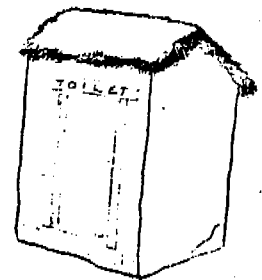
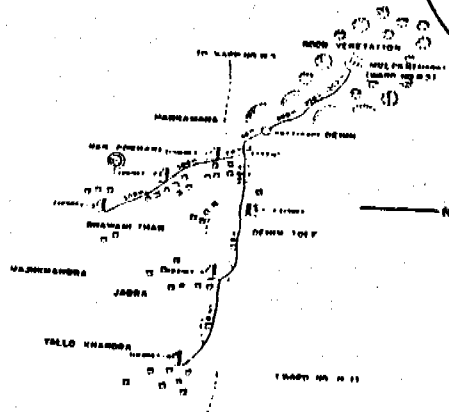
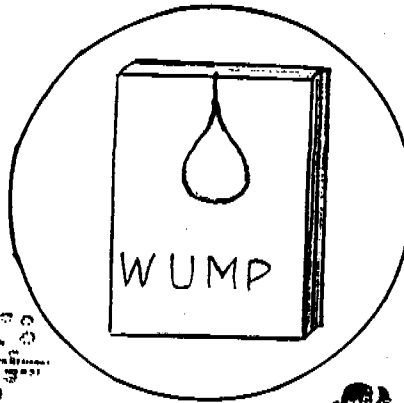
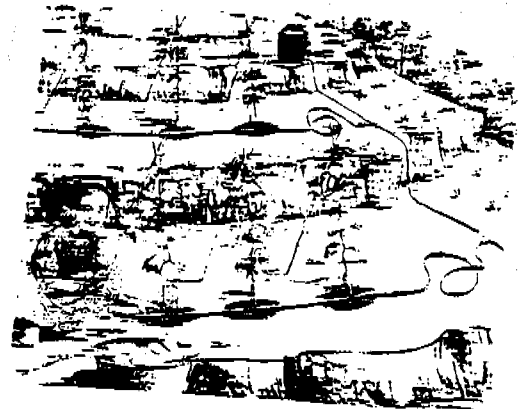


WATER RESOURCES MANAGEMENT PROGRAMME (WARM)

PROGRAMME DOCUMENT

(1999 - 2003)



SRWSP, Pokhara
1999 July

◀ helvetas Nepal ▶

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(WARM)

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1999 July

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LIST of ABBREVIATIONS

ADB	Asian Development Bank
AR	Annual Report
BAR	Bi-Annual Report
CBO	Community Based Organisation
CF	Community Facilitators
CWSSP	Community Water Supply and Sanitation Programme
Dalit	Lower caste people in the caste based hierarchical society of Nepal
DDC	District Development Committee
D/W (d/w)	Drinking Water
DWR	Drinking Water Regulation -2055
DWRC	District Water Resources Committee
DWSO	District Water Supply Office
DWSS	Department for Water Supply and Sewerage
EE	External Evaluation
FUG	Forest User Group
FWRD	Far Western Development Region
GO	Government Organisation
Helvetas	Swiss Association for International Cooperation
HMG/N	His Majesty's Government of Nepal
HSE	Hygiene and Sanitation Education
IDE	International Development Enterprises
IGA	Income Generation Activities
INGO	International Non Governmental Organisation
IWRM	Integrated Water Resources Management
LLINK	Linking Local Initiatives to New Know-how Programme of Helvetas/Nepal
LTM	Learning Through Monitoring
M/FWR	Mid and Far Western Region
MIC	Monitoring and Information Coordinator
MLD	Ministry of Local Development
MHPP	Ministry of Housing and Physical Planning
MOU	Memorandum of Understanding
MWDR	Mid Western Development Region
NEWAH	Nepal Water for Health, a National NGO
NFE	Non-Formal Education

NGO	Non Governmental Organisation
O&M	Operation and Maintenance
OJT	On the Job Trainee
PIF	Project Inquiry Format
PMT	Programme management Team
PSA	Participatory Self Assessment
PTL	Programme Team Leader
RD	Regional Directorate
RDC	Rural Development Centre of the United Mission to Nepal
RWSSFDB	Rural Water Supply and Sanitation Fund Development Board
SDS	Social Development Section
SPACE	A national level NGO
SRWSP	Self Reliant Drinking Water Support Programme
TA	Technical Assessment
TrC	Training Coordinator
TrS	Training Section
TS	Technical Section
VDC	Village Development Committee
VMW	Village Maintenance Worker
WARM	Water Resources Management
WARM-P	Water Resources Management Programme
WATSAN	Water Supply and Sanitation
WDR	Western Development Region
WRA	Water Resources Act, 1992
WRD	Western Regional Directorate of DWSS
WSMC	Water and Sanitation Management Committee
WUC	Water Users Committee

ABSTRACT

Helvetas/Nepal was involved in the water sector under the Community Water Supply and Sanitation Programme (CWSSP) from 1976. Until CWSSP was launched, provision of drinking water was viewed merely as government's responsibility. CWSSP, however, emphasised community participation, involved women in the project activities, and assisted the government partner in institutional capacity building. Through this programme, it was proven that local people have important role in the process of promoting water supply and sanitation facilities.

It was seen as a progressive programme at that time. However, it still had weaknesses, one of which was failing to generate an adequate ownership feeling among the users. With the learning of CWSSP, Helvetas was able to resituate itself and the methodologies it employed and launch a new programme, Self Reliant Drinking Water Support Programme (SRWSP). This new programme was designed to help reactivate, promote, and support people's self-help capacities for planning, construction, and, O&M of their drinking water schemes, with equal consideration for sanitation. In addition, it sought to develop working partnerships within civil society and featured community mobilisation and motivation prior to construction of schemes.

SRWSP with many innovative features has been a successful programme in the *water and sanitation* (WATSAN) sub-sector in Nepal. This fact is validated by the external evaluation conducted in late 1997 which stated SRWSP as a pioneer and highly innovative programme, and a "market leader" in Nepal.

While working in the sub-sector for so long, SRWSP is becoming aware of the growing importance of integrated water resources management issues for the sustainability of rural communities. This new approach has therefore been piloted with encouraging results. The new programme called, **Water Resources Management Programme (WARM)**, has been promoted and is about to be launched in the Mid and Far Western Region (M/FWR) of Nepal as an interdependent extension of SRWSP. Therefore, Helvetas has broadened the scope of SRWSP through its WARM approach, first by helping the communities to identify all the water related needs, then by assisting them for a holistic prioritisation and planning of the available resources, and thereafter assisting them to implement drinking water and sanitation projects as identified in part of the plan.

With the WARM approach, the Village Development Committees (VDCs), which are fast being recognised as the lowest and most appropriate level of administrative units, will receive support from Helvetas for preparation of a detailed Water Use Management Plan (WUMP), and for the implementation of drinking water and sanitation projects as per SRWSP approach. Minor activities related with multiple use and reuse of waste water will also be included.

Chapter 1 of this document presents the transition of Helvetas' water programme from CWSSP to WARM. The programme logic of WARM was finalised in a participatory workshop, and the findings are presented in Chapter 2 and 3. Chapter 4 presents operational modalities, while chapter 5 outlines the roles of various partners in the programme. Chapter 6 briefly spells out monitoring mechanisms and the programme logistics are explained in chapter 7.

Chapter I

INTRODUCTION**1.1 Background**

Helvetas has provided technical assistance to His Majesty's Government of Nepal to implement drinking water schemes in the Western Development Region since 1976. The programme, Community Water Supply and Sanitation Programme (CWSSP), emphasised community participation, involvement of women, improvement of health situation, and institutional capacity building of governmental line agencies.

CWSS, a Programme supported by Helvetas completed 335 drinking water projects benefiting over 400,000 people

Until the end of 1994, Helvetas has provided support to the Western Regional Directorate of Department of Water Supply and Sewerage in different fields of CWSSP, and, completed 335 community water supply projects serving over 400,000 population.

During the early 1990s, Helvetas revisited the CWSSP approach and drew lessons from its experience. One important lesson was that the sense of ownership feeling was not adequately emphasised in the government-implemented CWSSP. The approach had also become outdated. The concepts of participatory development needed a realistic translation in the communities. Therefore, a new conceptual approach was designed and tested in a pilot phase from 1992 to 1994.

The new approach emphasised the active involvement of local residents in planning, constructing, operating and maintaining their drinking water projects. Some other special activities were also incorporated to enhance gender equity, community management and sanitation aspect of the programme. This led to the formal beginning of the Self Reliant Drinking Water Support Programme (SRWSP) from 1995 after reaching an agreement with His Majesty's Government of Nepal (HMG/N) in November 1994. Under SRWSP, so far 86 drinking water projects have been built.

SRWSP, so far, has assisted 86 communities to build their drinking water and sanitation schemes

Some of the innovative features of the SRWSP approach are:

- Placing primary emphasis on social processes while maintaining technical standards.
- Having broad spectrum of partnerships, with particular emphasis on civil society.
- Rolling planning (not target bound in terms of time) of SRWSP step-wise approach, compatible with communities' preparedness.
- Women are encouraged to become actively involved in planning, operating and maintaining drinking water projects.

- Short construction period, within a single construction season as a result of a thorough social preparation.
- Sanitation before construction of drinking water schemes.

In 1997 two major activities, Participatory Self Assessment (PSA) and External Evaluation (EE) affirmed the approach of the project. The EE report states "SRWSP is a pioneering and highly innovative programme that has had significant success in stimulating meaningful community participation in, and ownership of, projects. It has done this by placing a primary emphasis on social processes while maintaining technical standards. SRWSP can be regarded as a "market leader" in Nepal in this area" (Whiteside and Shrestha, Dec. 1997). As per the recommendations, the project is still fine tuning its micropolicies for even better performance.

SRWSP gives primary emphasis on social process while maintaining technical standards

As a parallel but synergistic activity to drinking water supply, Helvetas now intends to test its first step towards a broader approach to integrated water resources management in rural areas, and will strengthen the up-front participatory planning and prioritisation work at VDC or cluster of VDCs level. This new initiative has again been prompted by our learning in recent years as well as by the rapidly changing reality of rural Nepal, such as source disputes due to mounting competition for water, together with increasing new opportunities for innovations such as drip irrigation. The external evaluation has also supported the intentions to take the programme to its next stage as a broader water resource management approach.

Rural hills of Nepal is under crisis of management of available water in an appropriate manner

The need for moving its attention towards the broader issues of water resources management is also justifiable for Helvetas to remain consequent towards its commitment and concern for sustainable development in the mid-hills of Nepal. The chronology of development of water resources management approach is presented in Annex I.

1.2 Present Situation

The continuing increase in population growth in the target areas of the programme (vis: 4 adjoining districts in the Mid and Far West Regions and 7 districts in Western Region) is resulting in further exploitation of marginal land; degradation of forest cover; increased demands for drinking water, and new demands for water for irrigation and other purposes. The degradation of watershed areas and ignorance about the effect this has on water availability and water retention in the locality, is creating a crisis in water supply and its management in rural communities.

As water is a scarce commodity, the conservation of the water sources and the catchment areas is an important issue. As degradation of the available water resources has an immediate and severe impact on the water supply situation of the users, it should be utilised to a maximum level for the well being of the community.

With the increasing scarcity of available water, the equity interest of the various stakeholders becomes important. Due to various reasons the more powerful stakeholders have a greater access to the resources, leaving behind difficult situation for the disadvantaged groups. Therefore WARM believes that both social and legal agreement are necessary between all stakeholders, regarding the prioritisation and use of available water resources.

In post-democracy Nepal, VDCs are fast being recognised as the lowest and most appropriate level of administrative units for delegation of authorities and responsibilities from the centre. They are also the right institution for handling villagers' needs. As such, proper and rational use of water resources should be promoted at the VDC level. VDCs should therefore be empowered through facilitating the practice of participatory planning whilst clearly respecting the role of women and people from underprivileged groups.

As VDCs are the prime institutions at the local level, they can have a greater role on planning, development and management of water resources

The need today is to treat water as having both an economic and a social value. In the past water has been seen as a free-of-charge resource ignoring its economic value. Socially it should be ensured that the basic needs of the poor and disadvantaged groups are met. Economically it should be realised that supplying as well as maintaining the availability of water has a cost. The project will also explore how water usage can also create income raising possibilities.

Capacity building of individuals and groups involved, i.e., education, skill development capacity, motivation, human resource development for organisations involved etc. are basic requirements for the successful implementation of the new approach.

Lots of valuable water is lost due to improper use. Leakages and non use of surplus water from the drinking water and irrigation schemes as well as the use of household waste water are a few examples of this. Efficient use of water is not only a technical matter but is even more affected by lack of awareness.

1.3 Shifts from SRWSP to WARM

SRWSP works by strengthening the community management capacity of the villagers. Implementation of d/w and sanitation schemes have been seen as means for community management. WARM-P will further build upon the experience of SRWSP to facilitate a

participatory planning process and linkages development for inclusion of water related issues in a broader sense. It will strengthen the ability of VDCs to integrate all their water related development activities through participatory planning and decentralised management. In that sense, unlike SRWSP which is working at community level, WARM-P will in addition take a VDC approach, working through the local governments as well as through its civil society partners.

A preventive and pro-active approach in terms of planning, management and utilisation of water resources is felt necessary

SRWSP programme takes a reactive approach in the sense that it acts after getting application from the communities. Similarly from the source dispute point of view, it has taken a curative approach implying that disputes are tried to be settled after they arise. However, WARM-P will take a preventive and proactive approach in terms of planning management and utilisation aspect of water resources. In WARM-P room for future disputes will be minimised by preparation of the Water Use Master Plan (WUMP) in a consultative way involving various stakeholders.

1.4 Trends

The trends mentioned in this section refer to outcomes of a workshop organised for development of WARM log-frame. The trend assessment therefore refers to water resources management scenario of Dailekh and Achham districts of the Mid and Far Western Region where LLINK Programme of Helvetas is working. WARM-P will also work in the LLINK area by starting its field activities from Dailekh district and later expanding to Accham and other adjoining districts.

1.4.1 Government Service

In most of the cases, it is found that the projects implemented by the government agencies require immediate maintenance. Similarly, allocation of resources that are inadequate and stretched over many years also result in a long duration for project implementation. As a result, faith of people towards government agencies decreases. The organisational culture of HMG/N has also contributed for decreased trust in their project work.

In the M/FWR, DWSS is working with ADB support. The Regional Directorate of the Mid Western Region and DWSOs welcome Helvetas in the area.

1.4.2 Local Government

A large portion of VDC grants are funnelled for drinking water schemes by the VDCs. However, the schemes built require immediate repair. The DDCs are aware of this fact. The Dailekh DDC seems to be positive for overall development. Similarly, VDC leadership in west Dailekh also seems to be strong. Helvetas is welcomed by the DDCs of Dailekh and Achham and several VDCs of these districts.

The welcoming attitude of DDCs and VDCs as partners increase the possibility for Helvetas to work and succeed. Partnership with VDCs in particular also provides room for effective use of its self-reliance fund.

1.4.3 Donors

As Mid Western and Far Western Regions are the least developed regions of Nepal, many donor organisations are shifting their focus to the region. However, the trend is to restrict themselves in a particular area. Among the prominent donors, ADB and EEC work through government line agencies. Others are working autonomously. GTZ provides high incentives for road and canal construction. The use of incentives is a major issue as people in the regions live far below the

subsistence level. The local perception is that donors have money. Clearly this is another challenge the project will have to deal with - particularly with regard to ensuring a feeling of ownership and commitment to the project by the local community. The recent launching of drip irrigation by LLINK has had good acceptance at local level - this is encouraging.

1.4.4 Political

Insurgency and inter-party conflicts in the districts of MWDR is increasing. The feeling of insecurity both due to insurgents and police activities exists. Consequently, the district offices of the government ministries and departments are becoming less effective. Some donors also feel increasing pressure to leave the area. It is therefore necessary to keep a lower profile while working there. However, since DDCs are very supportive towards development activities, the political situation cannot be said to be unfavourable.

1.4.5 Economic

Particularly in Dailakh and Achham, seasonal out migration of the male population is continuing. With fair weather road access from Surkhet and Doti into these respective districts, small market centres are emerging. Similarly, production and marketing of selected agricultural products are also increasing, as are the opportunities for small enterprises. From this perspective, the effective and multiple use of water is an essential condition for promoting household agro-products.

Communities in the Mid and Far Western Regions are remarkably poor and have complex social problems, thus needs lot of attention

1.4.6 Social and Community Preparedness

As the area has historically very little economic opportunities, migration of people to India is continuing. The continuing traditional land renting system (maate, **DFT**) could also be one of the factor for seasonal migration. As seasonal migration hampers community participation, proper attention should be given while designing programme steps and micropolicies. Permanent migration is also increasing.

Although the region represents a considerable population from the disadvantaged section, the class and caste based social structure exists strongly. The indigenous self-help groups/systems are also breaking up. Therefore, special emphasis should be given to dalits and women in decision making for real community development, a demonstration of sensitivity towards dalit communities is required. The present trend is however becoming favourable since during the past few years, awareness against discrimination (women and dalits) is increasing.

Health care facilities are also very slowly improving, and the number of school going children is slowly increasing. The situation of sanitation is also very slowly improving.

Proper collaborative support among various organisations is the genuine need for the upliftment of the communities

Community preparedness is also now generally increasing due to education and presence of donors. However, the preparedness to change the social structure still remains low. Various types of conflicts are increasing within communities. Remuneration appears to be a major

motivation factor for participation in the development projects. The project therefore sees this as a challenge it will have to overcome.

1.4.7 Civil Society Partnering

CECI, a Canadian organisation is supporting a programme run by SAPPROS, a national NGO in the area. The programme is facilitating for the formation of CBOs, and their capacity growth. Helvetas' LLINK programme has Kathmandu based NGO partners. As NEWAH is also working in the area, it has contributed some LNGOs in having water sector related experiences. With the increased presence of NGOs, other local NGOs are also getting registered. Strengthening of local NGOs as partners by implementing organisations is seen as one of the priority activities.

