



*Empowered lives.
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Scaling Up Successful Livelihood Pilots

Implementation Pathways

SUMMARY OF PROCEEDINGS

27 December 2012, New Delhi



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Livelihoods for the poor

UNDP supports state governments in Rajasthan and Jharkhand to set up mechanisms to coordinate and promote livelihoods for the poor.

Nearly 350,00 people have benefitted from an increase in income-generating activities across both states. Rajasthan is also up-scaling an employment exchange pilot using a public-

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Introduction

While significant progress has been made in economic growth in India, glaring disparities persist within the country between regions, states and communities, with significant inequalities in the distribution of the benefits of the country's growth. Poverty remains concentrated in rural areas and urban slums. Vulnerable and marginalized groups and communities, including women and girls, continue to suffer exclusion from the benefits of development; they are also deprived of assets, opportunities and capabilities.

Participatory and community driven interventions in different contexts demonstrate that equitable growth is achievable. However, these successful initiatives remain isolated and are seldom scaled up. In the world of electronics, where it is used often, scalability is the ability of a system, network or process, to handle a growing amount of work in a capable manner or its ability to be enlarged to accommodate that growth. In the development world, 'scaling up' involves adapting an innovation that has been successful in a local setting for effective use in a wide range of contexts.¹

UNDP believes that scaling up entails deepening of the development impact, reaching out to those 'left behind' and ensuring the sustainability and adaptability of results. It is not just about replicating successes to cover larger groups or populations. It involves:

- Strengthening joint support at the local level to deliver a higher development impact, including addressing inequalities across regions and populations;
- Addressing knowledge gaps in scaling up in different country contexts to move beyond 'pilots'; and
- Supporting advocacy and activism at the local level, and not relying only on a top-down approach to 'trickle down' to communities.²

Scaling up delivers a multiplier development impact across regions and practice areas, spurs policy and institutional reforms and adapts and sustains successful policies and programmes for benefiting a greater number of the poor. However, scaling up has remained a challenge. A successful demonstration does not necessarily result in a successful development intervention when scaled up to benefit a larger section of the population or to include more components. So, what does developing a model that is scalable involve? When is such a model called 'scalable'? What are the elements that contribute to successful scaling up?

Debates have centred around these questions in recent times in the development world, including among development actors such as multilateral agencies (for example, UNDP and IFAD), governments, civil society and innovators. To continue this discourse, especially in the Indian context, UNDP India convened a workshop on 27 December 2012 to look into:

¹ Dede, Honan, and Peters (2005) as quoted in *Robust Designs for Scalability*, Jody Clarke, Chris Dede. Harvard University Discussion Paper at the AECT Research Symposium, 22-25 June 2006.

² *Scaling Up Local Development Innovations*. BDP/UNDP, July 2011.

- Issues, challenges and opportunities for scaling up.
- Dimensions, drivers, spaces, instruments and time lines necessary for scaling up.
- Commitment of key stakeholders to pursuing a scaling up pathway.
- Strategies, policies, processes, resources and incentives for scaling up.

UNDP India is partnering with the Ministry of Rural Development (MoRD), Government of India in its flagship rural development scheme, the National Rural Livelihood Mission (NRLM). NRLM aims at reducing poverty by enabling poor households to access gainful self-employment and skilled wage employment opportunities.

Scaling up of successful pilots is an important part of the NRLM's implementation strategy. MoRD and UNDP are keen to draw lessons from national and international experiences in livelihood programmes as well as in other relevant sectoral programmes which can offer useful insights into challenges and strategies for scaling up.

Process

A multi-step process was undertaken which comprised of desk reviews, internal brainstorming and meetings with experts and stakeholders to map the landscape for issues around scaling up and for identifying models. The discussions focused around both government and civil society programmes that have scaled up, showed promise of replicability as well as those which have scaled minimalistically. An added element of the debate centred around the mechanisms evolved by corporations and businesses to scale up and for assessing the relative significance of these approaches for creating an impact in the social development space. Existing scaled up success stories such as those of Amul and the National Dairy Development Board (NDDB) were discussed with a view to assessing any significant issue that could be taken on board for consultation in the workshop.

To ensure that the UNDP consultation was planned on the basis of a strong foundation, an initial rapid assessment of scaling up methodologies and issues was conducted with Dr Rajani Ved, Advisor, National Health Systems Resource Centre. Dr Ved has worked extensively with the Ministry of Health and civil society organizations on scaling up using the Scaling Up Management Framework (SUM) developed by Management Systems International. This discussion enabled the tabling of key issues and dimensions relating to scaling up and informed the structuring process of the workshop.

Comprehensive discussions were held with Mr. Vijay Kumar, Joint Secretary, Ministry of Rural Development, Government of India. These centred around NRLM and its precursors in Andhra Pradesh, the UNDP-supported South Asia Poverty Alleviation Programme (SAPAP) and the Society for Elimination of Rural Poverty (SERP). These discussions also contributed to the workshop design.

The Planning Commission-Population Foundation of India's workshop on scaling up on 11-12 December 2012 in New Delhi further helped in the convergence of ideas and dialogue with a wider group of thinkers and practitioners. Presentations and discussions during the Livelihoods India Conference 2012 (co-sponsored by UNDP) also informed the workshop.

Consultation design and structure

To benefit from a wide pool of experience, participants were invited from among practitioners in the government, civil society organizations and industry across a large span of sectors such as water, natural resource management, employability and entrepreneurship. Those working with marginalized populations including women, youth, education, rural development and poverty alleviation were also invited for the discussions. Also included in the participant mix were intermediary organizations, technical experts and representatives from donor agencies, foundations and government officials. A list of participants and the agenda are given in the annexures to this document.

Welcome Address: Ms. Prema Gera, Assistant Country Director, UNDP



The consultation started with Ms. Prema Gera welcoming the participants. Ms. Gera said that the scaling up framework presented in the Planning Commission workshop was a significant development and it was important that UNDP shared it with its partners and stakeholders. She also stressed the need of applying such a framework in the domain of livelihood promotion.

Ms. Gera drew the attention of the audience to the government's flagship programmes NRLM and the Bharat Rural Livelihood Foundation (BRLF) which are working with NGOs through a large funding to achieve scale. According to her, NGOs will be

required to scale up these programmes and this will require looking at their work differently and developing proposals accordingly. Ms Gera hoped that the day's discussions would be carried forward by assembled civil society organizations to engage all their other partners and in the process would create an active and functioning ecosystem.

Quoting UNDP Administrator Helen Clark, Ms. Gera said, 'There is a direct link between achieving transformational change and scaling up. Long-term development results are best reached when UNDP concentrates on leveraging project level successes to support higher-level transformational changes. UNDP has made a commitment to better link pilot and short-term initiatives to actions that may contribute to transformational change.'

Concluding her remarks, Ms. Gera applauded the value of pilot initiatives in that they provide space for national actors and partners to learn and adapt accordingly, while simultaneously encouraging the audience to derive important learnings from the scaling up experiences

that would be shared in the workshop so that implementation pathways can be established. According to her, UNDP will be happy to be a part of this journey of exploring areas of further support.

Setting the context

Unmesh Brahme, moderator for the workshop, outlined the format of the workshop and introduced key elements and dimensions that would be addressed by various panellists and speakers.

This was followed by a round of introductions.

Scaling up frameworks

INTRODUCTION TO SCALING UP AND THE MANAGEMENT SYSTEMS INTERNATIONAL'S SUM FRAMEWORK: DR RAJNI VED



Dr Ved presented the MSI framework and experiences of its application in a pilot intervention for neo-natal health and its scaling up through the National Rural Health Mission (NRHM).

As a result of increased focus by governments, donors and foundations on innovation, there has been a proliferation of pilots. While every organization is eager to implement innovations, when it comes to scaling up, a majority of them step back and the world seems to be littered with corpses of pilots. Only a few projects are managed in a manner so as to maximize the likelihood of successful scaling up and the responsibility for managing the scaling up process is elusive and ill-defined. An assumption

here is that if you have a successful pilot project and large doses of hope it will somehow lead to large-scale change.

