, enhance economy and livelihoods and strengthen access and tenure rights (Jupiter et al. 2014). Communities which had LMMAs were more trusting, they were also working with support organisations providing technical support and were more likely to have links with regional and national decision making governance structures (Jagadish et al. 2024).

2.1.2. Community Forests in Nepal

In the 1970s, Nepal faced severe deforestation due to livestock grazing and fuelwood harvesting, leading to increased flooding and landslides. In response, the government passed the 1993 Forestry Act, which allowed the transfer of national forests to community forest groups, resulting in the establishment of over 20,000 individual community forest groups. This community-led management nearly doubled Nepal’s forest cover from 26% in 1992 to 45% in 2016, primarily through natural regeneration following local groups’ adoption of sustainable forestry practices (NASA 2023). This process emphasises the power of supportive policies and perceived relative advantage of engagement compared to status quo in driving scaling out.

3. Scaling up

Scaling up involves changing or building institutions to implement policies, rules, and laws that encourage engagement (Moore et al. 2015). It involves changing laws and policies, fostering coalitions, and aligning incentives among public, private, and civil society organisations. Institutions, broadly defined, encompass the rules and customs that structure organisations’ interactions with the environment and each other. This includes both formal laws and regulations and the informal rules and practices of communities (Crawford & Ostrom 1995; Epstein et al. 2020).

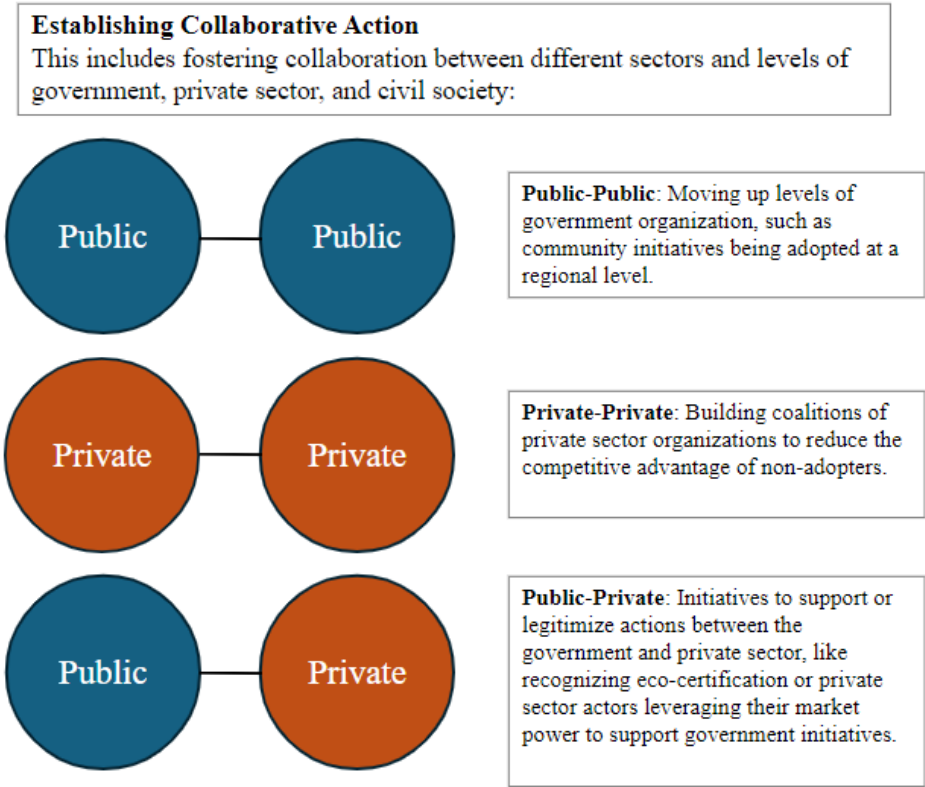


Figure 3. Concept diagram showing and describing various collaborative actions between public and private organisations that can facilitate scaling up of actions to support biodiversity conservation.

A project or activity can scale up by increasing the jurisdictional level of a policy, requiring or incentivising actors and sub-jurisdictions to engage. This generally involves integrating civil society or private sector

initiatives into public policy (Lambin et al. 2020). In theory, policy is instituted once most actors (people, businesses, etc.) in a jurisdiction support it. In practice, however, governments often incorporate an element of a project or activity into policy after the demonstration of a successful pilot project (such as those funded by the BCFs) and/or lobbying from private or civil society organisations (Gulbrandsen 2014).

Importantly, scaling up doesn't always require the creation of new policies. Approaches can scale up by aligning independent organisations' immediate incentives and motivations while mitigating misalignments with other institutions (Lambin et al. 2020; Currie et al. 2021). Examples include third-sector collaborations with private-sector producers to develop sustainable value chains in exchange for branding. Fair trade coffee has largely scaled up in this way. For instance, Starbucks buffered a global plummet in coffee prices in-part by partnering with Conservation International to advertise sustainable and socially-just coffee farming practices (Austin & Reavis 2002). Governments may encourage these efforts by acknowledging sustainability certifications and offering financial incentives or preferential government contracts to certified producers (Lambin et al. 2018).

In the private sector, engagement by organisations with significant market share and coalitions of small to medium-sized organisations can drive a project or activity to scale up throughout the entire market (Lambin et al. 2020). Coalitions may use collective purchasing power to pressure producers earlier in the supply chain to adopt sustainable practices. For instance, The Fashion Pact is a coalition of major clothing producers aiming to push supply chains toward sector-wide change (Lambin et al. 2018). Organisations with significant power can also drive a project or activity to scale up by changing consumer preferences, such as organic foods, eco-certified timber (Aguilar & Vlosky 2007), and palm oil-free products (Gassler & Spiller 2018).

A common way that BCFs projects or activities can scale up is by aligning or integrating with broader, ongoing policies and initiatives. For example, by conducting studies that assess species' vulnerability, projects categorise species based on the International Union for Conservation of Nature's Red List, potentially triggering policy change if they are endangered. Similarly, such categorization of species vulnerability or similar assessments of the value of species or other resources can lead to civil society or private sector action.

3.1. Examples of scaling up

3.1.1. Better Cotton

"The Better Cotton Initiative (BCI) grew out of a roundtable on cotton convened by WWF in 2005. In 2010, the roundtable produced principles and criteria for more sustainable cotton production. Supported by a collaboration among major global brands, including Ikea, H&M, Levi's, Adidas, and Nike, BCI aimed to enlist 30% of the global market by 2020. By the 2017–2018 cotton season, about 19% of global production was Better Cotton certified. A few years ago, Mozambique sought to revitalise its cotton sector, which accounts for 20% of its exports. The country turned to BCI as a source of standards for better management and as a brand that could improve access to global markets. In 2014, the Government of Mozambique entered a partnership with BCI, embedding the BCI principles and criteria into national regulations and setting a goal of becoming the first country to produce 100% Better Cotton. By 2017, 86% of Mozambique's cotton farmers grew Better Cotton." (Lambin et al. 2020).

3.1.2. Carbon offsets

The Reducing Emissions from Deforestation and Forest Degradation (REDD+) programme evolved from a collection of pilot projects into a global framework incorporated into national and international policies. This process involved aligning incentives across various actors, from local communities and private sector investors to national governments and international bodies like the United Nations. REDD+ is a key example of carbon

offsetting, now integrated into broader climate policies, such as Nationally Determined Contributions under the Paris Agreement. This institutional shift required changes in laws, the development of carbon markets, and the establishment of verification mechanisms to ensure the integrity and transparency of carbon credits. Much of this push has been led by private-sector funding rather than direct aid or grant funding. By aligning incentives of the public, private, and third sectors, REDD+ has transformed from a niche conservation tool into a dominant component of global efforts to combat climate change and limit deforestation (Corbera & Schroeder 2011). Moreover, the carbon offsetting model is now being extended to support biodiversity net gain through emerging 'biodiversity offsets' (zu Ermgassen et al. 2019). While an illustrative example of scaling up, this approach is highly contested both in terms of efficiency and ethics (e.g., West et al. 2020). Thus, this example also demonstrates that successfully scaling a programme does not necessarily lead to positive impacts on people and nature (Newell et al. 2022; Pienkowski et al. 2024b).

4. Scaling deep

Scaling deep involves changing values, norms, attitudes and other individual psycho-social factors to encourage engagement with a project or activity (Box 1) (Moore et al. 2015). These psycho-social factors can be important determinants of behaviour, such as an individual choice to engage in pro-conservation actions (Klößner & Blöbaum 2010; Delaroche 2020).

Numerous theoretical frameworks seek to describe the psycho-social factors that determine behaviour (e.g., Stern et al. 1999; Davis et al. 2015; Fritzsche et al. 2018). For example, the Comprehensive Action Determination Model describes how personal and social norms, habits, intentions, and contextual factors influence behaviours (Figure , Klößner & Blöbaum 2010). While these frameworks have been extensively tested, there is often a mismatch between the behavioural intentions and behaviour (Sheeran & Webb 2016). Shifting psycho-social factors does not necessarily translate into behaviour changes. For example, activities such as awareness-raising campaigns might increase knowledge of a topic, but this is often insufficient to change people's behaviour (Kollmuss & Agyeman 2010; Cinner 2018; Balmford et al. 2021).

Box 1: Disentangling values and norms in scaling up, out, and deep

There is overlap between scaling up, out, and deep. Yet, scaling out generally involves designing projects and activities (or the way they are presented), so they align with *preexisting* values, social norms, and attitudes to encourage engagement (Johnson et al. 2012; Jagadish et al. 2024). Similarly, scaling up can generally be thought of as *aligning* existing organisational incentives or implementing policy to drive engagement through organisations' (e.g., businesses & governments) preexisting motivations and norms (Ölander & Thøgersen 2014). Conversely, scaling deep can be thought of as *shifting* values, social norms, attitudes and other psychosocial factors, generally at the level of the individual (Moore et al. 2015).

A given project might use a combination of scaling out, up, or deep to meet its scaling goals. For example, the Community Forests in Nepal case study (above) illustrates how supportive national policies enabled the establishment of over 20,000 community forest groups.

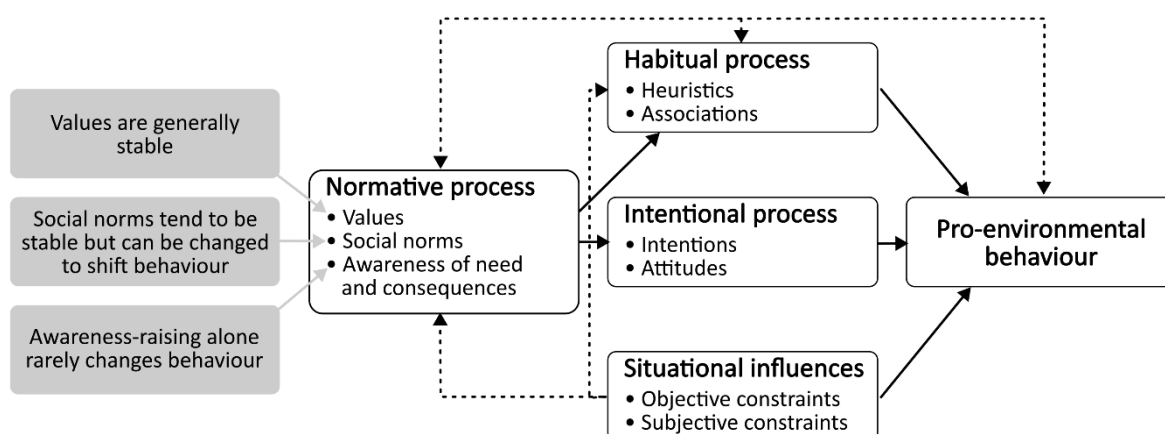


Figure 4. The Comprehensive Action Determination Model is one framework that has been used to understand pro-environmental behaviour. Diagram adapted from (Klöckner & Blöbaum 2010).

Some psycho-social factors influencing behaviour are more likely to change than others (Selinske et al. 2018). For example, some evidence suggests that values tend to be relatively stable, so attempting to change them to meet conservation goals may be challenging (Manfredo et al. 2017). However, there is growing interest in approaches that leverage conscious and non-conscious decision-making processes, including social norms, habits, emotions, and biases to change behaviour (Rare 2019). For instance, there have been recent calls to harness social norms to address social and environmental issues (Nyborg et al. 2016; Bavel et al. 2020) (Box 2). Conservationists might look to emerging guidance to help design social norms and other behavioural change interventions when planning to scale deep (e.g., Behavior Change For Nature: A Behavioral Science Toolkit for Practitioners (Rare 2019)).

