Scaling Up in Agriculture
Lessons from Experience

Presentation to the USAID Global Learning Experience and Exchange on
SCALING UP ADOPTION AND USE OF AGRICULTURAL TECHNOLOGIES
Addis Ababa, 3-5 December 2013

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Addis Ababa, Ethiopia

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What we’ll talk about

• Some background
• A framework of analysis
• Two examples
• Lessons from the real world of ARD
• References
Scaling up – Some background
Scaling up – what is it?

- It’s not about more money (although that may help)
  - It’s about **more impact** by improving more people’s lives on a lasting basis
- It’s not about individual projects (although they are important instruments for planning and implementation)
  - It’s about supporting **longer-term programs** of engagement and building momentum that lasts beyond the program
- It’s not only or principally about aid
  - It’s about getting programs right **on the ground**, whether with external assistance or without, but donors should support, rather than hinder, scaling up
Types of scaling up

- Expansion of services to more people in a given geographical area (fill-in)
- Horizontal replication, from one geographic area to another (including across borders → South-South cooperation)
- Vertical scaling-up (policy, legal, institutional reform for mainstreaming an approach)
- Functional expansion, by adding additional functional areas of engagement
Why worry about scaling up in aid?

- Ambitious global development goals (MDGs, etc.), but:
- Problems with design and implementation of external assistance:
  - Fragmentation of aid architecture (actors, projects)
  - High/rising costs of aid administration (esp. among recipients)
  - Increasing difficulties of coordination
  - Failure to “connect the dots”, i.e., to reap the benefits of scale through learning, replication and partnership
- These reinforce similar problems of design and implementation of development programs at national level
- Paris Declaration, CAADP, etc. work top-down; we also need to work from program level up by thinking about how to scale up what works (“beyond project”)

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Tajikistan May 2008: Donor fragmentation...
Tajikistan January 2009: …and discontinuity
A topic of growing interest

- Wolfensohn/World Bank/China: Shanghai 2004 conference and publications
- Wolfensohn Center for Development/Brookings: research/advice since 2005
- We have worked with IFAD, UNDP, JICA, KOICA, AusAID, World Bank, GTZ, IFPRI, USAID, Heifer International
- Rajiv Shah’s speech to CGIAR Board of Directors, December 7, 2012
- Most recent example: UN GSSD Expo Nairobi, Oct. 2013 motto – “South-South Cooperation for Scaled Up Impact”
Scaling up –
A simple framework of analysis
Innovation, learning and scaling up as an iterative process

New idea, model, approach
Pilot, Project
M&E, Learning & KM
Internal knowledge
Outside knowledge
Scale up
Multiple Impact

Limited Impact

Innovation  Learning  Scaling up

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Scaling up pathway: Which drivers and spaces?

**Drivers** (champions, incentives, market or community demand, etc.)

**Spaces** (enabling factors)
- Fiscal and Financial Policies
- Institutional Policies
- Political Environment
- Partnership
- Etc

**Vision of Scaled Up Program**

**Monitor and Evaluate**
A multi-year, multi-project programmatic approach to scaling up
IFAD’s Scaling Up Framing Questions

IDEAS
1. What is the intervention that is to be scaled up? Is it a new idea (innovation) or an idea adopted and adapted from prior practice elsewhere?
2. Whose idea is it?
3. Has it been tested/piloted/evaluated?

VISION
4. What is the appropriate ultimate scale of the intervention which the IFAD project or program supports in country X? I.e., how many people, households, districts, etc. could and should ultimately be reached, not merely by IFAD’s own program and also by others (government, IFIs, etc.)?

DRIVERS
5. Who or who are the drivers that are pushing, or are expected to push, the scaling up process ahead? Including local leaders or champions, external catalysts and incentives? (see Box 1)
   What is IFAD doing to develop and support these drivers?

SPACES
6. What has to exist or be created so the intervention can grow to achieve the desired scale. What are the government and IFAD doing to ascertain or help create this space in its multiple dimensions? (see Box 2)

PATHWAYS
7. What are the pathways that define the way interventions in country X are (to be) scaled up with IFAD support, moving from idea/innovation to learning to scaling up? (see Box 3)
8. What is the time horizon over which the pathways are expected to extend?
9. How do the drivers and spaces define these pathways?
10. What are the most serious likely obstacles and risks, and what can be done to mitigate them?

IFAD’s Role
11. What is IFAD’s specific role in promoting the scaling up process?
12. How do IFAD’s policies, procedures and resources support the implementation of the scaling up process?
Two Examples
Example 1: Highland area development in Peru (IFAD)

• 8 IFAD loans since 1980 for rural poverty reduction through successive area-based projects
  • >150,000 rural households, 30% of highland communities

• Multi-dimensional scaling up
  • Geographic
Peru: Geographical expansion
**Peru: Geographical expansion**

**CORREDOR:** It takes 30 cents to deliver US$1 of loan investments. Each dollar invested is leveraged 5 times by beneficiaries.