However, in reality, the scaling up process starts with *preparing the model's* settings, goals and planning, followed by advocacy for the model and finally implementing it and then scaling it up. In all this, the definition of a model is such that it comprises innovation, its processes and the context within which it is implemented. Hence, there is a need to define the implementation strategy in precise and clear terms such as reducing infant and maternal mortality or improving nutrition. In addition identifying organizational capabilities and culture are also necessary for implementing the model.

The second step is assessing scalability that allows answering questions pertaining to both the feasibility and desirability of scaling up the model and also the model's readiness to be scaled up. The *scalability checklist* assesses the viability of the model for scaling up and looks

at the credibility of the model, observes its results and the clear superiority that these enjoy over alternatives. A formal evaluation and assessment of cost effectiveness and a thorough reality check is required which answers the question: Is the model relevant to persistent and sharply felt needs? Also important is the dimension of institutional requirements that deal with ease of transferring the model, its complexity, technical requirements and the processes associated with the model. Sustainability of funding is a crucial ingredient for a successful model.

Dr Ved also drew attention to improving the scalability of a model by reviewing the location of the scaling up, the impact that a successful scaling up will have, the elements that one is trying to scale up and the methodology of scaling up. Dr Ved also explained the differences in definition and implementation and between the originating organization, the adopting organization and an intermediary organization. According to her intermediary organizations form a very important link.

Enumerating on the last steps required in creating a successful scaling up model, Dr Ved focused on advocacy as a tool for legitimizing the model since legitimizing change, constituency building and realigning and mobilizing resources are important because resources are finite. She closed her remarks by focusing on the last stage, that is, implementing the scaling up process, which is basically sustainable provision of services at scale that involve modifying and strengthening organizations, tracking performance and maintaining momentum.

APPLICATION OF THE MSI SCALING UP FRAMEWORK AND MODEL

SEARCH is an NGO working in Gadchiroli district in Maharashtra. Between 1995 and 1998 it implemented a home-based newborn care model when the baseline infant mortality was 76 and neo-natal mortality was 60. The model centred on creating capabilities and working with women community health workers. Initially, modular training in ante-natal delivery care and care of the newborn was done. Women were trained for 31 days over 12 months through a learning-by-doing approach.

They attended a 3-day training, went back to the field, practiced their skills and came back to the training. They were also trained through a series of home visits where there were either pregnant women or women who had recently delivered babies. Some important aspects of this training were managing sepsis or infections by giving oral medicines and injecting antibiotics and using a bag and a mask for asphyxia. Asphyxia is a condition where the baby does not breathe at birth. Community health workers were trained in resuscitation using a bag and a mask, a technique used in India mostly in settings that have no healthcare services.

With an IMR of 76 and a neo-natal mortality rate of 60 before the intervention, SEARCH was able to demonstrate a 60 per cent reduction in these in the 3-year period. The journey that began in Gadchiroli reached scale through NRHM, spread over a period from 1993 to 2011.

When SEARCH did a trial in 39 villages and demonstrated the phenomenal reduction in neo-natal mortality, it was faced with skepticism relating to its smaller work area and that too through a single NGO, thus indicating no notion of scale. SEARCH then decided to do a second stage pilot. Called the Ankur project, this was also piloted in Maharashtra but with

seven NGOs. After this, SEARCH embarked on an advocacy campaign and was supported by the Ministry of Health and Family Welfare and the Council of Medical Research for implementing the model. This trial in five states was implemented with the help of the Ministry of Health and Family Welfare and the Ministry of Women and Child Development.

At this time SEARCH did not have Accredited Social Health Activists (ASHAs), who are now available. ASHAs are the counterparts of community health workers that SEARCH had in its model. Finally, between 2007 and 2011 SEARCH scaled up the home-based care model through ASHAs. Today, there are over 8 lakh ASHAs in the country and they are a part of NRHM's implementation guidelines. The ASHA modules now include a whole range of interventions and they also take care of normal and sick born children.

The role of the intermediary organization, the National Health Resource Centre (NHRC) was very important in the success of the SEARCH scaling up exercise. NHRC developed the protocols, checklists and manuals. It also stressed on ensuring on-job support and mentoring at the field level, channelized strategies to build functional referral mechanisms and used an appropriate evaluation methodology for complex interventions. NHRC also ensured the enabling of institutionalization with a minimum set of instructions that could be understood by all.

The SEARCH experience brought to light many learnings. For instance, there is much contestation, negotiation and consultation before and during the adoption of a strategy, including changing models. Assessing system readiness for an appropriate fit is also critical. It is important to create structures for scaling up and balancing pressures of quick scaling up. Persistent advocacy is required for adoption and for sustaining interest. But systematic scaling up positively influences large-scale implementation.

Q&A

In the Q&A session the participants talked about other scaling up successes such as Project Flood and the work done by Gram Vikas in the areas of scaling up biogas implementation. Dr Ved clarified that after 1995, there seemed to be good literature and examples available on scaling up.

UN AND IFAD SCALING UP FRAMEWORKS: UNMESH BRAHME

In the introduction leading to detailed discussions on other scaling up frameworks, Mr. Brahme stressed on the importance of scaling up being essential for inclusion and a rights-based approach to community development.

The IFAD framework looks at reducing poverty through a cumulative impact of multiple projects. So, involving the government and stakeholders (rural and urban) and like-minded partners is important. It is a process of ensuring coverage, impact and sustainability of development innovations. The framework talks about innovation, learning and a move towards scaling up. It also looks at risks because opportunities for scaling up may be missed or scaling up may be done poorly. Creating multiple approaches may help sometimes but may not serve the purpose because costs are high. An important observation in the model is limitation of institutional options if the working mechanism is only to establish special purpose entities rather than working through ministries.

The UNDP framework looks at scaling up as a process that involves expansion of successful projects at a larger level and also strengthening national capacities and improving global, national and local policies. It defines up-front the scale up vision and the scale of development changes desired. While doing so, it stresses on the results to be achieved entailing various dimensions related to social (social inclusiveness), physical (wide coverage), functional (multiplier effect), political (policy and budget commitments) and conceptual facets (changing mind sets and power relations). The scaling up scenarios in the UNDP framework reinforce the importance of both local adaptation and policy and technical integration. Only when a development solution gains a high level of policy and technical integration and abundant local adaptations, is it likely to have high impact, wide coverage and strong sustainability.

To support the scalability framework, UNDP has also developed a diagnostic tool that looks at the following: scale potential, monitoring of the scaling up process, examples of best practices, model codification informed by a stringent evaluation, a cost benefit analysis, substantiating results and demonstrating its direct and indirect impact. This tool is based on sample indicators dealing with compelling illustrations of scalability, data supporting scalability, examples of implementing models from other organizations and written documentation and evaluation results. It also looks at multi-site evaluations demonstrating model generalization and a demonstration of its impact on communities and society.

Both the UNDP framework and the diagnostic tool help achieve UNDP's overarching goal of impacting the Millennium Development Goals (MDGs) through improved supply,



accountability, strengthening demand, national-local level linkages of MDG strategies and clear funding mandates. The key 'enablers' of the scaling up processes include:

- Political drivers such as leadership, vision and sustained commitment through political cycles.
- Supportive environments: institutional, policy and capacity.
- Strengthened national-local linkages both vertically and horizontally.
- An astute analysis of the political economy, or the ability to distinguish between 'golden' opportunities and the 'black holes' of development interventions.
- Predictable, medium-term fiscal commitments and well-designed and executed monitoring and evaluation systems for evidence-based programming are also crucial in scaling up processes.