Box 2: Social norm interventions for scaling deep

Social norms have been defined as “shared understandings about actions that are obligatory, permitted, or forbidden” (Ostrom 2000). They are the informal and predominant accepted rules on what people should or should not do, which people comply with to meet social expectations and avoid social penalties (Bicchieri 2005). Social norms have been described as the “glue” or “cement” of society and are often strengthened through social feedback processes (Nyborg et al. 2016).

Although tending to be relatively stable over time, social norms can change, leading to widespread transitions in people’s behaviour. For instance, shifts in social norms have contributed to changes in pro-environmental behaviours (Lapinski et al. 2015; Sparkman & Walton 2017), changes in diets (Higgs et al. 2019), smoking in public places (Nyborg & Rege 2003; Vardavas et al. 2013), social distancing during the COVID-19 pandemic (Gelfand et al. 2021), contraceptive use (Agha et al. 2021), and other behaviours (Young 2015). Moreover, changing social norms has the potential to trigger social tipping points, where “small interventions can trigger self-reinforcing feedbacks that accelerate systemic change” (Lenton et al. 2022; Judge et al. 2024).

Despite examples of social norm interventions to encourage the adoption of environmental practices, evidence of their effectiveness in conservation settings is limited (Reddy et al. 2017; but see de Lange et al. 2022). Evidence from other sectors suggests that well-designed social norm interventions can be effective. For example, a meta-analysis of 116 randomised controlled trials found that social norm interventions improved healthcare worker behaviour and patient health outcomes (Tang et al. 2021).

4.1. Examples of scaling deep

4.1.1. Rare Pride campaign and the Lora

In 1998, a Rare Pride social marketing campaign sought to increase the population of the threatened Lora parrot (*Amazona barbadensis*). The campaign included cross-sectorial partnerships and increased media coverage about Loras and related laws to shift social norms. Salazar et al. (2019) found that the campaign – combined with changes in environmental laws and education – shifted social norms around keeping Loras as pets. In turn, this may have decreased demand for Loras, and thus incentives to poach and trade them, contributing to their population recovery.

4.1.2. Don't Mess with Texas

In the 1980s, Texas faced a severe litter problem, spending \$25 million annually on cleanup (Heath & Heath 2007). Traditional anti-litter campaigns featuring messages like "Please Don't Litter" and appeals to guilt and sympathy proved ineffective. The Texas government collaborated with researchers to develop a new strategy.

The typical litterer in Texas was an 18-35-year-old male, often driving a pickup truck, who enjoyed sports and country music and distrusted authority. Emotional appeals and conventional anti-litter messages did not resonate with this demographic.

The resulting ad campaign, "Don't Mess with Texas," was built around this insight. It featured Texas celebrities, such as American football players and boxers, emphasising that littering was un-Texan. The ads used a direct and aggressive tone, appealing to the target audience's sense of state pride and masculinity. For instance, one commercial had two American football players threaten litterers. In doing so, it sought to cultivate a social norm that "ideal, masculine Texans" do not litter.

The "Don't Mess with Texas" was highly effective. Within several months, 73% of Texans recognised the slogan as an anti-litter message. Litter declined by 29% within a year, and visible roadside litter decreased by 72% over five years. The success was so pronounced that Texas abandoned a planned \$1 million enforcement programme. By appealing to Texan identity and social norms, the campaign achieved lasting behaviour change among a previously hard-to-reach demographic (Heath & Heath 2007).

5. Durability

Biodiversity impacts from projects influencing environmental behaviours, resource management, and policies often rely on them persisting through time. If a project manages to shift values, social norms, or institutions, the associated behaviours are more likely to persist than those that change only attitudes (Pizziol & Tavoni 2024). In Elinor Ostrom's Nobel Prize-winning work, she identified eight design principles associated with durable, sustainable natural resource management, namely in the governance of common-pool resources (e.g., fisheries, forests) (Ostrom 1990). The relative importance of each of these principles varies with the local context, but systems where these characteristics are found tend to have more durable and sustainable resource management. For example, management is more likely to endure where resources have clearly defined environmental boundaries (e.g., such as a forest) and where the resource users are clearly defined (social boundaries; Design Principle 1).

Projects will have different levels of control over some of these characteristics. For example, monitoring processes can be designed to foster learning and accountability to support the durability of sustainable governance. On the other hand, the speed and costs of resolving conflicts associated with resource use may be

difficult to influence. Consideration of these principles when implementing resource management and modifying what is possible to accommodate them is likely to allow for a more durable implementation of sustainable resource management. Note, these principles will not be as relevant for projects which do not require collective action, the durability actions by individuals can be better informed by psychological theory.

Table 2 Design principles for community-based resource management (Ostrom 1990; Mahajan et al. 2021).

Design principle (Ostrom 1990)	Simplified principle (Mahajan et al. 2021)	Example conservation action that addresses the principle (Mahajan et al 2021)
1. Clearly defined boundaries	Boundaries are clearly defined for the resource and around who is permitted to use the resource	Support participatory mapping of resource boundaries and post signs
2. Congruence between appropriation and provision rules and local conditions	Rules are tailored to local conditions, and the benefits individuals derive from the resources are proportional to the costs they shoulder	Facilitate a forum to discuss and codify locally accepted rules for resource use with appropriate stakeholders
3. Collective choice arrangements	Those who are affected by the rules can participate in modifying the rules	Support the development of a transparent and democratic governance structure for community-based natural resource management grounded in traditional systems
4. Monitoring	Monitoring (often led by resource users) of the resource and its use exists, and those who monitor resources and enforce rules are held accountable by the resource user	For monitoring common pool resources, provide training in indicator selection, data collection, entry, analysis, disseminating information and application of learning For accountability, establish a support community ranger programme and establish a ranger code of conduct and whistleblower system
5. Graduated sanctions	Punishment for breaking the resource rules are proportional to the severity of the crime	Facilitate the collaborative development of appropriate sanctions by stakeholders and support the development of enforcement procedures (in line with existing structures) to ensure sanctions are upheld
6. Conflict resolution mechanisms	There are quick, low-cost means for resolving conflict	Train conflict mediators and facilitate the development of grievance mechanisms
7. Recognition of rights	Resource users can organise and make decisions that are respected	Advocate for legislation that enables resource management by communities and assist communities with implementing governance principles 1-6
8. Nested enterprises	Responsibility for governance is aligned and mutually reinforcing – from the lowest level up to the highest	Facilitate dialogue between communities and other stakeholders (e.g., government companies) to ensure governance is effective across scales

6. Ethical considerations

As discussed in the previous sections, scaling can be desirable for many reasons. Conservation activities and projects that provide benefits in one context may also be beneficial in others. Thus, scaling out may involve sharing, adaptation, and facilitation engagement with these activities and projects to extend their benefits to more people and places. Relatedly, some projects may become more effective when applied at larger scales, such as when economies of scale mean larger projects are more cost-effective (e.g., Strassburg et al. 2019) or meet species' minimum habitat area requirements (van der Hoek et al. 2015). More generally, scaling activities and projects can support the broader objective of transitioning social systems toward greater sustainability. For example, in the Multi-Level Perspective framework, innovations originate in niches and, if successful and widely adopted, create pressure for system change (Geels 2002). If the pressure is sufficient, the systems transform, establishing a "new normal".

Yet, the impacts of many conservation initiatives are highly context-specific (Tsing 2012). They may be effective and appropriate in one social, political, and ecological setting but can be ineffective or lead to unintended consequences when scaled to different contexts (McLean & Gargani 2019). Project implementers can have pro-innovation biases, where those developing activity assume that it is universally advantageous (Jagadish et al. 2021), or information on impacts can come from carefully selected pilot sites, which are unrepresentative of outcomes when scaling to new contexts. Therefore, conservationists must critically reflect on whether scaling is justified and the risks of scaling projects and activities in unsuitable contexts.

Scaling conservation projects and activities can also widen socio-economic gaps within local groups, especially where there is elite capture. The impact of projects and activities can be unequal across local populations (Clark et al. 2024a), and inequalities associated with impacts will likely be exacerbated when projects are scaled. Inequalities will also be promoted through existing power structures that determine access to information, resources and support (Jagadish et al. 2021). Therefore, developing strategies – such as communication channels and engagement methods – is crucial to enable all local group members to learn about and engage with projects and activities. These strategies must account for existing power dynamics. Additional considerations include reducing the initial costs of adopting projects and activities and promoting more inclusive and representative decision-making processes to ensure broader access and participation (Jagadish et al. 2021).

Additionally, there are cases where those promoting projects and activities intentionally or unintentionally mislead potential adopters about potential risks and benefits. Therefore, there is a need for parallel checks, balances, and systems to protect rights, such as through free, prior, and informed consent. Moreover, practitioners should consider co-design scaling plans with those who will be affected, including critically reflecting on the motives and methods for promoting scaling and the potential risks of doing so (Pienkowski et al. 2024b).

The "individual blame bias" attributes the failure to adopt conservation projects and activities to the adopter or community rather than considering broader factors (Jagadish et al. 2021). Therefore, it is crucial to understand potential adopters' perceptions of problems and the role projects play in addressing them. This involves acknowledging and engaging with their hesitancy, concerns, and fears regarding both adoption and non-adoption. Practitioners and donors must carefully consider how they view and interact with adopters, emphasising a bottom-up approach that involves co-designing projects with those it aims to benefit.

Unethical or “coercive” scaling approaches risk violating internationally recognised human rights frameworks (e.g., ILO 1989). Moreover, the persistence of many conservation actions relies on the buy-in and support of local actors, which such methods may undermine (Bennett et al. 2019). Coercive approaches may achieve apparent short-term success in meeting project targets (e.g., increasing participation) but could hinder the realisation of long-term benefits for both biodiversity and poverty reduction (Pienkowski et al. 2024b).

7. Proposed changes to the application and review process

In line with the abovementioned theory and evidence, we provide several key recommendations on how the BCFs programmes could change their project application and review processes.

1. The Round 30 Darwin Initiative Guidance offers four types of scaling: landscape, replication, systems change, and capacitation scaling. We propose the alternative scaling typology of scaling up, out, and deep (Table 3) (Moore et al. 2015). This alternative typology aligns with existing theory and empirical evidence, ensuring that guidance provided to applicants to design scalable projects and activities is evidence-based and theory-informed.
2. Following the first recommendation, we advise changing the Darwin Initiative Extra application form to include three coupled questions, asking applicants to describe the process and supporting evidence by which their projects and activities might scale up, out, or deep (Appendix 1). Not all applications will necessarily employ all three forms of scaling, so applicants are not expected to answer all three if not applicable. Additionally, applicants are requested to select which of the standard indicators they are using best describes the relevant form of scaling (Appendix 10) as a key performance indicator of scaling for two reasons. First, this allows assessors to determine if there is a clear indication of what is expected to scale, a foundation for understanding the mechanisms by which this would occur. Second, it allows for explicitly tracking progress to scaling targets in interim, final, and post-project reporting (discussed in the next section).
3. Similarly, we also recommend changing the evaluation criteria in several key ways (Appendix 2):
 - a. We include three assessment criteria to assess whether there is a clear understanding of what activities or practices are expected to scale, who the “adopters” are, and the overall theory of change describing the mechanisms by which the initiative will scale.
 - b. We include three assessment criteria (with associated sub-questions) designed to assess the logic and evidence by which the project or activity might scale up, out, and deep. The question related to scaling out focuses on how people are expected to learn about a project or activity (a precondition for engagement) and why it is expected to be attractive to adopters. These two elements correspond to the guidance provided to applicants on how they might accelerate scaling out of their projects. The assessment criteria for scaling up focus on aligning organisational incentives and building institutions that facilitate engagement with projects or activities. The assessment criteria on scaling deep focuses on any plans to change attitudes, social norms, knowledge, and values to facilitate engagement.
4. We also recommend assessing how a project contributes to transformation in both the application form and assessment criteria. As described above, the ICF describes *transformation* as a change that amplifies further change, leading to a shift from one state to another (UK Government 2023). Projects and activities may generate transformation when they are widely adopted, impactful, and durable. Therefore, we have suggested an alternative wording for Question 21d (originally 21a) within the Darwin Initiative Extra application form (Appendix 1). These changes seek to evaluate measures taken to enhance persistence/durability more explicitly, as described in the application guidelines (Appendix 9).

Additionally, this question has been moved from being the first to the last in this section, so applicants first describe their scaling plans, then the wider concept of transformation. Corresponding changes are also proposed to the assessment criteria (Appendix 2).

5. We test these questions on 3 existing Darwin Initiative projects (Appendix 3)

Table 3. Alignment between the original and proposed scaling typologies used by the BCFs.

