Scaling-up for Agricultural and Community Development
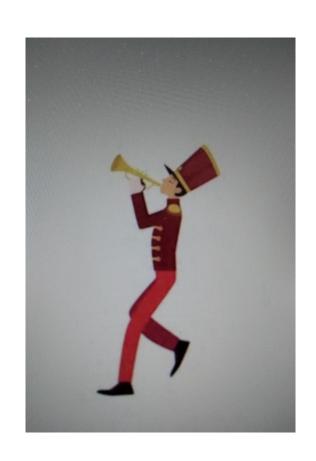
Eduardo A. Sabio, Ph.D.
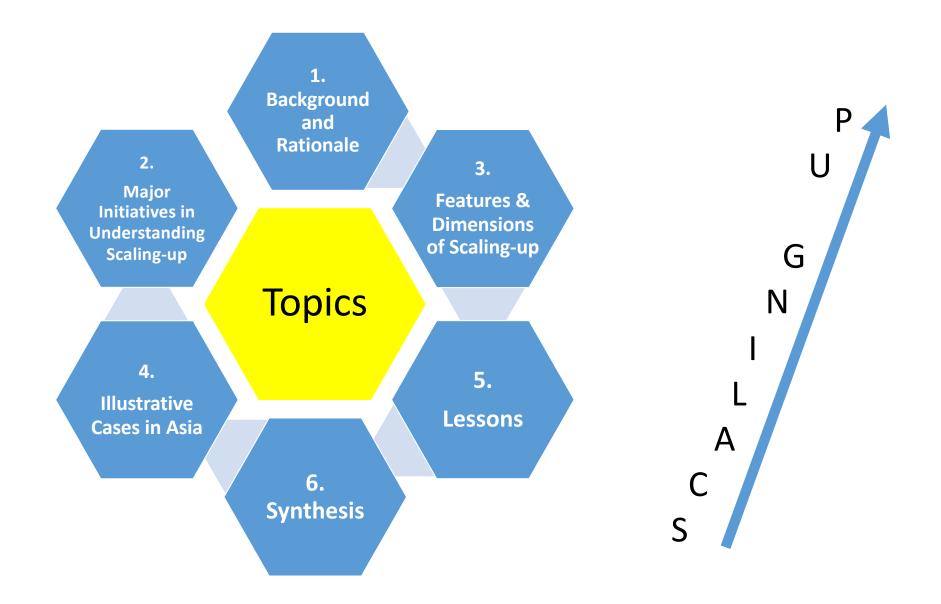
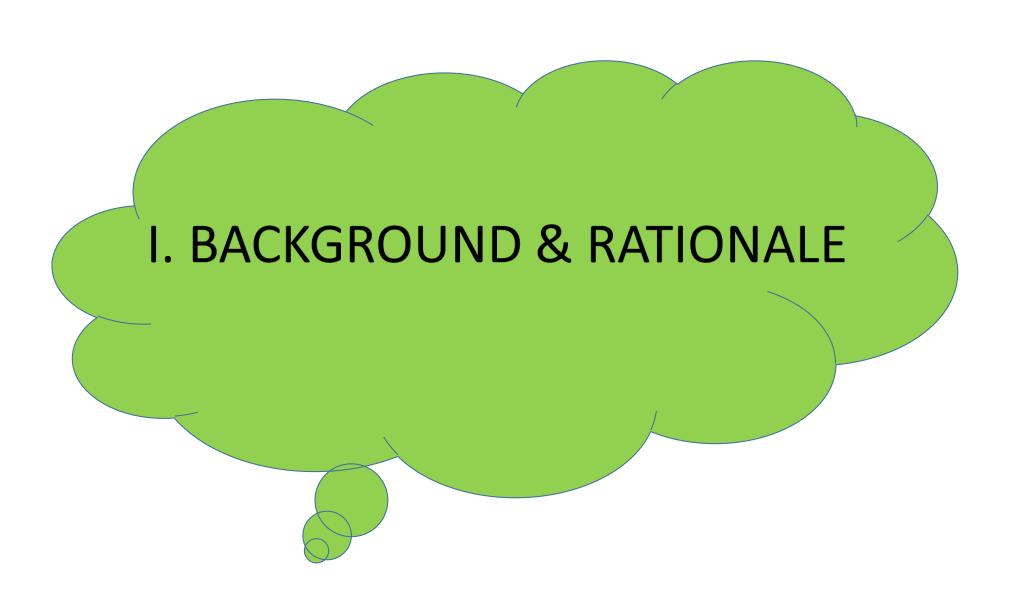**Regional Director, ECHO Asia**