Other reports on scaling up elaborate on scaling up as expanding, replicating, adapting and sustaining systems and successful programmes and projects in a geographical space and over time to reach the largest number of poor, both in rural and urban pockets. The Hartman Lynn Analytical Framework recognizes scaling up as a part of the continuation of innovation, learning and refinement processes.

Scaling up is a means to an end and not an end in itself and it should avoid creating excessively burdensome processes and spreading human resources too thin.

There are a few key imperatives relating to common vision, behavioural change, connecting scaling up to livelihoods and market value chains, and collective and collaborative implementation:

- Communication has to play a role: behavioural, mass media, other.
- Local last mile capacities have to be strengthened before scaling up can be successful.
- Multi-stakeholder collaboration pathways are still in their infancy.
- In livelihoods, on-farm and off-farm supply chains are less integrated in the mainstream economy, thus decreasing opportunities for poverty eradication.
- Inclusive markets and value chain finance for urban and rural livelihoods have been piloted only in a few cases; they are not yet robust enough to scale.

Q&A

In response to the debate on scaling up, Uma Swaminathan from SEWA outlined the need to make a clear distinction between social enterprises and pure charitable social intervention sectors. According to her in the case of social enterprises and investment platforms, scaling up means delivering superior financial returns and this is sometimes counterproductive to the real needs of communities at the bottom of the pyramid.

SCALING UP – THE SAPAP-SERP-NRLM JOURNEY: VIJAY KUMAR, MISSION DIRECTOR, NATIONAL RURAL LIVELIHOOD MISSION AND JOINT SECRETARY, MINISTRY OF RURAL DEVELOPMENT, GOVERNMENT OF INDIA

Mr. Vijay Kumar started his talk by sharing his inspirational learnings from the NDDDB model in Gujarat as well as his own experience of working with IFAD supported projects with the Girijan Cooperative Corporation. He explained at length the importance of working with youth and inculcating in them the desire to have an impact through enabling grassroots learnings in villages. The model involves professional teams living and working with people and creating institutions of the people, which in turn lead to sustainable change.

Background

The precursor to the South Asia Poverty Alleviation Programme (SAPAP), which was supported by UNDP, was the first independent South Asia Commission on Poverty Alleviation. Between 1991 and 1993, this programme studied various large-scale models in South Asia to understand what worked and what did not and what could be learnt from large-scale projects and what they had which enabled them to work on this scale. These principles were distilled in the report 'Meeting the Challenges' that was released at the Dhaka Summit.

Based on this document, UNDP supported a pilot in each of the South Asian countries, with the hope that there would be a scaling up mechanism. The initial incubation work continued for 6-8 years to implement workable solutions and then scaling up was implemented. SAPAP developed a model of building community based organizations. UNDP-funded support structure in Andhra Pradesh thus comprised of organizations of the poor which were led by the poor, but supported by a sensitive support organization which had people from the government as well as from outside. The Society for Elimination of Rural Poverty (SERP) was born on the back of these guiding principles and structures.

Social mobilization

The work of social mobilization is extremely important and it is not something that can only be done through outsourcing or when it is implemented in the initial stages of a programme. This element is a crucial ingredient that runs through the entire programme, making social mobilization and institution building both a means and an end. If this value of institutional building is not realized, then no project is scalable or sustainable.

Most importantly, what is non-negotiable is giving primacy to the poor in both project design and implementation. Only those programmes in which the poor play an active role are successful. This is based on the belief that the poor are capable; they require their own institutions to overcome several obstacles.

Working with young professionals

SERP was set up by the Government of Andhra Pradesh to scale up the impact of UNDP's support over the last few years across the state. It started with 20 mandals, expanding to 180 and finally reached over 1,000 mandals in a period of about five years. The strategy adopted was recruiting young professionals fresh from college. These 2,000 young professionals were immersed in the SAPAP areas to understand for themselves that the vision could be implemented.

Working with the community

Around 2003-04, there was a significant change in the strategy so as to reinforce the practice of building institutions of the poor. SERP went back to the SAPAP areas and asked households and families whose lives had been transformed whether they would be willing to go to other villages, mandals and other districts to train and motivate poor women and to organize them. Thus, SERP's policy changed to reflect the actual work done by the poor themselves. Parallel to this aspect, the role of the organization also changed to facilitate the process of learning through best practices. There do exist institutions of the poor but real sustainability and scaling up comes only when programmes are owned and managed by the poor. This is the lesson that NRLM is taking to other states by using grassroots leaders as trainers in these states.

In Uttar Pradesh women leaders whose lives had undergone some change were chosen as community resource persons to take this message forward. In Jharkhand, women leaders have gone to remote areas including Naxal-affected districts. The impact has been amazing not only in Jharkhand, but also in Chhattisgarh and Maharashtra (under NRLM the state missions in these three states partnered with Andhra Pradesh for using the community resource persons model). Now NRLM's role is basically facilitating the transfer of knowledge and best practices and reducing the learning curve for the state, thus reducing the time to reach scale and impact.

REDUCING THE LEARNING CURVE ALSO REQUIRES AN INTERMEDIARY ORGANIZATION, WHICH WAS MISSING IN MANY OF THE FLAGSHIP PROGRAMMES

Process and model

Work is implemented and outcomes achieved only when the most illiterate person understands what is being done. But it is an iterative process and requires patience. As an end-result, the increase in poor people's capacities is amazing; this is not linear, but is non-linear provided we respect them, give them space and show patience. Face-to-face interaction and peer learning between people whose lives have been transformed is important.

NRLM is also a very simple model otherwise it would not have got scaled up. In the first and foremost instance, its foundation is the belief that the poor require their own institutions to overcome various obstacles. So, creating and nurturing such institutions is both the means and the end of NRLM. A household requires long-term support and multiple interventions to enable it to come out of poverty. So, it is not just people coming together but also financial services, livelihood services, entitlements and their own agencies. The trick is to understand the sequencing. If you take too large an agenda, this will not happen. Therefore, the layering and the iterative process is not only for deepening each layer but also for introducing additional layers as required.

Success in a thematic intervention also strengthens the core institution and that is how a virtuous cycle starts because as poor communities work to resolve several obstacles, their strength also increases over a period of time. This also happens through multiple interventions.

As community empowerment increases, a good organization tries to expand the capacities of community members further. The institution's work also evolves making it relevant to the

entire community. Clearly, if historical and similar patterns of working (without any adaptive changes) are applied, people will not show any inclination to change. This is very important because if we do not understand this, scaling up will not be possible. Scaling up requires a dynamic role for the support organization over the life cycle of the intervention.

Institutions of the poor

Scaling up also happens when institutions for the poor transform into institutions of the poor. That is when they take over the role of an external facilitating institution, which is very critical. If this milestone is not reached, limited and frequent external resources are required to maintain effective operations. This institution of the poor has to be so strong so as to take care of all the essential requirements of impact and scale. It also has to be built modularly with sustainability ingrained in the scaling up process. In effect, the institution of the poor reaching a particular stage of maturity and continuation of capacity building to increase its ability to deliver outcomes and decrease the dependence on external institutions is a must.

Scaling up through grassroots leaders also makes it context-specific and takes care of the issue of loss of quality. Through an iterative process, the quality also improves and training the community is an investment in this direction. This requires the sensitization of leadership at various levels: political, civil service/bureaucracy and NGOs. So, there is a need for coalition and consensus, but this does not happen overnight. People need to see the success of a programme.

Continuity and sustainability take time and require a large number of people willing to do this kind of work. The greatest value of building institutions of the poor is that it impacts all other parameters such as health and nutrition, especially bringing down IMR,MMR and neo-natal deaths.

Sensitive support structures recognize the problems that the poor face and thus their role is not doing people's work for them, but enabling them to build their own institutions which then take up the interventions. The Government of Andhra Pradesh recognized that scaling up required government support; something which covered the entire population and also the quality of the programme would determine the impact that it created. And by having a democratic definition of quality and also a rights-based development approach, state and central governments can create a favourable atmosphere.