Original	Proposed	Alignment
Landscape scaling: test an approach and then apply it more broadly at the landscape/seascape level.	Scaling out: expanding, adapting, and sustaining successful policies, programmes, or projects in different places and over time to reach a greater number of people.	Both “landscape” and “replication” scaling are forms of scaling out.
Replication scaling: test an approach and apply it in another geography, or to another issue or stakeholder group.		
Systems change scaling: support system changes (e.g., legislation) that have impacts beyond their original scale.	Scaling up: changing or building institutions to implement policy, rules, and laws that encourage engagement.	“Systems change scaling” appears closely linked with scaling deep.
Capacitation scaling: leaving a legacy of higher capacity to achieve change, e.g. through improving the capacity of organisations, key individuals, or regionally (e.g. geographic clusters of projects, combining to build capacity and momentum).		“Capacitation scaling” does not appear to have a clear counterpart within the proposed framework. Capacitation may be an enabling condition for all three forms of scaling.
	Scaling deep: changing values, norms, attitudes and other individual psycho-social factors to encourage engagement.	Scaling deep does not appear to feature in the original framework.

8. Proposed changes to the interim and final reporting process

Here, we discuss recommendations for the half-year, annual, and final reporting templates and associated review templates. We focus on the Darwin Initiative Extra reporting templates, as this scheme (along with IWT Challenge Fund Extra and Darwin Plus Strategic) is most concerned with scaling, but these recommendations can be integrated into the other BCFs schemes.

As mentioned in the section above, many of these recommendations focus on examining progress against the key performance indicator of scaling that applicants outline in the proposed scaling questions in the revised application form (i.e., the sub-set of indicators used in the proposed that best reflect scaling up, out, and deep within projects).

8.1. Half-year report and assessment

Regarding the half-year report, we do not recommend any specific changes to these documents. We believe the existing questions would adequately indicate if a project were potentially off-track to meet its scaling objectives.

8.2. Annual report and assessment

We propose adding one section to the Darwin Extra Annual Report Template, as well as corresponding templates for the IWT Challenge Fund Extra and Darwin Plus Strategic schemes, to assess scaling (Appendix 4). This new section requests a summary of the progress achieved in scaling up, out, and deep (where applicable), focusing on the key performance indicators for scaling that applicants identified in their original applications (as described in questions Q21a-Q21c of their original applications).

Additionally, we propose several modifications to section 11 (Sustainability and legacy) of the Annual Report Template, asking applicants to recap the steps they are taking to enhance the durability of their projects (in Question 21d of the original application). We then ask them to describe the progress made with those steps, the supporting evidence, and what else they could do to enhance their project's durability. Likewise, we propose two corresponding additions to the Darwin Initiative Extra Annual Report Review to assess these changes to the annual report template (Appendix 5).

8.3. Mid-term project review

We proposed adding two sub-questions for review questions 1 and 2. These are focussed on the mechanisms which make scaling out and up more likely, thus they would provide insights for the project's course correction if needed (Appendix 6).

Additionally, we have aligned the terminology on durability and impact and added questions to Annex 1. These are focussed on scaling out as questions which would inform scaling up are already included within the table. We have not included questions on scaling deep because we don't believe projects could have progressed much in scaling deep at this stage.

8.4. Final report and assessment

We also propose adding a section to the Darwin Initiative Extra Final Report Template where applicants demonstrate whether their project achieved its scaling goals, including scaling up, out, or deep (if applicable). They are asked to report against the key performance indicators of scaling described in their original application and whether these targets were met or exceeded or why they were not. For scaling out, they are asked to describe how potential adopters learn about projects and activities and why they find them attractive, supported by evidence. For scaling up, they are asked to explain how organisational incentives (from government, civil society, business, or local groups) were aligned to support the project or activity, with evidence of success. If scaling deep applies, applicants should show how they changed attitudes, social norms, values, or other factors to encourage engagement, also supported by evidence. We propose corresponding changes to the Darwin Initiative Extra Final Report Template (Appendix 7).

As with the annual report, we propose modifying the original section 9 (Sustainability and legacy) to focus on Durability (as a constituent of transformation). This section requests applicants to recap the steps they are taking to enhance the durability of their projects (in Question 21d of the original application). We then ask them to describe the progress made with those steps, the supporting evidence, and what else they could do to enhance their project's durability.

Furthermore, we propose three changes to the final reporting process regarding transformation. First, we propose a short additional question within the Darwin Initiative Extra Final Report Template focused on transformation. This question allows applicants to describe how (given the impacts of activities and scale and duration of their implementation) projects will have improved the overall state of biodiversity and human well-being within their focal region (Appendix 7). Second, we propose a revised version of section 9 (Early indicators of transformational change) within the Reviewer's Final Report Review Template (Appendix 8). The original table and associated criteria within this section included binary questions indicating whether each criterion applied or not. We have revised this to a) include a Likert-scaled response option and b) to better align with the conceptualisation of transformation in this report. Finally, we suggest including a version of these Early indicators of transformational change (Appendix 8) within the guidance for applicants (Appendix 9). We suggest including this table in the guidance for applicants document to better inform applicants on the criteria for evaluating them if selected for funding. Applicants can thus better tailor their project proposals to meet the standards of the Biodiversity Challenge Funds and achieve transformative change.

8.5. Project level and programme level reporting

We have not come up with and do not recommend the use of calculations or aggregation of the various indicators to reflect the degree of transformation a project has achieved. To assess transformation, a mixture of the Darwin Initiative Standard indicators and project narratives should be used. In Appendix 8 and Appendix 10, we link the questions and indicators to both the framework proposed in this document and the ICF principles. This should facilitate the development of narratives and judgements which would allow for an assessment of transformation. We also do not provide an indicator or question for "increased innovation" as we do not see this as a necessary precursor to transformation.

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Appendix 1: Application form to assess scaling and transformation

Q21. Sustainable benefits and scaling potential

Q21a. If applicable, what potential is there for this approach to 'scale out'? Does the project aim to expand, adapt, and sustain projects or activities in different places to reach a greater number of people? Describe the expected process by which this will happen and the evidence that supports that expectation. Please highlight which standard indicator(s) best indicate scaling out in your project.

(Max 80 words)

Q21b. If applicable, what potential is there for this approach to 'scale deep'? Does the project aim to change attitudes, norms, knowledge, and values to accelerate adoption? Describe the expected process by which this will happen and the evidence that supports that expectation. Please highlight which standard indicator(s) best indicate scaling deep in your project.

(Max 80 words)

Q21c. If applicable, what potential is there for this approach to 'scale up'? Does the project aim to change laws and policies, foster coalitions, or align incentives among public, private, and civil society actors? Describe the expected process by which this will happen and the evidence that supports that expectation. Please highlight which standard indicator(s) best indicate scaling up in your project.

(Max 80 words)

Q21d. How will the project reach a point where benefits can be sustained and/or amplified post-funding to have a transformational impact? What evidence is there that the impacts of your project are likely to be durable? What outputs are likely to be sustained once project support ends? Will the project impact areas beyond the focal region? To what extent are the long-term impacts of the project addressing the existing threats to the focal species/environments at the required scales?

(Max 150 words)

Appendix 2: Application assessment criteria to assess scaling and transformation

Scaling Potential Score (0-6 points, doubled)

- 1) There is a clear definition of what projects or activities are expected to scale.
- 2) There is a clear definition of the actors expected to engage with the project or activity within a geographical or contextual scope.
- 3) The approach for 'scaling out' the project or activity is clearly described (if applicable). This includes:
 - a. Clear evidence that the project or activity is attractive to potential adopters (including a description of the benefits and costs to adopters and how benefits outweigh the costs).
 - b. A plan for how potential adopters will learn about or become aware of the project or activity (including the potential benefits, costs, and steps involved).
- 4) The approach for 'scaling up' the project or activity is clearly described (if applicable). This includes:
 - a. An evidence-based plan for aligning incentives for key organisations (including government, civil society, business, and local groups) to support initial and ongoing engagement with the project or activity.
 - b. A description of how the project or activity will leverage specific ongoing or future government policies, or lead to change in policy.
- 5) The approach for 'scaling deep' the project or activity is clearly described (if applicable). This includes:
 - a. An evidence-based plan to change social norms, knowledge, attitudes, values or other psychosocial factors to support initial and ongoing engagement with the project or activity.
- 6) There is a clear plan for ensuring the project or activity's durability beyond the project's duration. This may include a post-project plan that describes the exit strategy for sustaining or increasing the scaling level after the project ends.
- 7) Capacity: Is there organisational capacity to meet scaling objectives/needs?

Appendix 3: Case studies testing the evaluation criteria

I Supporting Atlantic territories invertebrate conservation

Project aim

To "conserve Territory invertebrate biodiversity through support in identifying key sites for endemic and native invertebrate species".

Note: we have extracted relevant sections of the text from the original application and add in *red text* the additional detail we think the applicants should include,

Q21a. If applicable, what potential is there for this approach to 'scale out'? Does the project aim to expand, adapt, and sustain activities in different places to reach a greater number of people? Describe the expected process by which this will happen and the evidence that supports that expectation. Please highlight which standard indicator(s) best indicate scaling out in your project.

(Max 80 words)

"This project will utilise successes and knowledge from previous invertebrate Darwin Plus projects on St Helena and Ascension to build capacity and capability across further territories. Resources, local expertise and new technologies will inform initial habitat management for invertebrates and lay imperative ground work for future projects."

"Each territory is unique in its capacity and approach, and we are skilled at adaptation and using sampling plus spatial data to tailor habitat management."

Taking a flexible approach to match country needs is great but additional detail on what is actually being done and details on how training programmes and data collection is being tailored to different needs would be expected.

"The Territory partners will also be active in the steering group for the project and direct the focus."

"A cross territory invertebrate working group will facilitate knowledge exchange for all Territories."

The invertebrate working group is a key mechanism for learning and thus scaling out this programme to the existing sites or beyond. So details on how it would operate, beyond involving online meetings, would be needed. Who will lead this? Who is involved? What types of knowledge are being shared.

"Professional and volunteers will be trained in invertebrate sampling, and provided with necessary equipment. This will include new identification technologies reducing reliance on external specialism."

What do these technologies look like? What has there uptake been within similar contexts? Are they likely to break?

"This project increases knowledge and skills on Territory of local invertebrate ecology and surveying on Anguilla, Bermuda and Falkland Islands."

Who is being trained? How is this training happening? Programmes such as train-the-trainer are much more likely to have wider impact than those reliant on overseas expertise.

Q21b. If applicable, what potential is there for this approach to 'scale deep'? Does the project aim to change attitudes, norms, knowledge, and values to accelerate adoption? Describe the expected process by which this will happen and the evidence that supports that expectation. Please highlight which standard indicator(s) best indicate scaling deep in your project.

(Max 80 words)

Q21c. If applicable, what potential is there for this approach to 'scale up'? Does the project aim to change laws and policies, foster coalitions, or align incentives among public, private, and civil society actors? Describe the expected process by which this will happen and the evidence that supports that expectation. Please highlight which standard indicator(s) best indicate scaling up in your project.

(Max 80 words)

"This project identifies species, and their habitat, enlists them in the IUCN Red List as Critically Endangered and incorporates them into government management plans."

More specific information on "government management plans" would be useful to assess whether this is viable.

This project also identifies Important Invertebrate Areas - the most important areas for invertebrate biodiversity - an approach being successfully applied in other parts of the UK.

How are these Important Invertebrate Areas going to be used in policy?

Red listing results will be integrated into existing work programmes and initiatives.

Which ones?

"The conservation and restoration of endemic invertebrate biodiversity will be incorporated into habitat plans on each territory."

Which ones?

Q21d. How will the project reach a point where benefits can be sustained and amplified post-funding?

What evidence is there that the impacts of your project are likely to be durable? What outputs are likely to be sustained once project support ends? Will the project impact areas beyond the focal region? To what extent are the long-term impacts of the project addressing the existing threats to the focal species/environments?

(Max 80 words)

"The initial stages of the project will build capacity across the UKOTs and collect/collate invertebrate samples at a Territory level to inform later actions. Capacity building on-Territory through training and adoption of new technologies ensures long-term change across understudies UKOTs will be local expert led. "

Who is translating the information on invertebrates to later actions? I'm assuming these are policy actions.

"Broad invertebrate capacity building on each island will provide long term sustainability on the project, as invertebrate conservation skills will be embedded across local teams and organisations on each island. In acknowledgement of potential future turnover in staff, a number of people in each territory will be trained and training materials, such as video and training sessions, will be available to new staff. "

"Data collated and collected will be incorporated into a database. [RESOURCES] will be embedded on local systems and webpages, and also available on the [LEAD ORGANISATION'S] website."

