Scaling Up Results

7 October 2014
Objective of reducing rural poverty and contributing to global food security is large and ambitious:
- 3/4 of the world’s 1.2 billion extreme poor live in rural areas
- Food availability may need to double to meet population needs in 2050
- Climate change is happening now and agriculture will need to adapt

No institution can do it on its own

Looking for the biggest “bang for the buck”

Smaller institutions have an even more compelling case to lead scaling up efforts

“Expanding, adapting and supporting successful policies, programmes and knowledge that can leverage resources and partners to deliver larger results for a greater number of rural poor in a sustainable way.”
What is to be scaled up?
Learning from the past

- Tap into our ongoing poverty impact evaluation effort
- Demonstrate that innovation works (M&E, baselines, lessons learned)
- Prune what does not work and bring the rest to scale
- Prioritized and rationalized country programmes: policy engagement, projects, knowledge and partnerships
- Avoid scaling up complexity (esp. if limited in-country capacity)
IFAD progress so far to support scaling up

Brookings Institution: conceptual framework and desk reviews since 2009

- Systematically considered in COSOPs and quality assurance processes
- New indicator introduced in the Results Measurement Framework 2013-2015
- 76% of new designs that identify scaling up activities rated moderately satisfactory or better

Still requiring attention:
- Mainstreaming into operations and country programmes
- Expanding partnerships
- Scaling up still viewed as a succession of projects
- More focus on “leveraging and sustainability”
- M&E
Scaling up results, not projects
Looking to the future

• If donor’s resources for a country are fixed, and impact is confined to what that money can do, scaling up is a zero sum game

• Move away from project-centric approach – what can be mobilized from others is far greater than what we can provide ourselves

• Demonstration effect—innovate, create a pole of attraction for others to join and expand

• Systematically build scaling up pathways into project design and monitor them during implementation
Leveraging and sustainability

- Critical link between scaling up and sustainability beyond project life

- Sustainability and scaling up more likely to come from governments, private sector, banks and beneficiaries, rather than ODA

- Use our projects, policy and knowledge to leverage additional partners and resources

- Explain where sustainability would come from to scale up results beyond projects (policy changes, additional resources)
Scaling up: pathways and drivers

- **Learning**
  - M&E Learning & KM
  - Country Programme
    - Projects
    - Knowledge
    - Policy

- **Leveraging**
  - Governments
    - Policy changes
    - Mainstreaming into national programmes
  - Private sector
    - Agro-businesses
    - Banks
    - Pull mechanisms
  - Development partners
    - Partnerships
    - Co-financing
  - Communities/Groups
    - Remittances
    - Own investments

- **Scaling up**
  - Sustainability
  - Scaling up results
  - Multiple impact
Help our beneficiaries go to scale

- Banks
- Microfinance
- Insurance Co.
- Service Providers

- Agri-business
- Input suppliers
- Service Providers
- Insurance/warehouse

- Control over natural resources (land, water, forest, fish)
- Sustainable Use
- Agri-business

Capacity building/Empowerment/Associative movements

- Affinity-based Savings & Loans Groups
- Market-based Cooperatives/Value Chains
- Resource-based Irrigation, Watershed

Institutions OF the poor
Bangladesh: Microfinance for small/marginal farmers
[US Treasury Award for Innovative Agr. Financing]

• Address the issue of lack of access to agricultural credit
• IFAD-PKSF piloted new agriculture lending products through partner organizations (POs)
• Major capacity building for farmer organizations and POs
• After experimentation two of the products (seasonal loans & agricultural microcredit) were mainstreamed into PKSF core programme
• Initially 35 POs involved, now 236
• Technology proved sustainable, 98% loans recovery rate, leveraging much larger financing sources from PKSF and MFIs
• Sales of rice and vegetables by beneficiaries up by 50%, net income up 21-45% (external evaluation)
Mainstreaming into IFAD operations

• Scaling up methodology and approach paper (Oct. 2014)
• Guidance tools for staff. Thematic and country applications (2014)
  - 10 thematic notes (for each main line of business)
  - 10/15 country notes (including fragile states, MICs)
• Operational framework: revision of business processes (COSOP, project design, quality processes, supervision) (March 2015)
• Review and adoption of M&E and impact assessment approaches (2015)
• Staff training (2015)
• Harnessing and disseminating knowledge (2015 and beyond)
• Revised grant policy to support the scaling up agenda (2015 and beyond)
• Alignment with South-South cooperation agenda (2015 and beyond)
• Implementation of the operational framework (2015 and beyond)