1.4.8 Physical Environment

Although the pace of development is very slow, road accessibility and other infrastructure are slowly improving. Much has been done in the past in the drinking water sector. However, still there is increasing need for drinking water and irrigation projects as well as their rehabilitation.

1.4.9 Water Use

Although a number of piped drinking water systems are increasing in the region, the management and effective utilisation aspect is very poor and the number of non functional drinking water systems has reached high levels. Thus water systems rehabilitation will be included in the programme and will serve to increase the coverage significantly. The sanitation awareness level is also quite low, enhancing the possibility of pollution of drinking water.

The interest of many donor organisations over this part of the country creates new possibilities for collaboration

1.4.10 Water Management

Improvement in water use management is an increasingly important and justifiable issue. There is an opportunity to demonstrate a really participatory development model through implementation of the proposed WARM programme. Strengthening the ability of the VDCs to plan, prioritise and implement water-related issues/projects is seen as critical by the project. Proper care should be taken to avoid inter-party conflict in WARM implementation or related activities, and much can be learned from different existing natural resource management initiatives, as well as from a strong networking function with other donors/INGOs in the region.

1.5 Comparative Advantage

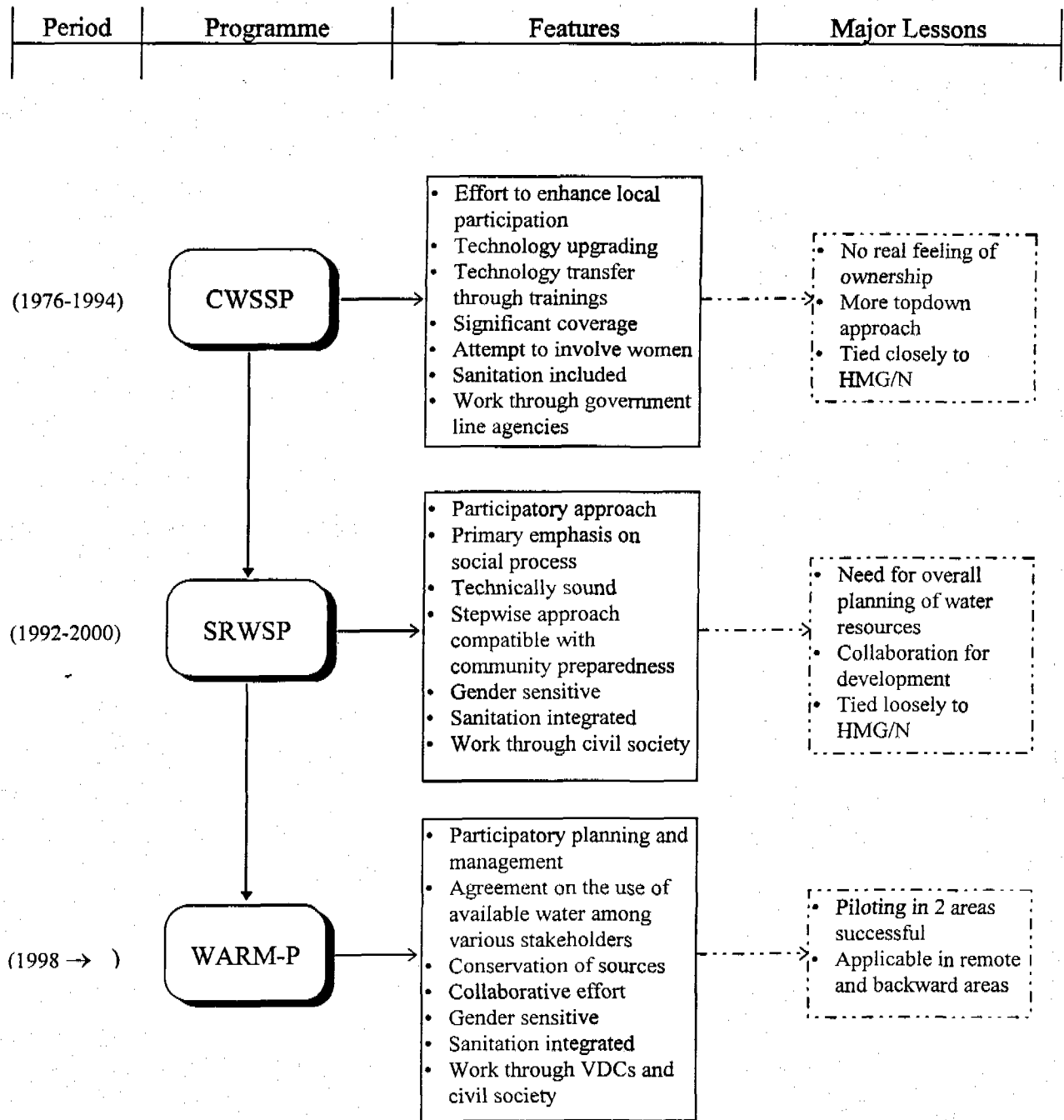
Following are the comparative advantages (WARM/Helvetas vis-a-vis Competency and Efficiency) of the WARM Programme in the M/FWR:

- WARM has been developed as a result of SRWSP work. The SRWSP team is committed for implementing WARM in the M/FWR.
- Helvetas (SRWSP/WARM) has experience and ability to network for coordination between sister organisations.
- WARM is a preventive approach to handle community conflicts related to water sources.

- WARM is at VDC level in practice (to implement WARM at VDC/multi-VDC level is practical).
- Helvetas is flexible and responsive. It is not dictated by donors.
- WARM can strengthen inclusive social decision making throughout the VDCs.
- Helvetas in practice is working towards the upliftment of women and disadvantaged groups.
- SRWSP has already achieved a long experience in similar activities. WARM piloting in the WDR has provided Helvetas additional experiences.
- WARM provides a holistic vision on water resources management (not sub-sectoral).
- WARM approach on community participation encourages ownership of the communities over the outcome
- It is a process oriented approach with enormous proven potential for learning

1.6 The Transition

Helvetas/Nepal's involvement in the water sector can be distinguished by the initiation of CWSSP, development and implementation of SRWSP and conceptual development and piloting of WARM-P. Based on 18 years of learning from CWSSP, SRWSP was developed. WARM-P on the other hand has emerged out of the learning of SRWSP. This can be summarised by the diagram presented in the next page.



(Figure: Transition from Helvetas/Nepal's water programme)

Chapter II

CONCEPTUAL FRAMEWORK

The conceptual framework is presented in Annex II. The framework is developed over the foundation of Helvetas/Nepal's Learning through Monitoring (LTM) Carpet which is presented in Annex III.

VISION

Improved livelihoods in rural communities of the Mid and Far Western Region through equitable and efficient sharing of water resources

2.1 Problem Statement

Water is not utilised in a realistic, equitable, scientific and sustainable way as a result of source disputes, lack of awareness on existing legislation, tendency to hide the nearer sources, wanting more water than really required, and expressing reluctance to share by individuals or groups. Addressing drinking water needs with a subsectoral approach and excluding other local stakeholders for management of water resources have undermined the social and economic value of water.

2.2 Opportunities

Welcoming attitude of DDC and VDCs; ground work prepared by LLINK; Helvetas' priority area; Helvetas' intention to remain in the area for at least another 10 years; already having some experiences in water management; competent and committed team; availability of NGOs; possibility for coordination with other water resource organisations; improving situation of accessibility.

2.3 Target Group

Two clusters in Dailekh and one cluster in Achham. The first cluster of Dailekh includes Lakandra VDC and Toli Jaisi VDC, while the second cluster includes Salleri VDC, Chauratha VDC and Tribeni (Narayan-Ward 4 and Ward 5). The third cluster in Achham is yet to be finalised. These clusters are expandable to other adjoining VDCs.

2.4 Risks

Seasonal migration of men from the area; class and caste based social structure not ready to accept changes; poverty of the area which tends to impede participation; weak local NGOs;

inadequate legal back stopping for allocation of water resources; political environment fractured and disjointed.

2.5 Vision

Improved livelihoods in rural communities of the Mid and Far Western Region through equitable and efficient sharing of water resources.

2.6 Mission

To strive for a living environment in rural Nepal in which people of different class, caste and sex have equal opportunities in the sustainable use of water resources which will help them to achieve greater self-reliance and empowerment.

Indicator: Helvetas ensures continuity of WARM beyond 2002.

2.7 Development Objective and Indicator

Demonstrate sustainable water resources management systems devised by local communities (especially dalits and women) and organisations which have been strengthened in appropriate ways, and with full regards to existing legal frameworks and the protection of ecosystems.

Indicator: Number of Water Use Master Plans run efficiently by competent communities / organisations (especially dalits and women) paying full regards to existing legal framework and the protection of sources

2.8 Operational Objectives and Indicators

1. Communities are able to manage their water resources well.
 - *the number of management committees functioning as per TOR*
2. Community make optimal use of available water
 - *the number of households benefiting from WARM Water Use Master Plan*
3. Partners execute elements and outcomes of the programme as per WARM approach and standard
 - *the number of partners having agreements with WARM in line with approach paper*
 - *the number of master plans created with the help of partners*
 - *the number of elements of master plan executed by the number of partners*

4. People of WARM supported VDCs apply sanitary practices in their daily life
 - *the number of tapstands kept clean according to WARM standard*
 - *the percentage of households having toilets maintained according to WARM standards*
5. Confidence of dalits and women in decision making is enhanced and they are benefiting from outcomes
 - *the number of women and dalits expressing their own increased confidence in decision making*
6. WARM approaches are accepted and applied in other parts of the country
 - *the number of organisations applying the WARM's approaches in other parts of the country*

WARM
Standard

2.9 Assumptions

1. Donor organisations adopt the WARM approach
2. Sufficient potential partners are available
3. Different approach of different organisations during implementation of master plan will not confuse the communities
4. Migration of men for more than half a year will not affect community participation
5. The community understand and accept the length of the process of social mobilisation prior to seeing concrete outcomes
6. The VDC chairpersons of the selected VDCs are cooperative
7. Inter party conflicts at VDC level will not affect WARM activities significantly

Chapter III

OUTPUTS AND ACTIVITIES**3.1 Outputs for Operational Objective 1**

Communities in # VDCs will be facilitated to actively participate in preparing their master plans. The communities in these VDC will be represented by Water Resources Management Committees (WRMC). The management capacity of WRMCs in these # VDCs will be enhanced for preparing master plan. Then linkages among local stake holders and agencies will be established. Communities in these VDC will then be facilitated to manage their drinking water schemes.

Above outputs will be measured through following indicators:

- *Number of orientation sessions at community level*
- *Number of confidence building sessions completed satisfactorily*
- *Number of social maps prepared at the community level*
- *Number of management committees operating effectively*
- *Number of training organised for committee members using their skills*
- *Quality of record keeping (minutes, accounts, etc.)*
- *Attendance and active participation in meetings*
- *Number of Water Use Master Plans prepared and agreed*
- *Number of documented contacts between WRMC and agencies*
- *Number of final resource maps (for separate drinking/water) prepared*
- *Number of agreements for implementation signed*
- *Number of d/w schemes completed*

Activities**1.1**

- 1.1.1 Introduce WARM to communities through community and VDC level meetings
- 1.1.2 Form WARM sub-committees (WRMSCs) and main committee (WRMC) in every VDC
- 1.1.3 Facilitate social mapping assessment on need, available water sources and potential uses based on social aspects
- 1.1.4 Conduct technical assessment based on outcome of social mapping
- 1.1.5 Facilitate planning of activities as per social mapping and technical assessment

1.2

- 1.2.1 Develop the training package for VDC
- 1.2.2 Conduct capability training for WRMCs
- 1.2.3 Organise orientation discussions on capacity building with WRMSCs

1.3

- 1.3.1 Invite local stakeholders and agencies in certain activities of master plan preparation
- 1.3.2 Organise coordination workshop with VDC, WRMC and other organisations

1.4

- 1.4.1 Conduct training for drinking water schemes (WSMC management training, VMW training and WTC training)
- 1.4.2 Supervise and guide the use and maintenance of drinking water schemes

3.2 Outputs for Operational Objective 2

Communities in # VDCs will be made capable to ensure the more productive use of more water. They will be motivated to use water efficiently. Quality of water will be improved at the household level. Natural storage of water will be improved. Above outputs will be measured through following indicators:

- *Number of kitchen gardens developed*
- *Trend (increase/same/decrease) in household income*
- *Number of irrigation units/schemes*
- *Number of well maintained water schemes*
- *Number of households using overflow and waste water*
- *Number of households using drip irrigation*
- *Number of households using tap water*
- *Number of diarrhoeal incidences in under 5 children*
- *Number of sources with satisfactory vegetative cover*

Activities:

2.1

- 2.1.1 Demonstrate kitchen gardening for promotion
- 2.1.2 Establish linkages with other organisations for irrigation related activities (LLINK)
- 2.1.3 Orient and establish linkages with other organisations for production and marketing of agricultural products

2.2

- 2.2.1 Update training packages of SRWSP to accommodate WARM's requirements
- 2.2.2 Conduct trainings (WSMC management trainings, VMW training and WTC training)
- 2.2.3 Campaign for the efficient use of water resources (role play, puppet, show, etc.)

2.3

- 2.3.1 Construct drinking water schemes as per WARM standard

2.4

2.4.1 Ensure source protection by using different organisations to work with communities

2.4.2 Conduct source protection activities through intermediaries working with communities

3.3 Outputs for Operational Objective 3

Partnership modality and approaches will be developed and applied. Capacity of NGOs and CBOs will be built for WARM related activities. # VDCs will be facilitated and motivated to support the master plan. WARM Committees will be created and made functional to implement and monitor master plan.

Above outputs will be measured through the following indicators:

- *Policy paper on partnership modality operational*
- *Number of trained partners (NGOs/CBOs) efficiently implementing outputs*
- *Percentage of members in WRMC from VDC bodies*
- *Number of VDCs providing cash and kind contribution for implementation of water use master plan*
- *Number of projects per component (WARM chair) implemented as per master plan*

Activities:

3.1

3.1.1 Prepare policy paper on partnership modality

3.1.2 Enter into agreement with partners

3.1.3 Monitor and supervise partner activities at field and board level

3.2

3.2.1 Develop WARM training packages for NGOs and CBOs

3.2.2 Conduct Trainings for NGOs and CBOs

3.3

3.3.1 Motivate VDCs to mobilise funds and supports (in kind) for WARM activities (constant visit and counselling)

3.3.2 Monitor the activities of VDCs as per terms and conditions of the MOU

3.4

3.4.1 See activities under 1.1 and 1.2

3.4 Outputs for Operational Objective 4

Communities in # VDCs will be motivated to follow sanitary practices, particularly to build, use and maintain pit latrines.

Above outputs will be measured through the following indicators:

- *Proportion of households that have improved latrines*
- *Number of latrines constructed according to WARM standards*
- *Number of households using toilets*

Activities

4.1

- 4.1.1 Make home visits to counsel on the importance and use of latrines
- 4.1.2 Conduct sanitation campaigns in target communities
- 4.1.3 Organise management training including HSE to WRMSCs

4.2

- 4.2.1 Conduct participatory monitoring of latrine construction and use
- 4.2.2 Demonstrate latrine construction as per need

3.5 Outputs for Operational Objective 5

Dalits and women will be motivated for active participation in WARM. Dalits and women will be benefited from project outcomes.

Above outputs will be measured through the following indicators:

- *Percentage of women in committees actively participating in discussions and making their own points known*
- *Percentage of dalits in committees actively participating in discussions and making their own points known*
- *Percentage of women and dalits not benefiting from WARM projects*

Activities

5.1

- 5.1.1 Conduct separate orientation meetings on WARM with women and dalits
- 5.1.2 Conduct separate awareness raising training with women and dalits
- 5.1.3 Conduct separate NFE classes (REFLECT) for women and dalits
- 5.1.4 Conduct separate exposure tours for women and dalits

5.2

- 5.2.1 Train WRMC and WRMSCs on gender sensitisation, dalit sensitisation, importance of equitable benefits of the programme and planning in an objective and just manner

3.6 Outputs for Operational Objective 6

Planning, Implementation, Monitoring and Evaluation (PIME) system of WARM will be established and applied. Approach papers on WARM will be developed and shared for policy directives. WARM experience will be lobbied and shared with GOs, I/NGOs. WARM related concerns will be advocated at different levels.

Above outputs will be measured through the following indicators:

- *Necessary reports prepared and disseminated on time*
- *Learning from WARM disseminated through Number of approach papers*
- *Number of organisations responding to approach papers*
- *Number of seminars on WARM held and/or attended*

Activities

6.1

- 6.1.1 Train staff on WARM issues and implementation methodologies
- 6.1.2 Prepare detailed action plan for implementation, including staffing plan
- 6.1.3 Develop a monitoring system including formats for collection, processing and practical use of data
- 6.1.4 Document data and learnings in annual and bi-annual reports
- 6.1.5 Plan and organise regular ongoing evaluations
- 6.1.6 Arrange efficient and cost-effective logistic system
- 6.1.7 Prepare programme document including implementation strategy modality

6.2

- 6.2.1 Execute interim participatory self assessment
- 6.2.2 Write approach papers based on learnings

6.3

- 6.3.1 Share approach paper and ongoing learnings with like-minded organisations in a cost-effective manner

6.4

- 6.4.1 Organise selective seminars
- 6.4.2 Publish selective articles on national and international journals
- 6.4.3 Present approach papers at national/ international seminars

Chapter IV

IMPLEMENTATION OF WARM PROGRAMME

Water Resources Management Programme (WARM-P) primarily consists of assisting VDCs (VDC or cluster of VDCs or cluster of part of VDCs) to make a Water Use Master Plan (WUMP), implementing few drinking water and sanitation projects as identified in the WUMP, and, assisting the VDC in networking with potential resource organisations for the realisation of other water related activities as identified in the WUMP. WARM-P assists the VDCs to implement those drinking water projects which require external resources and relatively high technology. Implementation of such schemes is expected to accelerate the momentum of the VDC's enthusiasm for realisation of other activities as per the WUMP.

