



# 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**

Presentation at USAID GLEE  
Addis Ababa, Ethiopia

December 3, 2013  
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# What we'll talk about

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- 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

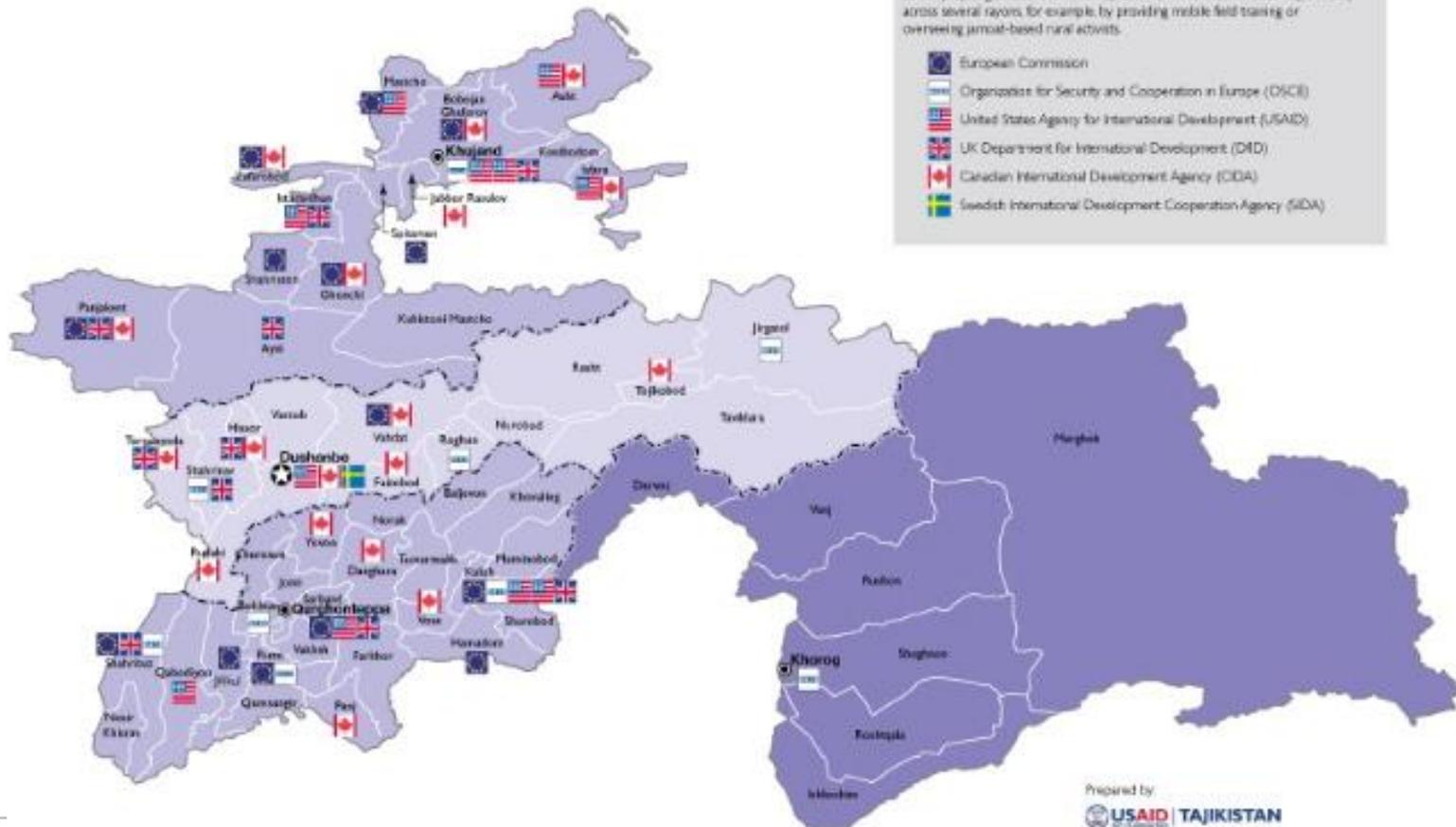
# Why worry about scaling up in aid?