Ideally these systems and web pages would be identified.

Our aim is that the cross territory invertebrate forum will be self sustaining by the end of the project, through electronic communications, plus long term support via the [PARTNER ORG] for at last annual zoom meetings.

Nothing is self-sustaining unfortunately. Who will lead/maintain the forum?

Overall scaling potential score

3/6

Rationale against evaluation criteria

1) *There is a clear definition of what projects and activities are expected to scale.*

Yes, the project is aiming to scale experts in invertebrates, training materials and leverage the protection of invertebrate through Red listings and incorporation of Important Invertebrate areas in policy documents (unclear which ones).

2) *There is a clear definition of the actors expected to engage with the project or activity within a geographical or contextual scope.*

The geographical scope is well defined. The actors involved (apart from those participating in the project) are not.

3) *There is a clear description of the processes that will lead to engagement with the project or activity by individuals, communities, and/or organisations (private sector, NGO, and/or government).*

Brief description training and learning through an invertebrate forum. More detail needed.

- 4) *The approach for 'scaling out' the project or activity is clearly described (if applicable). This includes:*
- Clear evidence that the project or activity is attractive to potential adopters (including a description of the benefits and costs to adopters and how benefits outweigh the costs).*
 - A plan for how potential adopters will learn about or become aware of the project or activity (including the potential benefits, costs, and steps involved).*

Partial. Evidence that the project was successful in previous case study but no evidence that the project is attractive to the new focal OTs. The learnings of the initiative will be spread through an invertebrate forum. Little detail on how this forum will operate.

- 5) *The approach for 'scaling up' the project or activity is clearly described (if applicable). This includes:*
- An evidence-based plan for aligning incentives for key organisations (including government, civil society, business, and local groups) to support initial and ongoing engagement with the project or activity.*
 - A description of how the project or activity will leverage specific ongoing or future government policies, or lead to change in policy.*

Partial. One of the objectives is to red list species which would lead to further protection of invertebrates. The development of Important Invertebrate Areas may also increase the chances these are considered in land use plans but the relevant policies or government bodies are not explained.

- 6) *The approach for 'scaling deep' the project or activity is clearly described (if applicable). This includes:*
- An evidence-based plan to change social norms, knowledge, attitudes, values or other psychosocial factors to support initial and ongoing engagement with the project or activity.*

Not applicable.

- 7) *There is a clear plan for ensuring the project or activity's durability beyond the project's duration. This may include a post-project plan that describes the exit strategy for sustaining or increasing the scaling level after the project ends.*

Partial. The legacy of the project is the invertebrate forum, training materials and local capacity within the OTs. Little detail on who would maintain/spearhead these outputs/activities.

- 8) *Capacity: Is there organisational capacity to meet scaling objectives/needs?*

Yes.

II Ensuring the socio-ecological viability of High Atlas cultural landscapes

Project aim

To "scale up our efforts across the Atlas as part of a larger programme, the High Atlas Cultural Landscapes Programme."

Note: we have extracted relevant sections of the text from the original application and add in **red text** the additional detail we think the applicants should include,

Q21a. If applicable, what potential is there for this approach to 'scale out'? Does the project aim to expand, adapt, and sustain activities in different places to reach a greater number of people? Describe the expected process by which this will happen and the evidence that supports that expectation. Please highlight which standard indicator(s) best indicate scaling out in your project.

(Max 80 words)

We aim to "empower cooperatives to raise annual revenues of 5000 rural households through regenerative agropastoral activities over a 30,000 km² area of central Morocco."

"Based on our involvement with 15 cooperatives in 3 regional hubs (Asni, Azizal, and Demnate), we plan to extend our reach to over 200 cooperatives in seven High Atlas regional hubs (expanding to include the additional hubs of Telouet, Imilchil, Imintanoute, and Immouzzar) in four additional project phases implemented from 2022 to 2027."

"We have identified over 100 candidate cooperatives - and will add others during the project - that we are assessing according to explicit criteria of business viability, geographical location, governance, land-use practices, sector, social values and technical capacity.

The project describes how these candidate cooperatives were identified. However, the process of scaling out these activities appears relatively top-down, with the project selecting cooperatives rather than allowing cooperatives to opt-in to the project. Do cooperatives require collaborating with the project to adopt these regenerative agropastoral activities? If so, does this represent a limit on the amount of organic scaling of activities beyond the project? Are there activities that cooperatives can engage with, that do not require direct NGO support, which could scale organically?

Additionally, the project could better describe how the activities have been designed, so it is simple to understand and implement (i.e., complexity), easy to see the benefits (i.e., observability), or how the project will raise awareness of the project among potential cooperatives (i.e., knowledge). All of these factors might influence how candidate cooperatives learn about the project.

"We have been successful on a small scale in our initial efforts to sustain community-based regenerative practices; build the skills of rural entrepreneurs; improve certification, labelling and packaging of local products; support innovation of novel goods and services; and promote digital entrepreneurship and platforms for effective marketing. These promising results have spurred us to scale up our programme on the socio-ecological viability of cultural landscapes to include a total of 200 cooperatives (80% women-led) in seven regional hubs across the High Atlas."

Although the project claims to have been successful on a small scale, there is limited evidence provided as to why cooperatives would be motivated to engage. For example, what is the evidence of the benefits (e.g., increased incomes) of engaging with the project, and how do they outweigh the costs (i.e., relative advantage)? How has the project been designed to align with local needs (i.e., compatibility) or made flexible enough to meet the needs and interests of different communities (i.e., flexibility)?

Q21b. If applicable, what potential is there for this approach to 'scale deep'? Does the project aim to change attitudes, norms, knowledge, and values to accelerate adoption? Describe the expected process by

which this will happen and the evidence that supports that expectation. Please highlight which standard indicator(s) best indicate scaling deep in your project.

(Max 80 words)

Not applicable.

Q21c. If applicable, what potential is there for this approach to 'scale up'? Does the project aim to change laws and policies, foster coalitions, or align incentives among public, private, and civil society actors? Describe the expected process by which this will happen and the evidence that supports that expectation. Please highlight which standard indicator(s) best indicate scaling up in your project.

(Max 80 words)

"We are partnering with the French Agricultural Research Centre for International Development (CIRAD), École Supérieure des Arts Visuels (ESAV Marrakech) and Cabinet K-lité on various aspects of establishing a High Atlas Harvest brand and visual identity, associated with government certification and a participatory guarantee system for collectives, and used on packaging of diverse local products from participating cooperatives. [...] Based on two successful High Atlas Food Markets held in Marrakech in 2021, we will coordinate with MBLA to organise three direct trade markets annually, thus building the cooperatives experience and knowledge about commercialisation of their products in urban areas. Seven rural enterprise coordinators will be our liaison with the rural cooperatives, ensuring efficient organisation of capacity building, infrastructure support and others services. Support by the service cooperative Maroc Solidaire, we will build the capacity of these coordinators to conduct consumer research with the participation of selected rural cooperatives, in order to assess preferences."

"With Emerging Business Factory (EBF) and the UNDP Accelerator Laboratory – and based on the approach of a pilot project currently underway with rural cooperatives – we will identify 40 innovative goods or services annually and assist in marketing and promoting them with the assistance of digital ambassadors, who are women from rural areas that participate in a training programme on reducing digital exclusion. EBF and ESAV will support the creation of digital marketing agencies in the seven regional hubs to enable cooperatives to access branding, visual identity and packaging services locally. Our partners EBF and UNDP Accelerator Lab are innovating new modes of payment, including through mobile apps, and a similar approach will be taken to promoting the establishment of distribution and transport services that bring local products to urban markets.

Building on the results of our Darwin COVID rapid response grant on online local product commercialization, marketing and promotion, we will contract Addicube, Digital Guru, Studio Rif and other digital agencies to design user-friendly e-commerce websites or social media accounts for 30 cooperatives annually. With additional expertise provided by EBF, we will work with them to expand the Digital Tiwizi online marketplace, making it fully operational with over 1000 products from 200 cooperatives. Greater allure and visibility of High Atlas products featured on these websites will be achieved through an innovative programme of

placing graphic design interns from ESAV in agencies that assist rural cooperatives in branding, packaging and visual identity. The websites and local products in general will be promoted through biannual editions of Harvest Festival Marrakech, an urban agroecology-biodiversity-gastronomy fair we organised for the first time in October 2021. We will support an active social media campaign through Facebook, Instagram, TikTok and YouTube, following the precedent established in the first edition of Harvest Festival Marrakech."

Urban "consumers will be highly aware of the value of High Atlas local products, which will be more visible through certification, labelling and promotion campaigns consolidated in the High Atlas Harvest denomination – which we hope will become a household name in Morocco – with at least 200 products available in urban markets and online over the next five years."

This section is very well developed, with a clear plan leveraging both changes in government policy (around certification) and markets (online marketplace) to support the scaling out of sustainable cooperatives. Is there scope for engaging other private actors, such as supermarkets, who might stock certified produce?

Q21d. How will the project reach a point where benefits can be sustained and amplified post-funding?

What evidence is there that the impacts of your project are likely to be durable? What outputs are likely to be sustained once project support ends? Will the project impact areas beyond the focal region? To what extent are the long-term impacts of the project addressing the existing threats to the focal species/environments?

(Max 80 words)

"As a Darwin Initiative Extra proposal, we are expecting to leverage any approved grant to raise additional funds, allowing us to scale up further during and after completion of the project. We have approached Mastercard Foundation and Genesis Charitable Trust in our strategy to secure larger scale support and mainstreaming from elsewhere. We anticipate that our programme to increase revenues for rural cooperatives in Morocco could be competitive for raising additional funds from UK's ODA portfolio and eventually multilateral funds such as the Green Climate Fund. In addition, our focus on adding value, commercialisation, marketing and promotion provides a market-ready solution. Our emphasis on working with local consultants and organisations will enable wider stakeholder uptake throughout the High Atlas. We do not foresee any barriers to scaling, and our partner MBLA is envisaging an extension of its work beyond the High Atlas to encompass regenerative approaches and livelihoods improvement for communities in the Oases du Sud and Argan Biosphere Reserves to the south and southwest of the High Atlas. Having reviewed recently our mission, vision, values and strategy, GDF has renewed its commitment to working long-term in Morocco. Given the high profile and multiple initiatives to support rural cooperatives in Morocco, as supported by governmental policy, we hope our model - based on the coherent theory of change presented - will inform and motivate other stakeholders to integrate biodiversity conservation, cultural landscape management and poverty reduction in their programmes."

This section is generally well-developed. Additional factors to consider or emphasise are: a) how the development of markets and branding will enhance the project's durability (assuming that demand for certified products continues after the project); b) how community activities could be designed so they are less dependent on project support (allowing for organic spread of the model, as discussed in relation to scaling out above).

Overall scaling potential score

4/6

Rationale against evaluation criteria

1) *There is a clear definition of what projects or activities are expected to scale.*

Yes. The bundle of actions has been clearly described (e.g., establishing community plant nurseries and supporting the certification of 100 cooperatives).

2) *There is a clear definition of the actors expected to engage with the project or activity within a geographical or contextual scope.*

Yes. The actors engaging in the activities have been clearly described (e.g., households and cooperatives).

3) *There is a clear description of the processes that will lead to engagement with the project or activity by individuals, communities, and/or organisations (private sector, NGO, and/or government).*

There is a logical framework, which includes some activities that are designed to facilitate scaling.

4) *The approach for 'scaling out' the project or activity is clearly described (if applicable). This includes:*
a. *Clear evidence that the project or activity is attractive to potential adopters (including a description of the benefits and costs to adopters and how benefits outweigh the costs).*
b. *A plan for how potential adopters will learn about or become aware of the project or activity (including the potential benefits, costs, and steps involved).*

Unclear. The specific activities involved in scaling out the project are described. However, there is little evidence of why the activity is attractive to potential adopters. Additionally, multiple activities aim to increase consumer awareness of products, but it is unclear how potential adopters will learn about or become aware of the project (beyond the applicant directly engaging them).

5) *The approach for 'scaling up' the project or activity is clearly described (if applicable). This includes:*
a. *An evidence-based plan for aligning incentives for key organisations (including government, civil society, business, and local groups) to support initial and ongoing engagement with the project or activity.*
b. *A description of how the project or activity will leverage specific ongoing or future government policies, or lead to change in policy.*

Yes. The application has a clear plan for building a market (e.g., branding, digital marketing, etc.) for "High Atlas Harvest" products generated by cooperatives, thus increasing potential adopters' incentives to engage with cooperatives.

