Thinking at Scale

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Program Approaches, Knowledge Management & Learning: the convergence model

- **Analysis**
  - Pilots with evidence
  - Generation of learning for changing the system

- **Innovation**

- **Replication/Scale Up**
  - Trigger/support scale up by others
  - Feed learning into systemic change
  - Advocacy for policy change

- **Outcomes/Impact**
  - Evaluation and feedback loop
  - Sustainability
  - Transformation
Early Days

RUSAFIYA, Nigeria 1988-92
Donors: UNDP, DGIS & GoN

- Objective – to develop a model framework and mechanism for the establishment of sustainable services

- Five key actors:
  - Community
  - Local government WASH units
  - Local government authorities
  - State government coordinators
  - Project authorities

- Limitations
  - Lack of autonomy
  - Fragmentation of responsibilities between government agencies

Early Days

Nepal Rural Water Supply and Sanitation Fund Development Board
1996 to date World Bank financed

• Objective – Raise living standards in rural Nepal by delivering sustainable health and hygiene benefits, improving the incomes of rural women, and strengthening governmental and non-governmental capabilities

• FB works directly with support organizations which act as facilitators in communities
  • Successfully challenged existing government practice used to provide rural WASH in Nepal
  • Provides a replicable model

• Communities must have:
  • Unanimous agreement on what they want to achieve
  • Agreement on financial contribution
  • Well-designed support packages that enable social inclusion, enhance the social and economic role of women, and emphasize self reliance

CARE Peru

Finding the best models for government, private and citizen cooperation in WASH service delivery

1999 – follow on programs to date
Donor: SDC

- PROPILAS - Pilot Project to Improve District Water and Sanitation

- Tested two management models: municipal and community

- EPIILAS, pilot school for accreditation of WASH contractors, now replicated in two other regions and in El Salvador

- SIRAS, an online platform that measures and tracks key indicators for the participating municipalities
CARE Egypt, Jordan, and WBG
Improving long term access by strengthening local governance

2003-2007          Donor: EU
• EMPOWERS Partnership
• Objectives – Increasing the influence of stakeholders on water resource planning & management, enhancing information flows
• Developing and piloting innovative methods, tools and technologies for improving water governance
• Bringing together community members and water authorities to identify problems and develop a common vision
• Training a range of stakeholders to create strategies and scenarios to address water problems
• Supporting vulnerable communities to implement pilots to put their visions into practice
The Paul Simon Water for the Poor Act 2005

• Makes access to safe water and sanitation for developing countries a specific policy objective of U.S. foreign assistance.

• Requires the Secretary of State, in consultation with USAID and other U.S. government agencies, to develop and implement a strategy “to provide affordable and equitable access to safe water and sanitation in developing countries” within the context of sound water resources management.

• Also requires the Secretary of State, in consultation with the USAID Administrator, to submit an annual report to Congress describing changes in the U.S. strategy and progress in achieving the objectives of the Act.
SWASH+: Sustaining & scaling school water, sanitation and hygiene plus community impact

Evidence generated:
• Comprehensive package of school WASH decreases diarrhea by 60% in all children and girls’ absenteeism by up to 40%

Policy priorities:
• Increase school-level budgets for O&M
• Establish monitoring and accountability systems for WASH services
• Improve the sharing of knowledge among all stakeholders
Global Water Initiative East Africa

2012-2015  Donor: Howard G Buffett Foundation

- GWI EA part of a three-region approach (EA, WA, CA) to improve water management by smallholder farmers
- Learning & Practice Alliances & Champion Farmers in East Africa
- Search for a ‘big idea’ from mid 2013 to help conceptualize the challenge and appropriate responses, including:
  - Overcoming water as a constraint to agricultural development; managing risk
  - Using water resources sustainably to generate value
  - Increasing investment
Big Idea: Water Smart Agriculture

Water Smart Agriculture is an approach to farming that balances water availability, access, and use across the range of water sources, and according to principles of socio-economic, environmental and technical sustainability. It seeks to maximize returns while protecting environmental flows and ensuring equality within farming systems.
Why develop another organizing concept?

CSA, CA, SI, do not focus on water-specific challenges but root them in other contexts

- Hydrological cycle is ultimately the most sensitive variable to climate change
- Unpacking ‘what is water-specific’ and what to do about it is part of the wider, nested challenge, of addressing climate impacts
- Agriculture ‘pivots’ on what happens to the water cycle, particularly in areas of low technological input
- Need to bring greater policy and practice coherence to water for agriculture and link water and soil management to wider development challenges to encourage greater investment
Lesson Learned
Role of CARE – Implementer? Influencer?

• Achieving access to sustainable WASH services is a governance challenge
• Tension between direct delivery of services & softer approaches such as improving governance, advocacy or social movements
• CARE built to deliver services
• Softer issues less expensive and less risky
• Management focused on risk management, e.g. risks associated with installation of infrastructure
Lesson Learned
CARE as an implementer - direct service provider

• A distraction from being successful in the softer issues
• Potential to undermine the role of public and private sectors
• Violate “do no harm” principle
• Violate trust of donors
Replication and scale up is not about large scale implementation but about influencing, partnerships and leverage.
Lesson Learned about Advocacy

Politics

Good Advocacy

Do-ability

Evidence
Lesson Learned About Planning Effective Research for Advocacy

• What are we trying to achieve?
• Who are we trying to influence with evidence?
• What’s already known?
• What new research is needed?
• How should we engage our target(s) for best effect?

Source: Kate Raworth, Oxfam GB
Focus of CARE’s Research

- How does WASH empower women & girls?
- Do empowered women improve implementation and sustainability of WASH services?
- How to establish a strong district focused approach?
- What is the link between governance and functionality?
- Under what conditions are PPPs an alternative for community management?
- Integration of WASH and education, nutrition, and NTDs