- 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”)

# Tajikistan May 2008: Donor fragmentation...

## DONOR SURVEY

LEGAL AID / FARMER ASSISTANCE CENTERS, MAY 2008



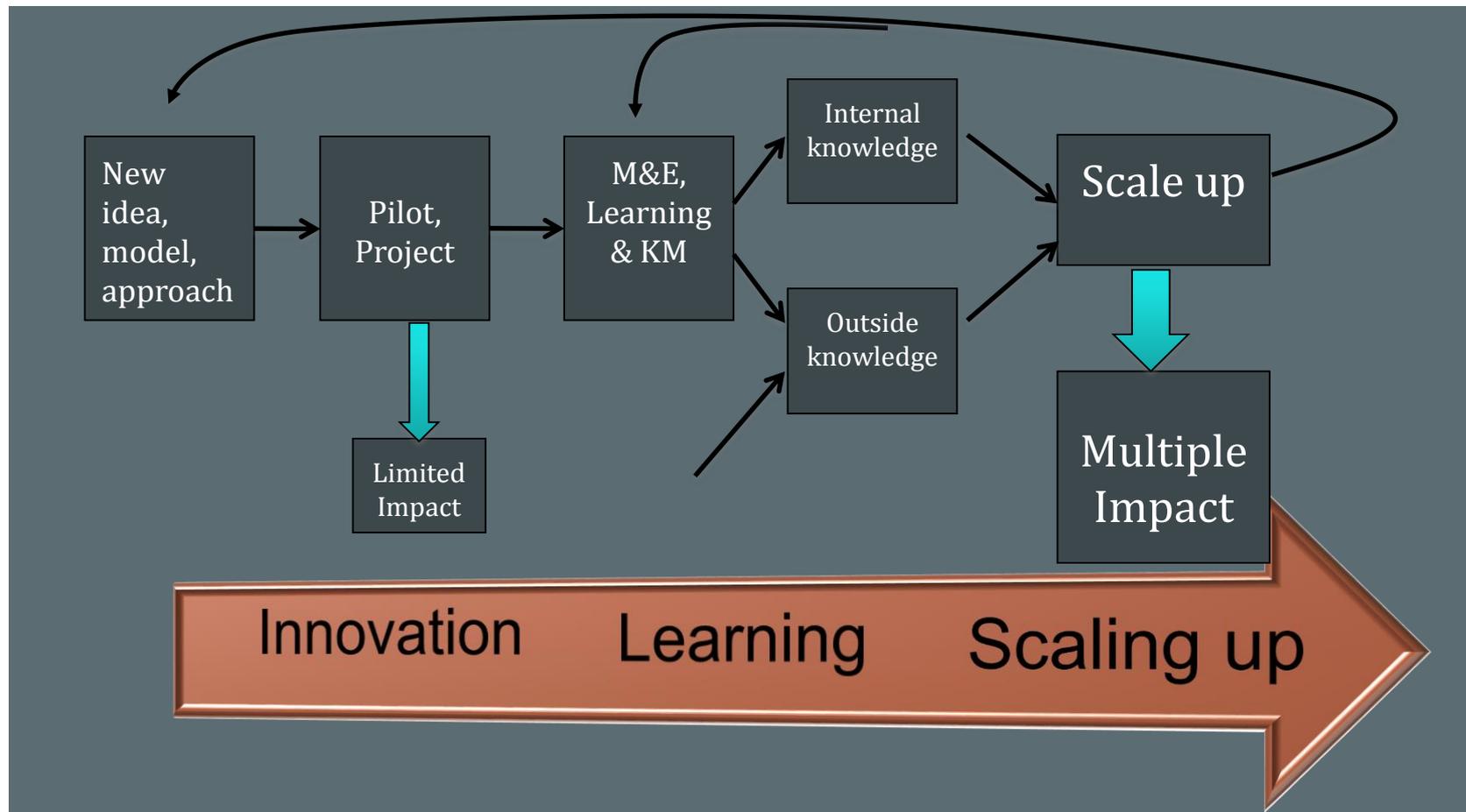


# A topic of growing interest

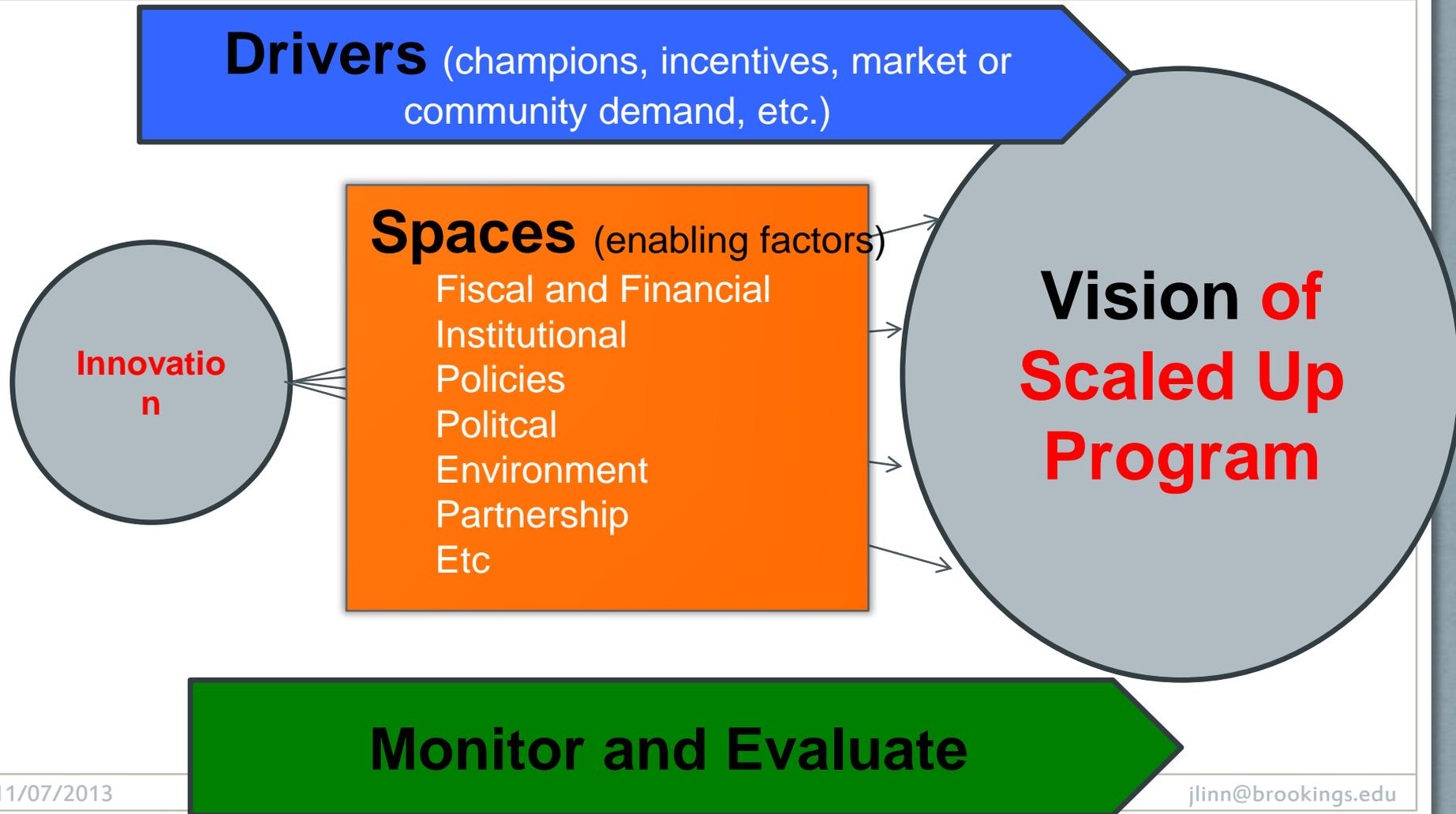
- Wolfensohn/World Bank/China: Shanghai 2004 conference and publications
- Wolfensohn Center for Development/Brookings: research/advice since 2005
- We have worked with IFAD, UNDP, JICA, KOICA, AusAID, World Bank, GTZ, IFPRI, USAID, Heifer International
- Busan HL Forum and Post-2015 HL Panel Report
- 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