6) *The approach for 'scaling deep' the project or activity is clearly described (if applicable). This includes:*
a. *An evidence-based plan to change social norms, knowledge, attitudes, values or other psychosocial factors to support initial and ongoing engagement with the project or activity.*

These criteria may not be applicable in this case. The project aims to build the "High Atlas Harvest" brand and establish a social media and communications campaign to promote local products and the Harvest Festival Marrakech. This may increase demand for "High Atlas Harvest" products, incentivising engagement among potential adopters. However, the precise strategies for changing consumers' attitudes, norms, knowledge, or

values are unclear. Additionally, there appear to be no activities to shift the attitudes, norms, knowledge, or values of potential adopters themselves to increase engagement.

7) *There is a clear plan for ensuring the project or activity's durability beyond the project's duration. This may include a post-project plan that describes the exit strategy for sustaining or increasing the scaling level after the project ends.*

Yes, the "Exit Strategy" section primarily focuses on potential future funding sources for the applicants, not why the activity will be self-sustainable at the end of the project. However, other parts of the application indicate how the project will create branding and a market for certified products, potentially enhancing durability of the project outcomes.

8) *Capacity: Is there organisational capacity to meet scaling objectives/needs?*

Yes. This is described in detail in the "Q15. Capability and Capacity" section.

III Rights-based conservation and development in Indonesia

Project aim

To “implement one of the largest IPLCs recognition projects ever undertaken in the Sumatra and Borneo. [...] Establishment/support of 40 community governance institutions and support for best practices [...] Improve access and rights to natural resources for 40 rural communities”

Note: we have extracted relevant sections of the text from the original application and add in **red text** the additional detail we think the applicants should include,

Q21a. If applicable, what potential is there for this approach to ‘scale out’? Does the project aim to expand, adapt, and sustain activities in different places to reach a greater number of people? Describe the expected process by which this will happen and the evidence that supports that expectation. Please highlight which standard indicator(s) best indicate scaling out in your project.

(Max 80 words)

A key critique of the documentation on the capacity of this project to scale is the lack of information on the exact legal mechanism by which land recognition happens in this system. It is difficult to demonstrate and assess the capacity of all 40 proposed communities to actually engage with the project without this information.

“We are seeking to scale [out] the model (Darwin ref IWT077; IWT122) that we have developed over the past seven years to advance the rights of IPLCs, improve socio-economic conditions, and conserve biodiversity [elsewhere in Kalimantan and Sumatra].”

More detail on how the 40 communities were selected and how the model will (or will not) have to be adapted/modified based on the unique social and ecological contexts in the new communities would help to evaluate the likelihood that this process of scaling out will be successful.

Additionally, information on whether communities are currently requesting this model to be implemented in their area and how they have heard about this model would help to understand the likelihood of uptake and observability of benefits.

“This is in line with Planet Indonesia's 5-year strategy to scale operations to other islands in Indonesia through place-based CSOs. Currently, we have 6 partnerships across Sulawesi, Sumatra, Maluku, Lombok, Flores, and Sumbawa with local CSOs to strengthen community-led conservation efforts”

As above, it would be good to specify the differences in the enabling conditions that support the uptake/spread of this effort in these different places.

“Improved surveillance and reduced biodiversity loss through SMART patrols”

A description of the incentives for individuals to engage in SMART patrols would help assess whether rapid and persistent uptake is likely. Patrolling is notoriously costly for individuals and the relative advantage of patrolling is likely to need to be quite high.

Q21b. If applicable, what potential is there for this approach to 'scale deep'? Does the project aim to change attitudes, norms, knowledge, and values to accelerate adoption? Describe the expected process by which this will happen and the evidence that supports that expectation. Please highlight which standard indicator(s) best indicate scaling deep in your project.

(Max 80 words)

"We focus on enabling women and girls, who make up more than 45% of our direct beneficiaries, the opportunities to exercise choice that in turn reduces gender inequalities in their communities while simultaneously ensuring women are included in decisions about land, resource, and forest management."

A description of how this project will scale deep is mostly absent. A mechanistic description of how this ensuring tenure rights will support the establishment and persistence of norms of sustainable resource use would help to evaluate the application. This is, however, somewhat covered by the cited literature on biodiversity outcomes of IPLC land titling.

Q21c. If applicable, what potential is there for this approach to 'scale up'? Does the project aim to change laws and policies, foster coalitions, or align incentives among public, private, and civil society actors? Describe the expected process by which this will happen and the evidence that supports that expectation. Please highlight which standard indicator(s) best indicate scaling up in your project.

(Max 80 words)

"We have established long-term (5-year) MOUs with the management authorities of the Gunung Niut Nature Reserve and Provincial Kubu Raya Near-shore marine protected area"

This is great, specific detail on scaling up.

"will include but are not limited to developing integrated management plans, developing/ implementing/ evaluating joint SMART patrols, and conducting evaluations in a public forum to improve collaboration between local communities and state-led PAs"

More specific description of how evaluations and outcomes will be done cooperatively with communities would be helpful. i.e., are here going to be public presentations, white papers, etc?

"Project activities align with Indonesia's NDC to reduce greenhouse gas emissions from land-use change and the National Adaptation Plan to support vulnerable communities through adaptation measures. Activities will support IPLCs to access the government's Social Forestry scheme, enhance community income, and reduce pressure on primary forests that lead to deforestation and land degradation (15). The Social Forestry scheme supports IPLCs to gain management rights over forests and acts as a potential 'other effective area-based conservation measures."

Great alignment, information on exactly what resources are available through the Social Forestry Scheme would be useful.

"scale our approach and impact to IPLCs in Sumatra through our partnership with the AKAR Foundation. In particular, through this partnership, both organisations will exchange technical support to improve program delivery by leveraging each other's strengths in implementing community-led programs."

What are each organisation's strengths?

Q21d. How will the project reach a point where benefits can be sustained and amplified post-funding?

What evidence is there that the impacts of your project are likely to be durable? What outputs are likely to be sustained once project support ends? Will the project impact areas beyond the focal region? To what extent are the long-term impacts of the project addressing the existing threats to the focal species/environments?

(Max 80 words)

"The Conservation Cooperative (CC) model was developed to (i) create or strengthen a self-sustaining community-based governance structure to manage local biodiversity, (ii) provide short-term benefit for villagers who are CC members, creating fast incentives to incentivise participation, and (iii) provide services within this governance structure that address why individuals are exploiting biodiversity. At the heart of our model is a dedication to creating self-reliant communities. Our exit strategy is built into the model itself where each Cooperative / Community Association creates an independent, locally-led, community-based organization. At the village level, each program component is managed by a sub-working group made up of CC members. These sub-working groups act as a task force within the CC to manage and support us to facilitate specific program activities. We develop the capacity of these sub-working groups to take on management responsibility for program aspects that can then be continuously implemented after the life of the program. Also, as village institutions and village leaders align their work plans with the adaptive management plans, we expect them to continue to run community meetings that proliferate natural resource management systems. We also work with government agencies to support and adopt methods implemented through program activities. In 2018, the Department of Natural Resources (BKSDA) funded the support of three Cooperatives in Gunung Niut Nature Reserve. The government also has a 'Mitra Masyarakat Polhot (MMP)' program where community-led forest patrols can be ratified and supported by district-level government offices. Therefore, we combine both locally-led and state-led strategies to ensure that our programs can continue well after the life of donor funds"

This is great, especially the information on short-term and long-term benefits supporting durability. If private sector funding could also support the programme it would further convince a reviewer that the project will not collapse after the exit of BCFs funding. Relying on government aid may not be a permanent solution.

Overall scaling potential score

4/6

Rationale against evaluation criteria

1) *There is a clear definition of what projects or activities are expected to scale.*

Yes, land rights recognition and community management practices (e.g., SMART patrols) for 40 communities.

- 2) *There is a clear definition of the actors expected to engage with the project or activity within a geographical or contextual scope.*

Yes, 40 communities.

- 3) *There is a clear description of the processes that will lead to engagement with the project or activity by individuals, communities, and/or organisations (private sector, NGO, and/or government).*

Yes, it is clear how the project objectives will be self-sustaining, leading to improved community and environmental outcomes during the project and after. It is also clear how the objectives align with broader institutions of conservation and development in the region. Somewhat unclear what legal mechanisms will be used to achieve land titling.

- 4) *The approach for 'scaling out' the project or activity is clearly described (if applicable). This includes:*
- a. *Clear evidence that the project or activity is attractive to potential adopters (including a description of the benefits and costs to adopters and how benefits outweigh the costs).*
 - b. *A plan for how potential adopters will learn about or become aware of the project or activity (including the potential benefits, costs, and steps involved).*

Yes, although scaling out is limited to the project duration and 40 identified communities. They include both short-term incentives for adoption and long-term mechanisms for durability. Unclear exactly how communities will learn about the project or how communications and community decisions will be equitably distributed.

- 5) *The approach for 'scaling up' the project or activity is clearly described (if applicable). This includes:*
- a. *An evidence-based plan for aligning incentives for key organisations (including government, civil society, business, and local groups) to support initial and ongoing engagement with the project or activity.*
 - b. *A description of how the project or activity will leverage specific ongoing or future government policies, or lead to change in policy.*

Yes, this is a major strength of the proposal. There are clear mechanisms to scale up the legitimacy of the activities in a legal sense, through titling of land and alignment with ongoing government initiatives. There are also clear mechanisms to capture synergies and align the work of the applicant and other organisations operating in the region.

- 6) *The approach for 'scaling deep' the project or activity is clearly described (if applicable). This includes:*
- a. *An evidence-based plan to change social norms, knowledge, attitudes, values or other psychosocial factors to support initial and ongoing engagement with the project or activity.*

The mechanisms by which this project will scale deep are implied but not explicitly stated. The applicants refer to growing community ownership and stewardship, as well as describing how short-term incentives can lead to long-term uptake and durability. The relationship between gender equity and sustainable resource use are briefly described. Overall, the processes of engagement with individual community members and achieving normative buy-in could be better described but is expected to be relatively strong for this project regardless.

- 7) *There is a clear plan for ensuring the project or activity's durability beyond the project's duration. This may include a post-project plan that describes the exit strategy for sustaining or increasing the scaling level after the project ends.*

Yes, this is described in the exit strategy section.

8) *Capacity: Is there organisational capacity to meet scaling objectives/needs?*

Yes, this is described in the capacity building section. Most capacity comes from collaborative agreements with other local organisations further supporting scaling up.

IV Tradition with conservation - Certified Indigenous featherwork

Project aim

To provide "an alternative income source leveraging traditional handicrafts to free communities from middlemen and illegal traders by substituting bird feathers for sustainable feathers in fabric when produced for trading."

Note: we have extracted relevant sections of the text from the original application and add in **red text** the additional detail we think the applicants should include,

Q21a. If applicable, what potential is there for this approach to 'scale out'? Does the project aim to expand, adapt, and sustain activities in different places to reach a greater number of people? Describe the expected process by which this will happen and the evidence that supports that expectation. Please highlight which standard indicator(s) best indicate scaling out in your project.

(Max 80 words)

"70 individuals (50% women and girls) are capacitated to create featherworks and handicrafts using artificial, sustainable feathers"

"100 individuals (50% women and girls), of min. 60 under the age of 30 y.o. have stronger biodiversity knowledge."

"Being this a common phenomenon in poorer indigenous Brazilian communities in the Amazon forest, the project is critical and has an extremely high replicability potential to other regions that face the situation, such as across other low-income Amazonian countries."

These are great clear goals and the project clearly has the capacity to be adopted in other areas and by other individuals outside or after the scope of this funding.

"The activities of the project are going to reach around 170 individuals in these three communities in the Tapajos-Arapiuns Extractive Reserve. [...] The change expected is the creation of a community initiative that will allow these individuals to create featherwork products for trading without real feathers getting a fairer payment for their work."

This touches on the relative advantage of individuals getting better pay for their work, but does not complete the equation by also discussing the costs of engagement by individuals.

This section could better describe the selection procedure for individuals to engage with the project and/or how individuals are expected to learn about the project.

Q21b. If applicable, what potential is there for this approach to 'scale deep'? Does the project aim to change attitudes, norms, knowledge, and values to accelerate adoption? Describe the expected process by which this will happen and the evidence that supports that expectation. Please highlight which standard indicator(s) best indicate scaling deep in your project.

(Max 80 words)

"The project also relies on a strong environmental education component that will be delivered to communities in order to promote conservation of the environment and endangered species."

Research shows only a weak connection between educational campaigns and normative change in behaviours. This is an important component of this project and the applicants could better describe exactly how these campaigns are expected to alter immediate behaviours and eventually local norms and values.

