

Guide to Implementing MDG Demonstration Projects

A Hands-on and Participatory Knowledge Development Strategy
for Meeting the Millennium Development Goals

A Component of *Localizing the MDGs in Key Cities in the Philippines*

with assistance from the Government of Japan



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PHILIPPINES



UN-HABITAT

Guide to Implementing MDG Responsive Demonstration Projects

"A demonstration project provides the means to introduce and experience innovative ideas and approaches and prepare the way for replication and up-scaling."

Local governments seek innovative ideas and new approaches for dealing with their priority issues and concerns. A Demonstration Project is a relatively self-contained small-scale capital investment or technical assistance project, the purpose of which is to "demonstrate" a particular approach. It is undertaken at the beginning of the implementation phase of a participatory process, in order to show in practice how a specific type of problem can be addressed in a new or different way. Demonstration projects are effective mechanisms for forging partnerships between public, private and (especially) community sectors, developing new ways of working together, learning by doing, and generating visible results on the ground. Demonstration projects can be implemented anytime within the process.

Purpose

"A Demo project shows in practice how a particular problem may be addressed. It facilitates the replication and up-scaling of an action through visible accomplishments and lessons of experience"

1. To provide a learning framework for better solutions and approaches. Demonstration projects show case approaches and solutions that can inspire and further catalyse change. Demonstration projects are normally small in scale and therefore the risk (and cost) of failure is minimal while still providing the opportunity for learning from live experience. Because demonstration projects are normally local in scope, their activities and results are highly visible. Such first hand experiences are especially important in situations where social processes, behavioural changes, and institutional reforms are the keys for success.

2. To focus on "action". Demonstration projects enable stakeholders to see for themselves what and how much they can do. By coming together and pooling their resources, stakeholders will discover latent capacities for real change. Through actual cooperation on the ground, effective partnerships which build on comparative advantages of different stakeholders will emerge. The

real changes effected on the ground, though limited in scale, will underscore the implementation focus of the process and thereby create credibility.

3. To facilitate replication and up-scaling of innovative approaches. When projects are consciously designed to demonstrate new and better approaches and solutions, they will provide a sound basis for replication and up-scaling. Because demonstration projects are small in scale and short-term in implementation, lessons can readily be drawn from them - lessons of experience which can highlight weaknesses and/or gaps as well as strong points and unforeseen opportunities. With this information, firmly based on real experience, the demonstrated project approach can more confidently be repeated, both more widely and on a larger scale (replication and up-scaling).

Principles

"Demo projects are small scale with short life cycle."

Small scale and short project cycle: Demonstration projects are deliberately small in scale and limited in scope, so that planning, financing and implementation is easier and quicker than for full-size projects; this also makes possible a short project cycle, so that the "demonstration" benefits can be reaped quickly and the risks and management burdens of implementation are lesser. Small geographic areas are preferred, so that the impacts of the project can more readily be identified.

Demonstration *ex-ante*: All demonstration projects are projects, but not all projects are demonstrations. Demonstration projects are designed *from the beginning* to serve as demonstrations of new ways of doing things and hence the features to be demonstrated are explicitly featured in the design, as are the elements of quick implementability.

Demonstration-monitoring-replication cycle: Demonstration projects have to be monitored consistently so that the lessons of experience can be properly captured and documented. This requires that monitoring be designed in from the outset and that monitoring activities be executed and sustained throughout. Finally, demonstration projects should have a thorough post-hoc evaluation to analyse them in respect to the original objectives and project design parameters. This monitoring and evaluation will provide the foundation for a sound process of replication and up-scaling.

How It Works -THE KEY ELEMENTS

"The key elements in formulating successful demo projects are proper design, feasible financing, and effective monitoring and documentation"

1. *Design*: A key challenge in the design of a demonstration project is to ensure that it reflects the above principles. Many cities have found it useful to set guidelines for formulating demonstration projects. While these guidelines take into consideration existing local conditions, their common features include the following:

- Thematic area and relation to priority concerns.
- Geographic spread and focus: preference for small, well-defined areas.
- Scale and project cycle: preference for small-scale actions which can be completed quickly with a short project cycle.
- Beneficiaries: focus on poverty reduction and/or amelioration of living conditions of the poor.
- Local ownership: manifested by local partner inputs and strong participation of stakeholders in project formulation and implementation.
- Sustainability: substantiated by built-in institutional arrangements to ensure proper management of project outputs and effective delivery of services resulting from the project.
- Indicators: to monitor and measure project performance and impact.

2. *Financing*: Demonstration projects can be financed through a variety of funds perhaps catalysed through seed capital or leveraged by small grants or cost-shared through partnership arrangements. The way in which demonstration projects are financed often has implications on their sustainability and for the feasibility of up-scaling and replication.

3. *Monitoring*: Demonstration projects must be properly monitored. An effective monitoring mechanism, using clear and readily measured indicators has to be put in place from inception in order to capture, and synthesis lessons of experience. To provide a sound baseline, the "pre-project" situation should be carefully documented.

"The Demo-Replication model is suitable for promoting good practices and approaches"

Linkage with Good Governance Norms

The immediate impact of demonstration projects is often limited because they are, by definition, small-scale interventions. But the potential gains from up-scaling and replication are enormous, with clear efficiency benefits. Demonstration projects can be replicated from issue to issue, or from one geographic area to another, or from a small-scale to a larger-scale. But because they are designed and implemented specifically to "demonstrate" an approach, they make an important contribution to transparency, just as their small-scale and local orientation enhance local participation and hence civic engagement.