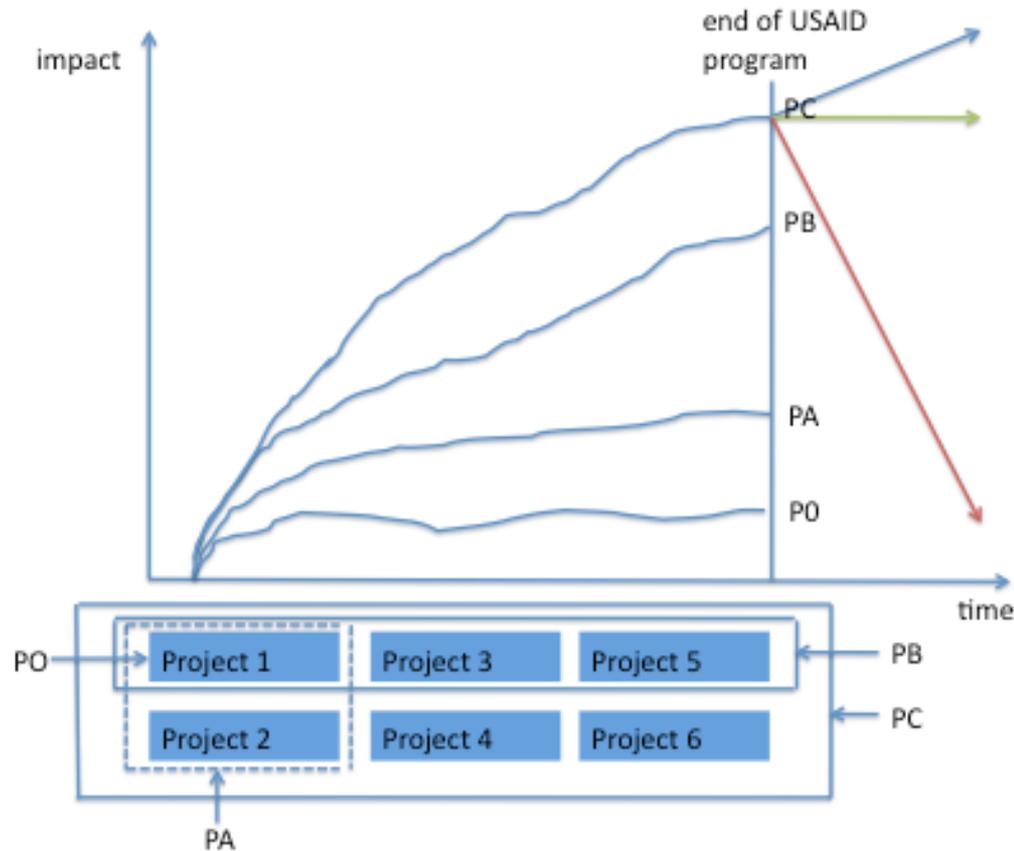
# Innovation, learning and scaling up as an iterative process



# Scaling up pathway: Which drivers and spaces?



# 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. What 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. Space 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

