Effective Impact Increase Strategy through Successful INGO and NGO Partnerships in the Water and Sanitation Sector: A Nepal Case Study

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Introduction

Themes & Motivation

- NGO sector: ‘Trying to do the right thing, the wrong way?'
  - Improving efficiency and effectiveness

- Successful international cooperation:
  - 8th MDG: 'Development of a Global Partnership for Development'

- Financial security
  - Donor priority dependency

- Effective Monitoring and Evaluation of impact
  - Learning, Quality, Accountability

- NGO impact expansion strategy
Key Research Questions

1. What are the WatSan challenges in Nepal?
2. What is ENPHO's contribution in tackling these?
3. Organisation profiles:
   i. Structure, focus & niche, implementation approach, weaknesses and needs?
4. Partnership: for each CAWST & ENPHO what are the:
   i. Motives behind the partnership?
   ii. Formal, informal agreements in place?
   iii. Responsibilities and expectations of each?
5. Relationship, communication & reporting channels?
Nepal & WatSan

○ Geography
  ● 3 ecological belts: Mountain Region (Himalayas), Hill Region (Kathmandu Valley), Terai Region
  ● High Altitude range: 300-8,800m

○ Demographics (World Bank data)
  ● 27.1 million (2005)
  ● 16% urban population
  ● 31% below the national poverty line
  ● GDP per capita of ~ $1,100
  ● Kathmandu Valley, 1/3 live in slums

○ Political Instability
○ Decentralisation
Nepal & WatSan

- **Energy**
  - Solely reliant on hydropower for electricity
  - Less than 1% of available hydropower utilised (potential to export to India!)
  - Power cuts, in the dry season up to 16hrs a day – Disruptive to business!

- **Air Pollution (urban)**
  - Road Congestion
    - Ill maintained roads
    - Variety & state of vehicles!
    - No traffic lights during power cuts
  - Poor man's fuel (adulteration)
    - Kerosene dilution of diesel
Nepal & WatSan

- **Municipal Waste (urban)**
  - Only 1 landfill site in Kathmandu
  - Political conflicts
  - Result: 4 days old garbage uncollected

- **Pollution of Watercourses**
  - Municipal Waste (urban)
  - Sewage Leakage & bad maintenance (urban)
  - Open defecation (rural)
CAWST Canada (Centre for Affordable Water and Sanitation Technology)

- **Profile:** Non profit engineering consultancy and NGO based in Canada (since 2001)
- **Mission:**
  - ‘To provide technical training and consulting and act as a centre of expertise in water and sanitation for the poor’
- **Reach (Strength):** Supports CBOs, local NGOs, INGOs and developing country governments in 53 countries
- **Focus:** Household level water treatment technologies (HLWT), fairly new in Sanitation
- **Approach (Strength):**
  - **Capacity building** support e.g. financial & project management, monitoring & evaluation to support the promoted technologies
CAWST Needs

On Resources...

‘We are spreading ourselves thinly. We have reduced our no. of partners to 256 but it is still logistically difficult to coordinate from Canada’

‘10 individual donors contributed 46% of our 2007 revenue. We need to increase our financial security’

‘Often we will only have 1 member of staff in charge of all our partners in a country. If they leave CAWST, we’re stuck!’
CAWST Needs

On Monitoring and Evaluation...

‘Long term impact assessment of our operations i.e. measuring health benefits would be very laborious and costly’

‘We need to ensure that our training is being effective and that our partners progress to implement projects’

‘We are a capacity building organisation. It is difficult to fundraise for capacity building. It is even harder to measure and evaluate its impact!’
CAWST Needs

On Strategy...

‘We currently have no long term CAWST strategy for the future with targets, milestones and an action plan’

‘Our focus is mainly on household level water treatment technologies. Sanitation is new ground for us’
ENPHO
(Environment & Public Health Organisation)

○ **Profile:** Nepal based non-profit NGO (Since 1990)

○ **Mission:** Develop and promote appropriate technologies to enable societies to become eco-friendly

○ **Focus:** Known nationwide as a centre of research and technical expertise

○ **Pioneer & 18 years of experience:**
  ○ water treatment technologies
  ○ holistic waste water management
  ○ water & air quality testing
  ○ arsenic mitigation
ENPHO
(Environment & Public Health Organisation)

- **Reach (Strength):**
  - Nationwide, both rural and urban
  - Community mobilisation - government relies on it for rural implementation

- **Approach (Strength):**
  - Technical training of local entrepreneurs and local government technicians
  - Awareness raising of community health promoters, journalists, school teachers, community leaders and volunteers
  - Communities identify their own needs, solutions and carry out their own project Monitoring and Evaluation with guidance and follow-through from ENPHO
ENPHO Needs

On Resources...

