
HELVETAS SWISS INTERCOOPERATION NEPAL: COUNTRY STRATEGY FOR 2016 TO 2020



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1. Summary

The HELVETAS Swiss Intercooperation (hereinafter HELVETAS) Nepal Country Strategy 2016–2020 is a medium-term, strategic planning and management tool to guide current and future actions of the organization in Nepal. It starts in 2016 and expires in 2020. It is based and builds on the achievements and lessons learnt of the previous Country Strategy covering the period 2011 to 2015 and was developed following a three step process-review, internal consultation and planning.

Arguably, it is currently the political context and the earthquake of April/May 2015 that most visibly influence the future of HELVETAS' interventions. The economic context remains volatile because of an increasing dependency on remittances, increased per capita income and new forms of livelihood strategy and occupation. In general, Nepal's progress on poverty reduction and the government's plans and targets look commendable, yet a significant share of the population remains clustered around the poverty line. Many have improved their situation, but many have also fallen back over time. The socio-cultural context remains dynamic due to migration, increased pressure on women, change in life-style aspiration and weak local governance. In this context, the Country Strategy foresees three possible scenarios, i.e. (1) status quo (2) administrative federalism and (3) full federalism with the space for development temporarily narrowing down.

The Strategy is guided by the National Planning Commission's Thirteenth Plan, the proposed Sustainable Development Goals and the organisational strategies of HELVETAS and the Swiss Government. In this context HELVETAS sees major opportunities to support Nepal in programme implementation, advisory and advocacy for poverty reduction, rural infrastructure development, and economic growth related to agriculture, universal access to water and sanitation, technical and vocational skills development, safe and decent employment, disaster risk management and climate change adaptation and aspects of gender equality and social inclusion. The organisation expects to face challenges related to competition, the impacts of migration, continued political instability, development aid policy and different types of conflicts.

The Country Strategy 2016-2020 incorporates strategic shifts in terms of use of Sustainable Development Goals as main basis, implementation of a programmatic approach, increased efforts in knowledge management and policy engagement, gradually move from implementation to more advisory services, continued promotion of gender equality and social inclusion with more emphasis on quality, contribute to sustainable systems development, strategic private sector engagement, enhanced monitoring, widening from rural to more peri-/urban issues and a strategic involvement in disaster risk management.

Based on the organisational vision and values, HELVETAS Nepal aims at supporting all women and men in Nepal, especially those who are economically poor and socially marginalized, to have dignified lives. The organisation focusses its engagement in collaboration with multiple stakeholders on its core areas of expertise and different working areas implementing three thematic and three cross-cutting programmes: Food Security and Nutrition, Integrated Water Resources Management, Economic Growth, Safe and Decent Employment, Gender Equality and Social Inclusion, Climate Change and Disaster Risk Management, Good Governance. This programmatic approach will be anchored in synergy and collaboration, innovation and learning, and capacity development. It will build on the proven working approaches, i.e. Human Rights based, systems development, multi-stakeholder and conflict sensitive programme management.

The strategy builds on existing human resources and its existing policy framework for operationalisation. It is expected to require a total fund of CHF 76 million with an average annual budget of about CHF 15 million. The main donors are expected to remain the Swiss Agency for Development and Cooperation, UK Aid, the European Union and HELVETAS' own fund. However, there will be attempts to further diversify the fund base.

2. Introduction

2.1. Purpose of the Country Strategy

The HELVETAS Swiss Intercooperation (hereinafter HELVETAS) Nepal Country Strategy 2016–2020 is a medium-term, strategic **planning and management tool** to guide current and future actions of the organization in Nepal. The Country Strategy also serves as a reference document for donors and partners. It **remains indicative** and will be subject to a mid-term review in 2018 for tuning needs and opportunities and evaluating the feasibility of the strategy in the changing context.

2.2. Time Period Covered

The present Country Strategy period starts in 2016 and expires in 2020. It is based and builds on the achievements and lessons learnt of the previous Country Strategy covering the period 2011 to 2015.

2.3. Country Strategy Development Process

The Country Strategy was developed following a three step process (see details in Annex 1):

- **Step 1 - Review:** Initially, HELVETAS Nepal senior staff reviewed the achievements and challenges of implementing the strategy from 2011 to 2015 with the support of the outcome monitoring survey published on regular basis as part of the annual reporting. This internal review was verified and further substantiated by a peer-review that included staff interviews, meetings with development partners and government authorities. The peer-review came up with suggestions and recommendations for future direction in the follow-up strategy¹.
- **Step 2 - Internal consultation:** After looking backwards, HELVETAS Nepal staff provided their views on the future direction of the organisation as part of regional consultation workshops. These workshops determined the strategy's corner pillars in terms of thematic involvement, geographic and beneficiary targeting and overall funding strategy.
- **Step 3 - Planning:** Based on these inputs the conceptual frameworks were developed and discussed in a strategy development workshop. The workshop also proposed the programmatic setup and institutional arrangements. Each outcome and relevant indicators were further elaborated by smaller working groups. This formed the basis for a concept note that was discussed with Head office and selected development partners before finalizing this document.

3. Context

3.1. Evolution of the context; conflict and security situation

Arguably, it is currently the country's political context and the earthquake of April/May 2015 that most visibly influence the future of HELVETAS' interventions in the Country Strategy 2016 to 2020.

The constitution development process shapes the **political context** and is in an advanced stage; the conflicting parties have now reached to agreements on different issues related to the number of provinces, the government structure at the federal and provincial level, and the judiciary system. However, to finalize it, to put these constitutional elements into practice and to develop an effective political governance system, continues to be a challenge. Effective utilization of foreign aid remains a major issue; the trend of capital spending remains lower than planned, indicating the government's low absorption capacity. The time for holding of local elections is still not clear and may still take

¹ see <https://pamoja.helvetas.org/display/helvetasnepal/Reviews%2C+Evaluations+and+Learnings>

another year. The role of key media houses and the Commission on the Investigation of Abuse of Authority's work are having an effect on public policy discourse, but also affect service delivery mechanism. The new international cooperation policy may reduce space for international non-governmental organisations posing a challenge for the upcoming country strategy period.

The earthquake and subsequent aftershocks in April/May 2015 are the largest factor influencing the **environmental context**. During the tremors first landslides occurred and many cracks opened. These are expected to become active during the monsoon season resulting in numerous landslides and overall instability. Globally, Nepal is considered to be one of the most vulnerable countries to the negative effects of climate change. Every year, an unpredictable monsoon causes agricultural crops to fail and creates havoc to heavy rain resulting in massive flooding and land sliding.

The **economic context** remains volatile because of an increasing dependency on remittances, increased per capita income and new forms of livelihood strategy and occupation. The economic losses due to the earthquake, the humanitarian aid and their impacts on the country's economy still remain to be fully assessed. The change in the development cooperation policy indirectly imposes restrictions on social development interventions, while the government calls for large investment on infrastructure based development to reach its target of graduating to developing country status by 2022. Lack of labour and inadequate infrastructure poses many challenges for different sectors, particularly for agriculture. Although inequalities in Nepal between regions and social groups seem to be narrowing, the Mid-West and Far Western Hills and Mountains and large parts of the Central and Eastern Tarai are still behind in human development. Despite the many challenges, new possibilities are emerging, i.e. engagement with the private sector, market systems development, productive use of remittances, increased access to finance, and improved productivity of skilled human resources.