Besides, implementing drinking water and sanitation schemes, WARM-P also educates the communities in using water efficiently and effectively. For example, WARM-P encourages the communities to reuse waste water for kitchen gardening. WARM-P also collaborates with other resource organisations for integrating other water related activities. However, WARM-P's actual implementation obligations will only be limited to household and community sanitation and to drinking water projects with a slightly oversized design so as to accommodate water required for other possible activities. For example, if the community has need and prospect for drip irrigation facilities, WARM-P may integrate this activity within the drinking water system, after consultation and agreement with the supporting resource organisation and the community.

This chapter provides details of the WARM-P guided stepwise approach, and the WARM Programme implementation model which begins in VDC clusters identified in Dailekh and Achham. The stepwise approach is also presented in Annex IV diagram.

4.1 WARM STEPWISE APPROACH

A step wise approach has been developed to assist the VDCs in having a Water Use Master Plan. It is a series of activities to ensure the integrity of the project process.

Stepwise approach is a series of activities and bench marks that guarantee the integrity of the project process and increase the likelihood of community ownership over the work done

Step 1: VDC Appraisal

Identify needy VDCs based on set criteria¹. Agree with the VDC that a WARM programme will be launched. Also ask the VDC about its expectation and commitment to plan and manage their water resources and develop the water projects as per the plan, using an inquiry format.

¹ Willingness at VDC level, Hardship for safe and reliable d/w, Possibilities for multiple use of existing water, Future possibilities for expansion, availability of intermediary partners, Willing collaborating organisations, etc.

Step 2: MOU with VDC

Get acceptance from the VDC and commitment for its willingness to support & contribute. Also enter into MOU in presence and consent of all party representatives and VDC officials (council). Inform about objectives of the programme, responsibilities of each partner, and ask for support to form sub-committees and a main committee.

Step 3: Programme Orientation to Communities

Visit all the communities and wards of the VDC. Conduct ward level and community meetings, and inform the communities about WARM, its objectives, need of sub-committees and a main committee. Obtain information about existing and potential water sources for development, general awareness and attitudes of the community people, impression on hardship level, etc. During this step, some of the PRA tools can be used and separate group meetings with men and women should also take place, as required.

Also in this step, communities requiring NFE (adult literacy programme with special emphasis to women) and underprivileged groups requiring separate income generation programme will also be identified. Potential collaborators will be linked up with the VDC for NFE and/or income generation activities in needy communities. WARM-P will have no direct role in conducting NFE and/or income generation activities, nor will it fund these activities.

Step 4: Formation of Subcommittees

WARM Sub Committees (WRMSCs) will be formed by having representation of VDC personnel, members of social institutions, women, teachers, and other key persons. The size of WRMSCs should be between 5 to 7 persons. Such sub committees can be made either at ward or community level. For this step, flash cards (animals) and other motivational tools used by SRWSP will be used. The proposed structure of WRMSC is presented in Annexes V and VI.

Step 5: Formation of a Main Committee

After the formation of sub committees, a WARM Committee (WRMC) will be formed with representation of members from subcommittees (WRMSCs), as well as some VDC personnel and other key persons from the VDC. The size of the committee will be between 13 to 25. While forming WRMC, proper care should be taken to have majority of the VDC personnel in the committee, so as to get more resources from the VDC. This is also to ensure that VDC is the major partner in implementing WARM. Similarly, transboundary representation of members in the WRMC should also be considered in some specific cases when some of the potential water sources are situated in adjacent VDCs. The proposed structure of WRMC is presented in Annexes V and VI.

Step 6: Capacity Building Measures for WRMC

Capacity Building measures will be taken up for the WRMC. A training on community capacity growth emphasising participation, development, gender balance, communication, water resources management, and legal issues will be conducted. Additionally, an observation tour to the communities where WARM-P is already active will also be organised. General course contents for the above are presented in Annex VII.

Step 7: Capacity Building Measures for WRMSCs

Trickling down of the knowledge gained by the WRMC members will be catalysed by conducting orientation workshops / discussions with WRMSCs. WARM-P resource persons accompanied by few trained WRMC representatives will conduct the orientation sessions on issues such as, participation, development, gender balance, communication, WARM, and legal issues. The detailed capacity building of the WRMC and trickling down of the learning to the WRMSCs, and the process of giving feedback is shown in Annex VIII.

Step 8: NFE and IGA

As WARM-P assists in the delegation of water resources management to the lowest appropriate level, some education and economic upliftment activities are also necessary at that level. With improved economy, more participation in water resources management activities can be expected. WARM-P will therefore look for appropriate resource organisations to conduct NFE (adult literacy classes, parenting education, out of school programme, etc.) and income generation activities in the needy communities (identified in step 3). In both the cases the responsibility of WARM-P will be to link the CBOs (including WRMC) with other resource organisations. WARM-P will not fund for these activities. The main reasons for WARM-P not being directly involved in these activities are inadequate funds and lack of direct experience.

Step 9: Hygiene and Sanitation Education (HSE)

Communities through WRMSCs will be motivated for HSE and latrine construction, use and maintenance. In addition, efforts will be placed on building up awareness among the beneficiaries for the adoption of improved sanitation practices, such as proper hand and face washing and keeping the vicinity of house, water tapstands and toilets clean. At least one demonstration latrine will be built in one WRMSC area. This process will be intensified in potential drinking water project areas where WARM-P is expected to provide further technical and financial support. During this step, SRWSP sanitation motivational tools will be used.

Step 10: Source Protection Activities

WARM-P will facilitate the WRMC and WRMSCs to conduct minor bio-engineering activities as special campaigns (afforestation, source protection, gully control, catch drains,...). Financial support will be sought from the VDC. WARM-P will only facilitate and

provide technical and supervisory support. In some exceptional cases, WARM-P may also provide a part of the financial requirements.

Step 11: Legal Awareness

Legal awareness campaigns will be conducted on water related issues. Copies of relevant acts and laws will also be distributed to the members of WRMSCs, WRMC and other key persons.

Step 12: Social Assessment

WRMSC area wise Social Assessment will be done using some of the PRA tools. Particularly, mapping on infrastructure, hardship and the water sources will be done during this process. Identification of people requiring subsidy in potential d/w project area will also be done during this step with the help of wealth ranking tools. After preparing maps of all the WRMSC areas, a final compilation will be done.

Step 13: Technical Assessment

Based on the findings of the social assessment, a technical assessment will be conducted. The technical assessment consists of measurement and description of water sources identified by the social assessment, and assessment of the source for potential use such as d/w, drip irrigation, other applications, etc. The technical assessment will prepare a VDC water profile serving as a basis for the master plan for the VDC to plan, prioritise, execute, operate and manage water related activities in an integrated way. The timing for this assessment will be around May/June.

It is expected that the technical assessment shall provide detailed insights into realities of the existing water situation, especially on available discharge, management practices, problems and possible utilisation of the water sources. This information shall be used by the community to develop a WUMP for the VDC.

Step 14: Water Use Master Plan Workshop

A workshop and a series of meetings will be conducted with the WRMC to share the findings of the social and technical assessments; to verify the findings; and to prepare immediate and long term action plans by prioritising activities. During the workshop and meetings the WRMC members are also expected to classify support required for implementation of projects in to internal or external. Accordingly, immediate plans and long term plans will be formulated to develop, manage and utilise the potential water sources.

Step 15: Preparation of Water Use Master Plan

Based on the outcomes of the workshop, a water use master plan will be finalised by the technical assessment team. This plan will then be approved by the communities and officially signed/approved by their representatives as well as by representatives of all political parties in the area.

Step 16: Coordination with Potential Support Organisations

Coordination with potential support organisations will take place formally by organising coordination workshops based on the successful networking and experience sharing techniques used by SRWSP in recent years. These workshops will emphasise developing co-operating mechanisms of the WRMC with potential support organisations for the long term realisation of the various identified water related projects. During workshops efforts will be made to obtain clear statements on commitment from the participating organisations for implementation of projects as prioritised in the Master Plan.

Step 17: Implementation of Drinking Water Projects

As identified in the master plan and commitments made during step 16, WARM-P will take up a few drinking water projects as per the SRWSP step-wise approach. The SRWSP step wise chart is presented in Annex IX (a reduced copy of a poster on participatory monitoring). It is expected that the past social preparation phase of SRWSP approach will be shortened significantly as a result of WARM-P preparation.

Step 18: Realisation of WUMP by Linkages

WARM-P will support the VDC to develop and strengthen co-operating mechanisms with potential support organisations for the long term realisation of the various identified water related projects. Then VDC is expected to work together with such organisations in various water related projects. In addition, WARM-P facilitates the communities for reuse of waste water for kitchen gardening. During this step, WARM-P also collaborates with other resource organisations for integrating other water related activities. Such integration will be made with implementation of drinking water projects accompanied by a slightly oversized design so as to accommodate water required for other possible activities.

4.2 WARM-P Implementation Model

WARM-P will start its activities from September 1999 with two VDC clusters in Dailekh. The first cluster of Dailekh includes Lakandra VDC and Toli Jaisi VDC, while the second cluster includes Salleri VDC, Chauratha VDC and Tribeni (Narayan-Ward 4 and Ward 5). For the first year 1999/2000, one VDC each from both the clusters will be assisted to prepare their Water Use Master Plan (WUMP). Toli Jaisi is considered from the first cluster while Tribeni from the second. The third cluster in Achham is yet to be finalised. All these clusters are expandable to other adjoining VDCs.

Social preparation will be done during the period upto April 2000. A WRMSC area wise social assessment will be done in April 2000. Based on the finding of the social assessment and the water sources identified, source measurement and technical feasibility study will be done in May. During June and July, a desk study of

As preparation of WUMP takes some time for completion, a parallel component for the implementation of drinking water and sanitation schemes is likely to enhance the acceptability of the programme at local level

technical assessment will take place. In August, a planning workshop with WRMC (majority from VDC) will be organised. Based on the findings of the planning workshop, a WUMP will be prepared by October 2000 for Toli Jaisi and Tribeni. After preparation of WUMP, coordination workshop with other resource organisations will be organised. WARM-P will make commitment for implementation of few d/w projects during the coordination workshop and ask other resource organisations to make similar commitments.

In order to get things moving quickly and ensure the support/commitment of the communities in the first in two clusters of Dailekh, in the first year a few water projects will already be identified in the beginning of the stepwise approach. Such pre-identified projects will immediately be implemented according to the SRWSP step-wise approach, and will serve as an integral component of WARM. Probably two applications each from the two clusters will be taken up and special social input for the preparation phase will be provided from September 1999. Therefore, for the first year of implementation, there will be two parallel activities going on: regular drinking water project implementation and preparation activities for WUMP. The planning of WARM-P (implementation model) in the M/FWR is presented on Annex X.

4.3 Water Use Master Plan (WUMP)

The Water Use Master Plan (WUMP) is a tool on guiding how to best develop and utilise all the available water resources (drinking water, irrigation, sources improvement and others) of a particular area, VDC or cluster of VDCs. It is a comprehensive plan principally consisting of:

- socio-economic and demographic details
- inventory of existing water schemes
- hardship ratings based on need assessment of the people
- potential projects description (drinking water, irrigation, sources improvement and others) with tentative cost per project for implementation
- identification of resources (internal or external) for realisation of the identified projects
- five year plan of the VDC and/or WRMC
- one year plan of the VDC and/or WRMC
- immediate steps required by the VDC and/or WRMC

WUMP is prepared after utilising the information received during social assessment, technical assessment and planning workshop of VDCs and WRMCs. The WUMP will incorporate all the activities relating four components of WARM chair model: (i) Water Supply and Sanitation (WSS), (ii) Irrigation and Drainage (I&D), (iii) Environment and Ecology (EE), and (iv) Others, as presented below.

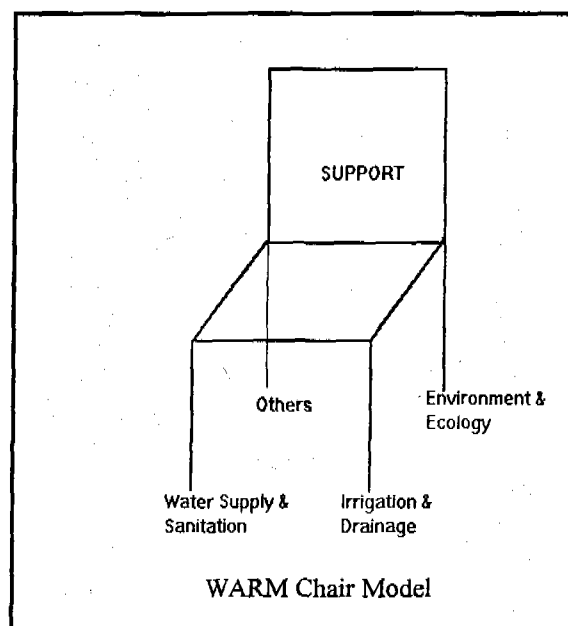
Water Supply and Sanitation	Irrigation and Drainage	Environment and Ecology	Others
<ul style="list-style-type: none"> • Source Improvement/ <i>Kuwa</i> renovation • Piped Water Supply • Personal hygiene 	<ul style="list-style-type: none"> • Proper drainage of waste water and use of overflow water • Micro-irrigation for 	<ul style="list-style-type: none"> • Source conservation • Forest management including nursery • Grazing land 	<ul style="list-style-type: none"> • Water powered mills • Electricity generation • Water for cottage industries

<ul style="list-style-type: none"> • Domestic cleanliness • Latrine Construction and proper use • Repair / rehabilitation • Environmental sanitation 	<ul style="list-style-type: none"> • kitchen gardening • Drip irrigation • Sprinkler irrigation • Canal irrigation • Canal improvement • Repair / rehabilitation 	<ul style="list-style-type: none"> • identification • Gully control • Stream Bank stabilisation • Terrace improvement • Landslide treatment 	<ul style="list-style-type: none"> • Water for livestock raising • Rain water harvesting • Fishery • Recreational ponds • Religious ponds
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SUPPORT by Potential Support Organisations			
<ul style="list-style-type: none"> • Knowledge on legislation • Facilitation • Co-ordination • Technical support for realisation of WUMP 	<ul style="list-style-type: none"> • Capacity Building • Research • Human Resources Development • Material Support 	<ul style="list-style-type: none"> • Ensure people's participation • Ensure political commitment • Identify and seek external support 	<ul style="list-style-type: none"> • Ensure gender, poverty and culture appear as vectors throughout WARM • Mobilise internal resources

As WARM is a collaborative effort, support is expected from other resource organisations as well. Such support might either be required during social preparation, such as for conducting non formal education and income generating activities, or after the completion of the Water Use Master Plan (WUMP). Step 18 of the step-wise approach refers the support component for realisation of WUMP for those activities which is not taken up by WARM-P.

After having a WUMP, the VDCs are also expected to develop and strengthen co-operating mechanisms with such potential support organisations for the long term realisation of the various identified water related projects. The overall WARM process is presented in a flow chart in Annex XI.



Chapter V

PARTNERS AND THEIR CONTRIBUTION

Over the years the role of the national government, local government, NGO sector, private sector and Helvetas has changed and been adjusted to the political and social realities of Nepal. During the first fifteen year of Helvetas collaboration in the drinking water and sanitation sector, the role of the national government was as an implementor. Helvetas supported the implementing agency (first the regional and district offices of the Ministry of Panchayat and Local Development, and later the Department of Water Supply and Sewerage and its regional and district offices) in all aspects of the implementation of the CWSSP. This support was mainly in the field of institution building, technical advice, material support, and overall guidance to the development of new concepts and approaches.

During the period since SRWSP started its activities, the role of the national government and its respective ministry and department for drinking water has been changing from implementor to facilitator. With this move the role of the local governments (DDC and VDC) has increased and SRWSP has focused its attention towards working with local governments. After 1990, reinstallation of multiparty democracy system also provided new opportunities to involve civil society in the project work. Therefore, local governments, NGOs and private organisations have been given important roles for the implementation of the SRWSP. WARM will build on SRWSP's culture of partnership, realising that the civil society in Nepal is in a state where it needs proper guidance and support.

The main thrust of partnership and process will therefore occur at the regional and district level in general and at the VDC level in particular. Wherever possible, the programme attempts to maximise the participation of all stakeholders. Helvetas operates through two forms of partnership. The first is a dual partnership model where Helvetas works directly with a single partner/community. The second, and most common model is multiple partnership, where various partners with different skills are brought together in a complementary manner, in order to assist communities in implementing their projects.

Helvetas forms co-operative agreements with local community partners who are capable of mobilising and allocating available resources to solve drinking water problems. Helvetas assumes only those tasks which are beyond the local partners' own abilities, and helps these partners develop the necessary knowledge and capacity to mobilise further support from regional, national, governmental or non-governmental organisations. The partners learn to analyse the problems related to water, to work out options, and to make decisions appropriate to the situation. Material support is tailored to the specific local needs. The partners' own contributions are meant to encourage the mobilisation of local resources.

5.1 Direct partnership

A direct partnership approach entails cooperation between WARM-P and beneficiaries represented by a newly-formed WARM committee whose members are predominantly represented from the VDC. In other words, WARM-P and WRMC, a formalised task group (committee) of VDC particularly looking at water aspect are the direct partners. The advantage for WARM-P of the direct partnership approach is that the lessons learned are direct and accordingly programme adjustments can be made rapidly. This approach also serves as an apprenticeship venue for partners who will join other projects through the multiple partnership approach.

5.2 Partnership with Intermediaries

This mode of partnership involves a broad range of association, by establishing coordination and cooperation with NGOs, consultants, DDCs and other resource organisations. Basically, cooperation with NGO sector will focus on the software part of the programme, while the technical consultants will be given responsibilities in the hardware part.

Through the multiple partnership approach WARM will contribute to build up the institutional development aspect of partners. This is expected to increase the knowledge and capacity of the locally based organisations.

The expected roles of partners are explained in the relevant sections below.

