

IRRI and CRISP (2018) Proceedings of the Workshop on 'Scaling Up Knowledge' 15-16 May 2018, Bhubaneswar, Odisha

IRRI (The International Rice Research Institute) is the world's premier research organization dedicated to reducing poverty and hunger through rice science; improving the health and welfare of rice farmers and consumers; and protecting the rice-growing environment for future generations. The institute, headquartered in Los Baños, Philippines, has offices in 17 rice-growing countries in Asia and Africa (www.irri.org).

CRISP (The Centre for Research on Innovation and Science Policy) is a non-profit research organization engaged in research and capacity development on Agricultural and Rural Innovation with a special focus on Extension and Advisory Services. It also hosts the Secretariat of the Agricultural Extension in South Asia (AESAN) Network (www.aesagfrs.net) and is based in Hyderabad, India (www.crispindia.org).

CONTEXT

‘Scaling up’ is not a new concept among development practitioners and academics. Discussions on this concept had started as early as the 1970s. But it has been brought to the forefront of the development agenda within the last decade, especially since the issue of development effectiveness has become a priority for development agencies, donors and governments (UNDP 2011).¹ There is a concern that ‘scaling up is often attempted without proper guidance, preparation and tools, leading to a frustrating experience’ (Binswanger-Mkhize et al. 2009).²

With regard to scaling up, we need to be interested in the magnitude and reach of the impact, the quality of the impact, the impact for whom, and over what time period. Expansion and replication are intentional and planned types of scaling up. According to the World Bank (2005),³ scaling up means expanding, adapting and sustaining successful policies, programs and projects in different places and over time to reach a greater number of people (also see Holcombe 2012:18).⁴ The World Bank also argues that scaling up involves both ‘means’ (for example, replication, spread, or adaptation of techniques, ideas, approaches, and concepts) as well as ‘ends’ (that is, increased scale of impact) (Anderson 2012).⁵

The International Rice Research Institute (IRRI) over the past few years has been working towards scaling up several types of new knowledge that its research has generated in Odisha. While it has achieved some success, a lot more needs to be done to scale up new knowledge. This workshop, organized by IRRI in collaboration with the Centre for Research on Innovation and Science Policy (CRISP), was intended to facilitate IRRI researchers and its partners in approaching scaling up systematically. The two-day interactive learning workshop on ‘Scaling up Knowledge’ held at Bhubaneswar during 15-16 May 2018, aimed to broaden the understanding of scaling up among IRRI staff and help them to deploy a broader set of tools while planning scaling up in the state of Odisha.

Objectives

The specific objectives of this learning workshop were to:

1. Broaden the understanding of scaling up;
2. Provide new tools and approaches for scaling up technologies, processes and policy.

¹UNDP. 2011. Poverty reduction scaling up local innovations for transformational change. USA: United Nations Development Programme.

²Binswanger-Mkhize HP, de Regt JP and Spector S. 2009. Scaling up local and community driven development: A real world guide to its theory and practice. Washington D.C.: The World Bank.

³World Bank. 2005. Reducing poverty, sustaining growth: Scaling up poverty reduction. Case Study Summaries. A Global Learning Process and Conference. Shanghai, May 25-27, 2004.

⁴Holcombe S. 2012. Lessons from practice: Assessing scalability. Massachusetts: The Heller School for Social Policy & Management, Brandeis University.

⁵Anderson I. 2012. Scaling development results. A literature review and implications for Australia’s aid program. Canberra: Aus Aid.

Twenty one IRRI staff handling diverse positions in the organization participated in this workshop. Annexure 1 has the detailed list of participants. The workshop used a highly interactive learning methodology to engage participants actively in the learning process, which included case analysis, individual card exercises, and group discussions, supported with a few power point presentations. Each session was interspersed with question and answer (Q&A) slots as well.

Day 1

SESSION 1: INTRODUCTION

The workshop commenced with a brief informal welcome address by Dr Ranjitha Puskar, Theme Leader - Catalysing Innovation for Health, Equity and Resilience, IRRI. She emphasised the need and timeliness for a workshop on scaling up knowledge in light of IRRI's plan to formulate a scaling up strategy for its Government of Odisha Project. Thereafter, each participant was invited to briefly introduce herself/himself (a one-minute self-introduction).

