Replication and Scaling-up Toolkit for IWRM in Pacific Island Countries

Summary of a Proposed Process for Planning Replication and Scaling-up of National IWRM Demonstration Activities in Pacific Island Countries
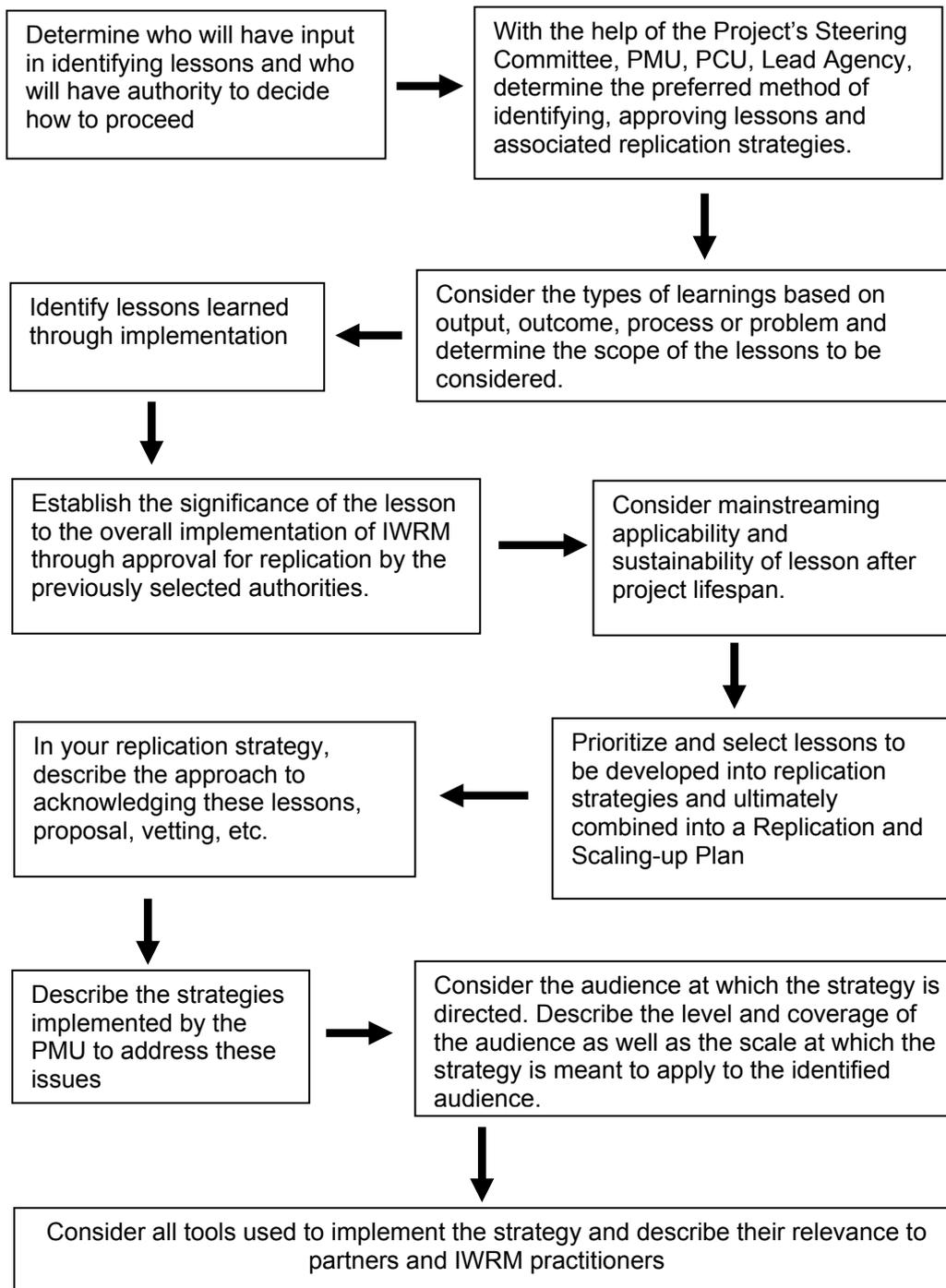
Determine who will have input in identifying lessons and who will have authority to decide how to proceed

With the help of the Project's Steering Committee, PMU, PCU, Lead Agency, determine the preferred method of identifying, approving lessons and associated replication strategies.