KEY SCALING UP INSIGHTS

- Scaling up has to be people driven and any scaling up institution has to be an institution of the poor where they are able to understand effectively the process and dynamics of scaling up.
- Scaling up pilots are important and in this regard UNDP's support to SAPAP, which led to the creation and success of SERP, is a unique example and pathway to achieving scaling up.
- Some of the points critical to scaling up are: intense social mobilization, institution building of the poor, dynamic and sensitive technical support, inducting young professionals to work with communities, a sensitive intermediary organization, strategic funding for the pilot stage, ownership by the government, availability of resources and a rights-based environment.

YUVA PARIVARTAN EXPERIENCE: KISHOR KHER, PRESIDENT AND TRUSTEE, KHERWADI SOCIAL WELFARE ASSOCIATION

Approach

Yuva Parivartan (YP) primarily deals with deprived out-of-school youth and school dropouts both in urban and rural areas by providing them vocational training through customized courses geared for self-employment or jobs. To achieve scale, YP developed innovative formats and made them more diverse and suitable to local needs: own centres, partnership centres, sponsored programmes, mobile camps, and integrated rural development programmes. Owing to the decentralized nature of its functioning, YP impacted 100,000 youth last year and is looking at impacting over 130,000 youth this year.

Learnings

One of the most significant learnings for YP centres was about people management and retention. During the scaling up period, YP experienced intensive attrition and with people leaving the organization, almost all the verticals collapsed and stopped serving the community. Thus, talent management and retention is a crucial element around which scaling up capacities need to be built.

KEY SCALING UP INSIGHTS

- Scaling up cannot happen in isolation and cannot be merely led by a single entity. Partnerships with various organizations on the ground are important. So is the ability to retain large implementation teams.
- Partnerships also have to be piloted through various forms and capacity building patterns need to be designed such that they can be adapted to the needs of the partners.

THE KUDUMBASHREE EXPERIENCE: SARADA MURALEEDHARAN, CHIEF OPERATING OFFICER, NRLM, MINISTRY OF RURAL DEVELOPMENT, GOVERNMENT OF INDIA

Approach

Kudumbashree has been targeting and focusing almost exclusively on women's empowerment in the state of Kerala. It is an independent community organization that has reached all beneficiaries across *gram panchayats*. Today nearly 50 per cent of the state's population has been touched by the Kudumbashree programme.

Structure

Kudumbashree works through a mission structure which has 300 people and focuses on iterative capacity building. There are working groups for planned preparation such as plant preparation, animal husbandry and social welfare. Kudumbashree comes in as a community member in all these working groups. Kudumbashree's structure in the field is responsible for the women's component plan of the panchayat (10 per cent of the panchayat plan). It is also responsible for putting together the anti-poverty sub-plan, which involves designing all the pro-poor interventions in the panchayat. Structurally, panchayat members and the panchayat president are Kudumbashree's patrons.

Campaign as a strategy

Kerala is known for campaigning – literacy campaigns, decentralization campaigns– so anything that Kudumbashree wants to bring into practice is implemented in campaign mode. These campaigns are interesting because there is no let up. The community organization of women is implementing these campaigns and in each campaign there are lessons to be learnt. And in each campaign there is visibility for women who are empowering themselves and feeling more and more relevant in the political and social space in the system. From a situation of zero, Kudumbashree now has 2.5 lakh women farmers who have taken up more than 1 lakh acres of land in the state and are responsible for parallel cultivation of more than 90 per cent of the fallow land in the state.

Micro-enterprises

Kudumbashree has also been able to push the micro-enterprises' survival rate from around 50 per cent to over 70 per cent. What are the strategies followed for this? Grouping on the basis of attitudes and a retained selection process within the panchayat. Also in place is a backhand subsidy following training and loan arrangements, community based facilitation and community based markets. So are scaling up specific livelihood interventions into collectives and consortia and bringing in professional support, a business plan orientation and using a resource plan and technology which is made available by the panchayat. This community-based facilitation which allows semi-professionals and workers to come into the programme has been very helpful.

Livelihood implications

Kudumbashree's livelihood implications have been in the area of more financial resources and visibility. Of course, with market risks there have been viability struggles as well but empowerment through the economic dimension has been very significant. People have been talking about greater decision-making, greater control over their time and their enhanced social as well as political status. Though it has led to a lot of pressure and stress at home, it has also led to respect at work. Sometimes overburdening at work and managing responsibilities well has been an issue. The larger implication is perhaps best exemplified by the fact that in Kerala's Panchayati Raj elections, there is 50 per cent reservation for women, and despite political pressures, today 62 per cent of all women representatives and panchayat members are women.

KEY SCALING UP INSIGHTS

- For scaling up to be effective grassroots mobilization, especially of women and their systematic empowerment is an important consideration.
- Creating local structures that empower women have to work in tandem with existing local political structures that need to be convinced of the need for women's empowerment.
- Ownership of land and other assets and their productive utilization by women in a campaign mode has resulted in the success of Kudumbashree.

THE REALITY OF LIVELIHOOD SCALING UP: DR MADHAV CHAVAN, PRESIDENT, PRATHAM

Experience in the area of primary education is not totally transferable to the livelihood sector. India is a country of dropouts, which means less than 5 years of education for about 70 per cent of the population, and this means no skills whatsoever. The key issue is upgrading these skills and making the population more productive. When the country is growing at the kind of pace that India is growing at, even if it is 5-6 per cent, we are already too late in terms of providing skills to all.

Any skilling initiative that will have millions of people joining it is not going to happen. We may be able to start an institutional base for the future but not for the present. Ninety-three per cent of the people in India are working in the unorganized sector. So the big plan that we should be making is 'to skill on the job.'

The young generation of this country is asking for dignity. We train people who are skilled and when they go to sites, they are put under sub-contractors who are oppressive and the youth leave their jobs.

A big change is required if we seriously want to address the issue of livelihood. There is rampant urbanization and urban centres are the most inhospitable locations for new jobseekers. The situation for women is far worse.

KEY SCALING UP INSIGHTS

- As a strategy, scaling up to ensure livelihood cannot take place through a gradual process of educational and vocational skill building since a majority of the labour force in the country today needs on-the-job-training for contributing effectively to individual and economic growth.
- Oppressive working environments and conditions for workers need to change dramatically for livelihood scaling to progress.

THE SESAME WORKSHOP EXPERIENCE: SASHWATI BANERJEE, MANAGING DIRECTOR, SESAME WORKSHOP INDIA

Sesame works in the area of early childhood education, operating through the lens of scale, impact and sustainability. Aware of the fact that in India 49 per cent of the country is media dark, Sesame uses television as a mass media strategy. Hence, the Sesame Workshop has designed multiple innovative programmes to enhance reach.

The Sesame Workshop focuses on improving children's school readiness between the ages of 2-6 years, which is when they go to *anganwadis*. This is done first through providing good interactive teaching learning material for children. Second, by enhancing classroom experiences and training *anganwadi* teachers to become good teachers and transacting the material in the classroom in a way that can measure change. And third, establishing effective monitoring and supportive supervision systems.

KEY SCALING UP INSIGHTS

- Mass media and interactive behavioural change communication tools play an important role in achieving scaling up.
- Early childhood education interventions form an important foundation for any subsequent education, vocational training and livelihood scaling up efforts.

The Sesame Workshop has also successfully used radio as a scale delivery mechanism by partnering with 10 community radio stations across North India. The Workshop has produced *gali gali sim sim* radio shows on literacy, health and hygiene.

The biggest challenge for the Sesame Workshop is getting buy-in from the government and finding a government partner where local governance plays an important role.