Box 1: Scaling up

Scaling up has multiple definitions. Scaling up can be defined in the sense of 'more money' or 'more impact'. There is confusion in the use of the term, since in some aid literature 'scaling up' refers to 'getting more aid funds out the door' (in total or for specific causes). Thinking about scaling up as 'more impact' is common but not universal. Themes that run through the definitions are: scale of impact, quality of impact, impact for whom, and sustained time frames (Binswanger and Aiyar 2003).⁶

IFAD defines projects as 'scalable' if they can be handed off to partners for potential application at a larger scale' (IFAD 2011).⁷ Cooley and Kohl (2006)⁸ do not define, but rather describe what is involved in scaling up: 'several distinct strategies including: the dissemination of a new technique, prototype product, or process innovation; 'growing' an organization to a new level; and translating a small-scale initiative into a government policy.'

Creech (2008)⁹ concludes that 'the scaling-up process requires a tremendous amount of negotiation, diplomacy, patience, flexibility, time and resources to be successful'. This seems to point to an attempt to steer and control scaling processes. Tayabali in his 'definitive guide to scaling social enterprise' (2010)¹⁰ points to the role of scaling processes that capitalize on partnerships, alliances and networks through mass participation, through co-operation, through open source, through open design, and through collaborative networks. Upscaling can be effected either directly (a given organization is directly responsible for change), or indirectly (the organization influences change).

⁶Binswanger HP and Aiyar SS. 2003. Scaling up community driven development; Theoretical underpinnings and program design implications. Mimeo. Washington D.C.: The World Bank.

⁷IFAD. 2011. Section XXI: Guidelines for scaling up. Updated guidelines and source book for preparation and implementation of a Results-Based Country Strategic Opportunities Programme (RB-COSOP). Volume 1: Guidelines. International Fund for Agricultural Development.

⁸Cooley Larry and Richard K. 2006. Scaling up – from vision to large-scale change. Washington: Management Systems International (MSI).

⁹Creech Heather. 2008. Scale-up and replication for social and environmental enterprises. International Institute for Sustainable Development.

¹⁰Tayabali Rizwan. 2010. The definitive guide to scaling social enterprise. www.socialeffect.org

Dr Rasheed Sulaiman V, Director, CRISP, in his introductory presentation acquainted everyone with the context, objectives, and the approach for the two-day workshop. His presentation focused on the various definitions of scaling up (see Box 1), scaling up knowledge for innovation, and raised a number of questions for the participants to ponder on during the two days of the workshop. His presentation set the context for the remainder of the workshop.

SESSION 2: CASE STUDY - SO NEAR YET SO FAR: DEALING WITH SCALING UP

Rasheed presented a case on ‘Scaling up electric cars in India’ in the first session, after showing a small video on Mahindra’s electric cars. Each participant was paired with his/her neighbor and asked to develop an action plan to promote electric cars in India (with at least 40% replacement) by 2030. Each participant had to imagine himself/herself as the Secretary, Ministry of Road Transport and Highways, or as a Member of Niti Ayog, in charge of the Central Government’s EV Action Plan, and come up with an action plan clearly indicating three specific actions and earmarking who would implement these. This exercise forced participants to think, reflect, and develop an individual understanding and perception of scaling up.



The participants were actively involved and explored various dimensions of the case in order to design various action plans. They highlighted the need for production and service centres, policy engagements, research investments, input availability, marketing tactics, partnerships and sustainability for scaling up of electric cars in India. This case, being so close to the real life scenario, enabled participants to brainstorm and come up with solutions which indirectly showcased their novice insights into the concept of scaling up.