Consider the types of learnings based on output, outcome, process or problem and determine the scope of the lessons to be considered.

Identify lessons learned through implementation

Establish the significance of the lesson to the overall implementation of IWRM through approval for replication by the previously selected authorities.

Consider mainstreaming applicability and sustainability of lesson after project lifespan.

Prioritize and select lessons to be developed into replication strategies and ultimately combined into a Replication and Scaling-up Plan

In your replication strategy, describe the approach to acknowledging these lessons, proposal, vetting, etc.

Describe the strategies implemented by the PMU to address these issues

Consider the audience at which the strategy is directed. Describe the level and coverage of the audience as well as the scale at which the strategy is meant to apply to the identified audience.

Consider all tools used to implement the strategy and describe their relevance to partners and IWRM practitioners

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	What's the Issue?
Why is this Needed?	The **goal** of the Global Environment Facility supported project entitled "*Implementing Sustainable Water Resources and Wastewater Management in Pacific Island Countries*" (GEF Pacific IWRM Project) is to: "*contribute to sustainable development in the Pacific Island Region through improvements in natural resource and environmental management*". The **overall objective** of the project is to: "*To improve water resources management and water use efficiency in Pacific Island Countries in order to balance overuse and conflicting uses of scarce freshwater resources through policy and legislative reform and implementation of applicable and effective Integrated Water Resources Management (IWRM) and Water Use Efficiency (WUE) plans*" Component 1 of the project "*Demonstration, Capture and Transfer of Best Practices in IWRM and WUE*" is facilitating country-driven practical demonstrations of IWRM and WUE focused on removing barriers to implementation at the community/local level and targeted towards national and regional level learning and application.
This toolkit will guide the development of National IWRM Replication and Scaling-up Plans	The **expected outcome** of this project component is that: "*Lessons learned from demonstrations of IWRM and water use efficiency approaches replicated and mainstreamed into existing cross-sectoral local, national and regional approaches to water management*" Replication of National IWRM demonstration projects within and between PICS is a priority activity for national IWRM teams. Successful replication requires good planning based on lessons learned and examples of best practice. This "*Replication and Scaling-Up Toolkit for IWRM in Pacific Island Countries*" is designed to provide project managers with guidance on: (a) identifying tools for IWRM replication and scaling-up; and (b) developing a verifiable IWRM Replication and Scaling-up Plan. Replication and Scaling-up Plans will be useful for advancing IWRM and guiding national partners and donors on investment in the water and sanitation sector. They will also help other IWRM practitioners. **What should Replication and Scaling-up Plans include?** The following plan components will be addressed in the toolkit:
Replication and Scaling-up Plans can help Pacific Islands countries add value to their demonstration projects and IWRM initiatives	1. **Lessons Learned**: the toolkit provides guidance for the process of identifying lessons learned through implementation; 2. **Significance**: plans should include discussion of the significance of the lessons learned; the toolkit provides guidance for the process of vetting the significance of lessons learned; 3. **Strategy**: plans should discuss the who, what, when, where, why and how of the strategy; 4. **Target Audience**: plans should include discussion of the target audience and how widely the plan applies. This toolkit provides some examples to guide national IWRM teams with this step; and 5. **Tools**: Plans should identify and discuss all tools that will be used during the implementation of Replication and Scaling-up Plans. This toolkit provides some examples of what tools might be useful in preparing Replication and Scaling-up Plans.