‘Like all NGOs we are dependent on donor priorities. Income generation is limited and financial independence depends on our lab services’

‘Our income has increased by 7% from last year, yet we are juggling over 40 partnerships and 30 projects

‘We cannot pay high salaries thus we lose expert staff’

‘There are few donors willing to support capacity building. Yet it is like watering a tree at the roots’
ENPHO Needs

On Quality...

‘Being an NGO there’s no competition, it’s tempting to just keep things going as they are’

‘We need to standardize our training to ensure efficiency and consistent quality’

‘We need certification of our methodologies and regional recognition’

‘As a developing country NGO it is difficult to gain international recognition for our technologies & methods’
ENPHO Needs

On Skills...

‘All our staff is technically trained. We lack management skills, from leaders down to staff.’

‘Our leadership is tired, and overloaded. No time to envision and strategize for the future.’

‘We lack marketing skills throughout. We need to market both up to donors and down to beneficiaries. But we don’t know how!’

‘We offer flexibility & diversity to keep young staff excited. Inevitably, they leave ENPHO for further training. Thus there is an age gap in our staff.’
CAWST Current Model

- Administrative challenge
- Far from beneficiaries
- High risk
- Difficult to communicate & monitor effectiveness
- Implementation can be a stab in the dark
CAWST Expansion Strategy

Benefits:
- Build local capacity for training & consultancy in WatSan
- Reduces administrative load for CAWST
- Ensures relevant impact and continuity
- More meaningful M&E
CAWST Expansion Strategy

Features:
- Build up in country partners into CAWST replicas
- WET-Centres (Water Expertise and Training Centres)
- Manage CAWST’s partnerships in the country
CAWST Expansion Strategy

Risks:

- If WET-C is a mature organisation:
  - Difference in organisational structure, vision, portfolio
  - Friction, frustration & miscommunication

- If WET-C is a young organisation:
  - CAWST invests a lot to build up organisation. If ineffective, affects CAWST’s impact in entire country
ENPHO can gain...

1. International Recognition & Accreditation

2. Quality and Standardisation

3. Institutional Capacity Building: Marketing and Management Skills

4. Benefit from economies of scale
ENPHO can also gain...

5. Staff Development and Accreditation

6. Fundraising skills & using training and research products as an income source

7. Formalised Consultancy Services

8. Learning Exchange and Networking
CAWST can gain…

1. Confidence in diversifying portfolio
2. Learning from ENPHO’s methods of staff empowerment
3. Co-development of a Centralised Documentation system
4. Networking with ENPHO’s partnerships worldwide
CAWST can also gain…

5. Flexibility of entry points for intervention in a Nepal

6. Improve M&E and Impact Assessment

7. Maximising on WetC investment by investing in a well established organisation
Partnership

**SHARED FUTURE VISION**

- **ENPHO** wants to become a **LEARNING CENTRE** in Nepal
  - To provide **academic job opportunities** for their expert staff, development for their young staff
  - To spread their WatSan knowledge throughout Nepal

**Building up WET-Centers will initiate this process**

- Increase impact **without expanding**
- Global presence but come **closer to their partners and beneficiaries**
- To build global **in country capacity**
Conclusions

For a successful partnership:

- **PROCESS** of developing partnership is key:
  - Buy-in, shared vision, **TRUST**, formal and informal relationships

- Each WET-Centre will need to be **approached differently** depending the maturity, character, structures and the location of the organisation

- **FLEXIBILITY** in the partnership for opportunities to be explored together

- Recognition by the INGO especially, that partnership is a **2 WAY PROCESS**. Both learn, both develop

- Clear understanding of the motives and expectations behind the partnership through **TRANSPARENT** communication
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Partnership

SHARED Technologies

POU (Point of Use) Philosophy

Bio-sand Filter → SODIS → 0.5% Chlorine Solution (ENPHO product)

Boiling
CAWST Expansion Strategy

Features:
- In country offices managed by local staff
- In country offices have the same org. structure as the head office
Introduction

○ Aim
  ● To investigate criteria for successful partnerships between international NGOs and in country NGOs

○ Focus
  ● Partnership: CAWST (Canada) & ENPHO (Nepal)
  ● Need: Assessment of CAWST’s impact expansion strategy
  ● Water and Sanitation Technologies in Nepal
  ● 7th MDG: ‘Halve, by 2015, the proportion of people without sustainable access to safe drinking water and basic sanitation’