SESSION 3: CASE STUDY - LEARNING FROM SUCCESSFUL SCALING UP (4 CASES)

Session 3 was comprised of learning from successful cases on scaling up Climate Smart Agriculture (CSA)¹¹ across the globe, through a group exercise. All the participants were divided

¹¹FAO. 2018. Upscaling climate smart agriculture: Lessons for extension and advisory services. Rome: Food and Agriculture Organization of the United Nations. <http://crispindia.org/wp-content/uploads/2015/09/Upscaling-CSA-Lessons-for-Extension-and-Advisory-Services-FAO-2018.pdf>

randomly into four groups and each group was assigned one case. The four cases were as follows:

- Group I: Conservation Agriculture in Zambia;
- Group II: System of Rice Intensification in Vietnam;
- Group III: Drought-Tolerant Maize in Sub-Saharan Africa in Sub-Saharan Africa;
- Group IV: Agriculture and Climate Risk Enterprise in Eastern Africa.

Participants were asked to read the assigned cases and discuss and reflect on the factors that contributed to the successful scaling up of a particular case within their group. Each case was analyzed within the group, and the group members presented the critical organizational, process, and technical factors for the successful scaling up of the projects in the plenary session. Some of these factors are: relevant research/technology/innovation, sustainable funding, supportive infrastructure, stakeholder consultation, networking, co-ordination, partnerships, policy advocacy, long term vision and building demand, capacity and incentives in the communities to adapt and improve programmes so as to make them more relevant and successful.



SESSION 4: INNOVATION MANAGEMENT FOR SCALING UP

This session dealt with innovation management functions in scaling up – with three different cases of innovation from South Asia¹² viz., Participatory Crop Improvement in Asia, Value Chain Development, and Natural Resource Management. The presentation and discussion that followed brought new insights on several innovation management functions, actions and tools for scaling up of a project/programme. Rasheed affirmed that research/innovation comes into use only through collaborative action among a wide range of relevant actors, by building capacities and networks, and through sharing perspectives within different actors. This presentation also touched upon the fact that the role of research changes in the innovation trajectory; and it also clearly laid out why research is too powerless to bring about innovation on its own without support from other actors.

¹²Rasheed SV, Andy H, Vamsidhar RTS and Kumuda D. 2010. Studying rural innovation management: A framework and early findings from RIU in South Asia. Research Into Use Programme (RIU), Department for International Development (DFID). <http://www.crispindia.org/docs/5%20Studying%20Rural%20Innovation%20Management.pdf>

Day 2

Day 2 started with a brief recap of Day 1.

SESSION 5: FROM PILOTS TO SCALE - INFLUENCING POLICIES FOR SCALING UP

This first session of Day 2 focused on the significance of policy changes/advocacy for scaling up of a project beyond pilots. Rasheed described experiences from cases, such as Smallholder Dairying in Bihar,¹³ Options for Scaling up Sustainable and Resilient Farming Systems Intensification (SRFSI) in Bangladesh: Agricultural Innovation Systems (AIS) diagnosis,¹⁴ and experiences of the Centre for Sustainable Agriculture (CSA) to draw out the policy narrative. He concluded by citing the importance of implementing interactive policy research, policy communication and training on strengthening policy interface for better policy engagements in scaling up of projects.

SESSION 6: CASE STUDY- WE ARE THE SAME, BUT I AM MUCH AHEAD: ANY LESSONS FOR SCALING UP?

Dr Onima VT, Research Officer, CRISP, presented a case on 'How Nike became successful and the leader in the sports product market'. The presentation discussed on various strategies, such as emotional branding, embracing new technologies, buying out competing brands, and marketing tactics like sports endorsement, co-branding, digital marketing, etc., that Nike utilized to reach the zenith in their industry. This was followed by a group exercise in which participants were divided into four groups. Each group was asked to reflect on the lessons that they could draw from Nike's successful market penetration, and how they could apply these for scaling up knowledge in the context of their own project/knowledge product/organisation.

The participants pointed out numerous strategies that an organization needs to be alert to for scaling up. These include building organizational capacity, charting short and long term goals, process documentation, active collaboration and partnerships, development of business models, pertinent technology, systems and tools for delivering social impact. Interestingly, each group came up with different captions/slogans for the organization, such as "don't just do it, show it".