5.3 Role of National and Local Governments

SRWSP has an existing agreement with HMG/Nepal and falls under the responsibility of the Ministry of Housing and Physical Planning (MHPP) and its implementing department DWSS. Therefore, it is expected that DWSS will continue to make available the legal umbrella for the implementation of WARM-P and will give overall guidance as well as the required legal, institutional and administrative support to WARM-P. Because Helvetas would like to continue to help and encourage DWSS to reduce its direct implementing role and increase its facilitating and support-function in the drinking water sector, the preference of Helvetas would be to remain under a direct agreement with DWSS even though this requires an additional workload from our side. If this proves not to be possible the WARM-P will fall under the existing legal agreement between Helvetas and Ministry of Local Development (MLD) for the LLINK programme in the same location. Helvetas has an ongoing agreement with MLD for the LLINK programme, with the WARM programme already written in.

The Regional Directorate of the DWSS co-ordinates the activities of the drinking water sector at the regional level. WARM-P also sees role of the RD to act as coordinator of the sector activities and will approve the annual plan of WARM-P. At national level a yearly review meeting will

give the opportunity to discuss general concepts and issues at a higher level, as well as to advocate proven improved approaches, modalities and legal frameworks.

The DWSOs can serve as a catalyst in implementing new drinking water projects. They can facilitate, monitor and co-ordinate activities in the drinking water sector at the district level. They can also provide technical expertise and services for the implementation, operation and maintenance of the new projects as and when the need arises.

5.4 District Development Committee (DDC)

The DDCs can incorporate WARM activities into their annual district plan. It also ensures better co-ordination within the district, as well as a supply technical, and in some cases even financial support. The DDC will also encourage co-ordination among district level resource organisations for realisation of WUMPs.

5.5 Village Development Committee (VDC)

The VDC has an active role in the development and implementation of the WARM master plan. As WRMC will be its special committee to look after the issues of water, and will have majority, the VDC will guide and support WRMCs with the preparation of their Water Use Master Plan (WUMP) and its implementation, including networking with other resource organisations in close cooperation with WARM-P. It will share costs where possible for preparatory work of WUMP as well as some of its implementation activities. The VDC will forward its planned activities to the DDC.

5.6 Water Resources Management Sub Committees (WRMSCs)

The WRS MCs are the representative groups at the ward or community level, which also send their representatives in the WRMC. Their main responsibility will be to disseminate the objectives of WARM in the community level. They will have an active role in the social assessment process. They will represent the opinions/wishes of their groups regarding usage priorities of water resources and facilitate the communities in case conflicts arise over the ownership of water sources. They also facilitate the communities for other activities, such as HSE, latrine demonstration and construction, source conservation, etc. WRS MCs will have a major role in the social assessment process in their respective areas.

5.7 Water Resources Management Committee (WRMC)

The WRMC will be the direct partner of WARM-P. It will perform as a major actor for social preparation activities, planning (long term and short term) of water sources for master plan preparation, and networking with other resource organisations for realisation of water related

activities as per the master plan. In order to perform its activities, WARM-P will provide the WRMC required capacity building measures. The WRMC will have responsibility to facilitate social assessment (water related need identification, hardship assessment, prioritisation, identification of water sources, etc.) in the communities/wards in cooperation with WRMSCs and WARM-P. It will also monitor the activities of WRMSCs at the community level and guide them to perform their expected roles.

5.8 Non Government Organisations (NGOs/LNGOs/CBOs)

The NGO contribution to the programme is basically its motivation to work for the upliftment of the rural poor in a programme with a learning and growing character. Therefore, NGOs are seen as important partners who on behalf of the programme can help the WRMC, WRMSC and the communities for the fulfilment of necessary activities for preparing WUMP, as well as follow on realisation of the necessary actions.

The NGOs will be selected according to set criteria. Their performance is also evaluated against the existing criteria. With guidance from WARM-P, these partners will be motivated to learn and apply the philosophy and principles of Helvetas and WARM-P. The programme will focus on their institutional development requirements especially through orientation workshops, tailor made training, regular interactions, back stopping at the field level, and experiential learning methods. WARM-P's responsibility will be to provide supervision, relevant training, and required minimal financial support to the NGOs. During the selection process locally based organisations will get preference over outside organisations. The selection criteria for NGOs is presented in Annex XII while Annex XIII presents the NGO performance indicators for evaluation.

5.9 Consultants

For the technical component of the programme activities WARM shall develop partnership with the private sector. This primarily includes consultants for technical design and implementation. These partners, though having a financial interest, are specifically selected if they show a strong social interest for the rural communities. In this line, training and workshops will be provided to the consultant partners. Consultants are regarded as the technical partners of SRWSP. SRWSP uses consultants because most of the technical work is seasonal and does not require full-time staff. The use of consultants encourages the development of new consultancies and challenges the improvement of the resources available in the region.

In WARM-P, consultants will be hired to assess detailed technical information of the water sources identified during the social assessment. They will also take up drinking water system related tasks, such as detailed survey and design, and technical support for the actual implementation of the schemes. Through their implementation work, WARM-P expects the

technical consultants to transfer their technical skills to the beneficiaries. Consultants will be required to adapt WARM-P principles and code of conduct at the field level.

It is, however, observed that the local private sector in the M/F WDR is poor and not as developed as it is in the WDR. It may be the case that WARM-P will have to take up the responsibility to some extent, especially during the early years as it identifies and encourages local consultancies.

5.10 Communities (Villagers)

The villagers contribute the most in the preparation of their own water use master plan and the implementation of its activities. In all of the activities a considerable amount of input is expected. Outside support can only be expected in the field of facilitation, motivation, awareness creation and technical guidance. Hardware support for non local available material can be expected from either support organisations or WARM-P.

5.11 Resource Organisations (Potential Support Organisations)

A resource organisation is defined as a sister organisation which can have a potential role either on the preparation of WUMP, or supporting the communities in realising actions as identified in the WUMP. Depending upon nature of resource organisations, they can be involved in activities before or during preparation of WUMP. The contribution of resource organisations can therefore be in the field of conducting special activities, conducting NFE and income generation activities, providing technical advice, support in design and estimate of identified water related schemes, and non local material support.

Chapter 6

MONITORING**6.1 Monitoring of WARM Programme**

WARM-P already has its logical frame work (see Annex 11). Chapter 2 and 3 describe WARM-P' strategy statements, project environment and project logics. WARM-P's monitoring system will be based on its logical frame work. Special indicators are developed for development as well as operational objectives. Similarly, indicators are developed for the programme outputs. Activities necessary for expected results have been listed. All these indicators will be assessed on a regular basis (ongoing activity) and will be documented on the annual and bi-annual reports. The draft monitoring matrix (for information collection, processing, analysis and documentation) is presented in Annex XIV. The findings will be shared regularly in Helvetas/Nepal's Learning Through Monitoring (LTM) meetings.

The logical frame work will however, not be viewed as a static tool and necessary adjustments will be made in the indicators as required. Efforts will be made to strike a balance between qualitative and quantitative monitoring and to get minimum required information. Monitoring is viewed as a support activity to the communities as well.

In order to implement the activities, a stepwise guided approach has been developed, which is presented in chapter 4 and in Annex IV. The progress at village level will be monitored through this stepwise guided approach. WRMC and WRMSCs will be trained to monitor the progress with guidance from the Community Facilitators (CF) of WARM-P or its partners.

The performance of the NGO partners will be monitored during the bi-monthly meetings and through regular field supervision. Consultant partners are supervised and their performance monitored by observing the work and checking the quality of their work by the WARM-P team.

An annual work plan will be prepared by the WARM management and submitted to the programme authorities for approval. This work plan will cover issues related to programme policies, tentative planning, required budget for purchase of material, training programme and support packages.

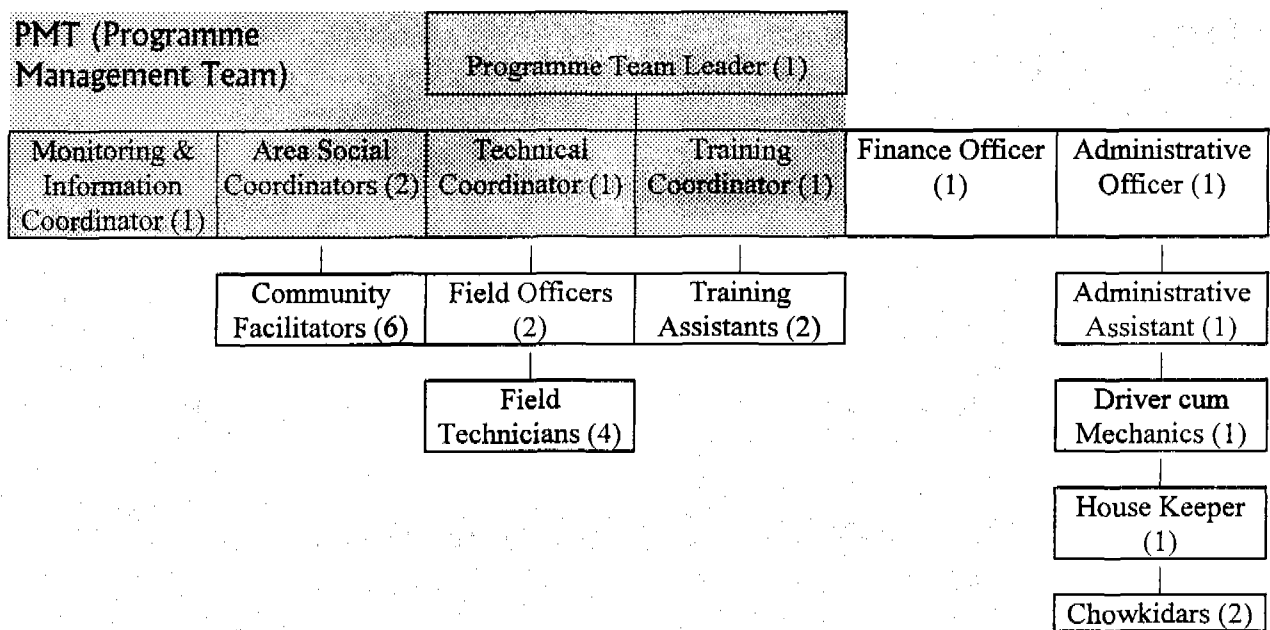
External Evaluation (EE) and Participatory Self Assessment (PSA) will be carried out around late 2001/early 2002 after completion of about 3 years of the project. This can be coupled with a post completion evaluation of SRWSP.

Chapter 7

PROGRAMME LOGISTICS

7.1 Human Resources

The WARM will base its organisational structure on the experience of SRWSP. The programme will be managed by a Team Leader in close cooperation with the Programme Management Team (PMT). The PMT will share the tasks for coordination with Helvetas, DWSS and its Regional Directorate, DDCs, DWSOs, local partners, and sister organisations active in the same sector. The Team Leader will have the responsibility of direct programme implementation, conceptualisation and decision-making in close association with the PMT and with backing from Helvetas Nepal. The Team Leader oversees the complete programme, which consists of six sections: social development, technical, training, monitoring and information, finance and administration. Each section will have distinct tasks and responsibilities. The complete organogram which will be effective from January 2001 is presented below.



Most of the existing senior level staff of SRWSP will continue for the WARM-P also. Their outstanding experience in the social as well as the technical fields in drinking water and sanitation activities will be very helpful in the setting up of WARM-P. Additional staff at implementation as well as at supervision level will be hired whenever necessary. Priority for employment will be given to local, dalit and female candidates as its field workers.

In 1999 local community facilitators will be appointed from the working area, and some staff from SRWSP will be transferred to WARM-P to conduct the social work and to support the construction of few drinking water and sanitation systems. Office facilities will be established in Birendranagar (Surkhet District) by sharing with the LLINK Programme. It will operate from the

newly added first floor of the LLINK office building in the early stages of the programme. Similarly, initially the administrative staff including the driver and vehicle will be shared among the two programmes. Such arrangements will be reviewed on a half yearly basis and appropriate decisions will be made regarding sharing of the logistics.

In 2000 further staff will be transferred from SRWSP and local staff will be recruited to match the increasing activities. From 2001, WARM-P will prepare about 6 WUMPs and 12 water supply projects per year. To meet that target, the staffing strength presented in the table has been planned:

	1999 Sep	2000 May	2000 Sep	2001 Jan
Team Leader				1
Mon. & Info Coordinator				1
Finance Officer				1
SOCIAL DEVELOPMENT				
Area Social Coordinator(s)	1	1	2	2
Community Facilitators	4	6	6	6
TECHNICAL SECTION				
Technical Coordinator			1	1
Technical Supervisors		1	2	2
Field Technicians			4	4
TRAINING SECTION				
Training Coordinator			1	1
Assistants	1	1	2	2
ADMINISTRATION				
Officer				1
Assistant			1	1
Driver		1	1	1
House Keeper		1	1	1
Chowkidars			2	2
TOTAL	6	11	23	27

A small unit for the completion of all existing work in the WDR, however, will remain in place. In 2001 this will be reduced and will be responsible for monitoring of the projects built in the later part of the SRWSP consolidation phase (1998-2000). The unit will have 2 Community Facilitators and 1 Field Technician, and will be supported by WARM-P from Surkhet.

7.2 Financial Resources

WARM-P will have a pilot character. On the basis of its experiences and lessons learned, the programme continuously progresses on consolidation. From September 1999, the programme will start its activities and gradually increases its activities. Following table presents the summary of tentative WARM-P budget requirement for the four-year period 2000 to 2003.

Budget Item	Details	2000 SFr.	2001 SFr.	2002 SFr.	2003 SFr.	2004 SFr.	Five-Year Totals SFr.
2	Consultancies						
	Social consultants	9,500	14,500	16,000	14,000	15,000	69,000
	PO's service	10,400	11,000	11,000	11,000	11,500	54,900
3	Education/Training	3,000	20,000	25,000	27,000	27,000	102,000
4	Contribution to Partners	4,400	12,000	13,000	15,000	17,000	61,400
5	Project Material	1,000	117,000	109,000	115,000	120,000	462,000
6	Construction	21,000	72,000	80,000	90,000	100,000	363,000
7	Operating Expenses	46,000	192,000	220,000	240,000	270,000	968,000
	Grand Total Swiss Francs	95,300	438,500	474,000	512,000	560,500	2,080,300
Remarks	Water Use master plan	2	6	6	6	6	26
	Implementation of projects	5	10	12	12	12	51

NOTE

- Budget item 1, representing expatriate costs, is excluded
- Exchange Rate = NC 45 = SFr. 1
SFr. 2.45 = UK £ 1

ANNEXES

Chronology of WARM Programme

Conceptual Development	<i>Early 1997</i>
Idea on Relocating Helvetas' Water Programme	<i>Early 1997</i>
Concept on WARM Piloting	<i>Mid 1997</i>
Piloting of WARM in Bajung initiated	<i>From March 1998</i>
Interim Programme Document and Proposal for DGIS Funding	<i>Late 1997 to 1998</i>
First Fact Finding Mission to M/FWR (7 VDCs)	<i>April 1998</i>
Sharing of Findings with the PO and HQ	<i>April 1998</i>
Second Fact Finding Mission to M/FWR	<i>November 1998</i>
Concluding of Piloting in Bajung	<i>December 1998</i>
Piloting of WARM in Baidi initiated	<i>December 1998</i>
Decision on Clusters for WARM-P	<i>January 1999</i>
VDC's Willingness Commitment through letters	<i>January 1999</i>
Logframe Workshop	<i>January 1999</i>
Presenting WARM Concept and Plan to LLINK Programme	
Authority in Surkhet (DDCs of Dailekh and Achham)	<i>March 1999</i>
Interview with potential candidates for Community Facilitators	<i>March 1999</i>
Programme Document Preparation	<i>Ongoing</i>

WARM Logframe (1999 September - 2003 December)

(Prepared: January 27-30, 1999)

Problem Statement

Water is not utilised in a realistic, equitable, scientific and sustainable way as a result of source disputes, lack of awareness on existing legislation, tendency to hide the nearer sources, wanting more water than really required, and expressing reluctance to share by individuals or groups. Addressing drinking water needs with a subsectoral approach and missing to include other local stakeholders for management of water resources have undermined the social and economic value of water.

Opportunities

Welcoming attitude of DDC and VDCs; ground work prepared by LLINK, Helvetas' priority area; Helvetas's intentions to involve in the area for atleast another 10 years; already having some experiences in water management; competent and committed team; availability of NGOs; possibility for coordination with other water resource organisations; improving situation of accessibility; funds guaranteed.

Target Group

Two clusters in Dailekh and one cluster in Achham. The first cluster of Dailekh includes Lakandra VDC and Toli Jaisi VDC, while the second cluster includes Salleri VDC, Chauratha VDC and Tribeni (Narayan-Ward 4 and Ward 5). The third cluster in Achham is yet to be finalised. These clusters are expandable to other adjoining VDCs

Risks

Seasonal migration of men from the area; class and caste based social structure not ready to accept changes; poverty of the area which tends to impede participation; weak local NGOs; inadequate legal back stopping for allocation of water resources; political environment not supportive.

