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***Strengthening Partnership in Agricultural Research
for Development in the Context of Globalization***

**SCALING UP: CAN WE BRING MORE BENEFITS TO MORE PEOPLE
MORE QUICKLY?***

AN EXECUTIVE SUMMARY

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GOING TO SCALE: Can We Bring More Benefits to More People More Quickly?

WORKSHOP HIGHLIGHTS

10-14 April 2000 International Institute of Rural Reconstruction – The Philippines
22-23 October 1999 World Bank – Washington D.C., USA

This GOING TO SCALE Workshop held April 10-14, 2000 at the IIRR Campus in Silang, Cavite, Philippines was a follow through to the discussions of the CGIAR NGO Committee last October 22-23, 1999 at the World Bank, Washington, D.C., USA. The GTZ-BMZ, MISEREOR, Rockefeller Foundation, CGIAR-NGO Committee, the International Rice Research Institute (IRRI) and the GFAR sponsored this Philippine Workshop. In both workshops, sustainable agriculture (SA) and natural resource management (NRM) served as the general backdrop to the discussions. However, for the Philippine Workshop, experiences on health and social development, micro-credit and agrarian reform were deliberately featured.

The Washington meeting discussed the concepts, principles and strategies for scaling up and related factors and issues. There was, however, a convergence in the bottom line agenda for going to scale, that is, *to bring more benefits to more people more quickly*. This Philippine Workshop was subtitled *Can We Bring More Benefits to More People More Quickly?* in order to recognize the process dimensions.

The general objective of this GOING TO SCALE Workshop (the Philippine Workshop) was to “generate guideposts and a list of available/emerging tools for development stakeholders particularly SA practitioners for use in their scaling up efforts.” There were about 42 participants (including case presenters and steering committee members and a farmer-leader) that came to the Philippine workshop from about nine (9) NGOs, 10 international/local research and academic/funding institutions and two government agencies in 10 countries.

This draft document is one attempt to capture the highlights of the GOING TO SCALE Workshop in the Philippines including part of the Washington Workshop document *Scale Up!* that has earlier been circulated electronically.

The general workshop methodology observed was one of “search conferencing” where participants and the steering committee went through the learning process – from divergence to assimilation to convergence to accommodation. This proved to be the more meaningful process. Participants were able to carry with them (i) practical ideas to bring back to their own organizations i.e. a checklist for scaling up and (ii) initial sets of workable scaling up plans based on opportunities identified within the Workshop forum.

Overall, the Philippine Workshop reiterates and recognizes that scaling up has multiple dimensions and contexts – institutional, spatial, economic, temporal and technological. This Philippine Workshop also focussed more on the developmental context of scaling up i.e. empowerment and social change. The operational definition of scaling up developed at Washington was therefore

expanded to *more quality benefits to more people over a wider geographical area more quickly, more equitably and more lastingly*. There is nevertheless the reiteration of scaling up as a learning and a participatory process; of being about people and relationship building. Also, because of the development and political contexts of going to scale, there is the potential tension between participation and scaling up. This tension is often manifested/felt in the relationship between governments and NGOs. This is because the former finds it difficult to go beyond the blueprint, top-down approach while the latter, because it has more flexibility, actively advocates for bottom-up approaches to development. Either way, there is the challenge of bringing development to a great many number particularly to the poorer segments of communities. The general notion is that this can happen by going to scale – and can be speeded up by planning the scaling up process instead of simply letting spontaneous diffusion to happen.

To be able to properly plan the scaling up process, Workshop participants believe that it is important to be able to identify and recognize the “sparks” that led to the successful spread of certain innovations particularly those that started small scale. Whether they happened spontaneously or were planned, these sparks were always there to begin with. Probably the most recognizable spark that signals the time to scale up is when pilot projects succeed. However, it is also important to realize that the sparks can come from people – local champions or visionaries or external players like development practitioners and donors who need to show impact as part of their accountabilities.

Once the sparks are there the next major step is to initiate the scaling up process which normally involves the coming together of different stakeholder groups. The usual problem here is how the various groups should be working together given that scaling up, aside from being multi-dimensional, involves a multiple of stakeholders with different perspectives.

After recognizing the sparks and the scaling up process is initiated, the next major concern is how to manage and sustain the initiative and the benefits that come with that initiative. It is this concern that makes monitoring (along with a shared vision) very important to the scaling up process – a major issue discussed in the Workshop and a recognized limitation in NGO work. If characteristics of spontaneous diffusion are to provide further guidance, then the following have to be considered: cultural-appropriateness, use of indigenous transfer routes, and credibility of (trust in) the source of that which is scaled up (besides the technology or innovation being simple, cheap and adaptable).

On the last day of the Workshop, participants committed themselves to post-workshop activities that they themselves identified. These are with respect to (i) Coordination and follow up of post-workshop activities/plans; (ii) Electronic discussions/sharing; (iii) Face-to-face exchanges and networking; (iv) Dissemination of workshop outputs/press releases on workshop; (v) Policy advocacy on scaling up for rural development; and (vi) Development of training courses in scaling up. The more immediate step, however, is to share the highlights of the workshop outputs to the GFAR Meeting in Dresden, Germany on 23-24 May 2000. It is with that in mind, that this draft is being shared as a preliminary discussion draft.