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EKN LEARNING JOURNEY - ETHIOPIA 2014

KEY INSIGHTS SERIES

#2

This is #2 of a series of 3

Focusing
on Scaling up of
FNS Programmes

This brochure contains
insights developed by
a group of staff from
nine Dutch embassies and
The Hague, travelling
in a bus through Ethiopia
in October 2014.

They reflected on
Food & Nutrition Security
programmes in their countries,
shared experiences, and
interacted with partners
of EKN Addis Ababa.

*What do we
know about the
mechanisms and
incentives for
bringing good
practice to scale?*

On Scaling up of FNS Programmes

CASCADE

Innovation development for agricultural growth

We visited [CASCAPE](#), a multidisciplinary programme reaching over 18.000 farmers, focusing on innovating agricultural practices and bringing these new practices to scale. It is aligned with the national Agricultural Growth Programme, and contributes to improving the agricultural production system. It is managed by 6 Ethiopian universities, and Wageningen UR. Within 2 year time, CASCAPE claims to have achieved a 30% increase in productivity for participating farmers in Ethiopia by helping them to adopt improved practices. Dr Eyasu Elias explains how research with farmers, not about farmers, makes all the difference in the quality of innovations, and the adoption of these innovations. Staff are contractually obliged to spend 50% of their time in the field. Much effort is done to validate best practices, so that it becomes clear how and when they are scalable. CASCAPE has to overcome several misconceptions regarding scaling:

- 1) that you can take what works in one place to another place without an eye for the specific local conditions (bio-physical match)
- 2) that farmers are the same everywhere and can adopt new practices with equal success (socio-economic match)
- 3) that scaling is merely a matter of spreading a technological innovation, disregarding the institutional changes that are needed to support it.

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What do we know about the mechanisms and incentives for bringing good practice to scale?

In many Dutch-supported FNS programmes, there is an explicit or implicit assumption that any good practice that is developed in a programme can and should be scaled up. We help start something, and when it works we 'roll it out', 'replicate' or regard it as a first step to 'change the system'. For our private sector partners, the perspective to scale up is an essential driver for investment in a business case. Why invest if there is no perspective for growth? Hence, there are important questions regarding the mechanisms and incentives for scaling.

Let's first unpack the concept of scaling. In its essence, it is about bringing about change at a sufficiently large scale to make a significant impact on our challenges or goals ([Seas of Change](#), 2012). It is useful to distinguish between upscaling and outscaling. In essence, scaling out refers to quantity while scaling up refers to quality (properties).

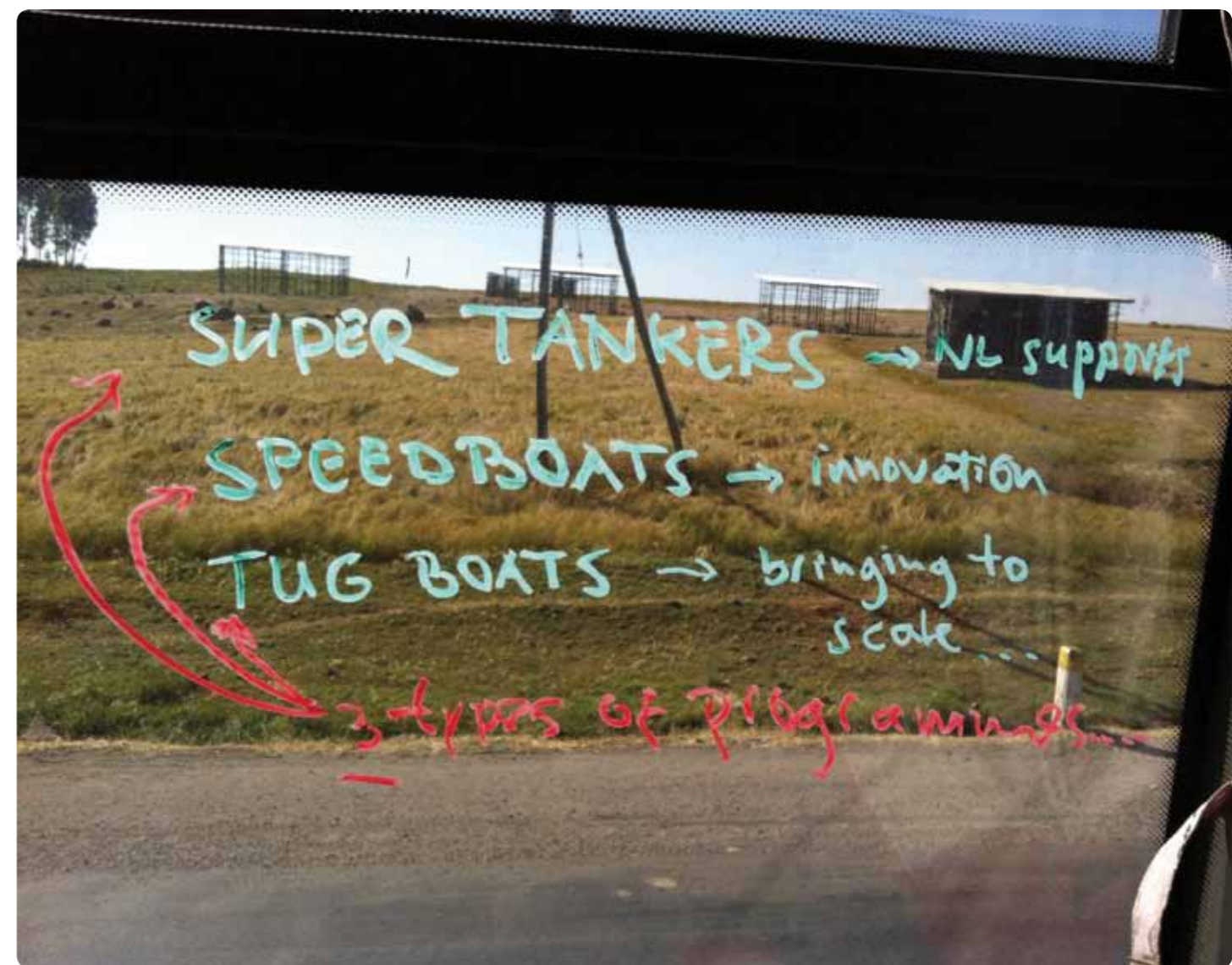
- Scaling out means replication, copy-paste, more of the same, expansion, extension, adoption, dissemination, transfer (of technology), mainstreaming, roll-out, or multiplication.
- Scaling up means transition, institutionalisation, transformation, integration, incorporation, evolution, development.