The **socio-cultural context** remains dynamic. Migration in particular manifests itself in different aspects: internal migration from rural to urban areas, from districts to the capital, labour migration to India and overseas, and high skilled migration to developed nations. While the resulting remittances are an important component of the country's economy, the social costs of migration are still not fully understood and assessed. Individual life styles tend to take over from collective action, resulting in lower social cohesion. Fuelled by the constitutional drafting process, the discourse on identity versus capability based and secularism versus a Hindu state continues. Increasing the voice of women and the socially marginalized, supporting their representation and the eradication of caste-based discrimination remain key socio-cultural issues, further challenged by an increasing workload for women, and greater reported violence against girls and women. Weak local governance and the need for an accountable local state for better access to basic services and increased citizen's engagement are opportunities. Conflict among political and social groups, allocation of development budget at different levels and the lack of rights of local communities remain main challenges.

The **technological context** sees increased power generation - more large hydropower plants are under construction – a rising availability of digital devices which are used at large scale harnessing an increasing number of e-services and better communication facilities. Benefit sharing from the power generation will be challenging from a rights perspective. At the same time, a substantial digital divide persists between the rural and urban areas, between the Tarai and the hills. Cell phone coverage is high in general, but still lagging behind in terms of services in the rural areas. Social media are widely used, not only for social networking, but also for campaigning and advocacy.

In this context, the Country Strategy 2016 to 2020 foresees **three possible scenarios**, i.e. (1) status quo (2) administrative federalism and (3) full federalism (for details see Annex 2). These scenarios may be valid throughout the period or follow from one to another. In all scenarios, political and ethnic conflict is to be expected and violence cannot be ruled out. Space for development may temporarily narrow down. It is expected that the space for development for organisations, which have had a long presence and are accepted by the local government, community based organisations and local communities and indigenous people, to work on issues around local governance, social and economic development remain however reasonably open.

3.2. Poverty situation

In general, Nepal's progress on poverty reduction and the government's plans and targets look commendable, yet a significant share of the population remains clustered around the poverty line. The country managed to halve the percentage of people living on less than \$1.25 a day - the first Millennium Development Goal - in only seven years, from 53 per cent in 2003/04 to 25 per cent in 2010/11. This poverty reduction is mainly based on the increased inflow of remittances; in the 2013, remittances soared to an unprecedented \$4.9 billion, growing 11.7 per cent year-over-year in dollar terms, equivalent to over 25 per cent of gross domestic product - exceeding both foreign aid and foreign direct investment by a considerable margin. Employment remains mostly informal; the very small formal sector accounts for only 5.8 per cent of the employed. Several social indicators in education, health and gender have also improved. While progress has been impressive, Nepal still ranks low on the Human Development Index, at 157 out of 187 countries in 2013.

Many poor households moved out of economic poverty during this time – a major achievement. However, it is worrying that 13 per cent of non-poor have slipped back into poverty due to a lack of resilience. Over 90 per cent of Nepali live on less than \$4 per day. Nearly 92 per cent of the poverty reduction between 2003/04 and 2010/11 occurred in rural areas, but poverty continues to be more severe (27 per cent) there than in urban areas (15 per cent). Poverty prevalence is also twice as high in mountain areas (42 per cent) as in the Tarai (23 per cent), even though the plains are home to almost four times as many poor people. 12 per cent of the poor live in the mountain areas whereas 45 per cent in the plains. Poverty is most severe among ethnic and caste minorities – including a staggering 43 per cent among Hill Dalits. Vulnerability is higher in the Mid- and Far-West Hill regions than the national average and higher among Tarai middle castes, Dalits and other minorities. Details on the impact of the recent earthquake are not yet known, but according to World Bank simulations for the post disaster needs assessment, the earthquake will end up pushing an additional 2.5 to 3.5 per cent Nepali into poverty in the fiscal year 2015/16 which translates into at least 700,000 additional poor.

3.3. Relevant development policies

The National Planning Commission's Thirteenth Plan (2014-2016) represents a summary of policy documents, policies and plans currently in operation in various development sectors. This plan is based on the previous plan 2009-2013. The overarching goal is to improve the living standards of all Nepalis and to upgrade from least developed to developing country status by 2022. The key focus of the plan is on achieving higher growth and employment, specifically (i) to achieve job-centred, poverty-reducing, sustainable and broad-based economic growth, with the joint efforts of the government, private and community/co-operatives sectors; (ii) to develop physical infrastructure to support both the future federal structure of the nation and regional economic development; (iii) to emphasize inclusive and equitable development to achieve sustainable peace; (iv) to contribute to socioeconomic and social services; (v) to make development results-oriented through ensuring good governance and effective service delivery; and (vi) to boost economic growth and stability by strengthening the private sector and promoting industrialization, trade and services. The country strategy's mid-term review will identify alignment with new upcoming government development policies. New policies are also expected to emerge in the aftermath of the earthquake guiding reconstruction efforts and the country's imminent restructuring.

3.4. Development actors: a) national actors, b) international actors with special focus on Swiss assistance

In Nepal, foreign aid represents about 26 per cent of the national budget. Total disbursements of foreign aid to Nepal amounted to about \$1.04 billion in the fiscal year 2012. Approximately 57 per cent of aid is provided by multilateral and about 43 per cent from bilateral donors. The five sectors

with the most financing were education, local development, road transportation, electricity and health. An analysis of Nepal's development cooperation concluded that, despite the focus of Nepal's development plan on higher growth and employment, foreign aid still predominantly supports social development, followed by infrastructure development and economic development.

The World Bank and Asian Development Bank have become the most influential development actors in terms of development policy shaping and the volume of development aid. They together constitute 44 per cent of the total average annual disbursement of foreign aid. Both India and China are competing in terms of their political, economic and development intervention with mixed outcomes. These donors were also the main donors who promised almost two-third of the total estimated budget presented at the donors' conference.

The most important donors for HELVETAS Nepal remain the Swiss Agency for Development and Cooperation, Department for International Development/UKAid and the European Union with 3.2, 8.1 and 4.2 per cent of the total annual development aid budget of Nepal, respectively.

3.5. Opportunities and Challenges

In this context HELVETAS sees major **opportunities** to support Nepal in implementation, advisory and policy advocacy for poverty reduction, rural infrastructure development, and economic growth:

- **Agriculture** has a key role in promoting growth and poverty reduction, as the second greatest source of value-addition in the economy, and the largest source of employment; it makes up over one-third of the gross domestic product while employing about three-quarters of the population, due to male outmigration increasingly women. For this the sector needs to further commercialize and build on the progress up to date as anticipated by the Agriculture Development Strategy. It is however worrying that young generations loose interest in this sector due the lack of enticing benefits and a damaged image of on-farm work.
- Improvements in health are closely linked to necessary improvements in water and especially sanitation; the Government of Nepal aims to reach **universal access to water and sanitation** by 2017. To date access to improved water has reached 85 per cent, while access to sanitation is only 55 per cent. However, functionality surveys show that 44 per cent of existing rural water systems are in need of repairs or rehabilitation. About 5.5 million people suffer from inadequate water service and 16 million from inadequate sanitation facilities.
- **Technical and vocational skill development** is an opportunity to increase workers' productivity and technical skills in both the formal and informal sectors, as well as domestic and abroad.
- As shown by recent flood events and the earthquake in 2015, Nepal is heavily vulnerable to natural disasters and the negative impacts of climate change. **Disaster risk management and climate change adaptation** provide major opportunities for HELVETAS Nepal and will have to be mainstreamed in its future implementation initiatives.
- Social structural issues mainly related to **social exclusion** remain unresolved and severely affect specific communities, especially the poor, women, Dalits, regional groups and ethnic minorities.

HELVETAS Nepal is expected to face the following **challenges**:

- The organisation is one among many development actors in Nepal and continues to face major **competition**. Particularly after the earthquake, numerous new international organisations attempt to set up new country programmes. HELVETAS will continue focusing on its core competencies and strengths while harmonizing its approaches with other actors. For that it will maintain and expand its credibility with government, donors, national and local non-governmental partners, private sector agencies and communities through continued quality implementation, increased visibility and dissemination of lessons learnt and success stories.