THE WATERSHED ORGANISATION TRUST (WOTR) EXPERIENCE: HEMANT PINJAR, PROJECT DIRECTOR, WOTR

WOTR first initiated the watershed programme in 1988-89. Though the organization had funding support, it was unfortunate that there was hardly anybody to take up watershed projects. Watershed projects are very labour-intensive and communities need to own the programmes and participate in their implementation.

So for WOTR a major challenge was how to scale up and get the programme to the people. The second challenge was assessing the social capital: which village really needed a watershed programme and which village would come forward and take the responsibility of implementing the watershed programme? A third challenge was bringing women into the mainstream. And finally, if people had to take up this programme then how should their capacities be built to take up such a huge programme in the village?

To address these challenges, WOTR prepared a participatory operational pedagogy (POP). It is a 21-point programme, which has various activities and these activities are merged into each other. WOTR also had to create good institutions in the form of village watershed committees (VWCs). Simultaneously, WOTR also created SHGs as a platform on which women could come together and within this SHG programme they could also join the watershed programme. The other important element was using technologies that were people-focused.

Another challenge was ensuring the right balance between participation and momentum since watershed development is a technical subject that has to be applied from the ridge to the valley for greatest effect. As a solution, WOTR created *panloat sevaks*, or watershed supervisors. They were from the village and WOTR trained them and demystified the technologies for them. They were taught simple things like how to measure slopes and contours so that the people themselves could take up the watershed programme. Transparency was one of the major factors that WOTR had to deal with because this programme was dealing with a huge amount of funds. Funds were directly deployed into the village watershed committee accounts. WOTR also created good IEC material that helped in ensuring the necessary behavioural change.

KEY SCALING UP INSIGHTS

- For a large project such as watershed development, scaling up requires the right mix of on-ground partners and ownership of the process by the community.
- People-focused technology, gradual capacity building, involvement of women and grassroots community mobilizers and transparent operational and governance systems, all help in creating a successful recipe for scaling up.

SIFFS FISHERIES LIVELIHOODS EXPERIENCE: V. VIVEKANADAN, SOUTH INDIAN FEDERATION OF FISHERIES SOCIETY (SIFFS)

Introduction

SIFFS is a village-level cooperative of small-scale fishermen who take control of fish markets and then link them to credit and savings on the one hand and also various other welfare measures on the other. It was SIFFS's intention to break the nexus between credit and marketing through freeing fisher folk so that they could sell fish in a competitive manner and get the right price for it.

Approach and issues

In the initial phase, three continuous districts with the same fishing livelihood issues and the same community learnt from each other on how to replicate the model. It is important to note here that sometimes the success of a model also creates negative effects. In some other areas, organizations decided to compete instead of collaborating and also because of political reasons parallel fishermen's cooperatives were formed. So while one can say that true scale can be achieved through the perfection of an original model, down the line as the model progresses across geographies and communities, it is also important as to who owns the model and who drives it effectively forward for the benefit of all.



Government dimension

The State Government of Kerala in the 1980s picked up this model and implemented it in its own way. There was a deviation from the original model and conflicts emerged. This showed that interested parties have their own scaling up strategies and they are often in conflict.

Partnerships and learnings

After the mid-1980s, realizing that the model of replicating through people learning was not working, SIFFS ventured into a partnership model in Calicut with a local church group. But the church group's power was limited because the community also comprised of Muslim fishermen. This model was also not very successful

KEY SCALING UP INSIGHTS

- Models scale if they adapt to changing social, economic and political conditions. Mere linear replication does not result in the sustainability of models.
- For beneficiaries of any scaling up model to stay with the model and continue its evolution, expansion and growth, there is a need to institutionalize a series of incentives that result in economic gains for the beneficiaries.
- Government and other stakeholder participation (for example, religious groups) and the ability to manage this relationship in an effective way are important considerations for scaling up.

because the church's institutional values were not necessarily useful for business. SIFFS then slowly terminated this partnership. The church also acknowledged that it was perhaps not suitable for the kind of partnership that SIFFS was looking to establish.

SIFFS also realized that whichever entity was implementing the model, it was possible for it to play the same role infinitely. It became clear that SIFFS needed a permanent support structure, for example, in terms of providing a certain minimum price.

Model evolution and present status

While the original model that was meant to tackle a marketing problem at the village level still remains the foundation of the programme, it is no more the main source of benefit. The model has now evolved to an input control model that SIFFS implements at the federation level. A fisherman at the village level, who is also a member of a cooperative, now knows he is part of this large network. Every two years when he needs a motor, he comes to the federation and gets a 10 per cent discount. These are the incentives that are making fishermen stay with the network.

The SIFFS model is not very intensive in terms of the initial process, but it still is a long-term process. However, since very few donors support a long-term programme it becomes difficult to develop such a programme.

YOUTH4JOBS EXPERIENCE: MEERA SHENOY, SENIOR ADVISOR, UNDP

Bringing stakeholders to one common platform is imperative for scaling up. Ms. Shenoy spoke of her work with the Andhra Pradesh state government that was one of the largest official creators of employment for the rural poor. Ms. Shenoy recounted her experiences of bringing in many trading partners to the table to make the model work. It was difficult initially, but Ms. Shenoy said that the team managed because it developed an IT backbone, MIS and quality control mechanisms.

In Bihar, the model worked with governments and businesses to create a public-private partnership, and in the process it is also helping companies build an inclusive workforce.

Ms. Shenoy also touched upon her work with differentially abled youth and their training needs for making them suitable for the job market.

KEY SCALING UP INSIGHTS

- Need for constant dialogue between the private sector and the government.
- It is important to understand the structure of how the government and the private sector dialogue in a transparent and seamless manner with mutual trust and cooperation for scaling up.

THE SEWA EXPERIENCE: UMA SWAMINATHAN, MANAGING DIRECTOR, SEWA GRAM MAHILA HAAT

Introduction

SEWA works with small and marginal farmers by helping them through providing finance, technological training programmes, promoting agri-campaigns and providing production tools to scale in the market.

Approach and constraints

This is a step-by-step process where there are multiple employment opportunities. SEWA piloted in one district through partnership with Hindustan Unilever by setting up a centre that had a professional set up for marketing, but could not increase the business. SEWA spent its own money for this and so was apprehensive about its continuation. When SEWA discussed this issue with its members, they confidently took the decision to invest their own money from the credit and savings group.

SEWA had to compete in the local market and understand consumers' requirements. Thus, it took a long time to set up one centre. However, marketing picked up in 8-9 months. Once confidence was built, SEWA could move further. There was no profit, no loss.

Success parameters

SEWA slowly continued to increase its business and started six centres. While SEWA invested Rs 25 crore in the first eight years, in the initial years, it sold goods worth only Rs 1 lakh per year. Meeting this gap was a big challenge. But the organization did take the risk, since it was important for it to continue investing in the poor. During these eight years, SEWA also learnt how to promote a company, to centralize the system, to pay tax and to legally run the business. SEWA realized that partnership opportunities would fructify only if they had a proper entity. It thus started a for-profit company called the RUDI Multi-Trading company, where 'Rudi' is the brand name for agricultural products.

It is important to note that as SEWA scales up, it is the communities that will continue to sustain the model in each and every centre. Investing in the capacity building of SEWA members is thus an essential pre-requisite. SEWA does make profits, but almost 90 per cent of the revenue goes to grassroots members. Also, people are benefitting because they immediately started earning more per month as they started producing and supplying to the market using their collective production and marketing activities.

KEY SCALING UP INSIGHTS

- For scaling up, the organization and the communities have to demonstrate a certain level of pragmatic risk-taking behaviour.
- Systems and processes need to be established which allow the organization to work effectively with governments, the trade and markets so that local people-centred institutions own and manage the processes of generating livelihoods and scaling up.

BAIF EXPERIENCE: BHARAT KAKADE, VICE PRESIDENT, BAIF

Introduction

BAIF has demonstrated excellent scaling up work over more than 50 years. BAIF works in 16 states in India, particularly in tribal dominated ones like Jharkhand, Madhya Pradesh, Chhattisgarh and parts of Maharashtra, Gujarat, Karnataka and Odisha.