Hierarchy of Logframe Elements						Indicators	Assumptions	
Vision	Improved livelihoods in rural communities of the Mid and Far Western Region through equitable and efficient sharing of water resources							
Mission	To strive for a living environment in rural Nepal in which people of different class, caste and sex have equal opportunities in the sustainable use of water resources which will help them to achieve greater self-reliance and empowerment						Helvetas ensures continuity of WARM beyond 2002.	
Development Objectives	Demonstrate sustainable water resources management systems devised by local communities (especially dalits and women) and organisations which have been strengthened in appropriate ways, and with full regards to existing legal frameworks and the protection of ecosystems						# of Water Use Master Plans run efficiently by competent communities / organisations (especially dalits and women) paying full regards to existing legal framework and the protection of sources	1. All donor organisations adopt the WARM approach 2. Sufficient potential partners are available
Operational Objectives	1. Communities are able to manage their water resources optimally	2. Community make optimal use of available water	3. Partners execute elements and outcomes of the programme as per WARM approach and standard	4. People of WARM supported VDCs apply sanitary practices in their daily life	5. Confidence of dalits and women in decision making is enhanced and are benefiting from outcomes	6. WARM approaches are accepted and applied in other parts of the country	1.1 # of management committees functioning as per TOR 2.1 # of households benefiting from WARM Water Use Master Plan 3.1 # of partners having agreements with WARM in line with approach paper 3.2 # of master plans created with the help of partners 3.3 # of elements of master plan executed by # of partners 4.1 # of tapstands kept clean according to WARM standard 4.2 %age of households having toilets maintained according to WARM standards 5.1 # of women and dalits expressing their own increased confidence in decision making 6.1 # of organisations applying the WARM's approaches in other parts of the country	3. Different approach of different organisations during implementation of master plan will not confuse the communities 4. Migration of men for more than half a year will not affect community participation 5. The community understand and accept the length of the process of social mobilisation prior to seeing concrete outcomes 6. The VDC chairpersons of the selected VDCs are cooperative 7. Inter party conflicts at VDC level will not affect WARM activities significantly


	Hierarchy of Logframe Elements	Indicators	Assumptions
Activities	<p>1.1</p> <p>1.1.1 Introduce WARM to communities through community and VDC level meetings</p> <p>1.1.2 Form WARM sub-committees (WRMSCs) and main committee (WRMC) in every VDC</p> <p>1.1.3 Facilitate social mapping assessment on need, available water sources and potential uses based on social aspects</p> <p>1.1.4 Conduct technical assessment based on outcome of social mapping</p> <p>1.1.5 Facilitate planning of activities as per social mapping and technical assessment</p> <p>1.2</p> <p>1.2.1 Develop the training package for VDC</p> <p>1.2.2 Conduct capability training for WRMSCs</p> <p>1.2.3 Organise orientation discussions on capacity building with WRMSCs</p> <p>1.3</p> <p>1.3.1 Invite local stakeholders and agencies in certain activities of master plan preparation</p> <p>1.3.2 Organise coordination workshop with VDC, WRMC and other organisations</p> <p>1.4</p> <p>1.4.1 Conduct trainings for drinking water schemes (WSMC management trainings, VMW training and WTC training)</p> <p>1.4.2 Supervise and guide the use and maintenance of drinking water schemes</p> <hr/> <p>2.1</p> <p>2.1.1 Demonstrate kitchen gardening for promotion</p> <p>2.1.2 Establish linkages with other organisations for irrigation related activities (LLINK)</p> <p>2.1.3 Orient and establish linkages with other organisations for production and marketing of agricultural products</p> <p>2.2</p> <p>2.2.1 Update training packages of SRWSP to accommodate WARM's requirements</p> <p>2.2.2 Conduct trainings (WSMC management trainings, VMW training and WTC training)</p> <p>2.2.3 Campaign for the efficient use of water resources (role play, puppet, show, etc.)</p> <p>2.3</p> <p>2.3.1 Construct drinking water schemes as per WARM standard</p> <p>2.4</p> <p>2.4.1 Ensure source protection by using different organisations</p> <p>2.4.2 Conduct source protection activities through intermediaries</p> <hr/> <p>3.1</p> <p>3.1.1 Prepare policy paper on partnership modality</p> <p>3.1.2 Enter into agreement with partners</p> <p>3.1.3 Monitor and supervise partner activities at field and board level</p> <p>3.2</p> <p>3.2.1 Develop WARM training packages for NGOs and CBOs</p> <p>3.2.2 Conduct Trainings for NGOs and CBOs</p> <p>3.3</p> <p>3.3.1 Motivate VDCs to mobilise funds and supports (in kinds) for WARM activities (constant visit and counselling)</p>		

<p>3.3.2 Monitor the activities of VDCs as per terms and conditions of the MOU</p> <p>3.4</p> <p>3.4.1 See activities under 1.1 and 1.2</p>		
<p>4.1</p> <p>4.1.1 Make home visits to counsel on the importance and use of latrines</p> <p>4.1.2 Conduct sanitation campaigns in the needy communities</p> <p>4.1.3 Organise management training including HSE to WRMSCs</p> <p>4.2</p> <p>4.2.1 Conduct participatory monitoring of latrine construction and use</p> <p>4.2.2 Demonstrate latrine construction as per need</p>		
<p>5.1</p> <p>5.1.1 Conduct separate orientation meetings on WARM with women and dalits</p> <p>5.1.2 Conduct separate awareness raising training with women and dalits</p> <p>5.1.3 Conduct separate NFE classes (REFLECT) for women and dalits</p> <p>5.1.4 Conduct separate exposure tour for women and dalits</p> <p>5.2</p> <p>5.2.1 Train WRMC and WRMSCs on gender sensitisation, dalit sensitisation, importance of equitable benefits of the programme and planning in an objective and just manner</p>		
<p>6.1</p> <p>6.1.1 Train staff on WARM issues</p> <p>6.1.2 Prepare detailed action plan for implementation</p> <p>6.1.3 Develop a monitoring system including formats for collection and processing of data</p> <p>6.1.4 Document data in annual and bi-annual reports</p> <p>6.1.5 Plan and organise mid-term and final evaluation</p> <p>6.1.6 Prepare staffing plan</p> <p>6.1.7 Arrange all logistics</p> <p>6.1.8 Prepare programme document including implementation strategy modality</p> <p>6.2</p> <p>6.2.1 Execute interim participatory self assessment</p> <p>6.2.2 Write approach papers based on learning</p> <p>6.3</p> <p>6.3.1 Send approach papers to like minded organisations</p> <p>6.4</p> <p>6.4.1 Organise Seminar</p> <p>6.4.2 Publish articles on national and international journals</p> <p>6.4.3 Present approach paper at national and international seminars</p>		

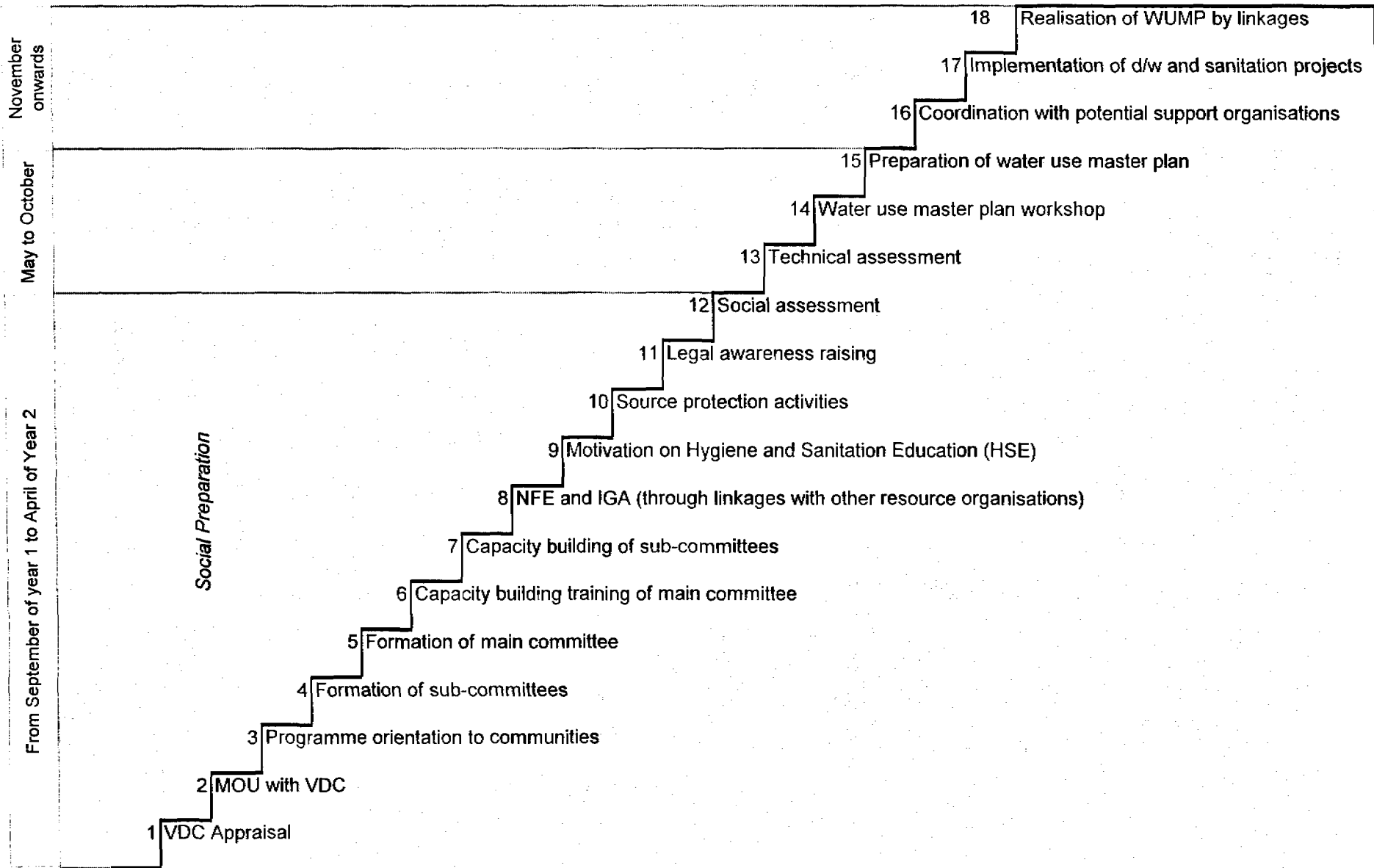
LEARNING THROUGH MONITORING FRAMEWORK

Programme and Project Strategy Development

Operational Planning

		Problem Statement		Link to Strategy Cube	
		Vision			Analysis of options
		Mission			Opportunities and Threats
		Target Group Identification			Risks
Impact & ongoing Monitoring and Final Evaluation	Link to Strategy Cube	Objectively Verifiable Qualitative Quantitative Time Place (QOTP)	Verification Data Sources Evaluation Diagnostic Case Studies Surveys Secondary Data BCM Study Project MIS	ASSUMPTIONS	
		Qualitative Quantitative Time Place (QOTP)	Field Reports Progress Reports		
	Comparison with Targets	Project Records Progress Reports	INTERNAL FACTORS	Process Monitoring Physical and Financial Monitoring Participatory Methods including: User Group Level Monitoring Matrix / Local Users & Peers Assessment Self Evaluation	
	Outputs (Results)	Project Records Progress Reports			
		Activities	Project Records Progress Reports		
		Inputs Resources Budgets	Project Reports Financial Records		

WARM-P STEP WISE APPROACH



WRMSC and WRMC: Structure and Process

WRMSC structure

1. No less than 5 and no more than 9 sub-committees will be formed in one VDC.
2. The size of the subcommittee shall be between 5 to 7, with a minimum of 2 women.
3. There shall be a chairperson and a secretary and 3 to 5 members in the sub committee.

(The person to represent the subcommittee should be identified at the time of subcommittee formation itself.)

WRMC structure

1. Following structure has been decided upon for the formation of the main committee

• VDC Chairperson, ex-officio*	1
• VDC Vice-chairperson, ex-officio*	1
• VDC Secretary, ex-officio*	1
• Ward members, ex-officio*, minimum 50 % Female	5 to 9 (3-5 F)
• Subcommittee representatives: 1 each from 1 subcommittee	5 to 9
• Selection by VDC to maintain gender, cultural and other social balance (CBOs, teachers, social workers, politicians); transboundary representation	<u>0 to 4</u> 13 to 25

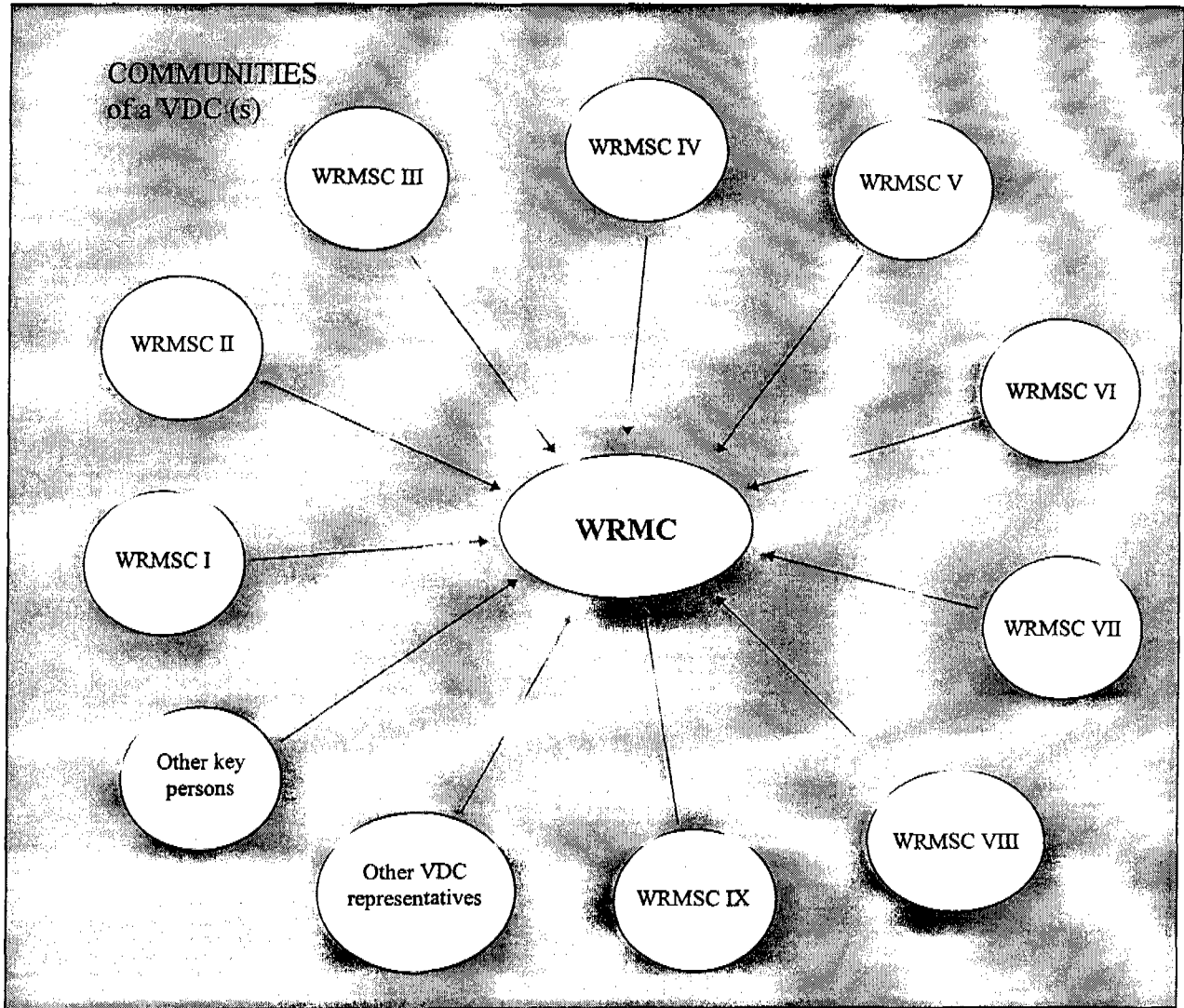
1. The main-committee will have majority from the VDC members.
2. The size of the main committee shall be between 13 to 25.
3. There shall be a chairperson, a vice chairperson, a secretary and 10 to 22 members in the main committee.
4. VDC Chairperson, vice chairperson and secretary will be ex-officio chairperson, vice chairperson and secretary of the main committee.

This arrangement will ensure at least 20 % female representation in both the sub-committee as well as the main committee. Besides, fare representation as per Helvetas/Nepal Poverty and Culture strategy should be ensured while forming the committees.

Tools for Committees Formation

The present practice of using animal flash cards and group discussion should be continued for committee formation.