- The impacts of **migration** on the social context are still not fully understood; feminisation of agriculture, social costs and cohesion, productive use of remittances are issues to be addressed.
- As in previous years the implementation of development initiatives will continue to be challenging due to **political instability** and the absence of elected local government bodies.
- In the one hand, the government has promulgated a **development aid policy** and is in the process to enforce measures to streamline international aid overall leading to a reduced development space for INGOs. On the other hand, the latter have to invest a lot of time and energy to acquire projects through bidding process leading to competition among INGOs rather than cooperation and synergy.
- HELVETAS Nepal implements its country programme in an environment that carries many different types of **conflicts** – political, social, resources. The programme management must be conflict sensitive, understand and work on the conflicts, while acting impartially.

4. Learning from Past Engagement

4.1. Origin and history of the HELVETAS engagement in the country

HELVETAS has been operating in Nepal since 1956 to contribute to address development issues, i.e. poverty and social exclusion, access to basic infrastructure for mobility and connectivity, access to drinking water and sanitation, development of markets and economic opportunities, access to vocational skills education and training. For this the organization has implemented more than thirty, mostly long-term projects in collaboration with governmental, non-governmental and private sector organisations. Some projects, many of which were and are still mandate projects of or co-financed by the Swiss Government, have lasted for more than thirty years, continuously adjusting to changing contexts, and shaping working modalities and policies in entire sectors.

4.2. Past strategy, resources provided and results achieved

Nepal Country Strategy 2011-2015 had two outcomes – improvement of livelihoods of economically poor and socially marginalized women and men, and contribution to improve service delivery by multiple duty bearers and service providers. These outcomes were largely achieved (see Annex 3). Efforts made in knowledge management and acquisition, geographical concentration through cluster approach and decentralization of programme management at various levels have been appreciated by the peer review team. Despite a difficult socio-economic and political context and uncertainties in the country's political governance, smooth implementation of the country programme was ensured.

4.3. Lessons learned

The Country Strategy review process for 2011-2015 identified amongst others the following lessons:

- The programme needs to shift from a projectized towards a more **programmatic approach** to harness synergies, consolidate activities and foster common approaches. The programmes should be built on the organisation's competencies, experience and potential for added value.
- Different stakeholders have valued the partnership with HELVETAS and remained positive about its ability to contribute to innovate, pilot, learn, disseminate and scale up greater development effectiveness. They however suggested **more efforts in knowledge management and policy engagement** to disseminate the learning from local state building and grassroots involvement.
- The programme should **increase advocacy** initiatives overall, but maintain a careful balance of pilot project implementation, providing technical advisory services provision and an advocacy.
- The **promotion of gender equality**, social inclusion and the alleviation of poverty has been at the core of HELVETAS Nepal's work. Whilst the gender equality, social inclusion and poverty

focussed approach should be continued, the constraints faced by women in realising their development goals should be addressed with additional effort.

- HELVETAS has long-term experience with direct implementation through government and civil society. The programme should now initiate more initiatives that contribute to **sustainable systems development** for long-term impacts, building on the capacity of all existing actors.
- **Private sector engagement** has increased during this strategy period. However, the programme's capacity to collaborate with the private sector in a conceptually clear manner is still limited, and needs to be further developed and mainstreamed.
- **Monitoring** needs improving through the use of more information technology, enhanced human resources capacity, the inclusion of qualitative approaches and better linkage with evaluation and project steering.
- Based on the country's vision to graduate to a developing country by 2022, HELVETAS should shift from production initiatives to **supporting commercialisation** of selected value chains.
- **Peri-urban issues** are gaining importance in the country for which HELVETAS should support with adapted approaches from its experience in the rural settings.
- **Earthquake and disasters**: overall HELVETAS responded to the earthquake in April 2015 effectively, but different aspects could be further improved. This new experience now allows the programme to adjust its initiatives and structures to address major disasters in future even better and to link humanitarian assistance with longer term development efforts.

5. Strategic Orientation

5.1. Mission and values

Despite large efforts of the global community, many development challenges remain. Parts of the world and of global society are enjoying rapid technological progress, an expansion of political freedom and economic growth, while other parts are suffering from increasing poverty and the lack of education possibilities, if not growing violence and human rights violations. Against this backdrop of a widening gap between a few rich people and the many poor, HELVETAS sets out its vision of a society that

- Ensures the basic needs of all people – men and women – are met and that they can live a life in dignity and peace;
- Guarantees all people the right of self-determination and allows them to participate in shaping their social and political environment;
- Manages its natural resources in a sustainable manner;
- Is based on organisations and institutions that adhere to the principles of accountability, transparency, quality and effectiveness.

HELVETAS Swiss Intercooperation's Global Mission:

- *We support poor and disadvantaged women, men and communities in developing and transition countries in their efforts to improve their living conditions.*
- *Through development cooperation, we support women and men in improving their livelihoods themselves in a sustainable manner.*
- *We promote equitable access to the resources and services necessary for life and thus contribute to overcoming the root causes of poverty.*
- *We uphold the protection and promotion of social, economic, political, environmental and cultural rights and responsibilities and seek to ensure their practical implementation.*
- *We support our partners in engaging in development policy issues.*
- *We advocate for a coherent Swiss foreign and economic policy, responsive to the needs of men and women in developing and transition countries.*
- *We accompany and support our partners on a long-term basis.*

On the basis of its slogan - ***Together for a better world*** – HELVETAS' development initiatives are designed to improve the living conditions of women and men from disadvantaged communities in a direct and sustainable manner, to build capacities such that they can take control of their lives and to have the skills, resources and opportunities to secure a decent living. Meeting people's material needs remains central focus to its work: people ought not to suffer from hunger, should have access to clean water and sanitation, health care and schooling, be able to earn a decent living and live in suitable housing. However, development is not all about quantifiable material results: HELVETAS also campaigns for better living standards, emancipation, political freedom, legal security and peace.

HELVETAS Swiss Intercooperation's Global Fundamental Values:

- ***Our engagement is based on solidarity and partnership.***
- ***We work towards achieving human rights and upholding the principle of self-determined development.***
- ***We are committed to social equity and strive for equal opportunities for men and women regardless of age, origin, language, religion, culture or political convictions.***
- ***Our collaboration with our partners is based on mutual respect for cultural values and principles.***
- ***We stand for development that balances economic viability, environmental appropriateness and social benefits.***

5.2. Geographic focus

HELVETAS Nepal will continue its engagement in rural areas of the hills and the Tarai. Owing to the increasing trend of internal migration and urbanisation, the programme will increase its engagements in municipalities to address urban and peri-urban issues. Particularly for economic development activities, the programme will work in economically potential areas, market places and corridors. Other initiatives will be bundled and get connected with the attempt to increase synergies and collaboration with other HELVETAS and non-HELVETAS funded projects, as well as ensuring efficiency and effectiveness based on historic involvement of the organisation.

HELVETAS Nepal follows four different approaches in its implementation (see Figure 1):

- ***Cluster district coverage:*** Mid-Far Western hills: Achham, Bajura, Dailekh, Jajarkot, Jumla, Kalikot, Mugu; Central-Eastern hills: Khotang, Okhaldhunga, Ramechhap, Sindhuli, Udaypur; Mid-Far Western Tarai: Banke, Bardiya, Kailali, Kanchanpur; Central Tarai: Bara, Parsa, Rautahat, Sarlahi. The cluster districts are chosen on the basis of HELVETAS' historic involvement, which was initially based on development indicators. It furthermore takes into account the connection between the districts and the availability of funding.
- ***Sub-national and National coverage:*** Sub-sector initiatives provide specific support on a sub-national or national level.
- ***Market systems coverage:*** Market systems development initiatives provide specific support without specific boundaries, but taking into account relevant market actors at different levels.
- ***Earthquake recovery and reconstruction:*** As a follow-up of the 2015 earthquake recovery and reconstruction activities will be focussing particularly on Sindhupalchowk district with additional activities in-built into existing projects.