"They will be delivered to children in the community and will have 2 effects: 1) increase biodiversity education knowledge and awareness regarding illegal activities to reduce risk of being enticed by traffickers and 2) engage with children and therefore allow parents who have care duties to take part in the featherwork course. This will be particularly relevant for mothers to promote inclusion. Four videos will be produced throughout the project to promote environmental education. In addition, the videos will be used to advertise the artificial feather headdresses and to publicise the impacts of the project:

Videos

- *1st video: About animal trafficking*
- *2nd video: About the social chain of trafficking and its environmental and social consequences*
- *3rd video: About the problems tackled and solutions promoted by the project*
- *4th video: Publicising the indigenous featherwork with artificial feathers"*

The inclusion of parents and children together is a great component of this project for scaling deep. The applicants could better outline the process of children learning from and emulating parents as part of normative behavioural change.

Q21c. If applicable, what potential is there for this approach to 'scale up'? Does the project aim to change laws and policies, foster coalitions, or align incentives among public, private, and civil society actors? Describe the expected process by which this will happen and the evidence that supports that expectation. Please highlight which standard indicator(s) best indicate scaling up in your project.

(Max 80 words)

"Communities will be able to deliver sustainable featherwork with artificial feathers to supply both international and national demand as the project sets the training, the online platform, and the products dissemination/advertisement. Allowing them to expand the reach of their products and enhance their overall revenue."

Great description. Could better describe how this new product may outcompete and eventually take a significant share of the market for featherwork.

"The certification system will ensure that the products sold are not made with poached species and the certification will be used to market the products locally and internationally. [...] In the longer term, this will improve the sustainable livelihood opportunities of indigenous communities while protecting bird species in the Amazon forest, providing a replicable business model that will have the potential to be transferred across communities."

Again, this is great. If the certification scheme had government recognition, it could be even more powerful.

Q21d. How will the project reach a point where benefits can be sustained and amplified post-funding?

What evidence is there that the impacts of your project are likely to be durable? What outputs are likely to be sustained once project support ends? Will the project impact areas beyond the focal region? To what extent are the long-term impacts of the project addressing the existing threats to the focal species/environments?

(Max 80 words)

"The project has a strong sustainability plan to ensure that, after the end of the funding, the benefits can be owned by the communities and the project deliverables have the potential to be used regularly. This is a key point as the project wants to create income opportunities, and it is necessary that the income is regular and gives security to individuals, in order to avoid a return to illegal activities. In this framework: The company-based organisation is set up at the beginning of the project to ensure it has the chance to stabilise during year 2 and 3. The organisation will then be financed through the selling of certified products and through the collaboration of international organisations for the certification system. The intergenerational aspect of the project and the development of the course with traditional featherwork makers will allow to bring forward the traditions of the communities, together with the use of artificial feathers and the knowledge regarding the conservation benefits. Before the end of the project, we will sign min. 10 contracts for the selling of featherwork products, this will ensure the demand for the communities and set up a client database to continue to produce and sell certified products. Risk management: given that the project will end in 2025, it will be necessary to revise the business plan of the community-based organisation before the project end to ensure that risks are taken into account and that it is owned by the local community. The approach of the project can be scaled up by expanding it to different communities in the Brazilian Amazon forest or by promoting certified products to other geographical markets. Another option is to expand the certification system to other indigenous artefacts (e.g. made in reptile skins etc.)."

As above, this plan to integrate private sector economics to promote the scaling and durability of the programme is very good. If the applicants had specific numbers on price points and a quantitative description of how this approach can outcompete featherwork using endangered species, for example, it would help to convince the reviewer.

Overall scaling potential score

5/6

Rationale against evaluation criteria

1) *There is a clear definition of what projects or activities are expected to scale.*

Yes, the practice of creating featherworks and handicrafts using artificial rather than natural features among 70 individuals. Potentially also increased biodiversity knowledge among 100 individuals.

2) *There is a clear definition of the actors expected to engage with the project or activity within a geographical or contextual scope.*

Yes, 70 individuals (50% women and girls) in three communities.

3) *There is a clear description of the processes that will lead to engagement with the project or activity by individuals, communities, and/or organisations (private sector, NGO, and/or government).*

Yes, it was clear how the three outputs of the project would come together to promote an alternative and more sustainable source of income within the three communities. The activities associated with outputs were time-bound.

4) *The approach for 'scaling out' the project or activity is clearly described (if applicable). This includes:*
a. Clear evidence that the project or activity is attractive to potential adopters (including a description of the benefits and costs to adopters and how benefits outweigh the costs).
b. A plan for how potential adopters will learn about or become aware of the project or activity (including the potential benefits, costs, and steps involved).

Yes, though this could be clearer. In terms of whether the activity is attractive, the application makes it clear that handcrafts "have a strong economic potential for local communities". Moreover, it claims that establishing the international certification system would "valorise and ensure fair payment for the handcraft production of indigenous communities." However, it does not provide evidence that this model is actively preferred over existing practices.

In terms of learning, the project activities list multiple meetings with communities to co-develop and raise awareness of the project.

5) *The approach for 'scaling up' the project or activity is clearly described (if applicable). This includes:*
a. An evidence-based plan for aligning incentives for key organisations (including government, civil society, business, and local groups) to support initial and ongoing engagement with the project or activity.
b. A description of how the project or activity will leverage specific ongoing or future government policies, or lead to change in policy.

Yes, though this could be clearer. The project describes how it will set up an online marketplace and engage with organisations in countries where demand is high to incentivise local engagement with the activity. However, it does not describe precisely how it will be aligned with the incentives of those organisations.

6) *The approach for 'scaling deep' the project or activity is clearly described (if applicable). This includes:*
a. An evidence-based plan to change social norms, knowledge, attitudes, values or other psychosocial factors to support initial and ongoing engagement with the project or activity.

Mixed. The project aims to "increase biodiversity education knowledge and awareness regarding illegal activities to reduce risk of being enticed by traffickers". However, there is little evidence or rationale supporting the belief that increasing awareness and knowledge will deter engagement in trafficking or promote engagement with the project.

7) *There is a clear plan for ensuring the project or activity's durability beyond the project's duration. This may include a post-project plan that describes the exit strategy for sustaining or increasing the scaling level after the project ends.*

Yes, this is described in the exit strategy section.

8) *Capacity: Is there organisational capacity to meet scaling objectives/needs?*

Yes, this is described in the capacity building section.

Appendix 4: Darwin Extra Annual Report Template to assess scaling and durability

We propose the following addition to the Darwin Initiative Extra Annual Report to better assess progress toward scaling objectives (to be inserted after 3.3 Progress towards the project Outcome). Additionally, we suggest changes to the existing question 11 (Sustainability and legacy) to better assess durability.

3.4 Overall progress towards scaling objectives

Please provide an overall summary of progress made in scaling up, out, and deep in your project (if applicable). You should reference your chosen key scaling performance indicators of scaling (as described in questions Q21a-Q21c of your original application). Consider the following:

- If describing scaling out (if applicable):
 - How have potential adopters learnt about or become aware of the project or activity (including the potential benefits, costs, and steps involved)?
 - What evidence is there that the project or activity is attractive to potential adopters (including in terms of the benefits and costs to adopters and how benefits outweigh the costs)?
- If describing scaling up (if applicable):
 - How have you aligned the incentives for key organisations (including government, civil society, business, and local groups) to support initial and ongoing engagement with the project or activity?
 - How have you leveraged specific ongoing or future government policies or led to a change in policy?
- If describing scaling deep (if applicable):
 - What evidence is there that the project has changed attitudes, social norms, knowledge, values, or other psycho-social factors to support initial and ongoing engagement with the project or activity?

11. Durability

Please provide an overall summary of progress to ensure that your project's impacts are durable (if desired). Consider the following (please refer to the guidance on durability):

- Referring back to your answer to Q21d in your original application, what were the main steps you proposed for ensuring outputs, outcomes and impacts of the project are durable after the project ends?
- What progress has been made with these steps, with what supporting evidence?
- What other steps is your team taking to promote the durability of desired outputs, outcomes and impacts and ensure the project has a sustained legacy?

Appendix 5: Darwin Extra Annual Report Review to assess scaling and durability

We propose the following addition to the Darwin Initiative Extra: Annual Report Review to help reviewers assess scaling progress (to be inserted after 4.4. Progress towards Impact). Additionally, we believe that section 8 (Sustainability and legacy) has substantial overlap with section 9. (Early indicators of transformational change), with the former being a sub-set of the latter. Therefore, we propose integrating these two sections, as shown below.

4.5 Progress towards scaling

- Is there evidence that the project is progressing towards its key performance scaling indicators (outlined in response to Q21a-Q21c of the original application)?
- Scaling out (if applicable): Is there clear evidence of how 'adopters' learn about the project or activity and why engagement might be attractive to them? For example, projects might have conducted workshops to co-develop the project to meet 'adopters' needs and interests, evidenced by a description of those needs and interests with supporting quotes.
- Scaling up (if applicable): Is there clear evidence of how the project has sought to build or modify institutions (government policy, private-public sector collaborations, etc.) to incentivise initial and ongoing engagement with the project or activity? For example, through eco-certification programmes or government tax breaks.
- Scaling deep (if applicable): Is there clear evidence that the project has changed attitudes, social norms, knowledge, values, or other psycho-social factors to support initial and ongoing engagement with the project or activity? For example, projects might have conducted a campaign to shift social norms related to a pro-conservation practice within a clearly defined target group, supported by attitudes surveys conducted before and following the campaign.

11. Durability

- Is there evidence that the project Outputs, Outcome and Impact will be sustained once the project ends?
- Is there anything that the team should be doing to improve the project's durability?
- Does the project have an exit strategy?

Appendix 6. Terms of Reference for Mid Term Review of Biodiversity Challenge Fund Projects

We propose the first two review questions, include the following text in red:

1) How well is the project progressing against the project objectives (logframe targets)?

- How efficiently and effectively is the project delivering outputs and outcomes through its activities?
- How viable is the project logic (Pathway to Change/ Theory of Change) given the current project context?
- If the project intends to scale out: Is What actions could be taken to improve the benefits of the project relative to status quo from the perspective of the local people? How are locals learning about the project's outputs and outcomes? Can project visibility and communication be improved? Has the project been able to keep up with demands for participation?
- If the project intends to scale up: Has the project built connections and/or aligned priorities with government, the private sector, or civil society organisations at local, regional, or national levels?
- What actions should the project take to improve the impact of activities and durability of governance?
- What is likely durability and impact of the project outputs and outcomes after the project ends?

2) What is the capability and capacity of the project to undertake M&E and demonstrate robust evidence of progress towards its stated objectives?

- What is quality of the evidence produced by the projects? Can results be adequately verified with the data sources and methods? Are high quality counterfactuals being used where appropriate?
- What improvements could be made to the M&E system to strengthen the quality and relevance of the evidence produced by the project (for the Fund and wider conservation science evidence-base)?
- If the project intends to scale out: Is local engagement/participation being tracked over time (if appropriate)? How is the target audience learning about the project?
- If the project intends to scale up: What types of institutions/people are choosing to engage and not to not engage with the project?

And that the Annex 1 sub questions include:

OECD DAC evaluation criteria	Sample sub-questions
Relevance: Is the project doing the right things? The extent to which the project outcome, outputs and design respond to beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.	- Does the project design address the identified problems and support relevant international and national biodiversity conventions, local livelihoods and vulnerable populations? - What are the design strengths and weaknesses as reflected in the original logical framework? - Was a participatory design workshop used at project start up? - Do the locals recognise and value the benefits brought about by the project? - Does the project design have an impact on the most vulnerable? How does it impact this population?
Coherence: How well does the project fit?	- To what extent does the project complement or duplicate other related programmes and activities at national or local levels? This

OECD DAC evaluation criteria	Sample sub-questions
The compatibility of the intervention with other interventions in a country, landscape, sector or institution.	should consider interventions involving project delivery partners as well as the work of others. - To what extent does the project complement the existing livelihood activities and reduce associated risks?
Effectiveness: Is the project achieving its objectives? To what extent are the project Outputs being achieved and to what extent are they likely to contribute to achieving the project Outcome. In other words, what difference the project has made in practice to the intended beneficiaries (including differential results across groups).	- What is the progress towards Outputs and overall Outcome as defined by the indicators? - How appropriate are the indicators to measure the achievements of the project Outcome? - What is the extent of the technical advances made by the project? - What is the extent of institutional change within beneficiary institutions as a result of the project? - Are the assumptions and risks identified by the project still valid? - To what extent is the project able to adapt its programme and approach in response to changing assumptions and risks? - Has the project design considered the impact on female populations and include gender considerations? How does it impact this population? How does it impact other vulnerable populations?
Efficiency: How well are resources being used? The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.	- What is the quality of day to day management of the project and relationships with host-country institutions? - Has an effective working relationship between key partners been established? Has an MoU been developed? - Are mechanisms in place that allow partners to indicate their satisfaction with the partnership and feed into project decision-making and reporting? Are there existing mechanism for conflict resolution for changes brought about by the project? - Is the technical methodology applied by the project and overall delivery of the technical assistance appropriate? - What are the mechanisms in place for the target population to learn about the project and its benefits? Is the target population learning about project outputs and outcomes via these channels? - Review of project costs and value for money. - Level of eligible country contributions in the project. - To what extent are monitoring systems used to assess progress and impact (e.g. are logframe indicators SMART and being measured appropriately)? - Extent of the project's ability to adapt its programme and approach in response to changing assumptions and risks. - Extent to which the project addresses its main technical components (biodiversity conservation and poverty alleviation) equally and efficiently.
Impact: What difference does the project make? The extent to which the intervention has generated	- What is the contribution, or expected contribution, to environment and climate outcomes, or to conservation of biological diversity, poverty reduction, reduction in Illegal Wildlife Trade?