VDC (Communities), Sub-Committees and Main Committee

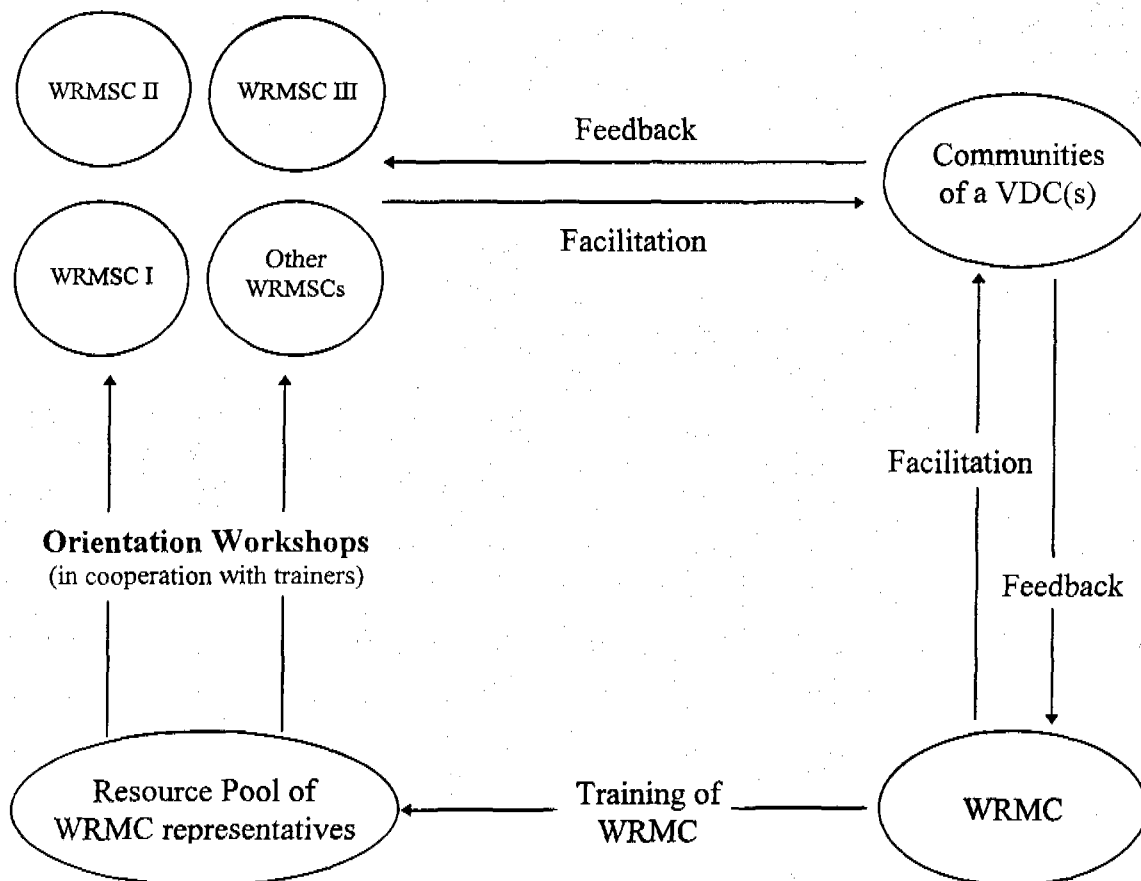


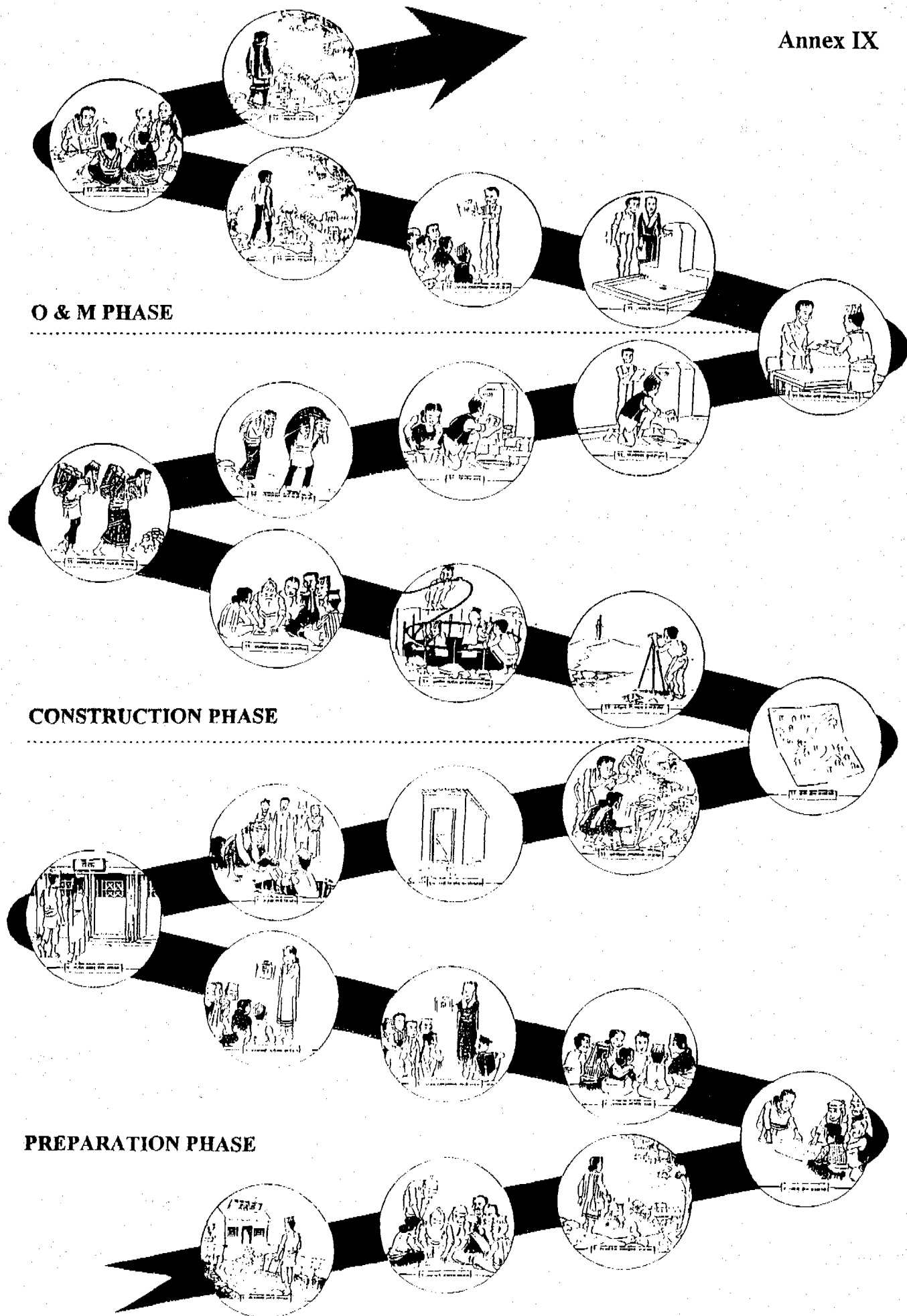
Note: The shaded Portion is a VDC or a cluster of VDCs which has several communities.

Course Content of Capacity Building Training for WRMC

- Introduction of Helvetas
- WARM-P Concept, and Step Wise Approach
- SRWSP History and Step Wise Approach
- Experiences on Piloting of WARM
- Decentralisation and Self Governance Act
- Village Development Committee (VDC) Act
- VDC Planning Process
- Participatory Rural Appraisal
 - Social Mapping
 - Need Identification and Prioritisation
 - Wealth Ranking
- Community Participation and Mobilisation
- Communication
- Conflict Management (Source Conflict and Water Resources Act Provisions)
- Leadership and Management
- Gender in WARM (+ Practical Aspects of Poverty and Culture)
- Source Identification and Source Yield Measurement
- Introduction to a Gravity Flow Drinking Water System
- Action Plan

Capacity Building of the Committees



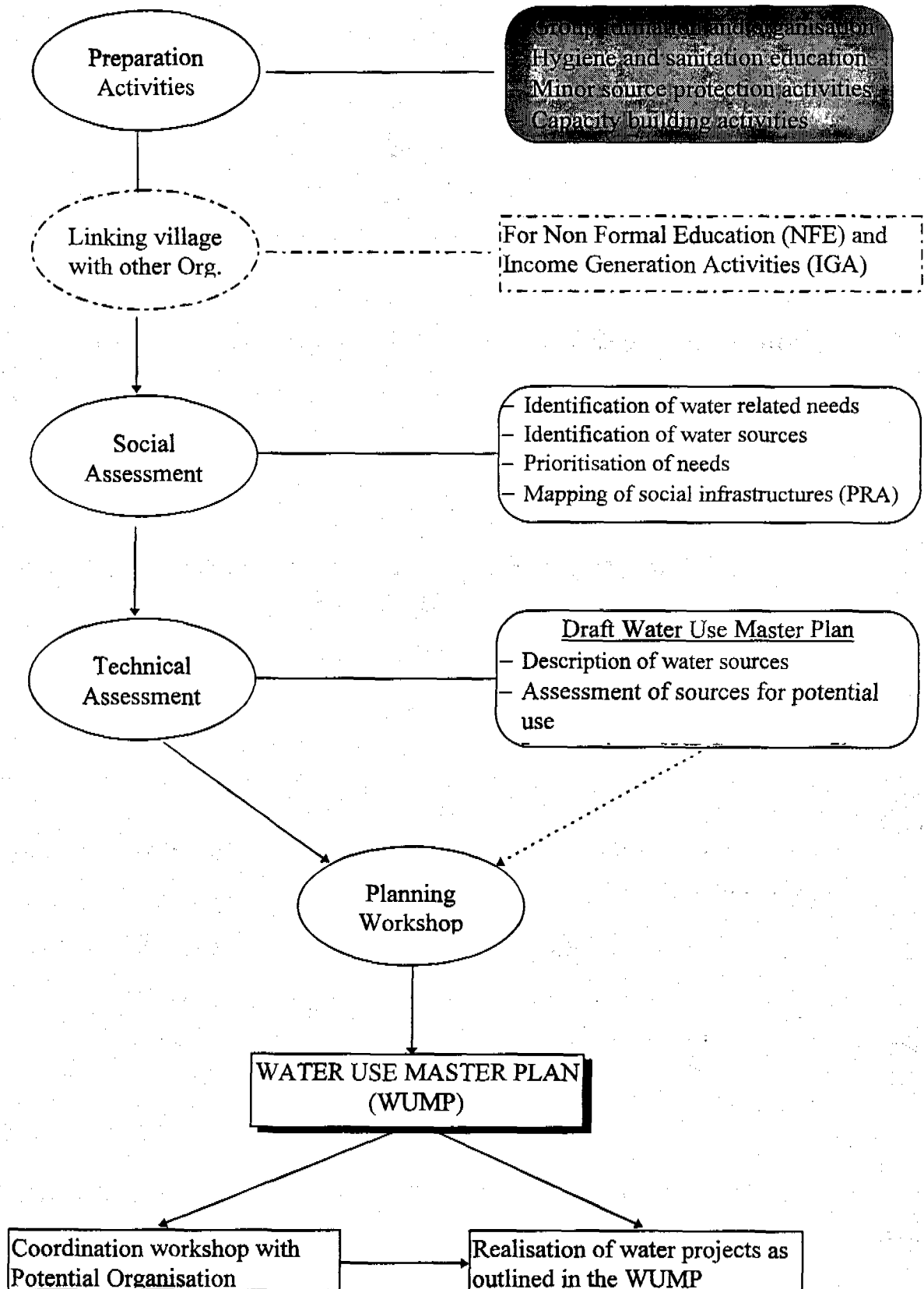


(Figure : Reduced version of SRWSP Implementation Flow-Chart)

Time Planning of WARM-P in the M/FWR

	1999				2000												2001			Remarks
	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	
Dailekh Cluster 1																				
VDC 1	Social Preparation and assessment								▽	T.A				Master Plan			Coordn. & Imp.			⇒⇒
VDC 2									Social Preparation and assessment											
VDC 3									Social Preparation and assessment											
VDC 4																				
Dailekh Cluster 2																				
VDC 1	Social Preparation and assessment								▽	T.A				Master Plan			Coordn. & Imp.			⇒⇒
VDC 2									Social Preparation and assessment											
VDC 3									Social Preparation and assessment											
VDC 4																				
Achham Cluster																				
VDC 1													Area study			Social prepn. & assessment				
VDC 2																				
VDC 3																				
VDC 4																				
Parallel d/w project																				
Project 1	Preparation phase including water measurement, survey and design												Technical Implementation							
Project 2	Preparation phase including water measurement, survey and design												Technical Implementation							
Project 3	Preparation phase including water measurement, survey and design												Technical Implementation							
Project 4	Preparation phase including water measurement, survey and design												Technical Implementation							
Project 5													Preparation of d/w project							
Project 6													Preparation of d/w project							
Project 7													Preparation of d/w project							
Project 8													Preparation of d/w project							
Project 9													Preparation of d/w project							
Project 10													Preparation of d/w project							

WARM-P Process Flow Chart



NGO Selection Criteria

Internal Management

- clear vision, mission, goals and objectives
- have learning attitude (ready to learn from the communities)
- have a good leadership situation
- transparent system of accounting and decision making; audited annual account
- provision of full time paid staff or volunteer
- have a functioning board, open membership

Community Development

- positive attitude towards development
- involved in community development programme (positive track record)
- addresses the need of the community (demonstration of application in response with community need)

Grass Root Commitment

- seeking to work in the neediest areas and/or with the SLOW groups
- grass root oriented (membership based in the village)
- accessible to people and preferably based at the local level
- committed to help the community

Self-sustaining

- ready to mobilise local resources
- self-help oriented (not totally dependent on external fund, willing to generate own fund)
- potential to improve

Social Justice

- sensitive towards women, children and underprivileged groups
- women and people from underprivileged group (caste, class) are well represented

Vision Sharing

- ready to work according to Helvetas (WARM-P) philosophy
- deeply interested to work on participatory approach particularly on water resources planning and management
- have preferably worked with other Helvetas Programmes previously and successfully

NGO Performance Indicators

The performance of NGOs will be formally evaluated against the following indicators: *points*.

- the level of community participation in the projects
- presence of women and people from underprivileged group (caste, class) in the activities related with the programme (social mapping, community meetings)
- composition of the WRMC and WRMSCs (gender, caste and ethnicity balance)
- WRMC and WRMSCs know about the NGO worker and his/her activities
- tackling of disputes at the community level
- liase with VDC, DDC and DWSO
- attend regular partners meeting conducted by WARM-P
- submits quality reports and fills up the monitoring formats prescribed by WARM-P correctly
- submits reports on time
- makes realistic action plans for individual communities in the VDC concerned
- makes timely comparison of progress at the community level
- assists the WRMC trainings and WRMSCs orientation workshops effectively
- respects Helvetas/WARM-P code of conduct in the villages
- creates an environment of trust between WARM-P and the concerned communities
- NGO board conducts regular meetings and produces minutes of them
- regular supervision and follow-up of motivators by the coordinator and the board members
- know-how of WARM-P principles, working procedure and support packages to the board members (especially about communities, and the support received from WARM-P)
- cleanliness of the village, including construction use and maintenance of latrines (people's perception on why latrine?) during motivation for construction of projects
- collection of O&M fund amount, and people's perception on what it is about (for Construction of drinking water and sanitation projects)

OBJECTIVES										
Log Frame Ref	Indicator	Collection of Information			Processing		Analysis		Documentation	
		Source	Who	When	Who	When	Who	When	Who	When/Where
Dev Obj	# of W U M P run efficiently by competent communities / organisations (especially dalits and women) paying full regards to existing legal framework and the protection of sources	Programme Evaluation (PSA/EE*)	PMT/EE Team	2004	PMT	2004	PMT	2004	MIC	2004, AR
Oper Obj 1.1	# of Water Resources Management Committees functioning as per TOR	Follow-up Reports	SDS	1 year after prepn of WUMP	SDS	jointly with all follow-ups of the year	PMT	jointly with all follow-ups of the year	MIC	Dec, AR
2.1	# of households benefiting from W U M P	Follow-up Reports	SDS	1 year after prepn of WUMP	SDS	jointly with all follow-ups of the year	PMT	jointly with all follow-ups of the year	MIC	Dec, AR
3.1	# of partners having agreements with WARM in line with approach paper	Field Reports Follow-up Reports	SDS	during and 1 year after prepn of WUMP	SDS	every 2 months and jointly with all follow-ups of the year	PMT	every 2 months and jointly with all follow-ups of the year	MIC	Dec, AR
3.2	# of master plans created with the help of partners	WUMP Reports	MIC	Year end	MIC	annually	PMT	annually	MIC	Dec., AR
3.3	# of elements of master plan executed by # of partners	Follow-up Reports	SDS	1 year after prepn of WUMP	SDS	jointly with all follow-ups of the year	PMT	jointly with all follow-ups of the year	MIC	Dec, AR
4.1	# of tapstands kept clean according to WARM standard	Follow-up Reports	SDS	½ and 2 years after constrn of dws project	SDS	jointly with d/w follow-ups of the year	PMT	jointly with d/w follow-ups of the year	MIC	Dec, AR
4.2	%age of households having toilets maintained according to WARM standards	Follow-up Reports	SDS	½ and 2 years after constrn of dws project	SDS	jointly with d/w follow-ups of the year	PMT	jointly with d/w follow-ups of the year	MIC	Dec, AR
5.1	# of women and dalits expressing their own increased confidence in decision making	Field Reports Follow-up Reports	SDS	during and 1 year after prepn of WUMP	SDS	every 2 months and jointly with all follow-ups of the year	PMT	jointly with all follow-ups of the year	MIC	Dec, AR
6.1	# of organisations applying the WARM's approaches in other parts of the country	Programme Evaluation (PSA/EE*)	PMT/EE Team	2004	PMT	2004	PMT	2004	MIC	2004, AR

* External Evaluation (EE) will be conducted by experts hired for the purpose.