The organization may add other working districts considering long term funding possibilities and its own institutional competency. The clustering and working areas may have to be adjusted based on the state restructuring (Scenarios 2 and 3).

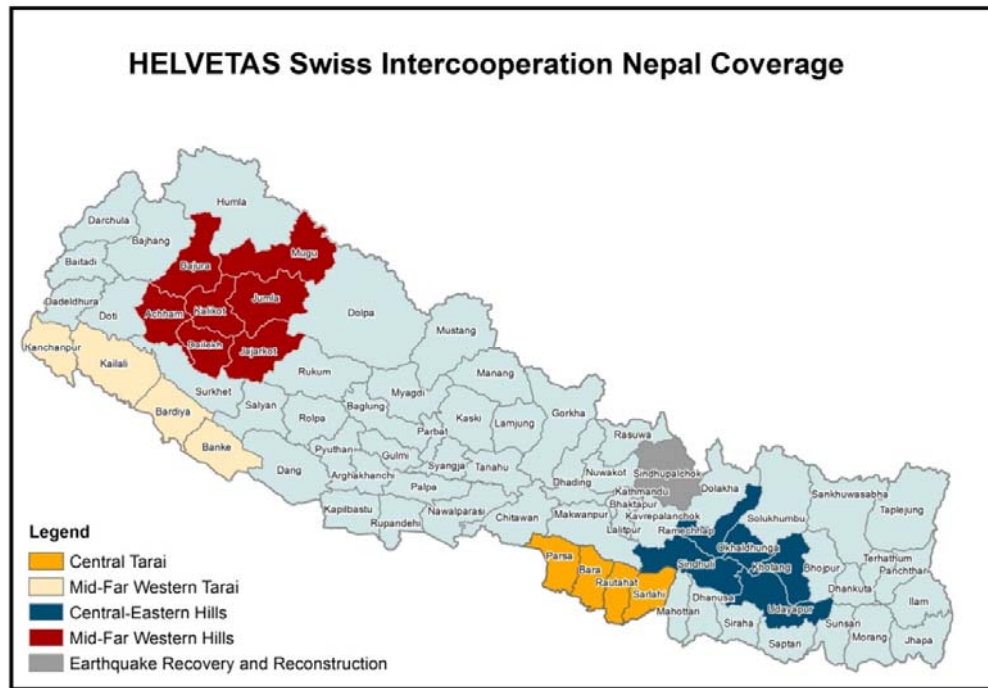


Figure 1: Map of HELVETAS Swiss Intercooperation’s planned involvement in Nepal

5.3. Theory of change

In its different roles, HELVETAS Nepal believes that a dignified life of women and men can be ensured by engaging with and for them through the intervention modes of implementation, advisory services and advocacy (Figure 2). The focus of engagement through the organisation’s core areas of expertise and different working areas, i.e. education and skills development, environment and climate, governance and peace, rural economy and water and infrastructure, will intervene at the root causes and the manifestation of poverty. The cross-cutting themes of gender equality and social inclusion, climate change and disaster risk management, and good governance are mandatory efforts of the programmatic approach. The programmatic approach will be anchored through synergy and collaboration, innovation and learning, and capacity development for just, peaceful and sustainable impact on the lives of women and men.

HELVETAS Nepal understands the multi-dimensional nature of poverty, which requires individual efforts as well as effective institutions and framework conditions supportive to the development. Thus, Human Rights based approach, systems development, conflict sensitive programme management and engagement with multi-stakeholders will be entry points to improve the lives of women and men.

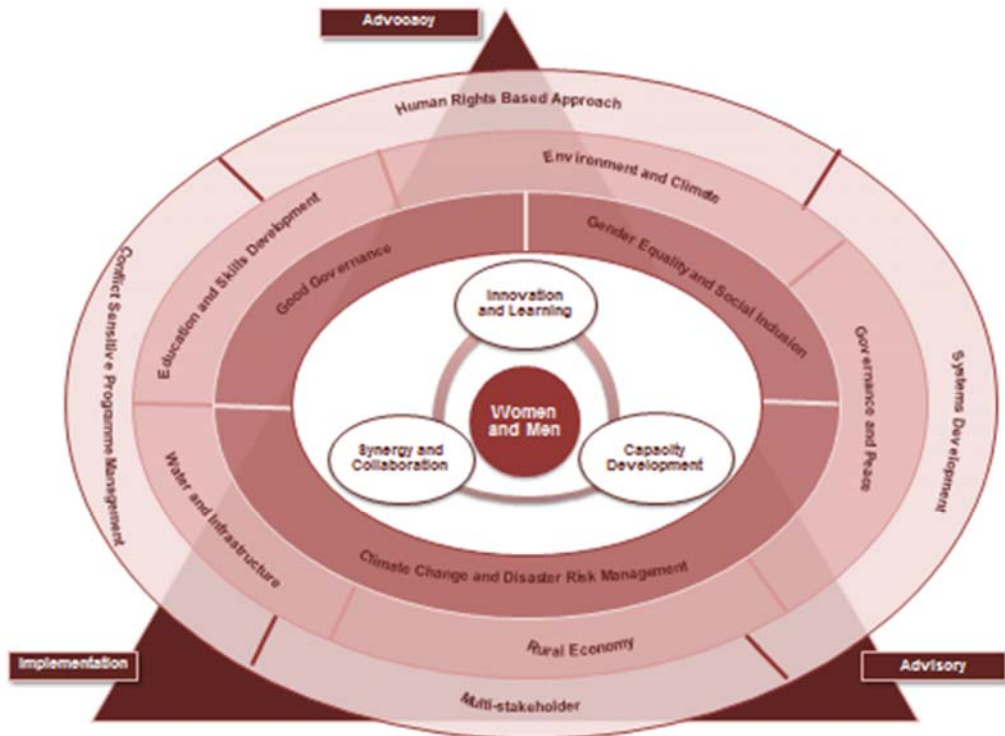


Figure 2: Theory of change of HELVETAS Swiss Intercooperation Nepal

5.4. Alignment

The Country Strategy 2016 to 2020 is aligned with the **Government of Nepal's Thirteenth Plan 2013/14 to 2015/16** with the long term vision to upgrade Nepal from a least developed to a developing country by 2022. The programme outcomes will contribute to the targets of the Government to increase (a) agricultural growth rate (Outcome 1), (b) increased access to drinking water and sanitation (Outcome 2), and (c) economic and employment growth rate (Outcome 3). The three cross-cutting outcomes contribute to achieve inclusive, broad based and sustainable economic growth by enhancing the contributions of the private sector, government and cooperatives to the development process. It enhances access to and quality of services, good governance in the public and other sectors while empowering targeted groups and sectors both socially and economically.

The outcomes are fully aligned with the draft **Sustainable Development Goals**, particularly goals 2, 5, 6, 8, 13 and 16 with both direct and indirect connection to goal 1, i.e. to end poverty of all forms. It is envisaged that with the official announcement of the goals by the end of 2015, the Government, donors and other agencies will also prioritise the Sustainable Development Goals in their strategies.

The Country Strategy is guided by the **HELVETAS Swiss Intercooperation Strategy 2013-2017** and is expected to contribute to the new global organisational strategy from 2018 subject to the planned mid-term review of Nepal's country strategy. It is further aligned with the **Swiss Cooperation Strategy** for Nepal and also shares the guiding principles of the Swiss Agency for Development and Cooperation while contributing to its programme components.

5.5. Development goal

All women and men in Nepal, especially those who are economically poor and socially marginalized, have dignified lives.