One of BAIF's major scaling up model is in the livestock sector. This is a breed upgradation intervention that has now reached 4,000 centres in 65,000 villages in the country, benefitting about 4 million households every year.

Success factors

Technology can be the biggest driver of scale. If proven technology which leads to solutions is introduced as an intervention the chances of success are high. Also in the case of the livestock upgradation project, services for the farmers so that all inputs were supplied at a farmer's doorstep for upgradation of the cattle was the key. Another driver was a very strong research, technological and input supply backup from the central level across the country through the BAIF resource station near Pune. The third factor for the success was long-standing and concurrent support for the entire programme throughout the government. And finally, it was important to start small in Gujarat and Maharashtra and then to scale gradually.

Another successful scaling up BAIF initiative is the transformation of degraded land into a productive asset for tribal farmers. Assured and reliable funding over a period of 10-15 years gave BAIF the necessary confidence and flexibility to try out the necessary experimentation and deliver results. This approach has also been well accepted at the Central Government level. Most of the state government tribal departments have adapted the knowledge for taking it to the tribal communities. NABARD has also created a tribal development fund that has now touched Rs 100 crore, which is available for replication of this programme across the country.

KEY SCALING UP INSIGHTS

- Key to developing a replicable and a scalable approach is the application of appropriate people-centric technology that is taken to the poorest of the poor.
- Capacity building at various levels of staff members for delivery of the programme, of local government machinery for behavioural change, etc., is important.
- Evolving a responsive organizational structure with local presence nearer to the people and a central support structure allowing for autonomous functioning of independent units.
- For rural producer communities, scaling up can take place through adopting a value chain based approach.

PRADAN EXPERIENCE: D. NARENDRANATH, PROGRAMME DIRECTOR, PRADAN

Introduction

PRADAN was formed in 1983 as an organization working on rural livelihoods, benefiting around 300,000 families in seven states through an organizational strength of 350 professionals. In the last 30 years, PRADAN has looked at rural development as its core work. So PRADAN is not just about promoting incomes and producer organizations, but also about bringing about fundamental changes in the ways in which rural communities live. This means long-term changes in the way they behave. This is done through building hope, enhancing agencies and bringing women into the mainstream. Thus, PRADAN is actually looking more at a cultural change than just promoting livelihoods.

People dimension

To bring a fundamental change in the community, any organization needs people who are motivated, well educated, qualified and who can deal with the complexities of rural society.

This component is the most important ingredient for scaling up and PRADAN has scaled up in the last 30 years.

PRADAN has managed to put in place a system of identifying, recruiting and training people in a reasonably decentralized manner across their 50 teams in India. Its vision has been training quality people and then helping them to stay on in the sector. This, in fact, is the key missing link in development. Of course, this has to be coupled with good quality work at the grassroots as a promoting organization, developing livelihood prototypes and specifically working in a participatory manner with communities.

Thus, scaling up is really at the level of bringing in people and deploying them. Over the last 30 years, over 1,300 people have undergone this programme, out of which 300 remain in the programme. The other 1,000 have moved on to work in the development sector on other issues. Most of them are doing good work.

Livelihood dimension

The other level of scaling up is in the realm of livelihood with specific reference to PRADAN's work in tribal livelihoods. It is while working with such landless poor that PRADAN has, over time, developed 10-15 different kinds of livelihood prototypes. It has taken time to evolve these elements within the organization and it has been successful because of constant interaction with communities, assessing needs, trying and failing and then re-trying and refining the models. Today, these models have become a part of many mainstream programmes, at least in the hilly undulating terrains of east India.

Scaling up model

PRADAN has scaled livelihoods using a group nucleus model. This means achieving substantial scale in a given block or in a district and from there moving out to more districts and more places so that many more people come and adopt the model. It is important to note here that it is not merely sufficient to see and start copying a scaling up model. It is necessary to imbibe the whole process and the philosophy behind how the model has evolved and has been implemented in the field.

PRADAN has achieved this outcome by training community resource persons who have moved to adjacent districts and blocks and have scaled up the livelihood programme. Scaling up is thus also an institutional prototype with the community as the first person interface. In PRADAN, when team members gather 5-7 years of experience, they set up a new team that becomes another growth nucleus.

However, working with the nuclei model allowed PRADAN to reach only a limited

KEY SCALING UP INSIGHTS

- People are the core asset for ensuring scaling up. Organizational and impact growth can only take place if people are available within the system to ensure commitment to scaling up. Human resources are thus an integral part of the scaling up strategy.
- Scaling up requires continuous presence in a particular geography through working groups which are able to create a second tier of visionary resources, both at the organizational and partner levels. Effective scaling up requires a functional network of partnerships.

scale. PRADAN realized that to create a much larger scale, there was a need to create multiple stakeholder partnerships that would enable work in a region that is a collective of 5-6 districts. PRADAN also works through many NGO partners (75 across the seven states). It is a constructive and meaningful engagement because of mutually beneficial learning mechanisms.

Closing Remarks: Prema Gera, UNDP

PATHWAYS

Today's learnings show that two kinds of scale up pathways are available. One is government led and the other is an intervention by NGOs in partnership with various stakeholders, including the government. Simultaneously, there is also the need to build social infrastructure and social capital since it helps in managing a large scale up exercise. At the heart of all strategies, a very important facet is that of community owning and driving the scale up, supported by an able institution building mechanism. Scale up can happen when people understand comprehensively what they are doing, what they may need very soon and they are able to look forward, quite ahead of time.

Clearly, various organizations have different pathways for scaling up, through NGO partners or with networks. You may not do everything yourself in every place. Somewhere you retain the quality, in other cases you achieve rapid expansion. In the ultimate analysis, the right balance is required. One way in which quality can be retained is by driving convergence through partnerships. And of course, quality being relative, it varies from place to place and is linked to time and how much social capital has been mobilized.

PARTNERSHIPS

A specific area of partnerships and collaboration is the Bharat Rural Livelihood Programme because it is formatted to work with NGO partnerships, is NGO driven and NGO led and can lead to scaling up of NGO initiatives. PRADAN is a good example since it shows us that implementation partners are important. An NGO cannot necessarily scale on its own; partnerships are required. But getting into partnerships requires a different way of working where envisioning, planning and implementing occur together. Any proposal developed in this direction will require a lot of thinking and collective work.

SCENARIOS

For implementation pathways in the livelihood sector, we could look at two kinds of scenarios. One that is civil society led and driven because there will be need for that. The government is not going to do scaling up every time and everywhere and it cannot cover every aspect of livelihood. And the other approach can be a sectoral intervention. For example, the carpet weaving sector in eastern Uttar Pradesh. We know that carpets are produced in 6-7 districts in the eastern regions of the state. It is here that we can have a pilot and then expand it depending on the market and skill sets. This is thus more of a programme up scaling, but it is more of a sectoral enhancement as well, where you build the movement and get participation from more producers. This is also a business-like approach since in the livelihood domain there is a need to develop a business mindset.

Communities have to get sustainable and get incremental income; this is what will create the necessary difference.

SIFFS's example shows us that over time, organizational roles and strategies change. The goal remains the same but the approach changes. Thus, there is a need to be ready to look at new challenges and adapting to them. Coming to specifics, when you think of the sectoral scaling up strategy, it gives us a focus owing to the precise definitions of our market, of scale, of producers, of where you live and what you produce.

GOVERNMENT DIMENSION

When we look at the state as a scaling up entity, then it is fair to assume that the state will have the resources to manage the scaling up and perhaps can cater to everyone. Yet, for effective scaling up state, civil society and people will need to combine strengths and work together. We all provide our own strengths and the strength of the state is also created by the people. Civil society has its own characteristics and brings its own value to the table. Unless we creatively bring the two together along with the market, we cannot talk about scale.