City Example:

1. A Demonstration Project on Partnership for local water supply, Colombo, Sri Lanka.

In Colombo, half of the population live in settlements with very congested housing and a lack of infrastructure services, especially water supply. Communities within some of these neighborhoods faced particular problems due to lack of individual water connections, which resulted in scrambling among residents at peak hours as well as social problems related to queuing for water; in addition, there were potential health hazards due to improper waste water and sewerage disposal.

A demonstration project was formulated on the basis of a multi-actor partnership which involved the Community Development Council (CDC) (which itself includes local people,; the Municipal Council (CMC) member from the area, and officers of the Colombo Municipal Council) the Sustainable Colombo Core Area Project (SCCP), and other local stakeholders. Finances were pooled from the CMC, the SCCP, and UNDP budgets. The communities committed local labour to carry out excavation work and help municipal workers lay pipe lines. Five community members volunteered to coordinate with the public health inspector in processing application forms together with the water works division of the municipality and to facilitate the smooth running of the excavation work.

The demonstration project is modest in scale: the water distribution system is to cover 52 housing units. The project is neither large nor complicated and the financial involvement is reasonable with quick returns to the environment and to satisfying the basic needs of the community. Visible results will motivate other areas and the Community Development Councils to adopt this procedure, and more requests are already being received.

2. Developing and Managing Spring Water in Ibadan, Nigeria

Following a City Consultation organised through the Sustainable Ibadan Project (SIP- a joint project of [UNCHS](#), UNDP and Oyo State Government), working groups were formed on the priority issues:

- i)Waste Management
- ii)Water supply and
- iii) Market area environmental improvement.

The Community Development Association in the Oke-Offa Babasale Community sought the assistance of SIP in developing the Akeu Natural Spring. A sub-working group was formed to develop a demonstration project to develop this spring as a source of potable water for the community. Financial, technical and political contributions were provided by the various stakeholders including the private sector, international agencies (UNICEF), the SIP working group on Water Supply, the community itself, and the Local and State governments. The community committed some funds to survey the land and provided labour for the project, and hence a sense of local ownership was built right from the onset of this development. Building materials, pump sets, project design, technical inputs and other funds were mostly provided locally by partners in the project.

This demonstration project was small scale with modest cost implications. The technology involved was simple enough for members of the communities to operate and maintain, to ensure sustainability. The project took up limited land space which makes its replication more attractive and feasible in low income neighbourhood in Ibadan where land for locating projects can be a problem. The Akeu spring water demonstration project now serves communities far beyond its boundaries, as much as 2 -3 kms away.

References:

1. [Formulating Issue Specific Strategies and Action Plans, Volume 4 of the SCP Source Book Series, UNCHS & UNEP, Nairobi, 1999.](#)
2. Establishing A Demonstration Project Clearing House, Draft Concept Paper, written for use in the Philippines, SCP UNCHS/UNEP, 2000 (Unpublished)
3. [Sustainable Chennai Project: Documenting Experiences and Drawing Lessons of Experience from Environmental Planning and Management Application in Chennai; A documentation prepared for UNCHS, CMDA and UNDP, April 1999.](#)

4. Implementation and Replication of the Sustainable Cities Programme Process at City and National Level: Case studies from Nine Cities; Working Paper No. 2, SCP, UNCHS, Nairobi, March 2001.
5. [Framework for organising neighbourhood - based Demonstration Projects](#)

MDG Responsive Demonstration Project Profile

To be accomplished by the participating LGUs.

Focal point identification				
			Date:	
City:			Class:	
Province:				
Region:				
City Mayor:				
Contact details:				
Office address:				
Telephone and Fax:				
E-mail:				
Proposal prepared by...				
Name:				
Title:				
Institution:				
Address:				
Tel:				
Fax:				
Email:				

1. Discuss very briefly the thematic area of the demonstration project and its relation to the city/municipality MDG priority concerns. Kindly consider preference for poverty reduction and/or amelioration of living conditions of the poor especially the vulnerable men, women and children.

2. Discuss very briefly the specific type of problem that the project aims to address in a new or different way.

3. Describe the geographic spread and focus of the demonstration project. Kindly consider preference for small, well-defined areas.

4. Who are the stakeholders and partners in implementing the project? Kindly consider preference for community and multi-sector participation and balanced gender representation.

5. Briefly outline the project phases and the major actions with the corresponding target dates. Kindly consider preference for small-scale actions which can be completed quickly within the short project timeline - November 1, 2006 to June 1, 2007

Project Phases <i>Please include key phrases to describe the focus of each phase.</i> e.g. Phase 1 – Community Consultation and Project Planning)	Major Actions	Expected Outputs and Outcomes	Start Date	End Date
Phase 1:				
Phase 2:				

6. Kindly list local inputs of stakeholders per project phases as you have described in matrix 5, above.

Project Phases	Stakeholders	Inputs		
		Stakeholders participation in decision making.	Financial inputs, including monetized value of donations of materials.	Sweat equity, including local expertise – monetized value based on standard labor cost in the city.
Phase 1:	<i>Who?</i>	<i>Describe stakeholders' inputs.</i>	<i>Cost, monetary value</i>	<i>Cost, monetary value</i>
Phase 2:				
Phase 3:				
			<i>Total:</i>	<i>Total:</i>

7. Resource framework: based on your matrices 5 & 6 determine your budget requirements and fund sources.

Project Phases	Major Actions	Expected Outputs and Outcomes	Start Date	End Date	Budget Required	Sources		
						City Government Counterpart	Community Counterpart	Grant from UN-Habitat (2006)
					Total:	Total:	Total:	Total: 350,000. 00