Purpose of presentation

To 'trumpet' the issue of scaling-up - *as an instrument of achieving improved lives for the greatest number of people more quickly* - by highlighting:
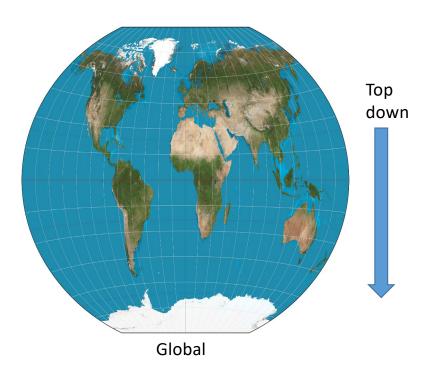
- Importance in bringing about outcomes and impacts;

- Key features, elements and dimensions; and

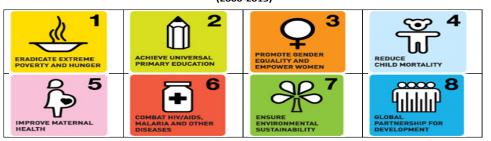- How can we make it happen in our work.

1.
Background and Rationale

2.
Major Initiatives in Understanding Scaling-up

3.
Features & Dimensions of Scaling-up

Topics

4.
Illustrative Cases in Asia

5.
Lessons

6.
Synthesis

SCALING UP

I. BACKGROUND & RATIONALE

GLOBAL DEVELOPMENT PERSPECTIVE

Global

Top down

The 8 MDG Goals
(2000-2015)

1. ERADICATE EXTREME POVERTY AND HUNGER
2. ACHIEVE UNIVERSAL PRIMARY EDUCATION
3. PROMOTE GENDER EQUALITY AND EMPOWER WOMEN
4. REDUCE CHILD MORTALITY
5. IMPROVE MATERNAL HEALTH
6. COMBAT HIV/AIDS, MALARIA AND OTHER DISEASES
7. ENSURE ENVIRONMENTAL SUSTAINABILITY
8. GLOBAL PARTNERSHIP FOR DEVELOPMENT

SUSTAINABLE DEVELOPMENT GOALS
17 GOALS TO TRANSFORM OUR WORLD

1. NO POVERTY
2. ZERO HUNGER
3. GOOD HEALTH AND WELL-BEING
4. QUALITY EDUCATION
5. GENDER EQUALITY
6. CLEAN WATER AND SANITATION
7. AFFORDABLE AND CLEAN ENERGY
8. DECENT WORK AND ECONOMIC GROWTH
9. INDUSTRY, INNOVATION AND INFRASTRUCTURE
10. REDUCED INEQUALITIES
11. SUSTAINABLE CITIES AND COMMUNITIES
12. RESPONSIBLE CONSUMPTION AND PRODUCTION
13. CLIMATE ACTION
14. LIFE BELOW WATER
15. LIFE ON LAND
16. PEACE, JUSTICE AND STRONG INSTITUTIONS
17. PARTNERSHIPS FOR THE GOALS

SUSTAINABLE DEVELOPMENT GOALS

LOCAL DEVELOPMENT PERSPECTIVE

Local

Bottom-up

Participatory &
People-centered
Development
Agenda

Global Agenda

Local Agenda

Global-Local Gap
& Disjoint
Remains!

NGOs' Value Addition in Development Sector

- Since late 1970s, NGOs played increased prominent role in the development sector.

- Widely praised for their strengths as innovative and grassroots driven organizations.

- Possess desire and capacity for participatory and people centered forms of development.

- Filled gaps left by the failure of states across the developing world in meeting the needs of their poorest citizens (Banks and Hulme, 2012).

- ✓ NGOs served as development alternative, offering innovative and people-centered approaches to service delivery, advocacy and empowerment.

NGOs' Limitations in Development Sector

- Limited resources
- *Small champions*
- Spread-out 'sparks'
- Sustainability
- Outside mainstream
- NGOs and Governments are 'strange bedfellows'
- Etc.