Scaling never happens in isolation from wider contexts or 'systems':

-  Sometimes systems evolve gradually through the cumulative effect of internal changes.
-  Other times, external shocks or pressures force sudden and dramatic changes.



Ton Negenman:
"If we talk about scaling, markets are essential"



ISSD

Direct seed marketing (from local pilot to national policy)

Dr Amsalu guided us to a cooperative of seed producers, who proudly showed their plots of teff and chickpea. It is part of Integrated Seed Sector Development (ISSD), a sector-wide inclusive approach that builds seed programmes upon a diversity of seed systems, and strengthens seed sector governance. It is however not only the achievements of this cooperative which make us think.

The results of this local pilots of seed production and seed marketing have influenced the governance of the whole seed sector in Ethiopia. Where before seed was distributed by the government, there now is a national policy that allows local seed businesses to operate.

Key to this change is the vision that different seed systems (formal and informal) can co-exist and complement each other, rather than it being an either-or choice. Bringing all stakeholders, public and private, in a multi-stakeholder process allowed for a scaling process that is both 'scaling out' (multiplication of direct seed marketing for a larger area) and 'scaling up' (emergence of new seed governance arrangements based on the inspiration of earlier successes).

- It is critical to have validation of good practices. This will not only legitimize these innovations, but will increase the chances that a scaling process will work. There is a critical role for knowledge institutes (local, and Dutch) in this regard.

Not all FNS programmes need to have the same scaling strategy. EKN Ethiopia distinguishes between 3 type of programmes:

- 1. Super tankers** Large national programmes, with high potential impact. Take long time to establish, are slow to change direction, but may deliver large scale change. Role EKN: support these programmes with other partners, and challenge them where needed. Example: AGP.
- 2. Speedboats** Small and fast, geared to innovate. Can respond to (market) opportunities. Sometimes detached from mainstream policy and practice. Role EKN: Support a variety, ensure learning processes are in place, connect to other players and processes. Example: ISSD, SSMISP
- 3. Tugboats** Programmes of projects characterized by high flexibility and responsiveness, but well connected to super tankers. Therefore suitable to influence wider policy and practice, and suitable for scalability. Role EKN: Facilitate linkages between tugboats and super tankers. Example: CASCAPE.

Scaling in Ethiopia is not just about getting the right innovations. It is also about campaigns and packaging. We pick-up best practices from farmers, validate and define the conditions for success, then see if we can scale that up. How do we message this for farmers? We are not working for 150 Dutch parliamentarians, but for millions of Ethiopian farmers.



Worku Tessema:
"We work farmer-based, instead of area-based or sector-based. But from farmer-based we scale to watershed, which is relevant. And then to input-output markets in corridors."



Dairy Kenya

The embassy in Nairobi supports the [Kenya Market Led Dairy Programme](#), implemented by SNV. In past, interventions focused on smallholders. Now we work with 'collection & bulking enterprises': what we call the 'missing middle' of agricultural entrepreneurs. Given the negative experiences with cooperatives in Kenya due to political and economic crises, we now work with anybody who is able and willing to produce milk: transformed cooperatives, politicians-turned-businessmen, foreign investors. Through involvement of NABC and RVO we try to unlock opportunities for the Dutch dairy sector with Kenyan entrepreneurs. We also revived dairy training centres that can build local capacities, but using a business model based on fees and a milk levy. At this stage, there is a great need to objectify what works and what doesn't: this is a prerequisite for scaling.