→ **Aligned to Sustainable Development Goal 1: End poverty in all its forms everywhere.**

Poverty is a multi-faceted phenomenon and cannot be only understood in economic terms. Lack of a dignified life without full enjoyment of rights, equality, freedom and justice may pull an individual into the vicinity of poverty. Denial of social, cultural, political and economic opportunity creates unequal power relations, thus inequality and injustice, eventually hindering leading a dignified life. Based on this understanding, HELVETAS Nepal promotes sustainable development enabled by the integration of economic growth, social justice and environmental stewardship to bring changes in the lives of women and men in Nepal: ultimately, enabling an environment where all enjoy life to its fullest with the fulfilment of basic needs, i.e. the fundamental rights of each individual.

5.6. Expected programme outcomes

The Country Strategy foresees to attain six expected outcomes based on three thematic and three cross-cutting programmes. The cross-cutting outcomes have both standalone and cross cutting indicators supporting to accomplish the thematic outcomes. A draft logical framework, which will be finalized in the operational preparations of the strategy implementation, is attached as Annex 4.

Outcome 1: Women and men farmers implement sustainable and resilient food production and marketing systems that foster increased productivity and production.

→ **Aligned to Sustainable Development Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture.**

Agriculture is an important sector for the economy of Nepal. Over 85 per cent of the population have their livelihood based at least in part on agriculture. Subsistence agriculture is crucial to provide food and nutrition to a large part of the population. Recent efforts to promote a variety of high value cash crops supported agricultural commercialisation with increased exports of different products and import substitution. This trend is supported by the Government of Nepal's recent Agricultural Development Strategy. Lack of appropriate technologies for sustainable agriculture, access to land, to markets, to affordable credit facilities and adequate extension services are some of the main constraints challenging this sector. Furthermore, climate change with increased temperature and unpredictable extreme events is likely to have direct and indirect visible impacts on farmers' livelihoods and food production.

This outcome focuses on an integrated approach to ensure food security and resilient food production involving the government and markets to improve nutrition of women and men. HELVETAS Nepal will implement initiatives to increase agricultural productivity facilitating access to land, inputs, knowledge, technology, financial services and markets in the hills and the Tarai. It will promote climate smart agricultural practices based on locally available resources for sustainable production of cereals, legumes, vegetables and high value cash crops including coffee, fruits and nuts, and with the support of pluralistic agricultural extension services. Different market actors will be supported to reduce post-harvest losses, increase business services and improve business understanding and dealing. The reduction and redistribution of unpaid care work of women farmers to engage more in agricultural initiatives and to address the issue of feminisation of agriculture will further contribute to the success of this programme. Behaviour change communication for food and nutrition security, the use of information and communication technology, and evidence based advocacy will form integral parts of the outcome.

Outcome 2: Women and men in rural and urban settlements maintain adequate and sustained access to water for drinking and irrigation and to sanitation

→ **Aligned to Sustainable Development Goal 6: Ensuring availability and sustainable management of water and sanitation for all.**

A major constraint for people living in different parts of Nepal is the lack of access to water for human consumption, sanitation and hygiene to protect people's health and for agriculture. Due to mismanagement, strong seasonality and lack of water infrastructure, it is not accessible to everyone at all times, which is further exacerbated by inadequate water quality. As per the national water policies the Government of Nepal prioritizes water use, access and management for drinking over irrigation and electricity. In recent years there have been major efforts to increased water supply coverage across the country, however, as studies have shown, many of the schemes are not fully functional. Sanitation has been at the heart of a concentrated government campaign with the aim of all households having access to toilets by 2017. The impact of climate and environmental change has been felt in many areas with springs drying up resulting in inadequate supply to drinking water and irrigation schemes. Water poor households often coincide with marginalized people; irrigated land is owned by richer households in the valley floor and water supply on mountain ridges is far from the settlements. This calls for new or alternative water governance taking into account the responsibility of local governments.

HELVETAS believes that access to sufficient, safe, acceptable and physically accessible water and sanitation to an affordable price is a human right. It builds its initiatives on the lessons learnt from water use master planning initiatives and the implementation of water supply, sanitation, hygiene and irrigation activities. The outcome focuses on various aspects of integrated water resources management: participatory planning, decision making, construction and rehabilitation of drinking water schemes in urban and rural settings, promotion of household water treatment and safe storage, implementation of irrigation schemes including water efficient irrigation measures, constructive engagement with the government at both local and national level to develop water use master plans and improve transparency, accountability and participation for improved water integrity, strategic engagement with women to transform their traditional roles in water management towards their increased involvement and leadership, and the implementation of retention, recharge and reuse technologies for climate change adaptation.

Outcome 3: Private sector entities of different sizes provide opportunities to adequately skilled women and men for decent wage and self-employment.

→ **Aligned to Sustainable Development Goal 8: promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.**

The high level of youth un-/underemployment is seen as one of the main reasons for discontent and unrest. The lack of opportunities for skill enhancement and employment are negatively affecting young women and men. Increased internal and external migration without sufficient skills but only aspirations, has pushed the migrated population into a drudgery without a decent working environment and payment. Labour rights have been denied in such indecent working environments. Training young people to acquire technical skills that are in demand in domestic and overseas labour markets as well as in the areas of agriculture, forestry and craft for self-employment (entrepreneurship development and actually expanding the existing or starting new micro-enterprises) will significantly enhance their skills to enter into employment, which pays wages that help them to get above the poverty line. Practice and demand oriented skills with the involvement of the private sector as training, apprenticeship and employment provider can bring change in the lives of unskilled women and men along with encouragement for self-employment with improved skills and knowledge. Diversifying skills, technological upgrading and innovation with a focus on high-value addition and labour intensive sectors can improve economic productivity ultimately contributing to the national economy. Promoting development-oriented policies that support decent job creation, entrepreneurship, innovation, and encourage growth of micro-, small- and medium-sized enterprises can help in achieving full and productive employment and decent work for all women and men.

HELVETAS Nepal will work with governmental and non-governmental organisations as well as the private sector for skills training and apprenticeship including development and/or improvement of

curricula and training materials, career counselling for making informed or confirmed choice by the youth, linking training with employment, market studies and for implementing safer and beneficial migration strategies for both inside and outside country. It will further facilitate full-time equivalent employment creation applying innovative approaches and technologies through collaboration with private sector entities of different sizes. In this collaboration it will consider decent work standards and care economy². HELVETAS Nepal will identify and promote new products based on locally available resources and technology for value addition and processing. Facilitation of access to finance and business development services will be an integral part of this approach.

Outcome 4: Women and Dalit access equal and just opportunities in political, economic and public life.

→ **Aligned to Sustainable Development Goal 5: Achieve gender equality and empower all women and girls**

Gender and caste based discrimination results in marginalisation of women and Dalits with denial of basic rights and opportunities. With prevailing structural inequality influenced by religious and socio-cultural beliefs, values and norms, women and Dalits are further away from enjoyment of a dignified life and have limited access to and control over political, economic and public life. This calls for conscious equitable actions to bring drastic changes in the lives of women and Dalits for equal opportunities: in education access to affordable and quality basic, technical and vocational skills for employment; political representation for their meaningful participation, representation and leadership. It is manifested by different kinds of violence against women and caste based discrimination in both private and public spheres. Gender and caste division of role and labour has yielded in either stigmatisation or undervaluing of efforts without proper recognition without proper and effective provision or enforcement of social protection policies and provisions. Attempts to redistribute and reduce the burden of unpaid care work especially on women have so far been limited. Absence of specific policy provisions or limited enforcement of prevailing international and national policies push them back into the vicious cycle of poverty and marginalisation.

