Scaling Up Agriculture

Speakers

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Julie Howard is Chief Scientist at BFS and serves as Senior Advisor on Agricultural Research, Extension and Education. In this role she oversees the implementation of the Feed the Future research strategy. Before joining USAID in 2011, she was the Executive Director and CEO of the Partnership to Cut Hunger and Poverty in Africa. Howard served as a Peace Corps Volunteer in the Dominican Republic and holds a Ph.D. in agricultural economics from Michigan State University, and Master’s and undergraduate degrees from the University of California, Davis, and The George Washington University.
Richard Kohl
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Richard Kohl is an international thought leader in the scaling up of innovative social change programs. Kohl is the founder and principal of the Center for Large Scale Social Change LLC, which provides strategic thinking, process and system analysis, and thought partnership and training to support the scaling up of high-impact innovations. In addition to many social enterprises and NGOs, he has worked with or for international donors like IFAD, USAID, World Bank, UNICEF, UNFPA, DFID and foundations including Ford, Nike, MacArthur, Packard and Rockefeller. Kohl holds a PhD in Economics from the University of California - Berkeley and a BA from Swarthmore College.
Johannes Linn is a Nonresident Senior Fellow in the Global Economy and Development Program at the Brookings Institution. He was also the Director of the Wolfensohn Center for Development, where he developed a major program of action-oriented research on scaling with IFAD and other partners. Prior to working with the Brookings Institution Mr. Linn served as the World Bank’s Vice President for Financial Policy and Resource Mobilization and the Vice President for Europe and Central Asia. Mr. Linn studied law at the Free University Berlin, and received his training as an economist at Oxford University (BA), and at Cornell University (PhD). He is a German National.
Scaling Up in Agriculture

Dr. Richard Kohl
Center for Large Scale Social Change

Presentation for USAID BFS
Reagan Building, Washington, DC
29 January 2014
Four Things Revisited

1. Multiple pathways for scaling up. The choice depends on the program, target scale, and the environment (spaces)

2. Scaling strategy usually requires tradeoffs between
   - scale, impact, cost and equity
   - fidelity vs. adaptation

3. Principal challenges are four spaces and a driver:
   - Aligning incentives and politics: vertical and horizontal
   - Effective organizational implementation capacity at scale
   - Financial: Unit production and delivery costs vs fiscal constraints, profitability for private delivery, prices points affordable by the poor

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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 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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Seven Types of scaling up

1. **Horizontal** replication, from one geographic area to another (including across borders → South-South cooperation)

2. **Vertical** scaling-up (policy, legal, institutional reform for mainstreaming an approach)

3. **Functional** expansion, by adding additional functional areas of engagement

4. **Virtual** – Using ITC as the major delivery mechanism

5. **Demand Driven**: pace of scaling driven by new beneficiaries and users seeking out the innovation

6. **Supply-Driven**: “push” from existing to new adopters

7. **Spontaneous vs. Managed**: leave adopters to do it themselves, vs. pro-actively manage the process
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

Innovation

Goals for Scaling Up: Monitor Process and Outcomes

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Scaling Up as a Sequence

Scaling Up is almost always non-linear, iterative, with multiple feedback loops. No right sequence

1. Assess Scalability
2. Identify the Model: What needs to be scaled up?
3. Identify the Small-Scale Context: Organization, Environment and System
4. Setting Goals for Scaling Up (Where)
5. Iteratively Analyze Spaces (Large Scale Context & Environment)
6. Choose Roles and Pathways
7. Align the Model, Goals/Vision, Spaces and Pathways
8. Translate the Drivers into a Scaling Process
9. Clear Organizational Responsibility, Resources and Skills for Leading Scaling Process
What Makes a Model Scalable?

1. **Credible**: evidence of success, endorsements, causality
2. **Observable**: you can see and feel the results
3. **Relevant**: relates to objectively important issues, policy priorities, felt needs of beneficiaries (actual demand vs. objective need)
4. **Winners and Losers**: who are the stakeholders who will benefit or lose from large scale implementation? Relative power?
5. **Clear Advantage**: over existing policy, programs, practices or other promising new alternatives i.e. cost effective
6. **Easily Implementable (intrinsic)**: in new contexts, beneficiaries
7. **Easy to Adopt and Transfer (extrinsic)**: compatible with existing capabilities or feasible and affordable capability building (space exists and is easily created)
8. **Affordable**: Within financial/budgetary constraints at scale (unit cost x desired scale), or price point within means of target users
"How the product is delivered [and by whom] is as important as the product itself."

Patrick Vlaskovits, The Lean Entrepreneur
External Validity, Implementation, EcoSystem

- the HOW (tacit and intangible elements) vs. the WHAT
- What external factors affect the outcome?
  - Value Chain/Upstream and Downstream
  - Social and cultural context – role of gender
  - Transportation, population density and ACCESS
- What parts of the system are internal vs. external?
  - Partial/Comprehensive: Demand, Supply & Delivery
  - Supporting Institutions: Upstream/Downstream
  - Governance & Local implementation capacity
- What are the organizational requirements (capabilities) required to implement the program?
- What changes at scale: Labor Supply, Input/Output Prices, Other?
- (Dis)Economies of Scale and Scope: Lumpiness
Key Spaces

• **System/Market:**
  - What support/complementary services or parts of the value chain are needed for the program to be successful?
  - What organizations could fill those roles?

• **Organizational**
  - At Scale: Sanction, Manage, Implement, Participate, Monitor, (System/Market)
  - Going to Scale: Advocacy, Marketing, Partnerships, Capacity and Capability Building
Key Spaces (2)

- **Financial/Resources**: What resources are needed and where are they going to come from? Financial? Human? Infrastructure?

- **Policies (policy enabling environment)**

- **Political** -- broadest sense of the word.
  - Who has to agree to what roles? Why would they agree?
  - Who are the winners and losers?

- Does the needed Space exist in each area or does it have to be created? How? Who?
Aligning the Strategy

WHERE
Goals

WHERE
Goals

WHERE
Goals

WHERE
Goals

WHAT
Innovation

Do these actors have the capability to implement the model with quality? Adapt it?

Do these actors have the capacity to implement at the target scale?

Are the unit costs of the model x scale ≤ financial/budget constraint?

SPACES
Organizational
Financial
Political
Ecosystem

CHOOSE PATHWAYS
Roles and Actors

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Key Drivers

• Champions and Stakeholders
• Incentives and Motivation
• Intermediary role in Going to Scale
• Demand (versus Need)
• External Drivers
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

4. Scaling Up often best done in phases
Lessons 2: Leadership and Intermediary

Requires an intermediary organization and leadership to manage and coordinate; create spaces and drive the scaling up process

• Demonstration marketing and demand creation
• Improving cost efficiency
• Advocacy and aligning market incentives, financing
• Creating and coordinating of partnerships
• Building organizational capacity
• Strengthening the ecosystem/enabling environment
• Monitoring for fidelity and adapting to local conditions
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
Thank you!

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Thank you for joining us!

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Upcoming Events

February Ag Sector Council | Drought Tolerant Rice

Agrilinks and the AG Sector Council Seminar Series are products of the USAID Bureau for Food Security under the Feed the Future Knowledge-Driven Agricultural Development (KDAD) project.