Replication and Scaling-up Plans can Enhance Cross-Sectorial Cooperation	**Proposed Purpose of IWRM Replication and Scaling-up Plans?** This toolkit identifies the key activities for IWRM replication and scaling-up aimed at building and refining IWRM at both national and regional levels. These activities will provide the mechanism for replicating positive outcomes, learning from project successes and setbacks, and mainstreaming key lessons. *Replication includes:* ➢ Sharing knowledge about IWRM lessons learned through documentation, facilitated workshops, and other methods from "*Community to Cabinet*" in Pacific Island countries, and at regional and global levels; ➢ Applying IWRM lessons and successful approaches from one location to another site, either within a given country or region; ➢ Scaling-up demonstration initiatives to work "*upstream*" of individual projects to broaden their scope of impact to, for example, policy and legal reforms; ➢ Using project trained organisations and individuals elsewhere within the country or in the region, e.g., technical exchange of project staff. Replication and Scaling-up Plans will be dynamic plans, outlining anticipated lessons from the project, and will be refined through several iterations as lessons for replication becoming apparent during project implementation.
You can use a consultation process to: shape Replication and Scaling-up Plans; measure progress; and to involve and empower people	**What Makes a Replication and Scaling-up Plan Useful?** The approach to be adopted for project replication is a combination of demand and supply driven processes. Demand driven processes are those where the project addresses key needs identified by local, national and regional stakeholders. Supply driven processes are those where good lessons are identified, and stakeholders are identified that may benefit from these lessons. The national IWRM demonstration projects have already partly identified stakeholder demands in National Diagnostic Reports, Hotspot Analyses, and Project Proposal. In most cases, meeting these demands will require the development of technical solutions to identified problems, and the need for engagement and attitude changing strategies applicable from community to national government levels. Application of this approach will: ➢ build awareness, support and involvement, and skills and capacity across sectors and between levels of government, including traditional governance structures; ➢ justify bids for funding and increased budgetary support for IWRM; and ➢ better inform national reforms of development planning and government service delivery in the water and sanitation sectors aimed at ensuring secure access to safe drinking water and sanitation.
A Typical Replication and Scaling-up Plan	**What might a Replication and Scaling-up Plan look like?** Replication and Scaling-up Plans will vary for each project but should contain a standard report structure with discussion of each of the replication strategies, recommended action plans, and a host of appendices with copies of appropriate tools and materials to inform replication activities. Advice on this is contained in "*Stage Four: Reporting*" of this toolkit.

	How to Develop a Replication and Scaling-up Plan
Involve key stakeholders before critical decisions are made	***Stage one: getting started*** Each national IWRM demonstration project is a pilot study to test IWRM approaches, and it should therefore be recognised that these replication strategies are being developed without an explicit understanding of the exact nature of some of the lessons and approaches to be replicated. To date, all projects have documenting lessons learned on a 3-monthly basis, and it is anticipated that this will continue during the life of the project. It is recommended that these lessons learned be considered by National Demonstration Project Co-ordinating Committees which should undertake assessments of their significance and how they could possibly be used nationally and regionally. It is important that this process be fully participative so as to garner the support and input of all stakeholders from government agencies, traditional leaders, community representatives, civil society, and the private sector. This approach should be central to Replication and Scaling-up Planning. ## Things to consider and address:
Be clear about the reasons for developing a Replication and Scaling-up Plan	**Why develop a Replication and Scaling-up Plan?** Is a lack of knowledge hindering the water and sanitation sector and IWRM development? Or is a lack of evidence weakening the arguments for increased resourcing and replication? Are the learnings and strategies derived from the project useful to others? How important is it to further develop local skills and widen community involvement? **When will it be done?** How urgent is it? For example, is a Replication and Scaling-up Plan urgently needed to assist in gaining access to funding or to help decide where co-funding could be spent or project funds reallocated. As the projects are being implemented new lessons are being learned, so the plan will change as these lessons are added and key areas for replication are better defined. It is expected that national IWRM teams will have draft plans for review by the 3rd meeting of the Regional Steering Committee (RSC) and that revised plans will be required for each subsequent RSC.
The plans are dynamic and should evolve as IWRM project's are implemented	**What will it include?** Replication and Scaling-up Plans will be comprised of a series of replication strategies and associated actions. It is anticipated that a series of "***Learnings***" will be identified and their "***Significance***" justified throughout national IWRM demonstration project implementation. **Replication strategies** will be designed as a means of repeating each of the key learnings and these strategies will include detailed discussion of all **tools** needed to implement the strategies, as well as details about the desired **impact** of the strategy, including reference to the intended **audience** and **scope**. **How will it be done?** It is recommended that Replication and Scaling Plans be developed in consultation with National IWRM Demonstration Project Coordinating Committees and National APEX water bodies where appropriate. This is aimed at ensuring full participation of stakeholders from government agencies, traditional leaders, community representatives, civil society, and the private sector. **Who will be responsible?** All IWRM Demonstration Projects have a requirement for Replication and Scaling-up Plan development. The principle driver for the formulation and preparation of the plan is the Demonstration Project Manager (DPM).