Scaling-up Initiatives & Milestones

1.0   **Late 1990s** - Recognition on the importance of proper planning and management of scaling-up in Sustainable Agriculture by:

       a. Consultative Group on International Agricultural Research-Non-Government Organization (CGIAR-NGO) Committee

       b. Global Forum for Agricultural Research (GFAR)

       C. International Institute of Rural Reconstruction (IIRR)

1.1   Oct 22-23, 1999 = Washington Workshop:

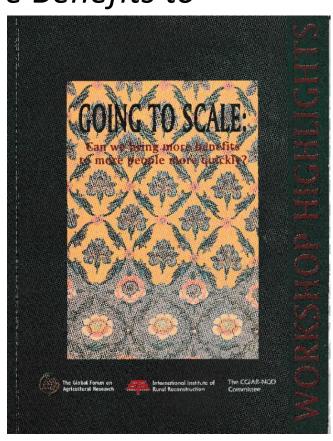*"Scaling-up Sustainable Agriculture Initiatives"*

Focus:
- Principles explaining success of initiatives at the local levels for extrapolation to wider/higher levels;

- Scaling-up methodologies/approaches; and

- Obstacles to scaling-up and how to overcome them.

1.2 April 10-14, 2000 = Philippine Workshop:

"Going to Scale: Can We Bring More Benefits to More People More Quickly?"

Goal:

To generate guideposts and list of available & emerging tools for development stakeholders, particularly SA practitioners, for use in the scaling-up efforts.
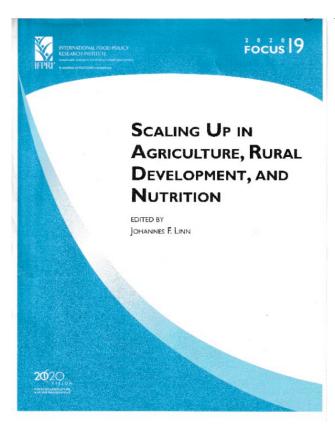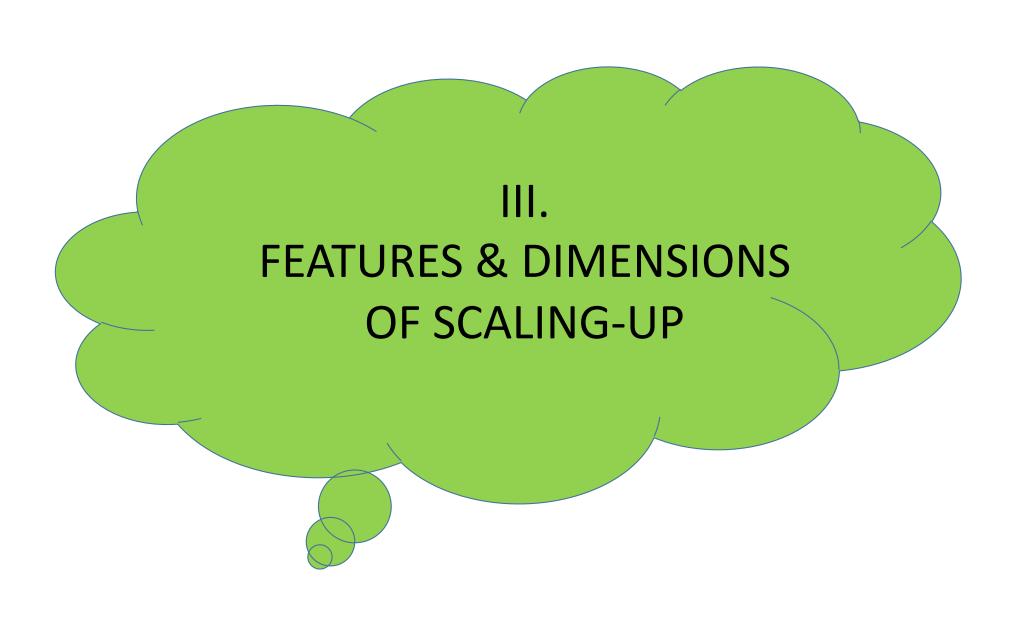
2.0 Oct 2007 – IFPRI 2020 Vision (Focus Brief on the World's Poor and Hungry People)

- Scaling Up: A Path to Effective Development (Hartman and Linn, 2007):