OUTPUTS (RESULTS)										
Log frame Ref	Indicator	Collection			Processing		Analysis		Documentation	
		Source	Who	When	Who	When	Who	When	Who	When/ Where
1.1.1	# of orientation sessions at community levels	Field reports	CF	Every 2 months	SDS	Every 2 months	SDS	Every 2 months	MIC	BAR and AR
1.1.2	# of confidence building sessions	Field reports	CF	Every 2 months	SDS	Every 2 months	SDS	Every 2 months	MIC	BAR and AR
1.1.3	# of social maps prepared at the community level	Field reports	CF	Every 2 months	SDS	Every 2 months	SDS	Every 2 months	MIC	BAR and AR
1.2.1	# of management committees formed	Field reports	CF	Every 2 months	SDS	Every 2 months	SDS	Every 2 months	MIC	BAR and AR
1.2.2	# of capacity building trainings organized for committees	Training Register	TrC	After training	TrS	After training	TrS	After training	MIC	BAR and AR
1.2.3	Quality of record keeping (minutes, accounts, etc.)	Field reports	CF	Every 2 months	SDS	Every 2 months	SDS	Every 2 months	MIC	BAR and AR
1.2.4	Attendance in Meetings	Field reports	CF	Every 2 months	SDS	Every 2 months	SDS	Every 2 months	MIC	BAR and AR
1.2.5	# of W U M P prepared	WUMP Reports	MIC	Year end	MIC	annually	PMT	annually	MIC	Dec, AR
1.3.1	# of documented contacts between WRMC and agencies	WRMC	SDS	Every 2 months	SDS	Every 2 months	PMT	Every 2 months	MIC	BAR and AR
1.4.1	# of final resource maps (for separate d/w) prepared	Field reports	CF	Every 2 months	SDS	Every 2 months	SDS	Every 2 months	MIC	BAR and AR
1.4.2	# of agreements for implementation of d/w schemes signed	Agreement reports	TS	Every 2 months	TS	Every 2 months	TS	Every 2 months	MIC	BAR and AR
1.4.3	# of drinking water schemes completed	Final Commissioning report	TS	After project completion	TS	Every 6 months	PMT	Every 6 months	MIC	BAR and AR
2.1.1	# of kitchen gardens developed	Field Reports Follow-up Reports	SDS	Every 2 months/ ½ and 2 years after constrn of d/w project	SDS	every 2 months/ jointly with d/w follow-ups of the year	PMT	every 2 months/ jointly with d/w follow-ups of the year	MIC	Dec, AR
2.1.2	trend (increase, same, decrease) in household income	Follow-up Reports	SDS	½ and 2 years after constrn of d/w schemes	SDS	jointly with d/w follow-ups of the year	PMT	jointly with d/w follow-ups of the year	MIC	Dec, AR
2.1.3	# of irrigation units/schemes	Follow-up Reports	TS	1 year after preparation of WUMP	TS	jointly with all follow-ups of the year	PMT	jointly with all follow-ups of the year	MIC	Dec, AR
2.2.1	# of well maintained water schemes	Follow-up Reports	TS	½ and 2 years after preparation of WUMP	TS	jointly with d/w follow-ups of the year	PMT	jointly with d/w follow-ups of the year	MIC	Dec, AR
2.2.2	# of households using over flow and waste water	Follow-up Reports	SDS	½ and 2 years after construction of d/w projects	SDS	jointly with d/w follow-ups of the year	PMT	jointly with d/w follow-ups of the year	MIC	Dec, AR
2.2.3	# of households using drip irrigation	Follow-up Reports	TS	1 year after preparation of WUMP	TS	jointly with all follow-ups of the year	PMT	jointly with all follow-ups of the year	MIC	Dec, AR

OUTPUTS (RESULTS)										
Log frame ref	Indicator	Collection			Processing		Analysis		Documentation	
		Source	Who	When	Who	When	Who	When	Who	When/Where
2.3.1	# of households using tap water	Final Commissioning	TS	Final Commissioning	TS	Every 2 months	PMT	Every 2 months	MIC	Dec. AR
2.3.2	# of diarrhoeal incidences in under 5 children	PIF and Follow-up Reports	SDS	PIF 1/2 and 2 years after construction of d/w projects	SDS	jointly with d/w follow-ups of the year	PMT	jointly with d/w follow-ups of the year	MIC	Dec. AR
2.4.1	# of sources with increased vegetative cover	Technical Assessment and Follow-up Reports	TS	TA 1/2 and 2 years after construction of d/w projects	TS	jointly with d/w follow-ups of the year	PMT	jointly with d/w follow-ups of the year	MIC	Dec. AR
3.1.1	Policy paper on partnership modality operational	Internal Assessment	SDS	Regularly	SDS	Regularly	PMT	Every 6 months	MIC	BAR and AR
3.2.1	# of trained partners (NGOs/CBOs) efficiently implementing outputs	Field reports	CF	Every 2 months	SDS	Every 2 months	PMT	Every 2 months	MIC	Dec. AR
3.3.1	%age of members in WRMC from VDC bodies	Field reports	CF	Every 2 months	SDS	Every 2 months	SDS	Every 2 months	MIC	BAR and AR
3.3.2	# of VDCs providing cash and kind contribution for implementation of water use master plan	Follow-up Reports	SDS	1 year after preparation of WUMP	SDS	jointly with all follow-ups of the year	PMT	jointly with all follow-ups of the year	MIC	Dec. AR
3.3.3	# of projects per component (WARM chair) implemented as per master plan	Follow-up Reports	MIC	1 years after preparation of WUMP	MIC	jointly with all follow-ups of the year	PMT	jointly with all follow-ups of the year	MIC	Dec. AR
4.1.1	Proportion of households that have improved latrine	Field reports	CF	Every 2 months	SDS	Every 2 months	SDS	Every 2 months	MIC	BAR and AR
4.2.1	# of latrines constructed according to WARM standards	Field reports	CF	Every 2 months	SDS	Every 2 months	SDS	Every 2 months	MIC	BAR and AR
4.2.2	# of households using latrines	Follow-up Reports	CF	1/2 and 2 years after construction of d/w projects	SDS	jointly with d/w follow-ups of the year	PMT	jointly with d/w follow-ups of the year	MIC	Dec. AR
5.1.1	%age of women in committees actively participating in discussions and making their own points known	Field reports	CF	Every 2 months	SDS	Every 2 months	SDS	Every 2 months	MIC	BAR and AR
5.1.2	%age of dalits in committees actively participating in discussions and making their own points known	Field reports	CF	Every 2 months	SDS	Every 2 months	SDS	Every 2 months	MIC	BAR and AR
5.1.3	%age of women and dalits not benefiting from WARM projects	Follow-up Reports	SDS	1 year after preparation of WUMP	SDS	jointly with all follow-ups of the year	PMT	jointly with all follow-ups of the year	MIC	Dec. AR

OUTPUTS (RESULTS)										
Log frame ref	Indicator	Collection			Processing		Analysis		Documentation	
		Source	Who	When	Who	When	Who	When	Who	When/Where
6.1.1	Necessary reports prepared and disseminated on time	All sections	PTL	Immediately	PTL	Immediately	PMT	Every 6 months	MIC	BAR and AR
6.2.1	Learning from WARM disseminated through # of approach papers	MIC Section	MIC	Immediately	MIC	Immediately	PMT	Every 6 months	MIC	BAR and AR
6.2.2	# of organisations responding to approach papers	PTL	PTL	Immediately	PTL	Immediately	PMT	Every 6 months	MIC	BAR and AR
6.3.1	# of unsolicited contacts and meetings	PTL	PTL	Immediately	PTL	Immediately	PMT	Every 6 months	MIC	BAR and AR
6.4.1	# of seminars on WARM held and/or attended	PTL/MIC	PTL/MIC	Immediately	PTL/MIC	Immediately	PMT	Every 6 months	MIC	BAR and AR

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HELVETAS NEPAL: GENDER SENSITIVE CHECKLIST FOR PROJECT ANALYSIS

1. GENDER SENSITIVE PLANNING

1.1. Problem Identification

- Needs Assessment looks into the special or different problems and needs of the women and men in the community [perceived and actual needs of women and men]
- Effect of the project intervention on women and men [based on problem identification]
- Involvement of women and men in conducting the need assessment [women of the community asked for their opinion on their problems and needs]
- Assessment of women's position in terms of i) possible negative outcomes, e.g. heavier work burden [traditional gender division of labour] ii) relative lack of access to resources, services/opportunities [such as land, fund/cash/collateral, technology & tools, education/training, information, community resources, mobility (choice of job/work), social services and participation in the development process, etc.].

1.2 Project Strategy

- Target Group
- Intervention [considering women's socio-cultural and economic problems]
- Participation and empowerment of women
- Partnership with women's and their organizations
- Division of work [e.g. ease work burden for women].

1.3 Project Objectives

1.3.1. Fulfilment of practical needs

- Access to resources, services and opportunity such as land, fund/cash/collateral, technology & tools, education/training, information, community resources, mobility (choice of job/work), social services and participation in the development process, etc.
- Control over resources/benefit sharing in the family as well as in the community
- Increased income [own income, family income and joint income at community level].

1.3.2 Strategic needs/interests

- Decision making
- Leadership capability/self confidence
- Choice of opportunities and work/jobs [productive and reproductive].

2. OPERATIONALIZATION

2.1 Organizational Culture/Management

- Policy guidelines for integrating women [see Helvetas policy in terms of gender]
- Staff ratio by sex
- Staff sex ratio by position
- Gender sensitization/orientation training of all professional staff
- Gender orientation of supportive staff

- HRD [training/exposure] for female staff
- Participation in executive committee decision making
- Experts/consultants [women/men]
- Positive discrimination for women staff [hiring/promotion, responsibility delegation, facilities]

2.2 Programming/Implementation

- Composition of committee by sex [Users Committee/CCs/Executive Committee]
- Self help group by type [male/female/mixed]
- Genuine demonstrated participation in self help group by sex
- Decision making roles on women and men
- Women's meaningful involvement in programme planning and implementation
- Monitoring mechanism to reach women [e.g. monitoring women's increased income, leadership role, change in occupation, influence over decision making process, et.]
- Formation of networks/NGOs/CBOs of women
- Partnership with women organization(s).

3. MONITORING & EVALUATION/REVIEW/FEEDBACK

3.1 M&E Mechanism

- Participation of women and men in M&E process
- Implementation of gender sensitive monitoring mechanisms
- Incorporation of lessons learnt for future application.

3.2 Achievements

3.2.1 Practical needs such as

- Access to resources, services and opportunity such as land, fund/cash/collateral, technology & tools, education/training, information, community resources, mobility (choice of job/work), social services and participation in the development process, etc.
- Control over resources/benefit sharing in the family as well as in the community
- Increased income [own income, family income and joint income at community level].

3.2.2 Strategic needs/interests

- Decision making
- Leadership capability/self confidence
- Choice for opportunities and work/jobs [productive and reproductive].

Note: Also consider the above points while assessing partners.

STRATEGY STATEMENT OF HELVETAS NEPAL

VALUES

Honesty	:	<i>Transparent, rigorous, self-critical, straight</i>
Equity and Unity	:	<i>Democratic, inclusive, loving, shared responsibilities, understanding, partnership, advocacy, solidarity</i>
Openness and Innovation	:	<i>Listening, learning, respecting, innovative, creating, communicative, holistic, processes, daring</i>
Quality	:	<i>Technical pride, satisfaction, leadership, skill, concern</i>
Thoughtfulness	:	<i>Considered, complementary, systemic, rational, analytical, enabling, quality</i>
Joy	:	<i>Happiness, committed, positive, spirited, rewarding, lightness of feeling</i>

VISION

Helvetas strives to play a carefully considered role in supporting Nepal's challenge to bring into being an equitable and just society where people all are able to enjoy access to basic services and economic opportunities and to choose their own representatives.

MISSION

Helvetas actively contributes to the improvement of the living conditions of economically and socially disadvantaged people in Nepal. Building on our expertise and experience, our flexible and pragmatic approach, and our open and self-critical attitude, we are committed to creating innovative, challenging and meaningful programmes for change, as a highly respected Swiss NGO in Nepal.

COUNTRY PROGRAMME DEVELOPMENT OBJECTIVES

- To work with a variety of different actors and at both the local level and national level, in order to support actions leading to self-propelling and sustainable development (environmental, gender-related, economic, socially just, etc.,) and the alleviation of poverty.
- To provide an enabling environment for government to serve its people better; for non-government organisations and agencies to pursue basic changes through self-reliance; and for community-based organisations to reach their objectives.
- To continue to focus our work in the *three key working areas*, and on the basis of the *five working principles* and *five working approaches* of the Helvetas global programme.
- To link policy and advocacy actions to project work whenever possible or appropriate. This, both in the national and the international arena.
- To maintain and further develop our clear sectoral expertise, including capacity-building capabilities for our Partners.
- To ensure we continue to learn from our experiences by actively maintaining high quality and respected operational policies and approaches towards, research/reflection; MIS; HRD; management capacities; exposure exchanges; and other key elements in our overall work.
- To place our organisation centrally in the development arena in Nepal, and to more effectively coordinate with like-minded organisations, as well as actively cooperate in advocacy and policy-development work.
- To defend the independence of our organisation, and the integrity of our programmes, by diversifying our funding base in a highly selective and an incremental manner.

**ELEMENTS TO FIT INTO HELVETAS NEPAL
ONGOING OPERATIONAL PROGRAMME STRATEGY AND ACTIVITIES**

PRINCIPLES

Helvetas Nepal believes that:

1. By fully **understanding** the social structure, traditional culture, division of labour, power relationships and other key factors, at all times, and addressing the basic **causes** of deprivation, poverty alleviation can help **promote** social justice, human rights, and democratic norms.
2. Community-based organisations (CBOs); NGO's; private sector concerns, and village representative-bodies, provide **partners** for change in the work of Helvetas. HMG/N also provides a good partner but has a clear and **limited role** to play in the direct implementation of development programmes.
3. Enhancing the self-determination of our partners and their constituent communities, as well as building political, organisational, and technical competencies within the partner/partner sector **leads to sustainable development**. Wherever possible, Helvetas should not substitute those tasks and duties which are within the ability of the local partner, and a facilitatory approach towards **subsidiary and linkage** should be strived for. Partners should be treated and respected as **equals**, their autonomy respected, and donor-client relationships avoided. **Capability-building** support should be carefully designed and highly prioritised by Helvetas.
4. **Genuine local commitment, tangible inputs, and equal participation by both women and men** is a prerequisite to enter into and develop all stages of a programme, but the over-provision of material, cash and advice can **create external dependency** and can be disempowering to both individuals and groups.
5. A step-by-step method and **process approach** in our work ensures maximum lasting impact. **Flexibility** should be maintained in objective setting and operational planning. The **long-term** nature of development work, together with a willingness to take acceptable risks and to be innovative, should be accepted. As far as possible, and suitable to the particular project, development work should be tackled from the **whole-life perspective** of the villager, and approaches and technologies appropriate to the local situation should be adopted.
6. National policies and legal frameworks **which enhance** decentralised decision-taking, self confidence, self expression and justice, as well as promote institutional reforms for broader latitude in self-help actions and good governance, should be supported. Policy and advocacy work at the national level must form a **necessary and integral** part of our programme in Nepal.
7. Programmes/projects should be **cost-effective** in relation to the community reality, size of programme coverage, and the range of objectives set.

HELVETAS NEPAL'S WORKING APPROACH / MODE OF OPERATIONS

General Principles

We would like to avoid Helvetas Nepal becoming an overly large organisation with complicated bureaucratic procedures. As an operational outfit, we would like to remain *flexible and agile*, ready to take up new opportunities and make significant programme adjustments, as the case demands. All this within our clearly stated sectoral priorities.

Our programmes are not purely output-oriented. Major attention is given to ensuring the consolidation (psychological and functional) of the work/activities of the project in the community. This often takes *time and even repetition*. Processes, participation, sustainability, self-reliance are all words which are often overused and seldom understood - nonetheless these words are *important* to us and must remain as integral parts of all our well structured programmes.

Whether working with HMG/N, NGOs, private sector, or CBOs, we will always strive to ensure that we play a *complementary* and not a duplicating role. We will take great care that we never assume responsibilities which should be assumed by the partners/communities themselves.

Working Approach

We intend to maximise the use of *partnerships and alliances* at all levels of our programme, and in all sectors. Projects are encouraged to delegate as much as possible to other actors - within reason and against clear analysis and criteria. This intention is motivated partly by our objective to contribute strongly to institutional development within civil society (e.g. NGOs, private enterprises, CBOs, etc.), and partly to precipitate greater synergy and cooperation in tackling issues. Such an approach will also enable us to minimise the staff levels and maximise the flexibility of the organisation.

Consequently we need to build a balance of "*implementors*" and "*facilitators*" within the ranks of our country programme staff. The degree of this balance will differ from project to project. The challenge for the programme today is to increase the number and ability of our "facilitator" staff, and improve our capacity to provide capability-building support to existing and potential partners of various categories.

Nonetheless, because some of our work will be located in areas (sectoral/geographic) where there is very little, if any, local institutional capacity for partnership creation, and partly because we wish to maintain our learning and sensitivity towards development work by keeping one foot firmly in direct implementation work, especially through the dual partnership approach with CBOs, we intend to maintain a small institutional capacity to *engage directly* with communities through this approach. We will try to ensure that whenever this approach is taken by Helvetas, we give special opportunities for partner NGOs and other civil society groups to take up a learning "apprenticeship" alongside us in our work.

We work at the macro (national, apex organisational), meso (regional, district, apex organisational) and micro (community) levels. As far as this is possible, we will also do this within a single project, but work at these levels can also be separate and related to different concerns.

Government Partnerships

Although we will maximise our partnerships outside the Government sector, we will also keep an *operational interest* in HMG/N itself. This can be either through direct agreements (e.g. SBD with MoWT or PLRP with MoLD) or, to a greater extent, through indirect relationships (e.g. LISP, LLINK and BBLL with DDC, SSM-P line agencies, etc.). We will use our partnerships with Government to help them speed up their transition from (current) implementors to (future) facilitators/support organisations, and will endeavour to maximise their exposure to and acceptance of civil society organisations. All operational modalities in our work with HMG/N

will be based on the values, development objectives and organisational policies of Helvetas Nepal - without compromise.

Private Sector Partnerships

The development of the *private sector* has been a special interest of Helvetas for many years. This will be continued and developed further. Projects will be expected to continue to look for possibilities of privatising certain activities within the projects or strongly linking programme work/plans/inputs/outcomes to the private sector - as appropriate and reasonable. Private sector initiatives can form the main focus of certain programmes if such initiatives serve the purpose of our mission. Issues of *equity and ethics* will be carefully monitored and assessed during all sorts of private sector relationships.

NGO Partnerships

We will work with NGOs in two main relationships. The first is where we share a common vision on a defined programme/approach and we decide to work together as long-term partners on that. This partnership is not solely a donor-client relationship and Helvetas (we) make(s) an equal professional commitment to the programme. This means that problems arising within the programme are as much our responsibility as they are the responsibility of the Partner. Helvetas commits itself to the *holistic programme on a long-term basis*. Consequently our interest in the NGO itself stretches from the operational to the overall corporate level. This has implications for the level and nature of funding and capability-building support required.

The second type of relationship is where we hire NGOs to help us implement *our own* programmes. Our approach to such relationships for this purpose is not necessarily homogeneous across programmes. These NGO partners may require different levels of financial and capability-building support, depending on (a) their degree of maturity and institutional/corporate consolidation and (b) their operational capability. Our work with such partners is guided by our country programme values and a set of basic policies agreed between themselves and our projects.

Although we are willing to continue working with national level NGOs, in future we will shift our emphasis to local level and district level NGOs. When working with national level NGOs we will ensure they lay priority emphasis in strengthening local CBOs and other active civic society groups, as well as facilitating and strengthening the outward linkage abilities of these groups.

People's Organisations

As far as possible and practical, we will favour NGOs with a strong *membership base* in the community, but we also recognise the immaturity and dearth of such organisations in Nepal. Nonetheless *we will keep an active interest in seeking out and supporting* people-based organisations with a common interest, and helping to build these into strong CBOs and People's Organisations. This can be initiated either through an NGO partnership approach or through a direct dual partnership approach. Dalit organisations and forest user groups represent two obvious types of people's organisations with great potential.

Partnerships with People

People's participation *means more* than just a labour contribution; it means shared ownership, and people as stakeholders are partners from the start in all phases of conceptualisation, implementation/management, monitoring and follow-up of the programme. Our challenge is to ensure this really happens without the project itself becoming lost in process, reflection and debate! This, again, has implications for staff skills development and for the type of staff we hire. As far as possible, initiatives which we support should analyse the social structure, cultural/traditional norms, division of labour, power relationships and other necessary key factors in the development process and seek to address the *basic causes* of powerlessness, rather than ameliorating the results of them.. As far as possible, and depending on the nature of the programme, we will also build on traditional institutions; aim to help the underprivileged parts of the greater community, and ensure women become full partners in the development process.