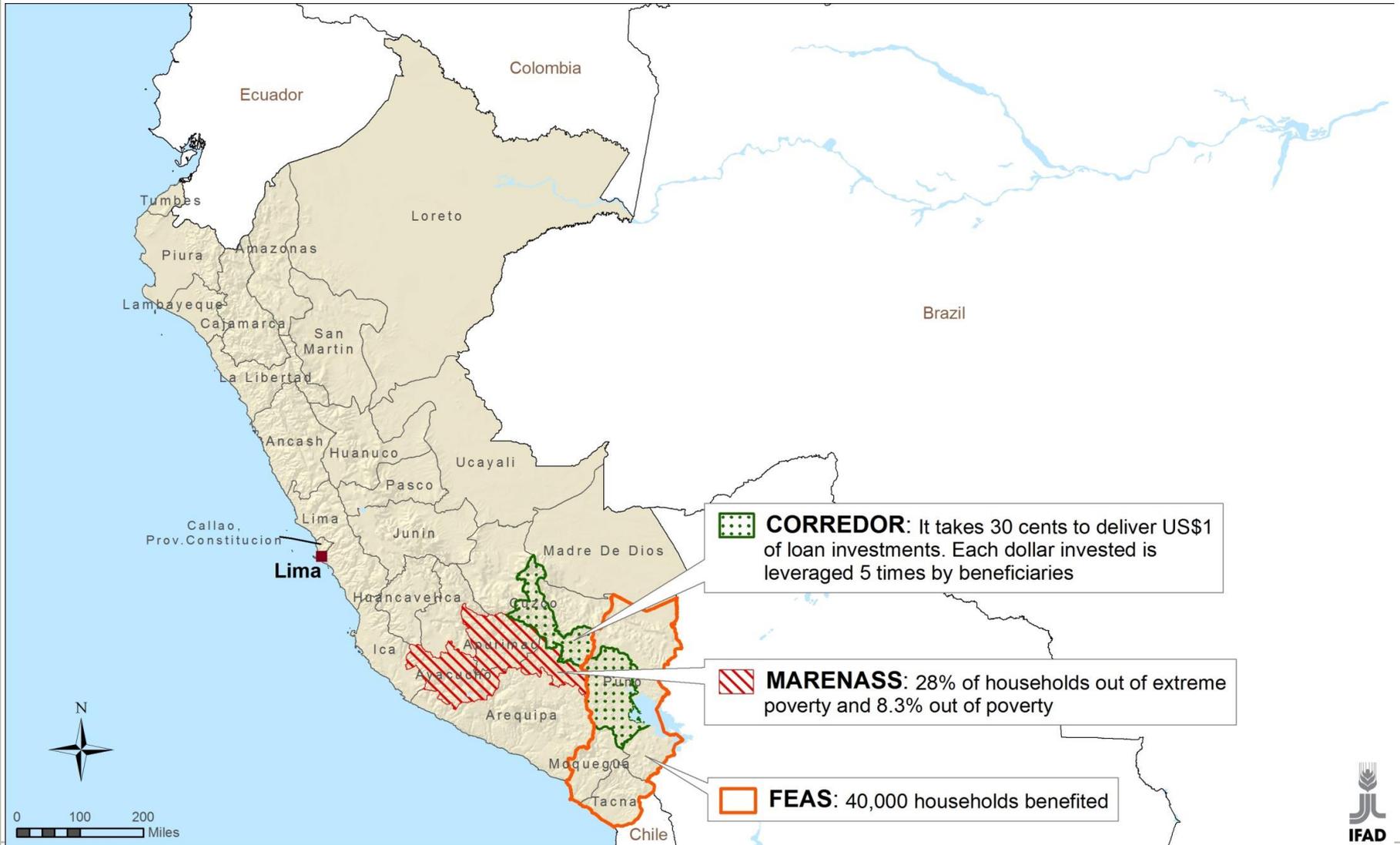
# Peru: Geographical expansion



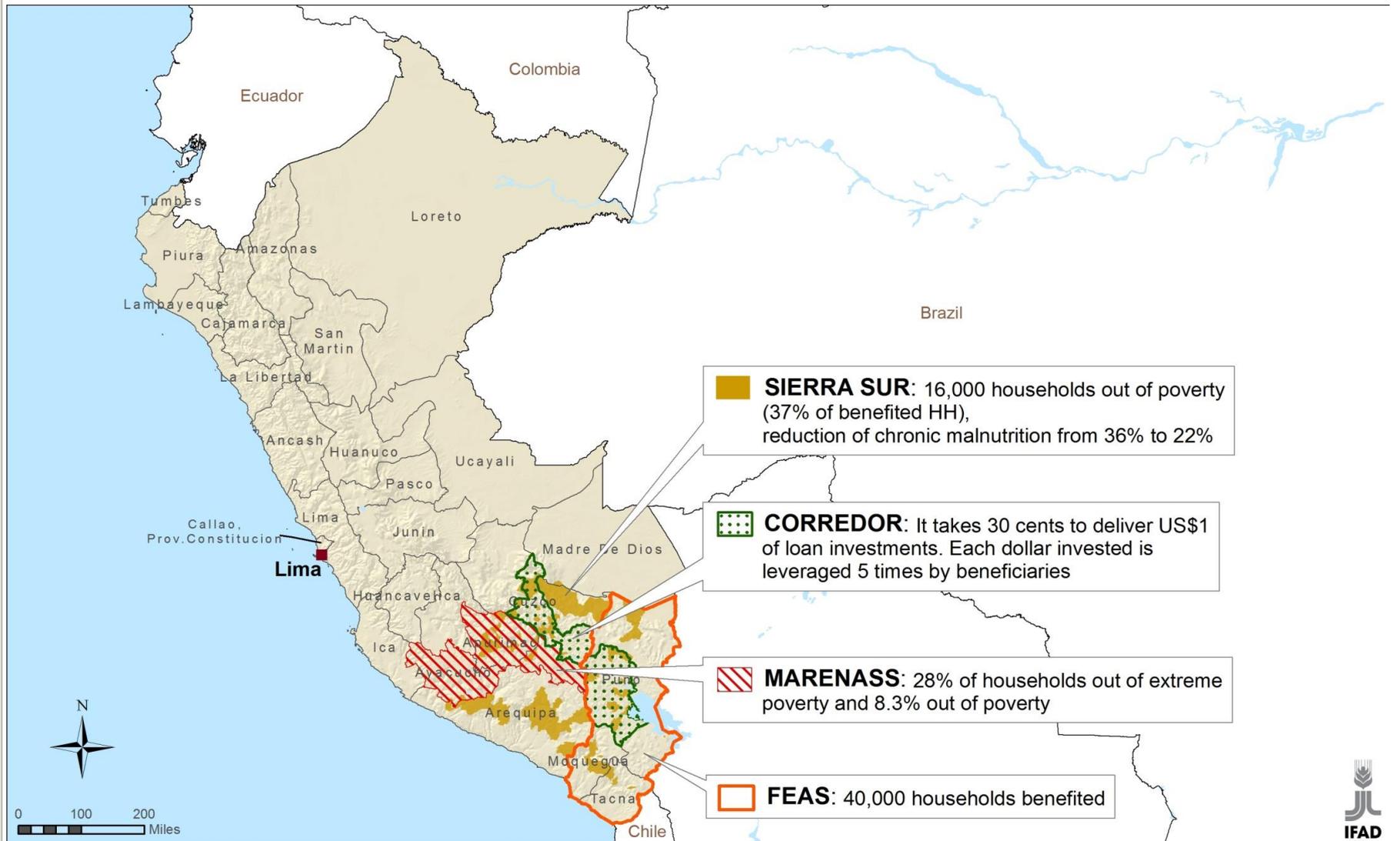
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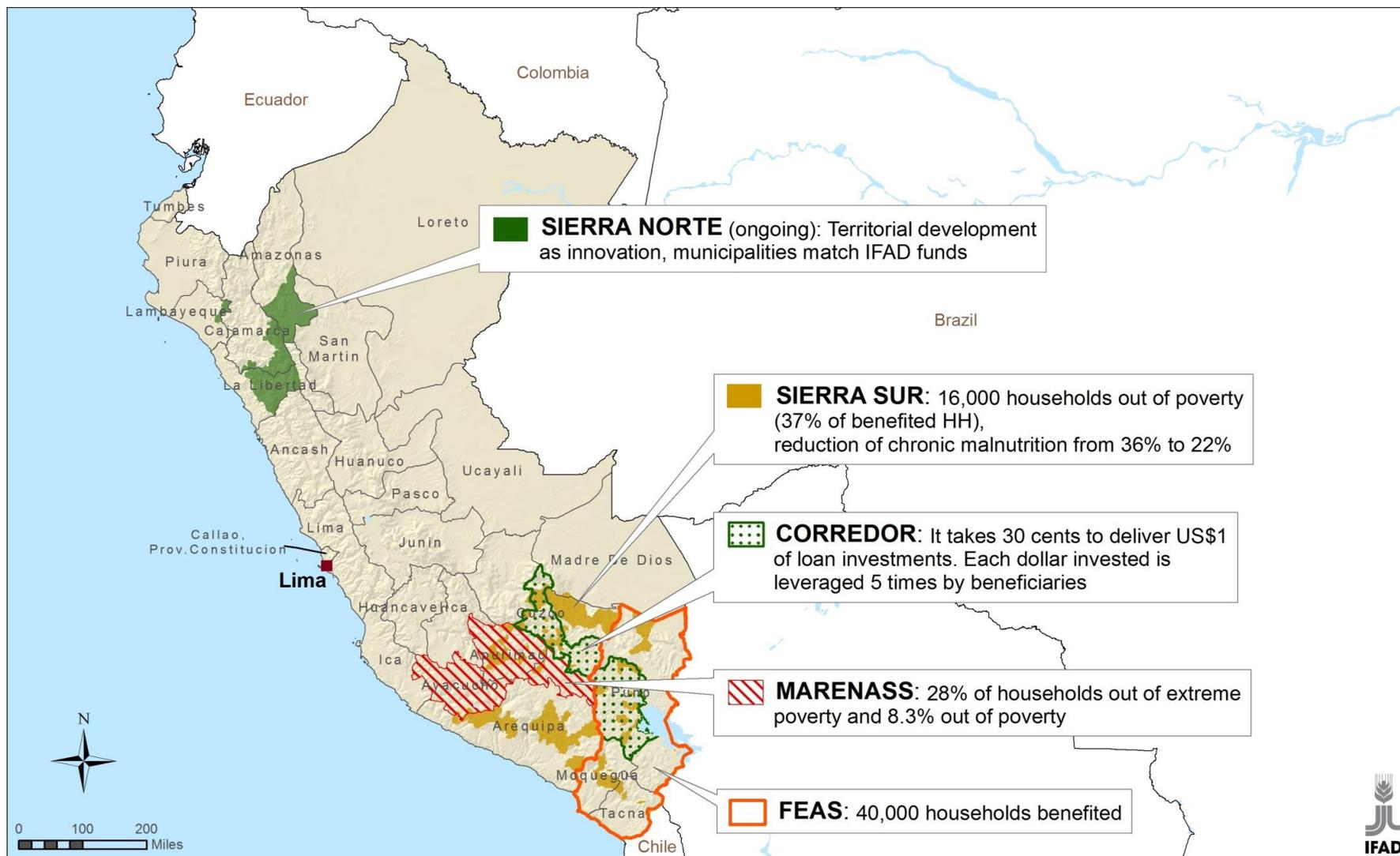
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# An example: Highland area development in Peru (IFAD)

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- Multi-dimensional scaling up
  - Geographic, functional, vertical
- Drivers
  - Innovative interventions

# Peru- Key innovations being scaled up



'Concursos' (competitions) around NRM



Local Resource Allocation Committees (LARC)



Local talents



Direct transfer of public funds



Women saving accounts

# 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, 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

\* J. Linn, ed. 2012 *Scaling Up in Agriculture, Rural Development and Nutrition*. 2020 Focus Briefs, No. 19. International Food Policy and Research Institute. Washington, DC

# 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

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Thank you!