What contextual intelligence is required at EKN to support a scaling process?

How can you avoid that scaling a good pilot results in bad quality at large scale?

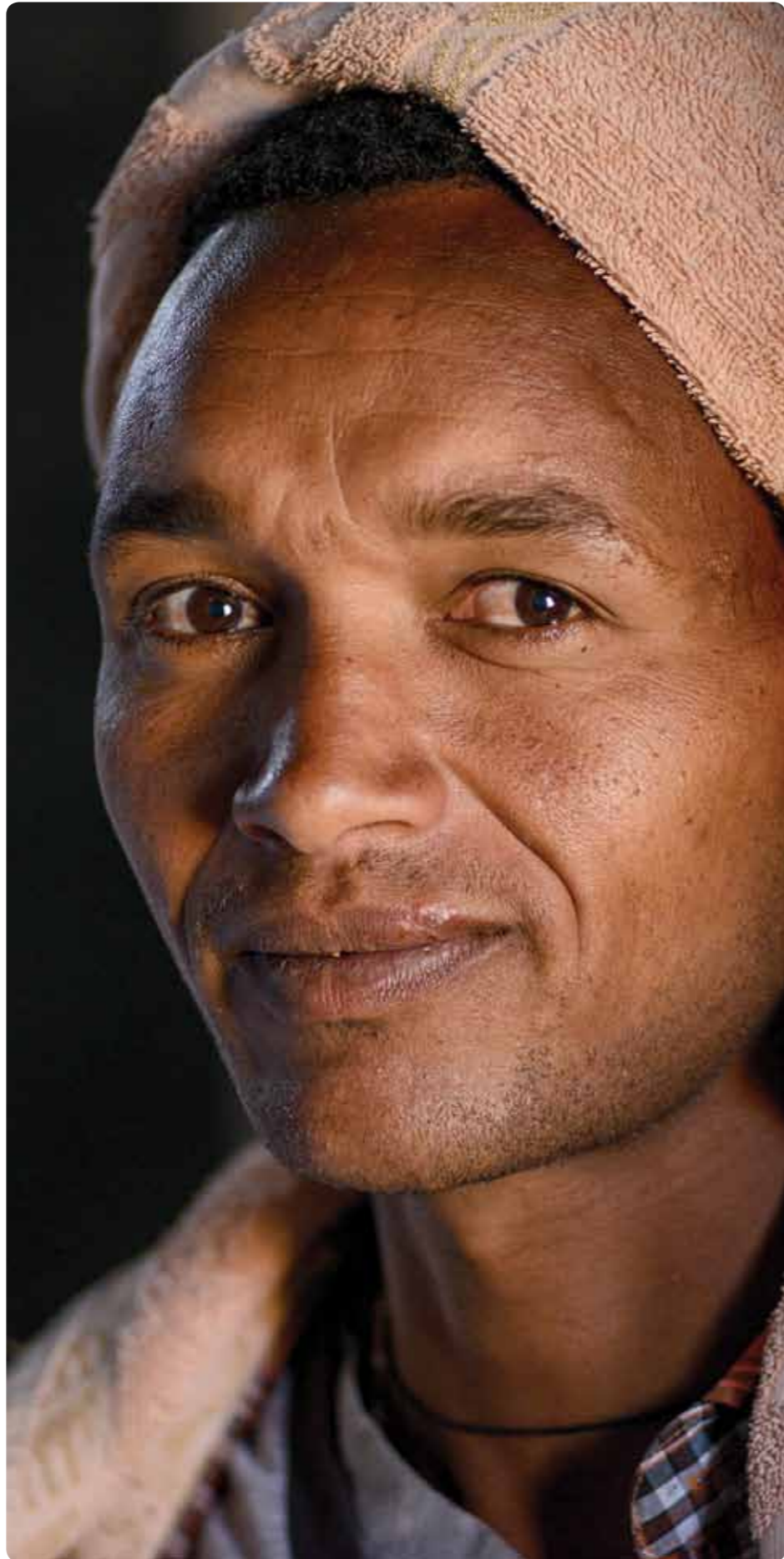
What are design principles for scalability of projects?

What are the indicators that a business model is ready to scale?

What are the most common mistakes to avoid?

Should we follow one system/approach for scaling, or different approaches?

How can other embassies learn in-depth from projects like CASCAPE?



The Learning Journey in Ethiopia took place from 29-31 October 2014. Staff responsible for Food Security programmes from nine embassies and the Ministry of Foreign Affairs took part.

During three days, a bus took the group to different places in Ethiopia to interact with partners. The bus itself was used as means of transport, reflection, debate and exchange.

This brochure is part of a series of three on the following topics:

- (1) Approaches to FNS programming,
- (2) Scaling of FNS programmes,
- (3) Aid and Trade agenda.

All these brochures have been written by teams of embassy staff and CDI Wageningen UR, based on discussions and presentations during the Learning Journey.

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Colophon

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