  ✓ Building Blocks of Scaling Up: Vision

                                     Drivers

                                     Spaces to Grow

  ✓ Lessons

3.0   June 2012 – IFPRI "2020 Vision for Food, Agriculture and the Environment"

- Scaling Up in Agriculture, Rural Development, and Nutrition (Linn, ed.):
  - ✓ 20 Policy Briefs
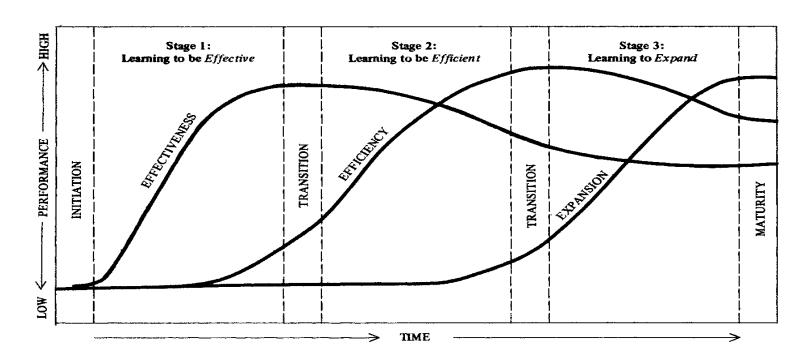
III.
FEATURES & DIMENSIONS OF SCALING-UP

Scaling-up Defined:

1. "Bringing more quality <u>benefits</u> to more people over a wider geographical area more quickly, more equitably and more lastingly" (IIRR, 2000).

2. "Taking successful <u>projects, programs or policies </u>and expanding, adapting and sustaining them in different ways over time for greater development impact" (Hartmann and Linn, 2007).

3. 'Expansion, replication and adaptation of successful development <u>interventions</u> to new and different context, for greater and sustained impact' (Fan and Pandya-Lorch, 2012).

Building Blocks of Scaling-up (3)

(Hartmann and Linn, 2007; Linn, 2012)

1. **Vision** = intentional design to go beyond the pilot at the outset

(Korten, 1980. Community Organization and Rural Development: A Learning Process Approach)

2. Drivers:

2.1 <u>Innovative ideas and models</u> - an idea or model that works at a small scale.

2.2 <u>Leader/champion</u> - Visionary leaders or champions

2.3 <u>External catalysts</u> - Political and economic crises or pressure from outside actors (e.g., donors, NGOs, etc.)

2.4 <u>Incentives and accountability</u> - rewards, competitions, political pressure, community demand, peer reviews, & independent evaluations.

3. Spaces to grow:

3.1 <u>Fiscal/financial space</u> - Fiscal and financial resources.

3.2 <u>Policy space</u> - Policy and legal framework.

3.3 <u>Market space</u> – Economic and market opportunities & benefits.

3.4 <u>Institutional capacity space</u> - Organizational, staff & institutional capacity.
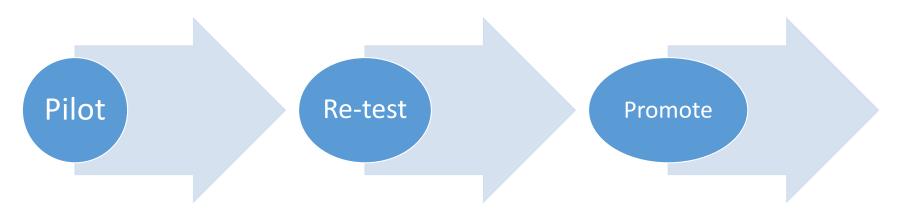
Spaces to grow…

3.5 <u>Political space</u> - political support for a scaled-up intervention.

3.6 <u>Natural resource/environmental space</u> - impact on natural resources and the environment (i.e., harmful effects mitigated & beneficial impacts promoted).

3.7 <u>Cultural space</u> - cultural & local practices and norms

3.8 <u>Partnership space</u> – mobilization of partners & stakeholders.

3.9 <u>Learning space</u> - knowledge about what does and doesn't work harnessed through M&E, knowledge sharing, and training.

Pathways for Scaling-up

(Hartmann and Linn, 2007; Linn, 2012)

= sequence of steps that need to be taken to ensure that a successful pilot or practice is taken from its experimental stage through subsequent stages to the scale ultimately judged to be appropriate.
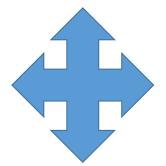
Pilot → Re-test → Promote

Pathways......