OECD DAC evaluation criteria	Sample sub-questions
or is expected to generate significant positive or negative, intended or unintended, higher-level effects. Whilst it is recognised that the project has not yet ended, the project should be challenged to identify impacts that might have already been achieved, or are expected to be achieved, by the end of the project.	- Where might changes be affected by the project based on experience, and where might lessons learned contribute towards achieving a desired wider impact. - Have there been or are there expected to be unplanned impacts resulting from the project and what are their consequences? - Have there been, or are there expected to be, gender-related or poverty related impacts arising from the project? - Have there been, or are there expected to be, impacts on the host country's ability to implement relevant international and international conventions and/or policies? - Have there been or are there expected to be impacts on people's understanding of environment, climate and biodiversity and its impact on local livelihoods? - Have there been or are there expected to be impacts on local livelihoods and vulnerable populations? - Have there been or are there expected to be impacts specifically for women? Are there any gender considerations in the project design included to ensure women are beneficiaries?²
Sustainability: Will the benefits last? Extent to which the outcome of the project is likely to continue after the end of the project. Whilst it is recognised that this is an MTR and the project has not ended, the project should be challenged to identify and address issues of sustainability.	- Extent of the ownership of the project processes and achievements, and means for ensuring this ownership. - Extent of the policy environment being in support of the project Outcome and achievements. - Extent of the institutional capacity of the host country and beneficiary institutions to carry forward project outcomes post project support, taking into account scientific, technological and financial considerations. - Extent of the socio-cultural factors being in support of project outcomes, and whether the project outcomes are well grounded. - Extent to which the project will have a legacy on local livelihoods.

Appendix 7: Darwin Extra Final Report Template to assess scaling, durability, and transformation

We suggest the following addition to the Darwin Initiative Extra Final Report to assess how well projects have met their scaling objectives (to be inserted after 3.4 Impact) and catalysed transformation (in section 9 Sustainability and Legacy).

3.5 Overall progress towards scaling objectives

Overall, did the project achieve its scaling goals? Consider the following:

- Did your project employ scaling up, out, and/or deep? If so, what were the original scaling targets and associated key performance indicators (as described in questions Q21a-Q21c of your original application)?
- Did the project achieve or exceed its scaling targets based on observed scaling key performance indicators? If it did not achieve its targets, please explain why.
- If describing scaling out (if applicable):
 - How did potential adopters learn about or become aware of the project or activity (including the potential benefits, costs, and steps involved)? What evidence is there that potential adopters were aware of your project or activity?
 - How did you ensure the project or activity was attractive to potential adopters (including in terms of the benefits and costs to adopters and how benefits outweigh the costs)? What evidence is there that the project or activity was attractive to potential adopters?
- If describing scaling up (if applicable):
 - How did you build or modify institutions (government policy, private-public sector collaborations, etc.) to incentivise initial and ongoing engagement with the project or activity? For example, through eco-certification programs or government tax breaks.
 - What evidence is there that these incentives were successful in driving programme engagement?
- If describing scaling deep (if applicable):
 - How did you change attitudes, social norms, knowledge, values, or other psycho-social factors to support initial and ongoing engagement with the project or activity? What evidence is there that this was successful?

9. Durability

Please provide an overall summary of progress to ensure that your project's impacts are durable (if desired). Consider the following (please refer to the guidance on durability):

- What steps has your team taken to promote the durability of desired outputs, outcomes and impacts and ensure the project has a sustained legacy?
- What will happen to project staff and resources now the Darwin Initiative funding has ceased?
- Please describe any action you have taken as part of the project's open access plan.

10. Transformation

Given the impact of the activities within your project and the scale and duration of their implementation, how likely is it that the project will improve the state of biodiversity and human well-being within your focal region?

For example: At what spatial and temporal scale does your project need to be implemented to influence the likelihood of persistence of the species/ecosystems in focus? What steps were taken to ensure your project's benefits can be amplified to have a transformational impact? Has there been any interest in/uptake your project or its activities outside the project's main geographical focus area/partner organisations that increase the project's effectiveness? Is there evidence that the scale within which your project is being implemented will increase the likelihood of further engagement/reduce barriers to engagement?

Appendix 8: Darwin Extra Final Report Review to assess scaling and transformation

In line with the changes suggested in Appendix 7, we propose including a specific section within the Darwin Extra Final Report to assess scaling (to be inserted after 3.4 Project Outcome) and catalysed transformation (in section 9 Sustainability and Legacy).

4. Has the project met its scaling potential?

- What were the targeted key performance indicators of scaling, as outlined in the original application form (which applicants should have detailed in their final reports)?
- Did the project archive or exceed this scaling target? Please substantiate any claims with reference to the evidence provided.
- If not, did the project explain why it did not meet its scaling targets? Was this explanation justified, or might this outcome reflect the project design and implementation issues?
- Was there a clear explanation of how the project had considered factors that could have influenced the scaling up, out, and/or deep (as applicable)?

What grade would you give the project for how well it achieved its targeted key performance indicators of scaling? Please only use the grades available below and leave the table in the review.

9. Durability

- Is there evidence that the project Outputs, Outcome and Impact will be sustained now the project has ended?
- Is there anything that the team should be doing to improve the project's durability?
- Does the project have an exit strategy?

10. Transformation

Given the impact of the activities within the project and the scale and duration of their implementation, how likely is it that the project will improve the state of biodiversity and human well-being within your focal region?

The following criteria help track progress towards scaling, impact, or durability. They should be considered when describing how the proposed activities will lead to transformation. In brackets are the dimensions from the framework described in this document (scaling up, scaling out, scaling deep, durability and impact, and the ICF principles). These are indicated for Defra only and should facilitate translation between project-level and programme level reporting.

To what extent do you agree with the following statements (agree/neutral/disagree/not applicable):

1. The benefits of engagement are clear, and the costs of action are reduced to the point that acting on identified risks and challenges is a sensible decision for public agencies, commercial firms, and private individuals. These cost reductions are steep enough to overcome behavioural inertia. (Indicator: Scaling out, Scaling up, [Scalability](#))
2. The good ideas piloted by the projects can be adapted and replicated by others in the same country and more widely, and the lessons on their usefulness and applicability to other contexts are credible. (Indicator: [Scaling out](#), [Replicability](#))

3. There are established mechanisms to widely disseminate information on approaches that have proven successful in one or more locations. (Indicator: [Scaling out](#), [Evidence of effectiveness is shared](#))
4. Projects have sufficient reach to create or modify institutions (government policies, private-public sector collaborations, etc.) or drive down the costs of implementation through 'economies of scale' (Indicator: [Scaling up](#), [Scalability](#))
5. Projects are aligned to local values, social norms and culture. (Indicator: [Scaling out](#), [Scaling deep](#), [Replicability](#), [Political will and local ownership](#))
6. There is high-level political buy-in and broad support from across societies, cultures, and interest groups that enable widespread changes to patterns of development. (Indicator: [Scaling up](#), [Durability](#), [Leverage](#))
7. The need for change is agreed locally, and the process is locally owned. (Indicator: [Scaling out](#), [Durability](#), [Political will and local ownership](#))
8. Impacts of the activities within the programme are tailored to local conditions and considered fair by locals. (Indicator: [Durability](#), [Sustainability](#))
9. Target country and target communities have the resources, capacities and capabilities necessary to sustain the project for long enough to bring about the desired change. (Indicator: [Scaling out](#), [Capacity and capability](#))
10. Policies and incentives that encourage the activities are supported by governance at various levels (e.g., community to national level) and are mutually reinforcing. (Indicator: [Scaling up](#), [Political will and local ownership](#), [Leverage](#))
11. There are quick, low cost means for resolving conflict associated to the resource, and project activities. (Indicator: [Durability](#), [Sustainability](#))
12. Project impacts are sufficiently clear to drive further engagement across the focal actors. (Indicator: [Scaling out](#), [Impact](#), [Replicability](#))
13. Project implementation results has a measurable impact on the likelihood of biodiversity/focal species/focal ecosystem persisting through time. (Indicator: [Impact](#), [Critical mass](#))
14. Project implementation results have a measurable impact on the alleviation of poverty. (Indicator: [Impact](#), [Critical mass](#))

Appendix 9: Proposed guidelines for applicants on describing scaling and transformation in project applications

Guidance for Applicants: Assessing Scaling and Transformation for Darwin Initiative Grants

The BCFs aims to drive transformative change by supporting activities and projects that achieve widespread and durable impact. This document outlines key concepts and provides guidance on how to demonstrate the transformative potential of your project.

In the context of the BCFs, transformation refers to the widespread engagement with a project or activity in which the impacts of engagement further drive its uptake and persistence, creating self-sustaining, long-term impact for biodiversity conservation and poverty reduction. Transformation involves three critical elements:

1. *Scaling* – The project or activity is implemented at a meaningful social and/or environmental scale.
2. *Impact* – The outcomes of the a project or activity lead to improvements in environmental conditions, and poverty reduction.
3. *Durability* – The components of the project or activity needed for impact persists even after external support ends.

Scaling is essential to achieving this transformation, as it ensures that a project or activity can grow in reach and influence. Scaling can happen through one or more of three distinct, yet interconnected processes:

1. *Scaling out* – Expanding a project or activity to new locations or populations over time (Jagadish et al. 2021).
2. *Scaling up* – Embedding successful approaches into policy or creating partnerships among private sector or civil society organisations that help the project or it's impacts to persist (Lambin et al. 2020).
3. *Scaling deep* – Changing individual or community attitudes, values, and behaviours to encourage engagement (Moore et al. 2015).

Box 1. Key Considerations

1: What is your project – activities, technology, financial instrument, toolkit?

2: Who is your adopter: governments, communities (groups, households), individuals, NGOs, donors, practitioners, researchers?

3: What is the context: A) Where are your adopters geographically situated? B) What is the ecological setting within which the initiative will be adopted? C) What are the political, social, and cultural settings that the initiative will interact with? How may these hinder or facilitate scaling out?

4: What does adoption consist of: this could be the start of a project or program implementation, signing up for membership in a group, implementation or use of a technology among the adopter.

How to Demonstrate Scaling Potential:

When completing your grant application, explain how your project will:

- *Expand Uptake (Scaling out)*: Show how your project can be adapted and applied to other areas/communities/individuals. Provide examples of successful pilot or similar projects and describe how your project will build on these. Consider the project, adopter and contexts characteristics that will support or restrict scaling out to new contexts. For example, think about the balance of benefits and costs associated to adoption with the questions on Box 2. Consider how other potential adopters will learn about your project or its benefits.
- *Influence Policy and Institutions (Scaling up)*: Demonstrate how your project will contribute to systemic changes, such as policy or regulatory improvements. Describe any collaborations with government or private sector actors that will incorporate your approach into broader frameworks or ongoing practices.
- *Change Attitudes and Behaviours (Scaling deep)*: Explain how your project will influence behavioural. Provide realistic strategies for changing community norms or values that support your project and its intended outcomes.