Be clear and realistic about the value and potential use of project lessons	## *Stage two: preparing the plan - using what's available!* **How do we Identify Lessons for Replication?** This section talks about how lessons for replication will be identified. The aspects to be outlined are: ➢ Roles in identifying lessons – whose input will be sought and who will decide to proceed with a particular strategy? ➢ The process in compiling lessons and making decisions on how significant the lessons are and how to proceed with replication? ➢ The scope of lessons to be considered? Simplified, this process involves: (1) identifying good ideas, approaches, and outcomes to apply elsewhere; (2) a review of the value and potential of these; and (3) a decision on the replication strategy. Identifying lessons is a critical stage in the replication process. Generally the process requires a good understanding of the area of IWRM from which the lesson is derived. For example, it is difficult to identify good lessons in technical design without people with experience and an understanding of current design. Without this knowledge and experience, there is a high likelihood of "*reinventing the whee*l" and then suggesting it is something new.
Identify who is responsible and what resources are available?	Initially, responsibilities can be assigned to national IWRM teams or steering committees or sub-committees (e.g. the technical sub-committee). A progressive emphasis on stakeholder involvement should however, be promoted. It is recommended that, as part of regular quarterly meetings of the National Steering Committee, lessons learned are identified and reviewed by the committee. The process and methodology behind identifying lessons, establishing their significance, and developing the replication strategies must be clearly described in the plan. **1A. What are the Means of Identifying Lessons?** Options include: ➢ Identified by sub-committees (such as technical sub-committee) of national Steering Committee and reported directly to Steering Committee; ➢ Identified by the National Project Management Unit and reviewed by the sub-committee(s) prior to tabling at the Steering Committee;
Tips that may help at the planning stage	➢ Sought from all sources, including sub-committee(s), by the National Project Management Unit and compiled for review by National Steering Committees; and ➢ Any other reasonable approach identified. Some of these lessons will be clearly identifiable in the project logframe, including many of the project outputs. For example, the design and uptake of composting toilets in Tuvalu and the possible extension of this approach for use in other island/atoll settings. **1B. How do we classify areas of Learnings?** It may be useful to structure the approach to lesson identification in order to simplify the process. For example: **Output based** - assess individual outputs (e.g. a design, report, or construction) **Outcome based** - achieved outcomes (such as a change in attitude, or improved sanitation) **Process based** - novel approaches (such as development of a new name) **Problem based** - Identify negative outcome learnings (where something doesn't work as well as expected/hoped – the purpose is to avoid a repeat)

Ensure involvement of national water and IWRM committees in reviewing and approving lessons	## 2. What are Suggested Approaches for Vetting Lessons? The significance of each of the lessons needs to be reviewed, discussed, and confirmed at the national steering committee level. As should the selected approach for replication of these. An example of this section of the Replication and Upscaling Plan might read as: *"Each quarter the PMU will, in consultation with stakeholders, review the outputs, outcomes and processes of the previous period to identify new approaches or designs (generally, or in the local or national context) or lessons that have been learned in undertaking the project. Lessons will be broadly grouped as Capacity / Performance, Coordination / Integration, Project Management, Stakeholder Engagement, Technical, Political, Socio – Cultural, or Communications. Technical lessons will be reviewed by the Technical Steering Committee and other personnel nominated by the Steering Committee to provide input on the significance of the lessons.* *The lessons, together with an indication of their significance, will be tabled at the Steering Committee meeting for consideration. At each meeting of the technical sub-committee, a review of lessons associated with technical aspects of the project will be undertaken and the report provided to the PMU for inclusion in their report to the Steering Committee."* Alternatively, a completely different approach might be adopted where lessons learned are workshopped on a periodic basis. The advantage of the above approach is that there is a degree of review, and you get Steering Committee sign-off on the lessons learned.
Develop a country specific list of topics for planning replication strategies .	## 3. Examples of Strategies The following are examples of potential topics for replication strategies and associated themes: ☐ Links to policy documents (Political) ☐ Links to regulation (e.g. building codes) (Political, Technical) ☐ National education campaigns (Communication, Stakeholder Engagement) ☐ National awareness campaigns (Communication, Stakeholder Engagement) ☐ Partnership with government agencies (Coordination/Integration, Political) ☐ Partnerships with private sector (Coordination/Integration) ☐ Community Consultation with Village Chiefs and Traditional Owners (Socio-Cultural, Stakeholder Engagement) ☐ Capacity Building Exercises for Project Staff (Project Management, Capacity/Performance) ☐ Conducting Surveys, Hydrological Analyses, Data Management (Technical)
Use tools best suited to national circumstances for sharing lessons and promoting replication	## 4. Examples of Tools The following are examples of tools used to implement strategies that would be useful guides for the replication process: ☐ Best practice manuals ☐ Demonstration sites ☐ Twinning arrangements (i.e. demonstration sites to new sites nationally or regionally) ☐ Presentations at national, regional and international fora. ☐ Media (i.e. Communication Strategies)