1. **Geographic** – expansion of services to more clients in a given geographic area.

2. **Horizontal** – replication from one geographical area to another.

3. **Vertical** – moving from a local or provincial engagement to a nationwide engagement.

4. **Functional** – addition of programmatic areas of engagement.

4. ILLUSTRATIVE CASES

Bangladesh: Expanding Community Interventions to Improve Nutrition	**Indonesia:** Integrated Pest Management (IPM)
Philippines: Landcare and Natural Resources Management	**Vietnam:** System of Rice Intensification (SRI)

Case 1:
Alive & Thrive: Expanding Community Interventions to Improve Nutrition in Bangladesh

Vision	• Rolling out the pilot in mid-2009 in one urban slum and three rural subdistricts (*upazilas*) and expand scale.	
Drivers	• Leaders of BRAC & Gates Foundation	• Learning grant from Gates (incentive)
	• Dismantling of Bangladesh's National Nutrition Program (external)	• Ideas and models from former successes in breastfeeding and feeding programs.
Spaces to Grow	• Financial space	• Political space
	• Institutional space	• Learning space
Pathways	• Geographic	• Functional

Case 2
Integrated Pest Management (IPM) by Farmers in Indonesia

Vision	• A new paradigm of agroecology, and fresh view of the role of farmers in agricultural development and management.	
	• Movement strategy … in order to get IPM out.	
Drivers	• FAO-IPM Inter-country Program in Asia	• IPM in response to crisis in rice production stemming from the overuse of insecticides
Spaces to Grow	• Natural resource/ environmental space	• Policy space
	• Fiscal/financial space	• Partnership space
	• Learning space	• Institutional space
Pathways	• Horizontal	• Functional

Case 3
Landcare and NRM Planning Process in Northern and Central Mindanao, Philippines

Vision	• Share and disseminate 'Landcare' technologies, experience and lessons	
Drivers	• ICRAF - research on hedgerow technologies for decades	• Innovative ideas and models - alternative systems addressing technical and institutional issues of conservation farming
Spaces to Grow	• Natural resource/ environmental space	• Policy
	• Learning	• Partnership
Pathways	• Geographic	• Vertical

Case 4
System of Rice Intensification (SRI) in Northern Vietnam

Vision	• Move from local to national	
	• Impact beyond SRI implementation, into capacity building of farming communities and extension services	
	• Multi-level mobilization: National-Provincial-Local	
Drivers	• OXFAM - External catalyst	• SRI, an innovative idea
Spaces to Grow	• Natural resource/ environmental space	• Policy space
	• Fiscal/financial space	• Partnership
	• Institutional	• Learning
Pathways	• Geographic	• Vertical
	• Horizontal	• Functional

SUMMARY PROFILE OF ILLUSTRATIVE CASES

Cases	Vision	Drivers	Spaces to Grow	Pathways
Community Nutrition - Bangladesh	**Explicit** design for scaling-up at the outset	Organization Innovative idea Challenges Incentives	Financial Political Institutional Learning	Geographic Functional
IPM - Indonesia	**Explicit** design for scaling-up at the outset	Organization Innovative idea Challenges Incentives	Financial Policy Institutional Learning Partnership Natural resource Partnership	Geographic Horizontal Functional
Landcare & NRM- Philippines	Implicit design for scaling-up at the outset	Organization Innovative idea Challenges Incentives	Policy Learning Natural resource Partnership	Geographic Vertical
SRI – Vietnam	**Explicit** design for scaling-up at the outset	Organization Innovative idea Challenges Incentives	Financial Policy Institutional Learning Natural resource Partnership	Geographic Horizontal Vertical Functional

5. LESSONS IN SCALING UP

✓ Scaling up needed leadership and values.

✓ Scaling up needs political constituencies.

✓ Scaling up needs incentives and accountability.

✓ Scaling up needs systematic monitoring and evaluation.

✓ Scaling up benefits from orderly and gradual process.

6. SYNTHESIS

➢ Scaling up is not an end in itself but an instrument to achieve the goal of improved lives for the greatest number of people.

➢ The bottom line: *Empowerment and Social Change*
   = More quality **benefits** to more people more quickly, more equitably, more lastingly over a wider geographic areas.