

# Scaling Up in Agriculture

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A photograph showing two individuals working in a muddy rice paddy. They are bent over, planting young green rice seedlings into the water. The field is filled with rows of these seedlings. In the background, there is a steep, eroded bank with some green vegetation. A white pipe or channel runs across the field. The overall scene depicts agricultural labor in a rural setting.

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Bangkok, Thailand  
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# What we'll talk about

- Key lessons to keep in mind
- A framework of analysis: types, sequence, drivers and spaces
- Simple strategy and framing questions
- Two examples: success and not so much
- Lessons from experience
- References



# Four Things To Keep in Mind

1. Not all programs can or should be scaled up
2. Multiple pathways for scaling up. The choice depends on the program, target scale, and the environment (spaces)
3. Scaling strategy usually requires tradeoffs between
  - scale, impact, cost and equity
  - fidelity vs. adaptation
4. Principal challenges are:
  - Aligning incentives: political, economic, bureaucratic, social
  - Effective implementation capacity at scale
  - Unit production and delivery costs vs fiscal constraints or market demand

# Scaling up – A simple framework of analysis



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# Scaling up – what is it?

- It's not about more money (although that may help)
  - It's about more **reach** AND **more impact**
- It's not about individual projects (although they are important instruments for learning and validation)
  - It's about supporting **longer-term programs** of engagement and building momentum (drivers)
  - So that it is politically **sustainable** 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
  - It's about organizational and financial sustainability whether private or public
- It includes multi-dimensional sustainability

# Scaling up is Different

- Scaling up is not an engineering problem to be solved or plan to be executed, even for technological innovations.
- “[Scaling up] is a specific kind of management. A [program] is an institution, not just a product and so it requires a new kind of management specifically geared to its context ...”
- “[It requires] a business model, a product road map, a point of view about partners and competitors, and ideas about who the customer (s) will be.”

*Eric Ries, The Lean Startup, pp. 8,25*

# Scaling Up is different from Project Management

## Project Management

1. Linear
2. Beneficiaries and Non-Beneficiaries
3. Clear ownership and decision rights
4. Dedicated Resources
5. Skills: technical, management & financial

VS.

## Scaling Up

1. Non-linear & Iterative
2. Winners and Losers
3. Multi-stakeholder, “Nobody-in-Charge”
4. Usually not resourced
5. Skills: Boundary spanning, system strengthening, advocacy, aligning incentives

# 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

# Scaling up pathway: drivers & spaces

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

**Spaces** (enabling factors)

Fiscal and Financial  
Organizational  
Policies  
Political  
Environment  
Partnership  
Etc

**Innovation**

**Vision of Scaled Up Program**

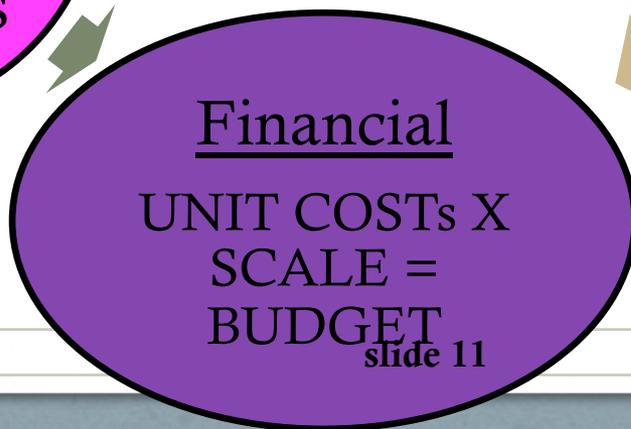
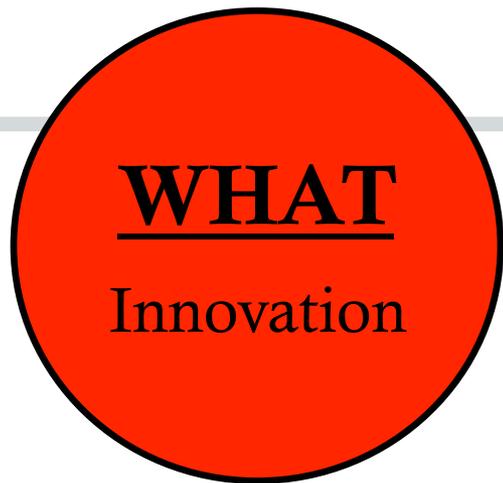
**Goals for Scaling Up:**  
*Monitor Process and Outcomes*