HELVETAS has envisioned different efforts to improve women and Dalit's participation and representation in the programme and within the organisation for equal opportunities and justice: reducing all forms of violence and discrimination against women and Dalits with an effort from local to national level with different programme and policy engagements; recognition of the value of unpaid care work to reduce and redistribute it for the quality and effective representation of women; respect and promotion of traditional occupation of Dalit without any stigma. The strengthened capacity for equitable opportunities, access and ownership of resources, technologies to empower them provides impetus to the achievement of gender equality and justice to Dalit individuals and community. This will also build a platform for building their agency to raise the legitimate voice demanding social public services and accountability towards their specific needs and rights.

Outcome 5: Women and men, particularly from vulnerable communities, reduce their vulnerability and increase their resilience to the effects of climate change and disasters.

→ **Aligned to Sustainable Development Goal 13: Take urgent action to combat climate change and its impacts**

The recent earthquake has shown again, how vulnerable Nepal is to natural disasters. 14 districts in Central Nepal have been heavily affected by the 7.9 Richter scale tremor and the subsequent aftershocks. More than 750,000 houses have been fully or partially damaged. Preparedness, particularly in the rural areas, was low and hence causing distress amongst the population. The

² An economic system that involves care work with or for other 'people' rather than 'things'.

disaster was at a scale that made it difficult for the government to cope with. At the same time, the unpredictable change in climate has already shown its effects on agriculture, rural infrastructure, natural resources availability and human lives and health throughout the country. This has induced different kinds of crisis and with limited adaptive measures, early warning and post relief support vulnerable communities and women in particular are heavily affected. The lack of resilience mechanisms has exposed them to multiple hazards and shown the need for integrating adaptation and emergency response in all arenas of life in order to promote a culture of safety to cope with multiple natural hazards and erratic climate change.

HELVETAS Nepal, in order to build a resilient society to the effects of climate change and natural disasters, attempts to strengthen resilience and adaptive capacity in the working communities and through an engagement at policy level. Overall it will apply the Sendai Framework for Disaster Risk Reduction. It will support improved risk understanding through working with youth in schools and women in community groups, herewith reducing their vulnerability from the negative impacts of climate change and disasters. Mainstreaming of climate change adaptation in all its programmes will support climate change resilience. It will 'build back safer' and enhance preparedness in selected areas of prior engagement as part of the reconstruction and rehabilitation initiatives after the earthquake in 2015.

Outcome 6: Institutions at different levels are effective, transparent and accountable to the rights of women and men and ensure inclusive and responsive decision making.

- **Aligned to Sustainable Development Goal 16: Promoting peaceful and inclusive societies for sustainable development provide access to justice for all and build effective, accountable and inclusive institutions at all levels.**

The lack of good governance results in a negative impact on the overall development of the society and human dignity. Interaction of different institutions, i.e. government, civil society, private sector and citizens, with responsive, inclusive, participatory and representative decision making at all levels will foster democracy. Democratic governance can be established only by following the principles of inclusiveness, equality, diversity and accountability. Establishment of two way interaction and engagement between state and citizen plays the vital role in institutionalising effective, transparent and accountable governance to ensure proper flow of information, rights and responsive decisions for/of women and men. Promoting the rule of law at all levels with broadening and strengthening of participation will ensure protection of fundamental freedom and also in accessing justice for all. This will also help in building progressive realisation on government, private sector and citizen's part while addressing political and administrative procedures of establishing good governance.

HELVETAS Nepal builds its governance efforts on the long-term experience in social accountability tools and participatory planning. It aims to reduce exclusion and inequalities for efficient, equitable and just local public services through effective governance structures and practices including participatory planning, civic education and citizen's engagement. The organisation supports the development of participatory development periodic and sectorial plans and budgets at local level, capacity development of local government to implement the plans and budgets, and subsequent monitoring of their implementation. It further organises and mobilises citizens with a realised sense of rights and responsibility, for an effective response to the issues and rights of marginalised groups. Improved public access to information keeping in mind the right to information and its application for improved local service delivery of government, civil society and private sector will continue to be a major focus at different levels. This will support in improving effectiveness, transparency and responsiveness of the present governance system, ultimately establishing democratic governance, justice, rule of law and reduced corruption.

5.7. Summary of the Country Strategy logical framework

Mission
*We support poor and disadvantaged women, men and communities in developing and transition countries in their efforts to improve their living conditions.
 Through development cooperation, we support women and men in improving their livelihoods themselves in a sustainable manner.
 We promote equitable access to the resources and services necessary for life and thus contribute to overcoming the root causes of poverty.
 We uphold the protection and promotion of social, economic, political, environmental and cultural rights and responsibilities and seek to ensure their practical implementation.
 We support our partners in engaging in development policy issues.
 We advocate for a coherent Swiss foreign and economic policy, responsive to the needs of men and women in developing and transition countries.
 We accompany and support our partners on a long-term basis.*

Implementation Context

- Unstable political situation likely to continue;
- Slow economic growth expected;
- Migration to continue and further increase;
- Increasing gaps in economic development between regions, and among castes and gender;
- Developing markets provide new opportunities for disadvantaged people provided that policies are enabling;
- Climate change will have negative effect to farming households.
- Impact of earthquake recovery

Geographic Area

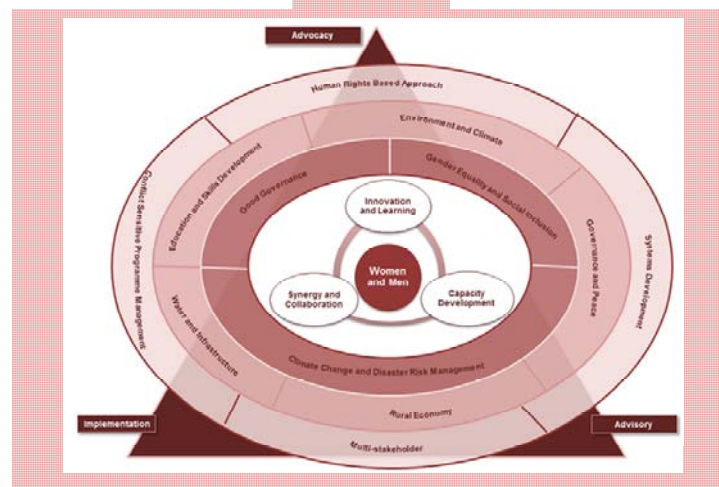
- Central - Eastern and Mid-Far Western Hills;
- Mid-, Far Western and Central Tarai;
- Districts for coffee promotion in Western and Central Hills;
- National coverage for selected sector support programmes.
- Sindhupalchowk for earthquake rehabilitation

Target Population
 Women and men, particularly economically poor and socially marginalized in terms of gender, ethnicity and caste.

Development Goal
 All women and men in Nepal, especially those who are economically poor and socially marginalized, have dignified lives.

Outcomes

1. Women and men farmers implement sustainable and resilient food production and marketing systems that foster increased productivity and production.
2. Women and men in rural and urban settlements maintain adequate and sustained access to water for drinking, sanitation, hygiene and irrigation.
3. Private sector entities of different sizes provide opportunities to adequately skilled women and men for decent employment.
4. Women and Dalit access equal and just opportunities in political, economic and public life.
5. Institutions at different levels are effective, transparent and accountable to the rights of women and men and ensure inclusive and responsive decision making.
6. Women and men, particularly from vulnerable communities, reduce their vulnerability and increase their resilience to the effects of climate change and disasters.