**MARENASS:** 28% of households out of extreme poverty and 8.3% out of poverty.

**FEAS:** 40,000 households benefited.
Peru: Geographical expansion

**SIERRA SUR:** 16,000 households out of poverty (37% of benefited HH), reduction of chronic malnutrition from 36% to 22%

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**Peru: Geographical expansion**

**SIERRA NORTE (ongoing):** Territorial development as innovation, municipalities match IFAD funds.

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Map compiled by IFAD.

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An example: Highland area development in Peru (IFAD)

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- Multi-dimensional scaling up
  - Geographic, functional, vertical

- Drivers
  - Innovative interventions
Peru - Key innovations being scaled up

Local Resource Allocation Committees (LARC)

‘Concursos’ (competitions) around NRM

Local talents

Direct transfer of public funds

Women saving accounts

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Example 1: Highland area development in Peru (IFAD)

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- Multi-dimensional scaling up
  - Geographic, functional, vertical
- Drivers
  - Innovative interventions, community demand, expert network, IFAD staff, eventually the government (and history of crisis)
- Spaces
  - Political, policy, institutional, fiscal, cultural, learning
- IFAD’s role
  - Flexible, innovative, stick-with-it, building on experience
  - Long-term project manager close to the action and committed to scaling up
Example 2: IFAD support for value chains

- IFAD has rapidly expanded support for value chains
- Tension between IFAD’s focus on access to VC by the poorest farmers, and the scaling up goal
- Difficult choice between broad-gauged approach to creating more effective value chains, and focusing on components of the chain where IFAD has particular strengths of engagement
- Institutional and policy constraints/spaces especially important in value chain development
- As value chains mature and scale up, the private sector plays an increasing role
- Some of IFAD’s instruments for supporting value chains, esp. grants for rural credit and infrastructure initiatives, are often not sustainable and scalable
Lessons from the real world of ARD
Lessons of scaling up in ARD

(Based on IFPRI publication*)

18 policy briefs on experience of various institutions/issues, including:

- Aga Khan F., Alive and Thrive, Gates F., IFAD, Oxfam, Pepsico, SEWA, World Bank
- area-based development, community driven development, regreening, rice intensification, value chains, biofortification, nutritional programs
- institutional development; fragile states

Lessons 1

- **Actors**: multiplicity at multiple levels; requires multi-stakeholder alliances

- **Dimensions**: horizontal and vertical scaling up usually go hand in hand

- **Pathways**: no unique process, but
  - Successful scaling up takes time, even decades; requires long-term engagement with a vision of scale
  - Systematic planning, management, learning, ready to take opportunities
  - Consider drivers and constraints or enabling factors (spaces)
Lessons 2

• Drivers:
  • The idea, model, innovation
  • Champions (individuals, groups)
  • Demand (market, communities)
  • Incentives (profit, property rights, competitions, internal accountability)
  • External assistance
  • Crisis or memories of a crisis
Lessons 3

• **Spaces:**
  • *Institutional*: effective institutions found or created (incl. intermediary institution); needs to be considered from the start; coordination to be sought; rivalries to be avoided/managed
  • *Policies, laws and regs.*: these need to be supportive, incl. property rights, business environment, trade policies, micro finance laws and regulations
  • *Fiscal and financial*: financial viability at larger scale and beyond donor support; cost reductions, cost recovery, or budget commitments
Lessons 4

• **Spaces** (continued):
  - *Political*: ensure authorizing environment exists, political opposition managed, program protected from electoral cycles
  - *Environmental*: critical for many ag. projects (land, water, etc.)
  - *Cultural/social*: local cultures often opportunity/constraint; varies across communities/regions/countries; role of women critical opportunity or constraint
Lessons 5

• **Spaces (ctd):**
  - *Partnership:* look for national and international partners from the beginning; readiness to hand over (more) responsibility to national partners
  - *Learning:* M&E for internal and external knowledge; adapt M&E to scaling up agenda (not only impact, but also drivers, spaces, etc.)
Lessons 6

- **Scaling up and sustainability**: inter-dependent and related to same drivers/spaces

- **Risks**: scaling up entails risks, but probably less than fragmented, one-off projects; risks need to explicitly managed

- **Fragile states**: scaling up more difficult, but just as important, if not more so
Lessons for donors

• Support (don’t hinder) scaling up
• Move from a project-by-project to a programmatic/scaling-up approach
• Plan for the long-term, watch continuity, stick with it; but prepare for eventual hand-off
• Develop potential pathways early on and take proactive steps to plan and prepare for scaling up (go beyond “exit strategies”)
• Explore especially the institutional, policy, fiscal, learning and partnership spaces that allow scaling up
• Keep it simple
Selected References


Thank you!