	❑ Publications/Reports (i.e. Technical Reports, Newspaper Articles, Brochures, Journal Articles) ❑ Videos and or Roadshows ❑ Community Workshops (i.e. Community Engagement Plans, Stakeholder Engagement Analyses/Plans, Workshop Materials) ❑ Policies/Legislation/Regulations
Remember that water and sanitation stakeholders also live outside urban areas where traditional land tenure and governance systems are often applied	### 5. Who are the Target Audiences? The replication strategy should identify the target audience and the scale: ❑ Both level of coverage and level of audience (i.e. national coverage at community level) – note that level is the most significant aspect of this ❑ Scale of audience – for example community level initiatives might be delivered through national awareness campaigns, partnerships with government, train the trainer, roadshows, or exchanges These components can be addressed in approximately one paragraph of discussion for each component, for each of the key Learnings. The Strategy should also identify the country/regional need and how this learning addresses it. One to two paragraphs should be used to discuss the broad level of awareness regarding the issues raised above and the current capacity to address the needs above. For example, if there is a country-wide need to manage the septic at the household level, including inspections and checking the water disposal is working, is there a corresponding country-wide level of awareness of the problem and/or capacity to address it? Where is the community at in their understanding of how to make this work?
Identify key areas for replication that focus on the root causes of water and sanitation problems	## 6. What are Key Areas for Replication? The plan should address each of the components discussed above. In doing this, be mindful of the key areas for replication identified in the project documents, including the following which are provided as examples [Be mindful however, of the need to reconfirm the significance of these]: ➢ Demonstration of environmental benefits through using IWRM approach to manage water resources – *e.g. reduced impacts on the lagoon* ➢ Incorporation of IWRM approaches mainstreamed into national government practice – *What steps are you taking to progressing this?* ➢ Demonstrate socio-economic value of IWRM approaches to achieve local to global environment benefits – *Is it possible to get a Cost-Benefit Analysis done as a means of assessing this?* ➢ To expand lessons learned and replicate IWRM approaches which reduce risk associated with climate variability (i.e.: watershed mgmt and integrated flood risk mgmt) – *Rainfall variability and drought the obvious effects; although other secondary aspects should be considered such as reducing the stress from nutrients on the lagoon which in turn might reduce biodiversity impacts.* ➢ Understanding cause and effect of poor water management practices – *reduced water availability in drought or flood impacts on sanitation and shallow wells etc* ➢ Need for better understanding on the role of monitoring and action on monitoring information – *Need to link this to better data collection, analysis and reporting* ➢ Collective suite of indicators required applicable to different countries and regions as guidance – *This is underway* ➢ Better understanding of the role water plays in development of SIDS ➢ Demonstrate value of IWRM approaches to managing water, including cost effective and beneficial impact ➢ Avoid fragmented management of water through collaborative cross-

	sectoral and multi-level working
	➢ Improvements in national planning and sectoral coordination, including financing
	➢ Opportunity to develop, support, and strengthen regulatory instruments
	➢ Expanding core institutional knowledge across sectors nationally and regionally
	➢ Supporting communities and local institution to maintain awareness and embed successful project approaches into everyday practice
	➢ Rolling-out appropriate training across the region

At the end of this process, you will have: a series of tools to be considered for replication; a structure to identify lessons for replication; and a process to target, develop and implement the tools for the right audiences. These would then feed into a Work Plan. The Work Plan should contain provision for regular monitoring and evaluation and communities targets. As you progress, you can work this up to include all of the major activities developed under this strategy.

Acknowledge the importance of "consensus" in establishing the information base for planning replication and scaling-up

Stage Three: Review of Results and Recommendations

Confirming a Consensual Information Base for Planning

Stage 1 and 2 outline possible steps and approaches for establishing the need for the plan, working out who will contribute to its development, and identifying the process by which lessons will be integrated into the planning process. As most island cultures operate on the basis of consensual decision-making, often involving extensive consideration of local cultural, political, and traditional leadership norms, it is recommended that effort be made at this mid-point to confirm a consensual information base for planning.