SESSION 7: APPROACHES TO SCALING UP - INSIGHTS FROM LITERATURE REVIEW

This session took the participants for a journey into the evolution of the concept of scaling up over the years through a narrative on past studies. New thinking on 'scale' and 'scaling up' was showcased to the participants using practical excerpts from an Oxfam programme. Rasheed briefly discussed how innovation, learning and scaling up are linked to each other. He also made a clear-cut differentiation between, 'scaling out - multiplication in terms of more of the same' and 'scaling up: catalyzing institutional and policy change' which are commonly misconstrued.

¹³Rasheed SV and Vamsidhar Reddy TS. 2015. Policy incoherence in smallholder dairying in Bihar, India. Discussion Paper 33. Nairobi: ILRI. <https://cgspace.cgiar.org/bitstream/handle/10568/67182/DiscussionPaper33.pdf?sequence=3>

¹⁴Toni D, Rasheed S, Nimisha M, Kamal D and Peter RB. 2015. Institutional analysis for Agricultural Innovation: Synthesis. Internal discussion document for SRFSI project. http://crispindia.org/wp-content/uploads/2015/09/Darbas-et-al_Institutional-Analysis-Synthesis_Technical-Report.pdf

SESSION 8: FRAMEWORK AND TOOLS FOR DEVELOPMENT OF SCALING UP STRATEGY

During this session various topics, such as drivers and spaces, scaling approaches and steps followed in planning and implementing a scaling up pathway, were presented. The scalability assessment tool was also introduced in this session. Using the ILRI-FIP Project (2007) as an example, the criteria followed for partner selection in scaling up of a project was also illustrated.



SESSION 9: CLOSING REMARKS

Prior to the close of the session, each participant was asked to write his/her feedback on the content, methodology, and the style of the workshop on a card. He/she had to provide anonymous feedback on what they liked and what they thought could be improved. This was followed by open feedback from the participants where they disclosed that the workshop helped them in gaining a clear understanding on the best practices for scaling up agricultural technologies. In her closing remarks Nimisha Mittal, Programme Manager, CRISP, thanked IRRI staff for their energetic and enthusiastic participation in the workshop.

Annexure 1: List of Participants

S. No.	Name of Participants	Divisions/Units of IRRI
1.	Ranjitha Puskur r.puskur@irri.org	Theme Leader Catalysing Innovation for Health, Equity and Resilience
2.	Deiveegan Murugesan d.murugesan@irri.org	Crop insurance (Crop modelling)
3.	Deepti Saksena d.saksena@irri.org	Seed system (Communication and documentation)
4.	Girija Prasad Swain g.swain@irri.org	Seed system (Research and Development)
5.	Kishor Kumar Behera k.k.behera@irri.org	Knowledge management and Capacity building (Partnership management)
6.	Lisa Mariam Varkey l.varkey@irri.org	RCM (Socio economics)
7.	Nasreen Islam Khan n.khan@irri.org	CL for crop insurance
8.	Praveen Kumar p.kumar@irri.org	Officer (Crop insurance)
9.	Parvesh Kumar Chandna p.k.chandna@irri.org	CL for Domain mapping
10.	Poornima Shankar p.shankar@irri.org	Knowledge management and Capacity building (Rice Knowledge Bank)
11.	Preeti Bharti p.bharti@irri.org	RCM (Training and Communications)
12.	Rajeev Padbhushan r.padbhushan@irri.org	RCM (Soil scientist)
13.	Rohini Ram Mohan r.r.mohan@irri.org	Knowledge management and Capacity building (Gender research)
14.	S K Mosharaf Hossain s.hossain@irri.org	Seed system (Monitoring and evaluation)
15.	Swati Nayak s.nayak@irri.org	Seed system
16.	Shakti Prakash Nayak	Knowledge management and Capacity building (RKB and OCD)
17.	Sawara Santosh Rao s.s.rao@irri.org	Finance and Administration
18.	Sheetal Sharma sheetal.sharma@irri.org	CL for RCM
19.	M Sunil kumar sunil.kumarm@irri.org	Knowledge management and Capacity building (Plant Protection)
20.	Uwe Scholz u.scholz@irri.org	Knowledge management and Capacity building (Agricultural Social Enterprise)
21.	VikramPatil v.patil@irri.org	Senior Specialist – Experimental Economics IRRI-GoO project – Crop Insurance