SCALING UP DYNAMICS



Scaling up is different from size. We can keep stamping the same model and can have a large number of such interventions. This is not scale. Scale is when different views, thought processes, ways of doing and partnerships come together. UNDP has supported such work in the tribal districts in Jharkhand in collaboration with the Ministry of Rural Development. After the initial pilot, we have now scaled to eight states with MoRD bringing in NRLM, the resources and the local implementation being structured through PRADAN. There is mutual partnership between all players in scaling up.

Coming to the often quoted example of the success of milk producing cooperatives in Gujarat and the work of Dr Verghese Kurien, it is important to know that though there was strong institutional support, the actual movement comprised of farmers and young professionals who worked together to create impact. This intervention was built entirely through a strategic partnership, policy support and collaboration with the government.

The Anand model also shows us that as it became successful and had an impact, there were multiple relationships that got complicated and the price of this collaboration had a larger implication on the scale. Despite the fact that Anand was developed as a rigorous and standardized model, it could not be replicated in many other places and overall the success of the replication of this model has not been evaluated. Also, in another context, the strategy in NRLM that has come from Kudumbashree is now scaling up nationwide. This is largely despite the differences in states and the centre and the glue holding it together is the fact that at its heart, it is largely a poverty eradication programme.

SHG DIMENSION

Owing to the success of the SHG model, almost everywhere today we find various programmes latching on to SHGs as a fundamental building block since it has been a relatively successful and easily replicable model. Clearly there are strengths in the model in that it is 10-20 women coming together, there is no possibility for elitist or political capture and hence this is a model everyone wants to repeat. But there is a huge danger in building everything with SHGs as the backbone, thus sometimes burdening the model excessively. It is also important to note that we will need to look at practical considerations. Even within the government, there are turfs and departmental conflicts. Hence these need to be resolved effectively before bringing into the fold another institutional set up such as the SHGs, since the danger of corruption in the systems, processes and outcomes will be a direct detriment to scaling up.

CONCLUSION

Something that has been missed out today is the role of multilateral and donor organizations in the entire process of model building and scaling. This is very significant. Self-help groups are an IFAD innovation; there are numerous examples. So, let us not forget that such agencies are big actors and have been making a major contribution.

Summing Up: Unmesh Brahme

Mr. Brahme concluded the day's consultation with a comparison of scaling up through competition (as in corporations) versus scaling up in the social sector through collaboration. He elaborated on these approaches as two different scenarios and observed that the solution is a middle path strategy.

Civil society organizations need to look at the bigger question of creating an impact on the ground. Scale is both about numbers and quality. The discussion threw light on the many ways in which this balance can be achieved.

UNDP is keen to arrive at a mechanism of working together in a landscape that may see competing civil society and state interventions. In this context, the role of business should not be forgotten. UNDP's own work in the area of inclusive business and making markets accessible to the poor is a good beacon to structure corporate partnerships on the scaling up spectrum.

Vote of Thanks: Shashi Sudhir, UNDP

Shashi Sudhir thanked the participants for their effective contributions to the dialogue on scaling up. The morning sessions were structured in such a way that various frameworks could be presented and the afternoon format was purposeful in that it allowed discussions on the challenges to scaling up and possible pathways.

Her key take away from the day's deliberations was that one had to design elements of scale at the pilot level. But that brings up some questions: If we start scaling up in the pilot design itself, what happens to innovation? And what happens to quality while scaling up? Need to scale should thus be assessed thoroughly before actually implementing scaling up. Scaling up should not lead to compromising on quality and should not be at the cost of innovation and new ideas. UNDP will be happy to take the necessary steps to ensure that we take our interaction today to the next level of action and impact.

Annexures

Annexure 1: Agenda

0930– 1000	Registration and Tea	
1000 – 1005	Welcome remarks	Prema Gera, Assistant Country Director, UNDP
1005 – 1015	Workshop structure and round of introductions	Unmesh Brahme, Moderator
1015 – 1100	MSI scaling up framework followed by Q & A session	Rajani Ved, Advisor, National Health Systems Resource Centre
1100 – 1130	Salient features of scaling up frameworks developed by IFAD, UNDP	Unmesh Brahme
1130– 1145	TEA BREAK	
1145– 1210	Case: SAPAP–SERP–NRLM: An example of government scaling up programmes	Vijay Kumar, Joint Secretary and Mission Director, NRLM
1210– 1230	Case: Scaling up livelihoods	Kishor Kher
1230– 1250	Case: The Kudumbashree experience	Sarada Muraleedharan, COO, NRLM
1250- 1310	Case: Scaling up education	Madhav Chavan Co-Founder and CE President Pratham
1310– 1400	LUNCH BREAK	
1400– 1530	Developing a framework for scaling up – moderated discussion	All participants to respond based on their experiences and specific success parameters
1530 - 1600	Summing up and way forward	Prema Gera, Assistant Country Director, UNDP and Unmesh Brahme
1600 - 1610	Vote of thanks	Shashi Sudhir, UNDP
1610	HIGH TEA AND NETWORKING	

Annexure 2: Background Note

INTRODUCTION

India has seen emerging trends in innovative mechanisms and cross-sectoral collaborations between governments, civil society organizations and corporations to create a large-scale social impact for vulnerable and disadvantaged populations in the country. While there have been many such pilots which are laudable in their design, scope and potential, there seems to be a singular lack of a well-defined strategy to create an over arching impact by focusing together on quality and scale, one that will sustain the impact and bring more and more poor women and men out of poverty.

TRENDS

Recently, and growing across sectors, there is a discerning movement of creating lasting social impact through scaling up mechanisms, a trend we see in both governments and civil society organizations. Success stories also abound in education, health, state-level poverty eradication efforts, the success of women's self-help groups in some states and the inclusive business and market experimentation by corporations and social enterprises. The Planning Commission too is focusing on creating effective 'scaling up' mechanisms and is encouraging government and civil society actors to create adaptive and resilient working processes and systems that will allow for scale and impact to go hand-in-hand.

LIVELIHOODS

A uniting theme that will bring together various organizations and individuals working for better development outcomes is 'livelihoods'. With a large section of the Indian population still unable to find productive, well-paying mainstream and alternative jobs as well as meaningful entrepreneurial opportunities, the resultant impact on health, education, water and sanitation, among the various quality of life indicators, is only too telling. With the spectre of a large section of the country's rural and urban youth facing unemployment by 2020 looming large, it is important to consider developing and implementing 'scaling up' through appropriate partnerships and financial mechanisms, such that poverty alleviation through livelihood generation, becomes a reality.

CONSULTATION

This consultation unfolds against this backdrop and presents both conceptual frameworks for scaling up and inviting inputs from assembled policy makers and practitioners on the systems, processes and mechanisms that they used to ensure successful at-scale activities that have sustained beyond the pilot stage. In doing so, UNDP hopes to be able to support an ecosystem comprising scaling up practitioners, intermediary organizations and government and business collaborations that create meaningful and dignified opportunities for vulnerable and marginalized populations in the country.

We are keen to debate and find answers to some representative questions:

- Can pilots be scaled and if yes, how? What are the successful and limiting factors? How can examples from education and health, water and natural resource management be translated into livelihood scaling and what are the connecting pathways?

- In specific relation to livelihood and the National Rural Livelihood Mission's (NRLM) work, the to-be-launched National Urban Livelihood Mission (NRLM) and the recently announced Bharat Rural Livelihood Foundation (BRLF), what could be the pathways to creating scale and impact?
- Are collaborations and partnerships the only scaling up solution or are there other mechanisms?
- Is financial pooling and consolidation a way forward and if yes, what could be the modalities of implementing such a strategy?
- What is the role of inclusive business and social enterprises in achieving livelihood scaling up?
- What can be the effective ways of looking at creating inclusive livelihoods both in agricultural and non-farm sectors, small and micro enterprises, for small producers and across supply chains?