When working with communities/groups, our projects/partners act as *facilitators and catalysts for change*. This mode of implementation serves to facilitate a community's access to a service (like better infrastructure) or catalyses the community's capacity to take on challenges (like management of local forests, or building of a drinking water system). It helps build community confidence, cohesion and strength. Communities become

internally empowered and proactive. They begin to put pressure on government and private sector institutions to provide the services they are supposed to, and to do this in a transparent and accountable manner.

Seminars, Workshops and Networking

We will lay heavy emphasis on learning from our experiences as well as from those of others, and will strengthen our professional linkages with like-minded organisations and resource agencies both nationally and regionally.

Experience has shown that it is easy for organisations to become too "seminar/workshop minded" and spend endless time on discussions, training and networking. We will, therefore, ensure that we maintain a *sharp focus on the purpose* of this side of our work and guard against becoming seduced by the popular events and *participation overkill*.

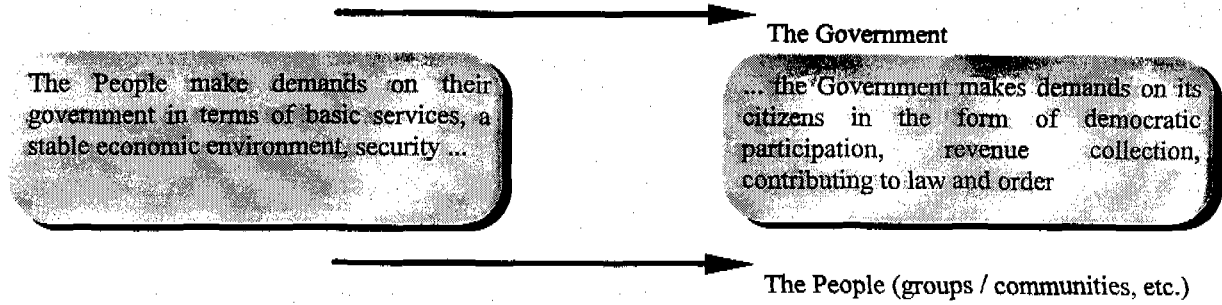
Funding Partners and Joint Efforts

We are cautious towards the consultancy/contract approach to programme implementation and will avoid simply accepting and implementing projects designed and commissioned by others in the absence of any meaningful conceptual inputs from our side. Instead, as far as possible, we will design, or help others design and develop innovative and attractive programmes which fit clearly within the VMGs, working principles and approach of our organisation. We will then access funds for these programmes from interested donors, or take up appropriate partnerships.

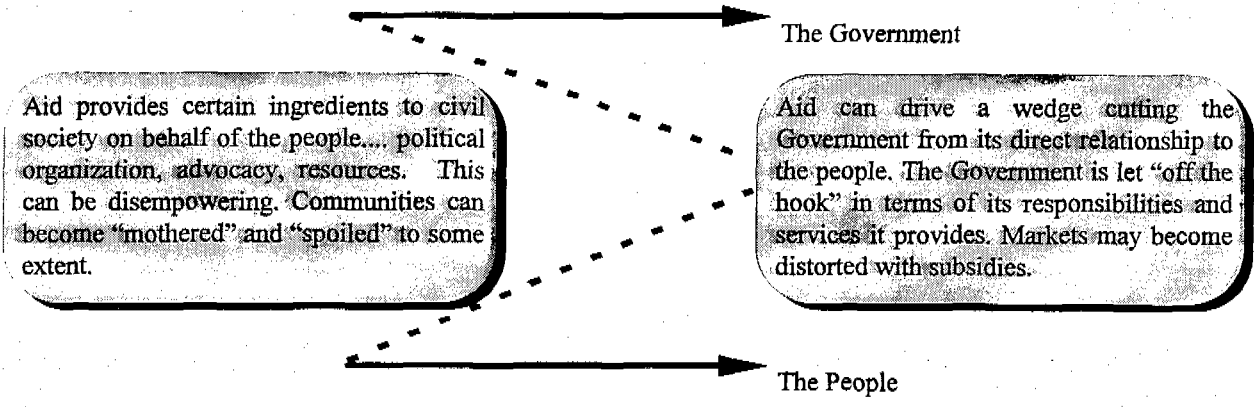
When we enter into a collaborative programme with sister organisations, we will ensure that our role is clearly supportive or managerial - depending on the particular issue/situation. We will not enter into joint or unclear roles and management relationships.

All operational and administrative policies of Helvetas Nepal should be fully observed and adhered to in all our programmes no matter which donor or which partner we may be involved with.

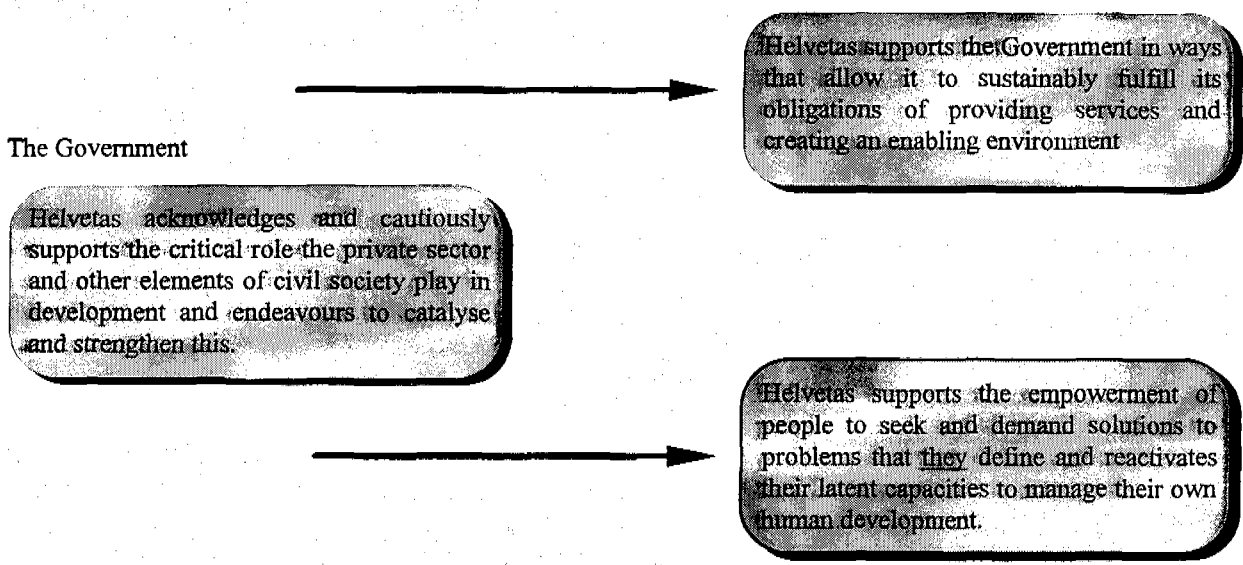
An ideal world....



... but frequently the situation in Nepal



Helvetas Nepal's Vision



Dynamics between the Government and the People

THE HRD PRINCIPLES OF HELVETAS NEPAL

1. Fundamentals

People are the very essence of Helvetas Nepal. The members of the organization play a fundamental role in determining the nature of the organization and the effectiveness of its work. The people Helvetas works in partnership with also fundamentally influence the development of its programmes. Thus, the way in which the members of both the organization and the partners develop will determine, to a large degree, how the organization itself develops.

It is critical that the attitudes, behaviour, skills, knowledge and competencies of members of the organization, and the mission, principles and objectives of Helvetas Nepal are congruent. This is an interactive process as the experience of the organization members, and of Helvetas worldwide, informs the mission statement and principles. For this process to be fruitful, all organization members need to be committed to the agreed principles and seeking to learn and develop. Those with doubts need to be able to express them and influence the way in which the organization itself develops. The Human Resource Development (HRD) programme provides the means for achieving congruence both within the organization and with its partners.

The HRD strategy aims to ensure that the members of the organization develop the attitudes, behaviour, skills, knowledge and competencies necessary to both develop and execute the mission and objectives of the organization. Also it aims to ensure an interactive learning process with the people Helvetas is trying to help, so that in partnership they develop.

The mission statement of Helvetas Nepal and the basic principles of Helvetas worldwide, are committed to:

- working directly or indirectly and intensively with the disadvantaged
- strengthening and supporting attitudes of self-help
- social justice and increased equity
- development of self-reliance through reflection and action
- partnership
- developing community and individual skills and
- providing an enabling environment for government to serve its people, for non-government organizations that pursue basic changes through self-reliance and self-determination, and for community based organizations directly.

These commitments engender a vision for organization members. A vision of a learning organization which practices the values of self-help, self-reliance through reflection and action, partnership, and enabling. A no-fear culture where members are not afraid to take more responsibilities and learn from their own mistakes, is built.

The main goal of the HRD programme is to help fulfill this vision. The HRD strategy is to set a clear approach as to how this can be achieved, and therefore to ensure a consistency within Helvetas.

2. Staffing and Partnerships

Helvetas strives to strengthen its institutional integrity and maximize its impact in Nepal by placing its HRD strategy and approach clearly and tactically within the overall country programme strategy.

2.1 Strive for Partnership Approaches

Given that partnership represents a basic working principle of Helvetas worldwide, it is important that staffing modalities and HRD strategy and policies take account of this. This, however, does not necessarily mean that Helvetas should rapidly transform itself into an organization with a

limited staff contingent and restrict its mandate to work only through, or in partnership with, intermediary organizations.

Emphasis is placed on partnership and capability-building modalities in all our programmes and we will strive to maximize and build on this approach to the greatest extent possible at all times.

2.2 Retain Flexibility to Respond

It is acknowledged that different activities and different situations may call for different responses and working styles, and Helvetas should not lock itself within the confines of a limited HRD strategy framework, which could restrict its responsiveness and flexibility.

Various stages of the development of a programme (or elements within), or its geographic location, may call for different responses and institutional capabilities of the organization. Thus different own staffing and/or partner staffing scenarios will be needed at different times.

2.3 Keep Staff Numbers to an Optimal Minimum

Nonetheless, the longer term objective of self-reliance and partnership creation must be kept in mind and strived for at all times. Whenever additional staff hiring can be avoided, or staff numbers reduced, by working in partnerships, or through other bodies or groups, a proactive and positive choice should always be made in favour of this course of action.

2.4 Nature of Skills and Maturity Required

By taking this choice (above), Helvetas Nepal imposes clear obligations to its recruitment policy and the kind of staff it employs. Working through partners in present day Nepal is neither automatic nor easy, and calls for high calibre staff with specific skills and experience to be able to tackle this effectively.

Our staff will require the skills, competencies and maturity necessary to facilitate and guide our partners, as well as to build positive working relations and learning experiences with them. We will need to develop our strengths in partner capability-building work, as well as in organizational management and coordination issues. Even if we bring in other partners to help with such work, we will require that our supervisory staff are well-equipped with the necessary skills and experience to guide and monitor these partners also.

This is not to say that we neglect our technically skilled staff in favour of facilitator and coaching staff. The technical quality of our work and the technical coaching of our partners will always receive a high priority. There will always remain instances where we are obliged to directly implement programmes ourselves. Furthermore, one of the most potent methods of capability-building is through "apprentice" partnering approaches - something which obliges Helvetas Nepal to retain a healthy level of direct operational capability.

And through the development of staff skills, competencies and maturity Helvetas Nepal makes a direct contribution to the development of human resources within Nepal, and not just within Helvetas.

2.5 Belongingness

The way an organization functions is, to a large degree, a direct reflection of the composition, motivation and commitment of its staff. Helvetas Nepal therefore places heavy emphasis on creating working conditions and an organizational environment which provides staff with a feeling of support, reward and recognition. To this end, Personnel Policies are developed in such a way that staff feel fairly compensated for the work they do and well supported in times of need. HRD policies focus on the individual and on supporting her/his training and experience-building requirements, in order to do a better job. They also pay attention to the need to build up team spirit and solidarity within and across the projects. Staff are seen as members, not only of their particular project, but also as members of Helvetas Nepal as a whole, and as such due consideration will be given to internal job applications and transfers between projects. It is

through the careful development and ongoing review of these policies that a feeling of satisfaction and belongingness is slowly built-up throughout the Organization.

2.6 Encouraging Women

With the purpose of improving gender equity and adding strength, ability and balance to its overall staff contingent, the Organization wishes to significantly increase the number of female recruits at all levels.

To this end, those responsible for staff recruitment in the Organization and its projects are required to take special note. The Organization is willing to consider recruitment under special conditions to accommodate this. For example, a lesser qualified person may be accepted if this does not threaten the project; a special apprentice scheme may be introduced within the project to coach and develop women workers; part-time work can be accommodated when appropriate and necessary, etc.

2.7 Caste and Ethnicity

In an effort to build up a body of staff which, as far as is possible and reasonable reflects the ethnic and caste diversity of Nepal, the Organization will endeavour to place special emphasis on employing staff from disadvantaged/under-represented ethnic groups and lower castes. This statement is therefore purposefully placed in the Organizations' personnel policy in order to make a clear statement on this objective, and to encourage those responsible for staff recruitment in the Organization and its projects to take special note of this, and act accordingly. Apprenticeship/intern schemes can be introduced to encourage the skills development and possible recruitment of unrepresented elements of society.

2.8 Recruiting Locally

In line with sections 2.1 and 2.2, the Organization will also strive to maximize the number of staff it recruits from the locality in which it, or its projects are working. This may entail additional training and coaching requirements, but it is considered to be a good investment for the Organization. This will build up the skills and competencies of local people to conduct their own development.

2.9 Dilemmas and Doctrines

A dilemma we will face over the coming years, is that of wishing to minimize our direct implementation role in favour of partnerships and intermediaries, but by being unable to locate the correct partner, we may succumb to the temptation to make sub-optimal choices. On the other hand, by forcing ourselves to continually confront the question of partnership and capability-building, we will consequently gain more experience and confidence in this crucial area of our work. Nonetheless, we need to guard against a doctrine of "partnership-no-matter-what" approach, if this impairs our ability and the impact of our work.

2.10 Philosophy and Capability

In an unpredictable environment, both globally and in Nepal, it is absolutely fundamental to the very existence of our organization that we vigorously defend and stand by our organizational principles, and maintain and develop the boundaries of our philosophy. This, especially since we also choose to pursue a multiplier-effect of our work through partnerships.

This has to be done by our staff, and by our staff alone. It is therefore of paramount importance that our staff exhibit attitudes and hold beliefs which fit with the vision and nature of Helvetas. Value formation and attitude development must therefore comprise an important element in the overall framework of our HRD strategy and resulting policy.

Staff who (for example) join the organization for salary reasons alone or who wish to reap the benefit of working for an INGO as opposed to working within a large bureaucracy, should be carefully interviewed and closely observed during their probation period. Teamwork attitudes and levels of philosophical commitment should score high in staff assessments.

In the absence of constant vigilance by line managers towards this aspect of staff development and HRD priority, Helvetas could soon become just another highly efficient part of the aid delivery machine currently over-running Nepal. This is not the way we want to go.

3. Tools and Procedures

Helvetas develops personnel and HRD policies designed to maintain a highly capable and well motivated cadre of staff. Its personnel policies strive to reflect the basic nature and purpose of the organization whilst, at the same time, providing an overall support package which, although not exorbitant, provides sufficient rewards to attract and retain high calibre staff.

These policies are designed to ensure the satisfaction of staff in the organization and to build the capabilities and commitments of both the individual and the whole staff body. Through procedures and opportunities embedded in the policies, the professional growth and development of individual staff members, in line with the programme priorities and philosophy of the organization, is assured.

In order to maximize parity across the staff body in Nepal and to build a feeling of belonging and staff unity and solidarity within the organization, policy frameworks and procedures are designed to encompass all staff in all Helvetas projects throughout Nepal.

Should it be deemed necessary, small adjustments are permissible, within the policy frameworks, on a project-by-project basis, in order to ensure a comfortable fit within the context of the particular project.

Tools such as staff appraisals, although ostensibly for the use of supervisors, can be used by colleagues, partners and even the community. Mechanisms and procedures should be accepted which ensure that appraisals begin to be seen as learning opportunities rather than salary setting exercises.

Selection and prioritization mechanisms for training opportunities will be geared to ensuring that training meets the objectives and therefore the needs of the organization/project, as well as the individual staff member.

4. Organizational Culture

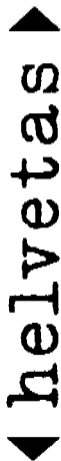
Methods are developed, within the organization and its projects, to enlist active participation of staff members in organization development issues, and mechanisms are built into the HRD strategy which serve to reinforce this. It is important to maintain an atmosphere of "no threat" within the organization in order to encourage staff members at all levels to share their ideas and suggestions. Eventually, and as a result of strong cooperation and improved communication between all projects, it is envisaged that added feelings of organizational-belonging and staff unity and interaction can be developed, and inter-project transfers will become more common. This serves to promote a strong organizational culture and a happy and fulfilling professional commitment towards the mission, principles and objectives of the organization.

5. Promoting a Cadre of Senior Nepali Staff

In response to heavy reductions in expatriate staffing over recent years, and as a result of a clear policy in favour of the localization of expatriate posts at both technical and senior management levels, it is an urgent and strategic obligation to improve and consolidate training, skills and competencies development planning within the organization, including the transfer of staff between projects. This must be accorded a high priority within the overall HRD strategy. Regular monitoring and evaluation of the HRD system itself will be necessary in order to ensure that such HRD objectives are being adequately addressed and met.

6. HRD Work with Partners and Communities

Since partnerships at all levels form a major foundation of the Nepal programme, it is necessary to place high priority and pledge sufficient resources towards capability-building work. To this end, HRD activities, set against similar principles to those described above, will be offered to the staff of partner organizations and community-based organizations alike. And through building up the skills and competencies of partners and communities Helvetas will enhance the capability of people in Nepal to direct their own development.



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