Scaling Up in Agriculture

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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
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

<table>
<thead>
<tr>
<th>Project Management</th>
<th>Scaling Up</th>
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<tbody>
<tr>
<td>1. Linear</td>
<td>1. Non-linear &amp; Iterative</td>
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<tr>
<td>2. Beneficiaries and Non-Beneficiaries</td>
<td>2. Winners and Losers</td>
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<td>4. Dedicated Resources</td>
<td>4. Usually not resourced</td>
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<td>5. Skills: technical, management &amp; financial</td>
<td>5. Skills: Boundary spanning, system strengthening, advocacy, aligning incentives</td>
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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

Vision of Scaled Up Program

Goals for Scaling Up: Monitor Process and Outcomes

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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

**WHAT**
Innovation

**WHERE**
Goals

**PATHWAY**
Roles and Actors

**Aligning Politics and Incentives**

**Financial**
UNIT COSTs X SCALE = BUDGET

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Spaces and Drivers

WHAT
Innovation

WHERE
Goals

PATHWAY
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Aligning Politics and Incentives

Financial
UNIT COSTs X SCALE = BUDGET

Organization al Capacity and Capability

Unit Cost

Capacity

Who

Capability
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

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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

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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
Selected References


R. Kohl. 2013. “Integrating Scaling Up in IFAD Programs in China”. Unpublished paper for IFAD’s China program. IFAD’s Strategy and Knowledge Management (SKM) department and the Asia and Pacific Region division, IFAD’s Program Management department. IFAD, Rome, Italy