6. Programmes and Working Areas

6.1. Programmes

Based on the six outcomes mentioned above, the programme is divided into (see Figure 3):

- *Three thematic programmes Food Security and Nutrition, Integrated Water Resources Management and Economic Growth and Decent Employment;* These programmes focus on achieving the set indicators keeping in mind the cross-cutting themes as part of their overall framework.
- *Three cross-cutting programmes Gender Equality and Social Inclusion, Good Governance, Climate Change and Disaster Risk Management;* These programmes ensure mainstreaming of the respective topics in the thematic programmes and independent projects, and attempt to reach standalone achievements beyond the thematic programmes.
- *Independent projects:* Mandates that fit to the overall work of HELVETAS as part of the five institutional working areas and based on technical expertise and experience of the organisation are managed independently without directly contributing to the outcomes of the Nepal programme. However, the project's objectives are mandatory to contribute to the programme's development goal and follow the cross-cutting themes.

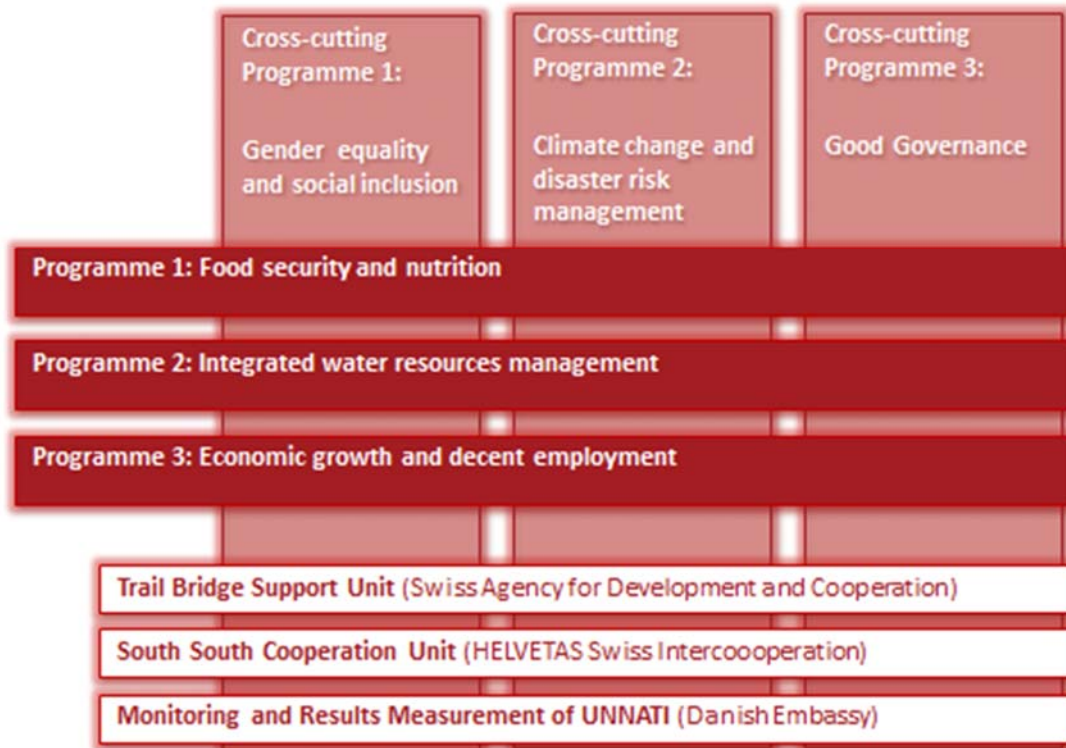


Figure 3: Programme setup of HELVETAS Swiss Intercooperation Nepal

The current project portfolio is provided in Annex 5.

6.2. Working areas

Working areas are the technical areas of global organisational expertise and experience of HELVETAS. HELVETAS Nepal will continue to be involved in all of the five working areas **based on mandates and relevant opportunities**; the organisation will provide advisory services, implement initiatives and engage in advocacy based on the following areas of expertise from previous years in the Nepal programme:

- **Education and Skill Development:** *Vocational training:* result based service procurement, result based payment, mobile trainings, apprenticeship, business skills, life skills, rapid market appraisal, area potential surveys, monitoring of skill trainings, employment shops, training for green jobs, curricula development, institutional development of training providers and government agencies;
- **Environment and Climate:** *Sustainable natural resource management:* participatory forest management, community forestry, agro forestry, non-timber forest products, rehabilitation of degraded land, public land management, soil conservation and watershed management, community based biodiversity conservation, bio engineering, biochar, bio-energy promotion, remote sensing, forest governance, forest policy and forest land tenure, forest entrepreneurship, forest resource based livelihoods; *Climate change:* climate change literacy, climate change adaptation, vulnerability assessment; afforestation and reforestation, fire protection and management; *Disaster risk management:* disaster preparedness, disaster awareness and education, disaster relief;
- **Governance and Peace:** *Decentralisation, governance and human rights:* gender equality and social inclusion, local planning, public/social accountability practices, (independent) third party monitoring, decentralized service delivery/funding mechanism, internal governance assessment, capacity building of civil society organisations, local media mobilization; *Conflict prevention and transformation:* conflict sensitive programme management, security risk assessment, psychosocial counselling; *Migration:* pre-departure information, productive use of remittances, rehabilitation of the victimized returnee migrants; psychosocial counselling to the families of migrants and providing justice to the victims of migration;
- **Rural Economy:** *Sustainable agriculture and food security:* rural advisory services, decentralised extension, farmer led research, sustainable soil management, riverbed farming, improved varieties, organic agriculture, internal control systems; *Income, markets and fair trade:* facilitation of fair trade systems, employment and value addition through micro processing, value chain facilitation and governance, market systems development; increasing farmers' business knowledge, access to finance, access to crop insurance, promotion of high value cash crops, improved post-harvest management, promotion of productive use of energy;
- **Water and Infrastructure:** *Drinking water, sanitation and water for food:* water supply, sanitation, hygiene promotion, water governance, farmer managed irrigation systems, canal irrigation, pond irrigation, multi-use systems, alternative irrigation, efficient water use, water use master planning, integrated water resources management, household water treatment, safe storage, water integrity (transparency, accountability and participation), rainwater harvesting, recharge, retention, and reuse technologies, blue school; *Rural roads and bridges:* trails, trail bridges (in hills, mountains and Tarai), rural roads, motorable suspension bridges for rural roads.

7. Implementation Approaches

7.1. Role of HELVETAS Swiss Intercooperation

HELVETAS Nepal continues to take on the role of an implementer, backstopper, advisor, monitor, trainer, coach, innovator and facilitator, and newly add the role of an advocate. In these roles, it strives to assure quality, to ensure optimal engagement and to mainstream its learning in policy and implementation work of others. Based on the mentioned roles, HELVETAS intervenes in line with the three intervention modes as in the organisation's global strategy:

- On-the-ground, **implementation** of programmes strengthens HELVETAS' legitimacy for the other intervention modes. It is the backbone of the organisation's existence, as it provides a platform for direct engagement with primary and multiple stakeholders, creating evidence and learning. It directly contributes to improving living conditions of the primary stakeholders. Local interventions are enforced based on the programmatic outcomes through this intervention mode to ensure direct, positive and sustainable change in establishing a dignified life of women and men. The organization develops new tools, instruments, approaches and methods that contribute to a better and more effective achievement of goals and outcomes, and which will be field tested, piloted, and shared with partners and stakeholders for wider implementation. Over the years, HELVETAS Nepal has gained experience in managing development funds for specific tasks, for instance for financing technical skills development and linking them with employment. It has also developed processes and procedures, training and support modules and payment modalities to ensure the effective use of such funds. As a development actor, HELVETAS will partner with different civil society, government and private sector institutions and actors to effectively implement its programme from local to national level.
- **Advisory** will be provided on proven approaches and technologies particularly to government authorities, line agencies and other organisations in Nepal and, through South-South cooperation, to other nations. Thematic, technical and methodological exchange and learning will be ensured through this intervention mode adding value to the organisation in terms of its recognition, diverse knowledge generation, visibility, donor influence, acquisition and legitimacy amongst different development actors. Collaboration with multiple stakeholders will also generate space to provide technical and methodological services as per the increasing demand of different development actors. The expertise derived from long-standing experience in different working areas will help in advising and assisting both the Nepal programme in achieving its outcomes and other institutions with adequate inputs.
- HELVETAS Nepal will engage in evidence-based **advocacy** in different programmes with in-depth internalisation of the issues of rights holders. It will ensure legitimate voice and representation of the rights holders in the process; develop, enforce, repeal and promulgate related laws and policies to ensure equal and just opportunities to women and men. Change through policy advocacy will help in bringing sustainable systemic transformation in the society, and also promotes an inclusive, transparent and accountable governance system. Advocacy will ensure leadership, effective participation and representation of the primary stakeholders, their networks and alliances by providing policy inputs on their behalf. HELVETAS Nepal will engage constructively in evidence based advocacy work based on its learning and proven approaches, and will show its solidarity in different related initiatives.

