

**‘Effective Impact Increase Strategy through Successful INGO and NGO Partnerships in the field of Water and Sanitation: A Nepal Case Study’**

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The 8<sup>th</sup> Millennium Development Goal, as set by the UN Millenium Declaration in 2000, aims to *‘Develop a Global Partnership for Development’* recognising the vital role of partnerships in effectively tackling global human development priorities and meeting the 2015 targets. In fact international development organisations such as UNICEF, WaterAid, Oxfam and WHO (World Health Organisation) rely heavily on their partnerships with local NGOs (non governmental organisations) and CBOs (community based organisations) within the countries and communities they are operating, in order to implement appropriate and sustainable development projects. As poverty alleviation effort has progressed from being a shift of resources from more developed countries (MDCs) to less developed countries (LDCs) towards capacity building of LDCs to enable them to tackle their own development challenges, international development has become a two way process of sharing experience, expertise and appropriate technologies and a process of empowerment and social mobilisation.

The aim of this study is therefore, to investigate the software and hardware of partnerships between in country NGO and international NGOs (INGOs) i.e. the processes, the incentives and the risks involved, which ultimately determine the success or failure of these collaborations. The study looks specifically at a partnership between CAWST (Centre for Affordable Water and Sanitation Technology), a Canada based international development NGO, and their Nepal-based partner ENPHO (Environment and Public Health Organisation).

Through fieldwork and interviews, the study begins by looking at the overall water and sanitation challenges of Nepal and the role of the government and the private sector in meeting Nepal's national water and sanitation 2017 targets. This helps to identify ENPHO's niche as a national charity, to recognise their contribution to the national effort and justify their activities and approach. The project then proceeds to create detailed profiles of both organisations involved in the partnership and to focus specifically on the needs, the expectations and the contributions to the collaboration, the progress to date and the current nature of the relationship. This is done so as to identify the extent to which the visions and implementation approaches of the two organisations align and to determine whether there are any misconceptions on expectations and capabilities or lack of buy-in which might sooner or later cause friction in the partnership. This is to ensure that the partnership is indeed strengthening the local NGO and not burdening it, or changing the latter's priorities.

The study then looks to provide recommendations on both the formal structures of the partnership, such as monitoring, reporting or allocation of resources and the informal structures such as development of trust, buy-in, flexibility and organisational culture. Also, seeing as this report seeks first and foremost to be of use to CAWST and ENPHO and their newly established collaboration, the study looks at CAWST's stategic move to partner with ENPHO as part of its 'impact increase' strategy. Based on other INGOs also operating in Nepal in the field of water and sanitation, what are some alternative models for increasing INGO impact and what are the strengths and weaknesses associated with each?

CAWST is a non profit NGO whose mission is to provide training and consulting and to act as a centre of engineering expertise in water and sanitation for the purpose of poverty alleviation. Its offices are in Canada and since 2001 it has grown to support local and international organisations and governments in 53 countries. Its niche is household level water treatment technologies (otherwise known as Point of Use (POU) technologies). As an organisation it is spreading itself thinly across the globe trying to build the capacity of its partner organisations, big and small. Capacity building support such as financial management, project management, monitoring & evaluation and public engagement are key to supporting the technologies CAWST is trying to promote and hence CAWST is ever available to provide its expertise to its partners. However this is putting strain on its administration and on its financial and human resources. CAWST has therefore made a strategic decision that in order to expand their impact as an organisation sustainably, they need to target specific partner organisations in the countries they operate, which they will build up into CAWST replicas (so-called WET-Centres) thus providing in country training and consulting services on household level water and sanitation technologies. In a way, these WET-Centres would slowly replace CAWST's presence in a country and free up time and resources to target other locations.

CAWST is already investing a significant amount of resources in building ENPHO, an already established NGO, into its Nepal WET-Centre. It hopes to support ENPHO into adopting a similar organisational model, formal structures and into prioritising household level water treatment technologies. ENPHO itself holds quite a unique position in Nepal. Established in 1990 it has 18 years of experience (11 more than CAWST) in water quality and sanitation technologies in Nepal and it prides itself in being a nationally well recognised research and technical expertise centre with laboratory services. ENPHO's portfolio is not limited to water quality and appropriate sanitation, but it also focuses on water supply, air quality, waste management, waste water management and arsenic mitigation. ENPHO consists of technically expert local staff and is involved in numerous projects with the Nepal government and INGOs including UN-HABITAT, UNICEF, WHO and WaterAid Nepal. What then can CAWST offer to an organisation such as ENPHO. What are the latter's challenges and hence what can the WET-Centre partnership offer to the water and sanitation problems of Nepal?