# The Innovation: What, How, Where

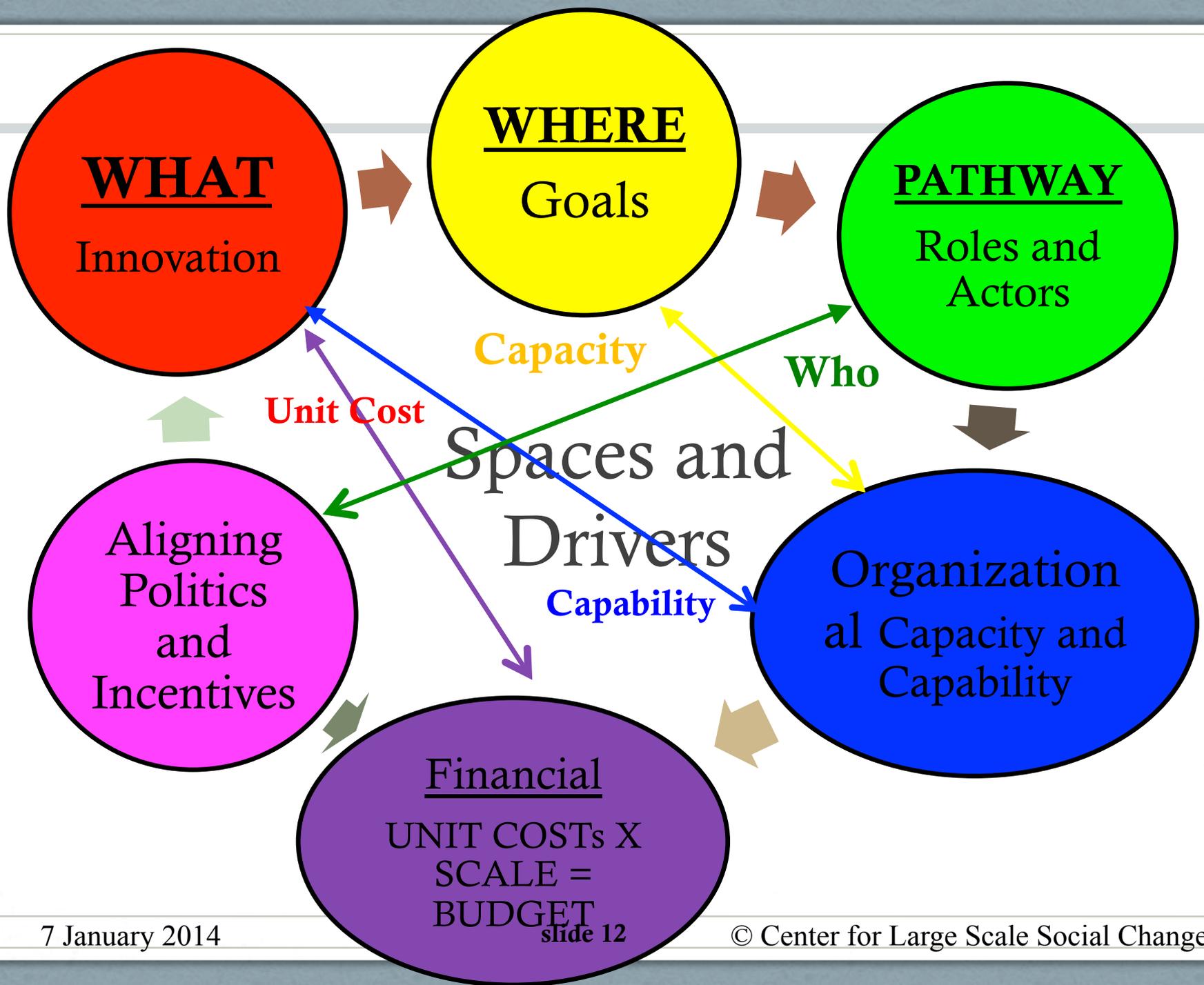
- Tangible and tacit knowledge are often as important as technical knowledge
- "How your customers learn about your product is part of your product."
- "How the product is delivered [and by whom] is as important as the product itself."