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It is recommended that a workshop or similar consultative activity be undertaken to review results to date, with the aim of building consensus amongst stakeholders regarding the information base for planning and in identifying the next steps for plan development and implementation. Events such as these can be promoted as key milestones in the plan development process, and focus the attention of multi-stakeholder groups on delivering the necessary outputs required as part of the process. They can also provide an opportunity to ensure alignment and linkages with ongoing or new initiatives, such as the preparation of national water assessments and investment plans (e.g. the National Water, Sanitation, and Climate Outlook Process).

Develop communication tools to promote the importance of replication and scaling-up plans

Enhancing the Relevance and Profile of Replication and Scaling-up

Replication and scaling-up are central to the mainstreaming of IWRM principles into national planning, budgeting, and resourcing of departments and agencies involved in water and sanitation management. Clear Replication and Scaling-up Plans are also useful in identifying priorities for future investments and use of national allocations of donor funding. The mid-point consultations recommended above can also be used to increase the relevance of replication and scaling-up initiatives to national stakeholders and development partners.

It is likely that this need can be met via the development of communications materials promoting the need for replication and scaling-up plans for three key audiences: (a) community organisations and NGOs; (b) water resource and sanitation practitioners; and (c) members of Demonstration Project Committees and National Water Committees. Specific communications tools may include: national and local media campaigns (TV, newspapers, and radio), local competitions, and workshops. Engagement at the highest levels of government, i.e. presentations to Cabinet/Congress, will also likely be necessary to garner interest in provision of budgetary support for IWRM approaches to the water and sanitation sector generally.

A key element of replication and scaling-up is preparation of a costed action plan addressing priority root causes	**Reaching Agreement on the Way Forward** The workshop or similar consultative activity outlined in this section may also be a suitable forum for the consideration of priority areas of action for IWRM replication and scaling-up. This would require prior preparation by National Steering Committee of a series of costed actions for prioritisation. The participation of representatives of the national office responsible for national budget preparation, as well as representatives of donor organisations, would likely yield positive results at this stage. The key outputs of this step should be a costed action plan. ## Stage Four: Reporting A proposed structure for drafting a National IWRM Replication and Scaling-up Plan is as follows:
What a final report is likely to include	**A SUMMARY** - explaining why and how the plan was developed, setting out key learnings and discussing how these will be used to the benefit of the country and region **ACKNOWLDGEMENTS** - recognising the help that many people have given to make the work possible **A LIST OF CONTENTS** - to help the user find their way around the plan **AN INTRODUCTION** - providing more details about what has been done, why and how - the **BODY** of the report will detail the learnings which will be typically grouped around the following themes: - Capacity / Performance - Coordination / Integration - Project Management - Stakeholder Engagement - Technical - Political - Socio - Cultural - Communications
Draw conclusions based on the evidence	Additionally the Key Areas for Replication identified in the demonstration project document will be addressed in the body of the report. **CONCLUSIONS AND RECOMMENDATIONS** – which should take the form of an action plan **APPENDICES** – these supporting documents give more detail about how the work has been carried out, the resources used, people contacted, questionnaires, etc. This helps keep the main report clear and to the point, while giving people helpful information about how the plan has been prepared.
Turning Plans into Actions – Providing Benefits to our People	## Stage Five: Acting on the Results A Replication and Scaling-up Plan can be a useful tool for your project and its partners, and for other local organisations, in their campaigns and funding applications, or to help decide where co-funding could be spent or project funds reallocated. At this stage, you may need to think in much more detail about how to take particular ideas forward, either by developing projects or influencing service providers. The profile might be the basis for a community conference where the next steps can be planned and where people can start to get involved in taking those steps. The Demonstration Project Manager and Steering Committee's advocacy is

| | needed to push the plan locally and nationally to ensure the benefits of the demonstration project experience are broadly realised. The plan needs to be fed into the National Development Planning process and used by institutional partners to better direct their resources in the water and sanitation sector.

It may also be useful to evaluate the process (something you should plan for from the beginning), in order to be clear about the strengths of the plan, any limitations it might have, and any follow up work that needs to be done to develop it. |
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