To guide us through the day's consultations, we will be sharing with you the Scaling Up Management (SUM) Framework developed by Management Systems International and also present insights from comparable frameworks developed by IFAD, UN and other entities.

We will follow this up with a moderated experience sharing session with assembled practitioners from government and civil society who will present their views on scaling up and suggest mechanisms of success for creating a genuine and measurable impact in the livelihood space. We will close the consultation with a summary of the proceedings and outlining the next steps for effective collaboration and scaling up partnerships.

EXPECTED OUTCOMES

We are hoping to create an ecosystem of 'scaling up' livelihood policy experts, practitioners and intermediately organizations who in collaboration with governments and business will drive success and impact.

Annexure 3: List of Participants

Consultation on 'Scaling up Successful Livelihood Pilots- Implementation Pathways' UN Conference Hall, 27 December 2012

Sl. No.	Name	Organization	Tel No. Address	Email
1	Ms. Rajani Ved	Community Processes National Health Systems Resource Centre, Advisor	9810333771 /26108982 / 83 / 84 / 92 /93, 64598521 NIHFW Campus, Baba Gangnath Marg, Munirka, New Delhi 110067	rajani.ved@gmail.com nhsrc. india@gmail.com
2	Mr. Madhav Chavan	Pratham, Co-Founder & CE President	011-26716084/41651638/ 09833199687 Pratham Resource Center, B- 4/58, Safdarjung Enclave 2nd Floor, New Delhi-110029	madhavchavan@gmail. com; info@pratham.org; madhavchavan@pratham.org
3	Mr. V Vivekanandan	Adviser, South Indian Federation of Fishermen Societies (SIFFS), and Member, ICSF	91-9847084840 +91-9677034670/ 0471-2343711,2 343178, 23450564 3, Asan Nagar, Vallakadavu P.O. Trivandrum 695 008 Kerala	vivek.siffs@gmail.com
4	Mr. Hemant Pinjan	Watershed Organisation Trust (WOTR)	0120 24226211 / 8003095658 "The Forum", II Floor, Padmavati Corner, Pune Satara Road Pune – 411009	cslobo1@gmail.com; info@ wotr.org
5	Mr. Kishor Kher	Yuva Parivartan, Founder & President & Trustee	022 2647 4381 / 26479189 / 2647 5359/ 9819691851 Parishramalaya, Teen Bungalow Road, Opp. Kherwadi Municipal School, Kherwadi, Bandra(E), Mumbai - 400 051	kishorkher@yuvaparivartan. org; info@yuvaparivartan.org
6	Mr.T. Vijay Kumar	National Rural Livelihood Mission (NRLM), Joint Secretary & Mission Director	24122947 6th Floor, Hotel Samrat Kautilya Marg, Chanakyapuri New Delhi – 100021	vjthallam@gmail.com
7	Ms. Sarada Muraleedharan	National Rural Livelihood Mission (NRLM), Chief Operations Officer	9650777851 / 9868203540/24122936 7th Floor, Hotel Samrat Kautilya Marg, Chanakyapuri New Delhi – 100021	sarada.muraleedharan@undp. org
8	Mr. D. Narendranath	PRADAN, Programme Director	4040 7700, 2924 8826 to 2924 8832 E-1/A, Ground Floor and Basement Kailash Colony New Delhi - 110 048	naren@pradan.net
9	Mr. Bharat Kakade	BAIF, Vice President, BAIF Development Research Foundation	9423507335 BAIF Bhavan, Dr. Manibhai Desai Nagar, Warje, Pune 411058	kakadebharat1@gmail.com; bkkakade@baif.org.in
10	Ms. Sashwati Banerjee	Sesame Workshop India, Managing Director	46508425 E1/A, Kailash Colony New Delhi 110048	Sashwati.Banerjee@sesame.org
11	Mr. Vipin Sharma	Access Development Services, CEO	26510915 28 Hauz Khas Village 1st Floor, New Delhi-110 016	vipin@accessdev.org

Sl. No.	Name	Organization	Tel No. Address	Email
12	Ruchika Bahal	Independent Consultant	9818943887	
13	Mr. Brij Mohan	Access Development Services, CEO	26510915 29 Hauz Khas Village 1st Floor, New Delhi-110 016	brij@accessdev.org
14	Mr. Paritosh Upadhyay	Jharkhand State Livelihoods Promotion Society (JSLPS) Special Secretary & CEO	9431381831 FFP Building, IIIrd Floor HEC Campus Ranchi, Jharkhand - 834002	paritosh1069@gmail.com
15	Mr. Shivendra Pandeya	Jharkhand State Livelihoods Promotion Society (JSLPS) Chief Operating Officer	9431102803 FFP Building, IIIrd Floor HEC Campus Ranchi, Jharkhand - 834002	snpandeyaind@yahoo.co.in
16	Ms. Meera Mishra	IFAD, Country Head	26150000—Extn 3100 465540562 Poorvi Marg Vasant Vihar, New Delhi – 110 057	m.mishra@ifad.org
17	Ms. Umadevi Swaminathan	SEWA, Ahmedabad	91-98.980.89729/079-26589729 8, Navrang Colony, Near Kashmira Chambers, Near Navrangpura Crossing, Navrangpura Ahmedabad	uma_swami2001@yahoo.com; rudimtcl@gmail.com
18	Ms. Mallika Ahluwalia	Consultant	8527563733 Bharat Rural Livelihood Mission Ministry of Rural Development New Delhi	mallika.ahluwalia@gmail.com
19	Ms. Poonam Muttreja	Population Foundation of India, Executive Director	26856805 / 43894100/9873111120 B-28 Qutab Institutional Area Tara Crescent New Delhi-110016	pmuttreja@ populationfoundation.in
20	Mr. Taposh Roy	Project Manager, SWAAYAM		
21	Mr. Soumen Biswas	CSO Consultant, NRLM	9868183528 NRLP, Ministry of Rural Development Hotel Samrat, New Delhi	soumen_1@yahoo.com
22	Prema Gera	UNDP	55 Lodi Estate, New Delhi - 110003	prema.gera@undp.org
23	Meera Shenoy	UNDP	55 Lodi Estate, New Delhi - 110003	meera.shenoy@undp.org
24	Seeta Prabhu	UNDP	55 Lodi Estate, New Delhi - 110003	seetaprabhu@gmail.com
25	Ratnesh	UNDP	55 Lodi Estate, New Delhi - 110003	ratnesh@undp.org
26	Mona Mishra	UNDP	55 Lodi Estate, New Delhi - 110003	mona.mishra@undp.org
27	Kanta Singh	UNDP	55 Lodi Estate, New Delhi - 110003	kanta.singh@undp.org
28	Momin Jaan	UNDP	55 Lodi Estate, New Delhi - 110003	momin.jaan@undp.org
29	Amutha Bharat	UNDP	55 Lodi Estate, New Delhi - 110003	amutha.bharath@undp.org
30	Meena Negi	UNDP	55 Lodi Estate, New Delhi - 110003	meena.negi@undp.org
31	Navin Anand	UNDP	55 Lodi Estate, New Delhi - 110003	navin.anand@undp.org
32	Swati Dogra	UNDP	55 Lodi Estate, New Delhi - 110003	
33	Mohammad Anas	UNDP	55 Lodi Estate, New Delhi - 110003	mohammad.anas@one.un.org
34	Shashi Sudhir	UNDP	55 Lodi Estate, New Delhi - 110003	shashi.sudhir@undp.org
35	Hari Mohan	UNDP	55 Lodi Estate, New Delhi - 110003	hari.mohan@undp.org
36	Unmesh Brahme	Technical Consultant- Moderator	9821830495	unmeshbrahme@gmail.com

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United Nations Development Programme
55 LodhiEstate, Post Box No.3059, New Delhi – 110003, India
email: info.in@undp.org
website: www.in.undp.org