*Eric Ries, The Lean Startup    Patrick Vlaskovits, The Lean Entrepreneur*

- External Validity and the Context (spaces): beyond agro-ecological to include socio-cultural, gender, and accessibility (infrastructure, distance, density)



Spaces and  
Drivers



# Two Examples

Double Ditch Plastic membranes  
*Gansu Province, China*

Local Veterinary and Agricultural Extension  
Services –  
*Prey Veng and Svay Rieng -Cambodia*

# DD Plastic Membranes Gansu China

## Innovation/Scale

- Plastic Membranes > Corn > More Livestock > Closed loop farming > Biogas
- Cost effective, high ROR
- From 750 pilot farmers in 2009 to province wide (4m rural households) in 2015



# DD Plastic Membranes Gansu China

## Pathway(s)

- From a few farmers in one village in each township in one county to spread within/across counties, province of 4 million rural HH
- 100% costs subsidized initially, gradually phased out
- Expansion demand driven
- TA and \$ by county extension
- Adoption by provincial DOA



# DD Plastic Membranes Gansu China

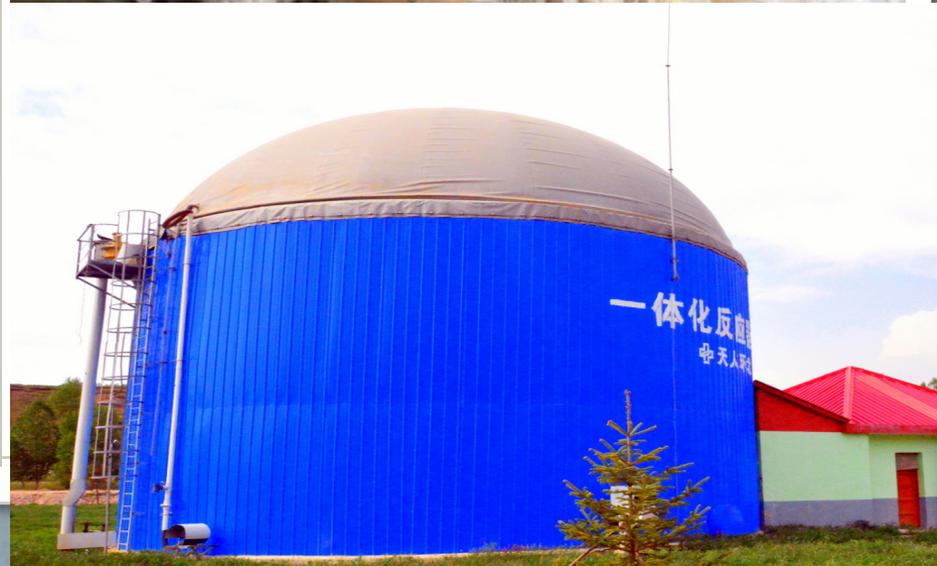
## Spaces and Drivers

- **Drivers:**

- DOA ownership & leadership
- High ROR, low cost, visible
- Bureaucratic incentives

- **Relevant Spaces**

- Organizational
- Political and policy
- Fiscal space
- Market space



# VEWs and VAHWs in Cambodia

## Use of private sector for delivery

- Challenge: limited public extension services, quality
- Train selected villagers to provide extension services
- Transition from project funding to fee for services
- Create VEWs, VAHWs associations and provide business & mgmt. training
- Market to villages, farmers



# VEWs and VAHWs in Cambodia

## Use of private sector for delivery

- **Drivers:**

- Largely IFAD owned
- High NEED for vet services

- **Spaces:**

- Organizational: weak DOA, local govt., and association capacity
- Fiscal/Financial Space: no COG \$
- Market Space: weak effective demand for services, ability to pay
- Political/Policy Space: Strong alignment on paper, not in practice



# Lessons 1: Pathways and Spaces

1. Use of existing pathways tends to replicate inequities – need to create/strengthen new ones
2. Identify pathways and scaling strategy early on, at the latest after proof of concept
3. Align innovation needs > pathways > spaces (fiscal, organizational, policy), how the “spaces” will be created if not already existing

# Lessons 2: Leadership and Spaces

1. Requires an intermediary organization and leadership to manage and coordinate; **create spaces**
2. Demonstration marketing and demand creation
3. Improving cost efficiency and adapting to local conditions
4. Advocacy and aligning market incentives, financing
5. Creating and coordinating of partnerships
6. Building organizational capacity
7. Strengthening the enabling environment

# Lessons 3: Drivers

1. Leadership in creating space (s)
2. The idea, model, innovation
3. Knowledge management: demonstration effects
4. Champions (individuals, groups)
5. Demand (market, communities): need into demand
6. Motivation (political, bureaucratic and market incentives)
7. External assistance

# Thank you!



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