Box 2. Key questions when considering the balance between benefits and costs of the conservation initiative (important for scaling out):

- *What are the adopters' needs and priorities and how can the initiative help address them?*
- *How might the initiative improve the economic conditions of adopters?*
- *How might we reduce the initial costs (financial and social) to adopt the initiative?*
- *How might the initiative enhance the social well-being of the adopter?*
- *How might the initiative increase the social prestige of the adopter?*
- *How might the initiative enhance the local environment?*
- *How might we reduce the risks (inadequate funding streams, ecological consequences, disruptions to livelihoods) associated with adoption of the initiative?*
- *How might we design the initiatives to allow the adopters to experience the benefits more quickly and facilitate adaptive management?*

Examples of scaling

Scaling Out: Locally Managed Marine Areas in Fiji

Since their establishment in 2001, Locally Managed Marine Areas in Fiji have been adopted by more than 350 communities across 12 provinces (Jagadish et al. 2024). Locally Managed Marine Areas are areas of nearshore water that are largely or wholly managed by local communities with supporting partner organisations. They integrate traditional practices, such as the *tabu* area closures, with modern resource management. Communities generally adopt Locally Managed Marine Areas to improve marine resource management and ensure food security (Govan et al. 2009). Social connections amongst adopting villages plays an important role in facilitating spread (Jørgensen et al. 2024), with nearly 75% of adopters having a previous adopter as a neighbour (Jagadish et al. 2024). Communities were more likely to adopt LMMAs if they thought, in balance, they would provide them with more benefits overall; while communities generally engage with LMMAs for food security, they can also provide long-term sustainability of resource use, improve short-term harvesting efficiency, restore

biodiversity and ecosystem services, enhance economy and livelihoods and strengthen access and tenure rights (Jupiter et al. 2014). Communities which had LMMAs were more trusting, they were also working with support organisations providing technical support and were more likely to have links with regional and national decision making governance structures (Jagadish et al. 2024).

Scaling Out: Rights-Based Conservation and Poverty Reduction in Indonesia

The application for Darwin Initiative Extra project *Scaling rights-based approaches for conservation and poverty reduction in Indonesia* presented a plan to implement one of the largest Indigenous peoples and local communities (IPLC) recognition projects ever undertaken in Sumatra and Borneo. The proposal targeted 40 communities where the applying organisation had existing strategic partnerships with local civil society organisations. The project aims to establish locally led conservation cooperatives and introduce SMART patrols to enhance biodiversity monitoring and reduce biodiversity loss. These efforts are expected to improve the management of over 125,000 hectares of highly biodiverse land. To encourage community participation, the project offers various benefits, including access to capital, income-generating opportunities, stronger land rights, better resource management (via co-developed management plans and surveillance), and improved healthcare services. By co-designing management plans, the project ensures decisions can be community-led and aligned with local interests—making them more sustainable and appealing. However, since some benefits are only available during the funding period, the long-term scalability and durability of the project will depend on the tangible benefits realised and the ability of communities to manage resources independently after the project ends.

Scaling Up: The Better Cotton Initiative

"The Better Cotton Initiative (BCI) grew out of a roundtable on cotton convened by WWF in 2005. In 2010, the roundtable produced principles and criteria for more sustainable cotton production. Supported by a collaboration among major global brands, including Ikea, H&M, Levi's, Adidas, and Nike, BCI aimed to enlist 30% of the global market by 2020. By the 2017–2018 cotton season, about 19% of global production was Better Cotton certified. A few years ago, Mozambique sought to revitalise its cotton sector, which accounts for 20% of its exports. The country turned to BCI as a source of standards for better management and as a brand that could improve access to global markets. In 2014, the Government of Mozambique entered a partnership with BCI, embedding the BCI principles and criteria into national regulations and setting a goal of becoming the first country to produce 100% Better Cotton. By 2017, 86% of Mozambique's cotton farmers grew Better Cotton." (Lambin et al. 2020).

Scaling Up: High Atlas Sustainable Agriculture

The application for Darwin Initiative Extra project, *Ensuring the Socio-Ecological Viability of High Atlas Cultural Landscapes*, outlines a plan to scale up traditional and sustainable agricultural practices across 30,000 km² in Morocco. The goal is to create new income streams and livelihood opportunities that align with both conservation and production needs—addressing the urgent challenge of rural population decline. To do this, the project aims to improve production, undertake value add processing and labelling, build the capacity of local entrepreneurs, enhance online marketing, and connect producers to urban markets. To achieve this, the project will support improvements in agricultural production, value-added processing and labelling, capacity-building for local entrepreneurs, enhanced online marketing, and stronger links between rural producers and urban markets. Key components include boosting brand visibility, collaborating with local international development centres, and securing government certification to legitimise the initiative. The proposal identifies a range of partners—including a local visual arts institution and several digital advertising agencies—that will contribute to product branding, the development of e-commerce platforms, and social media marketing. The proposed project also plans to integrate these products into existing urban market days, with support from

Moroccan “business accelerator” programs to introduce innovative payment methods (e.g., mobile payments) and to develop distribution and transport services for the delivery of products to urban areas. Finally, the proposal highlights efforts to align the project with national and international programmes to strengthen its legitimacy and attract additional funding. These efforts include seeking support from multilateral sources such as the Green Climate Fund, and pursuing eco-certification from the Moroccan government.

Box 3. Key questions when identifying pathways to scaling up:

- *Are there existing coalitions of civil society or the private sector this initiative can join or support?*
- *What would be the most appropriate level of government for the initiative to be incorporated (e.g., local, regional, state, national)?*
- *If the project is a pilot, are there plans to present results to relevant government organisations? How exactly might these results be used and incorporated into policy?*
- *If the project relies on government support, are there businesses who can help drive the uptake or durability?*
- *If the project relies on private sector or civil society support, are there government actions (e.g., formal recognition) that can help legitimise the project?*

**Note: not all questions will be appropriate for all projects. Listed here only as a guide.*

Scaling Deep: Rare Pride campaign and the Lora

In 1998, a Rare Pride social marketing campaign sought to increase the population of the threatened Lora parrot (*Amazona barbadensis*). The campaign included cross-sectorial partnerships and increased media coverage about Loras to shift social norms around keeping Loras as pets. The campaign – combined with changes in environmental laws and education – discouraged people from keeping Loras as pets. In turn, this decreased demand for Loras, and thus incentives to poach and trade them, contributing to their population recovery (Salazar et al. (2019).

Scaling Deep: Certified Indigenous Featherwork

The IWT Challenge Fund Main project, *Tradition with Conservation – Certified Indigenous Featherwork*, aims to create a sustainable, artificial alternative to traditional handicrafts made with bird feathers in the Brazilian Amazon. The project seeks to shift local norms around the use of poached feathers by combining intergenerational education with alternative income opportunities through the sale of the artificial alternative to traditional handicraft. This project includes biodiversity and anti-trafficking education for children in three communities, while their parents—especially mothers—receive training in creating featherwork using artificial feathers. This dual approach is designed to reinforce conservation values both in schools and at home. To further support these goals, four professionally produced videos will raise awareness about animal trafficking, its environmental and social impacts, and the benefits of using sustainable alternatives to feathers. The project blends traditional artistic knowledge with conservation messaging and aims to build pride in certified featherwork through national and international promotion. By making artificial feathers culturally accepted, the project hopes to reduce the demand for illegal feathers and establish certified indigenous featherwork as a respected and sustainable alternative. However, despite its strong design, the project may face significant challenges in gaining acceptance from both Indigenous communities and consumers who value traditional featherwork.

Practical Tips for Applicants:

- *Provide Evidence:* Use research or case studies to support the scalability of your project. Reference similar projects that have successfully scaled out, up, or deep.
- *Address Challenges:* Acknowledge potential barriers to scaling and propose solutions. For instance, if adapting to new areas, consider local governance structures or cultural differences.
- *Long-term Sustainability:* Demonstrate how your project will remain impactful beyond the grant period, including how local communities or institutions can continue to support the work without external aid.

References

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Appendix 10: Potential indicators of scaling up, out, and deep

Group A: Capability and Capacity

Ref. no.	Darwin Initiative Standard Indicator	Units	Potential indicator associated to the proposed Framework ICF principle (in blue)
DI-A01	Number of people in eligible countries who have completed structured and relevant training	Number of people	Scaling out Capacity and capability
DI-A02	Number of people in eligible countries who have completed secondments or placements	Number of people	Scaling out Capacity and capability
DI-A03	Number of local or national organisations with enhanced capability and capacity	Number of organisations	Scaling out Capacity and capability
DI-A04	Number of people reporting that they are applying new capabilities (skills and knowledge) 6 (or more) months after training	Number of people	Scaling out, scaling deep Capacity and capability
DI-A05	Number of trainers trained under the project reporting to have delivered further training	Number of people	Scaling out Capacity and capability

Group B: Policies, Practices and Management

Ref. no.	Darwin Initiative Standard Indicator	Units	Scaling
DI-B01	Number of new or improved habitat management plans available and endorsed.	Number of plans	Scaling up, Scaling out Political will and local ownership
DI-B02	Number of new or improved species management plans available and endorsed.	Number of plans	Scaling up, Scaling out Political will and local ownership
DI-B03	Number of new or improved community management plans available and endorsed.	Number of plans	Scaling up, Scaling out Political will and local ownership
DI-B04	Number of new or improved sustainable livelihoods/ poverty reduction management plans available and endorsed.	Number of plans	Scaling up, Scaling out Political will and local ownership
DI-B05	Number of people with increased participation in governance.	Number of people	Scaling up, Scaling out Political will and local ownership
DI-B06	Number of people with strengthened land tenure rights.	Number of people,	Scaling up, Scaling out Political will and local ownership
DI-B07	Number of policies with biodiversity provisions that have been enacted or amended ⁵ .		Scaling up, Scaling out Political will and local ownership

Group C: Evidence and Best Practices

Ref. no.	Darwin Initiative Standard Indicator	Units	Scaling
DI-C01	Number of best practice guides and knowledge products ³ published and endorsed ⁴ .	Number	Scaling up
DI-C02	Number of new conservation or species stock assessments published ⁵ .	Number	
DI-C03	New assessments of habitat conservation action needs published.	Number, Area	
DI-C04	New assessments of community use of biodiversity resources published.	Number	
DI-C05	Number of contributions (incl. data, insights, and case studies) to national Multilateral Environmental Agreements (MEAs) related reporting processes and calls for evidence.	Number	Scaling up Leverage
DI-C06	Analytics for funded project-specific social media posts.	Number	Scaling out (learning)
DI-C07	Number of webinar attendees ⁶ .	Number	Scaling out (learning)
DI-C08	Number of Media related activities.	Number of activities	Scaling out (learning)
DI-C09	Number of records added to accessible databases.	Number of records	Scaling out (learning)
DI-C10	Number of decision-makers attending briefing events.	Number of people	Scaling out (learning), Scaling up Political will and local ownership

³ Technical/programmatic guides, for example: working with marginalised communities, gender best practices, developing enterprises, programme management etc. Can include written and verbal best practices guides, webinars, briefings.

⁴ Endorsed by a third party to demonstrate an independent assessment has been made, and the plan is considered viable and ready for implementation.

⁵ Avoid double counting.

⁶ Please see our website for more focused guidance on how to communicate the findings of your project

Group D: Sustainable Livelihoods, Biodiversity and Climate Resilience

Ref. no.	Darwin Initiative Standard Indicator		Unit	Scaling
DI-D01	Area of land or sea under ecological management ⁷ .		Number of hectares ⁸	Scaling out Replicability
	a	Area under Sustainable Management Practices	Number of hectares	Scaling out Replicability
	b	Area improved through restoration		
	c	Area newly designated as protected areas or other effective conservation measures (OECMs)		
DI-D02	Ecosystem Loss Avoided		Number of hectares	Impact
DI-D03	Number of people with enhanced livelihoods		Number of people	Impact
	a	Number of people with Sustainable Livelihoods created or protected	Number of people	Impact
	b	Number of people with improved income		

⁷ You could draw inspiration from [ICF KPI 17 Methodology Note](#) "Hectares of land that have received sustainable land management practices".

⁸ You can provide a % change figure as well, but we ask that this be accompanied by the absolute numbers in hectares, noting baseline values for clarity.

Ref. no.	Darwin Initiative Standard Indicator		Unit	
DI-D04	Number of people with enhanced wellbeing		Number of people	Impact
	a	Number of people with improved food security	Number of people	Impact
	b	Number of people with enhanced access to water		
	c	Number of people with improved health		
	d	Number of people with improved education		
	e	Number of people with improved security		
	f	Number of people with improved social relations		
	g	Number of people with improved freedom of choice and action		
DI-D05	Number of people whose climate and disaster-resilience has been improved.		Number of people	Impact
	a	Number of people supported to better adapt to the effects of climate change	Number of people	Impact
	b	Number of people with improved resilience		
DI-D06	Value of Ecosystem Services Generated or Protected		£	
DI-D07	Number of threatened species with improving conservation status		Number of taxa	Impact