Based on the overall context in the country and strategic orientation of the organisation, a shift from a heavy focus on implementation with some advisory, but very little advocacy as observed in the Country Strategy 2011 to 2015 to increased advocacy and advisory at the cost of implementation is anticipated during the Country Strategy 2016 to 2020 (see Figure 4).

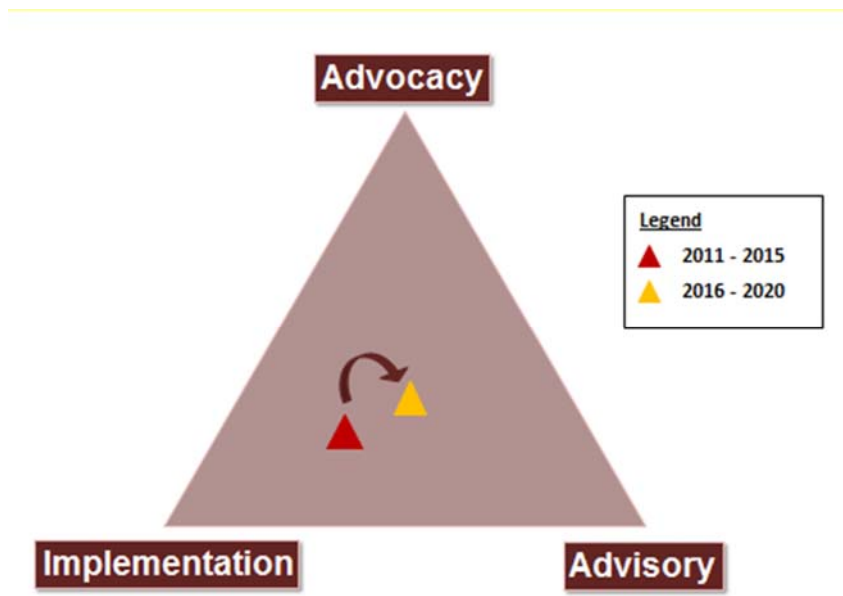


Figure 4: Shift in intervention modes from Country Strategy 2011-2015 to Country Strategy 2016 - 2020

7.2. Approaches

Working approaches

HELVETAS Nepal will apply four major working approaches in different programme areas based on the nature of the programme and intervention modes:

- Human Rights Based Approach:** With the realisation of all human beings are equal in rights, freedom and justice, HELVETAS Nepal will abide itself to the principles of human rights i.e. equality and non-discrimination, participation and empowerment, accountability and rule of law, indivisibility and universality. These principles are consciously incorporated while formulating different programme outcomes and its indicators and will be operationalised through its different interventions. Envisioning the organisational theory of change with rights holders, i.e. women and men, at the centre with encompassing nature of the Human Rights Based Approach will emphasise on contributing to the enjoyment of rights, fulfilment of basic needs and life with dignity. The organisation commits to empower rights holders for the legitimate action, support duty bearers to strengthen its accountability towards citizen with progressive realisation and sensitize citizens for greater engagement with the duty bearers and other actors for the establishment of rights.
- Systems Development Approach:** Building sustainable systems through the proper engagement with different relevant actors of the society including market, community and government actors is deemed crucial for the long term impact of the programme. Each actor's interest and associated incentives will be taken into account when designing interventions. In the area of private sector development, it will be crucial to set a conducive environment so that the private sector is motivated for a meaningful involvement with gain-gain opportunities. HELVETAS commits to facilitate market system development benefitting the poor, which contributes to the Sustainable Development Goals and the priorities of the Government of Nepal to bring about change in the living condition of rights holders.
- Multi-Stakeholder Approach:** Based on the long-term experience, HELVETAS will continue with its multi-stakeholder approach and continued negotiation, collaboration,

partnership, constructive and critical engagement with different actors. The dialogue and engagement with these actors contributes in deeper reflection of the programmatic interventions and results in improved action and innovation. This is required for the transformative change in the society and in pursuit of a dignified life. HELVETAS's engagement with (a) civil society will ensure needs and rights of people, (b) state will ensure provision of public goods and services through effective, efficient and accountable governance system, and (c) private sector will ensure their contribution to the development processes by creating income opportunities for the economic empowerment of the people and community.

- **Conflict Sensitive Programme Management Approach:** The unpredictable political situation, transitional status and fragile socio-economic context create conflict amongst different actors and geographical areas. Conflict jeopardizes all the development attempts pushing the country backward. In order to be aware of the conflict potential and to do no harm, HELVETAS Nepal will continue to implement a conflict sensitive programme management approach. Guided by the Basic Operating Guidelines and the security response guidelines, HELVETAS is politically neutral and religiously secular, but impartial in the context of the protection of human and civil rights. It will continue to take side of poor and disadvantaged rights holders. HELVETAS will commit to be unbiased and to fight corruption. The approach will be applied in the programme and at the organisational level. Safety of staff and partners will be given the highest priority.

Programme Anchors

The programmatic approach of HELVETAS Nepal will be anchored in a manner that ensures institutional strengthening and long term sustainability as follows:

- **Innovation and learning:** Innovation and learning is understood and applied both as a concept and a process. This will be ensured through a twin-track approach of theorising practice through reflection and learning, and through practicing theory for innovation and alternatives in the programmes. This is an empowering process as both proven knowledge and empirical knowledge will be congregated, institutionalised and sustained through practice, which ultimately will strengthen the organisation. Improved monitoring and evaluation will build an integral part of this initiative. Thus, HELVETAS Nepal will practice continued innovation and learning through its different review and reflection platforms and also through constructive dialogue between different agencies to collaborate and generate alternative development solutions which are contextually viable and are informed.
- **Synergy and collaboration:** Synergy and collaboration is inbuilt in the programmatic approach to foster larger impacts. It will help the organisation to strengthen its relations and linkages with likeminded entities for better learning and innovation and also to build alliances for policy advocacy and collective actions. The chosen cluster approach will also foster efficiency and effectiveness for enhanced impact at the level of the primary stakeholders and regular exchange and mutual support between the programmes. HELVETAS Nepal will systematically encourage collaboration amongst different ventures and actors to address the multidimensional nature of poverty in a combined effort.
- **Capacity development:** Capacity development is a continuous process and will be ensured at different levels, i.e. within the organisation, at partners and alliance, and primary stakeholders' level. HELVETAS Nepal takes this as one of the crucial measures to strengthen its programme initiations, own management and leadership capacity along with the institutional development of its partners and leadership development of its primary stakeholders. Deepening of knowledge and skills through capacity development initiatives is an empowering process in itself contributing to the overall development efforts.

Cross-cutting themes

HELVETAS Nepal believes that change in the lives of people and in the society can be observed with connected programmatic interventions. Cross-cutting themes, thus, ensure the engagement on major strands of inequality, unjust institutional governance, vulnerability and unequal power-relation for overarching transformational change. In this Country Strategy period, the organisation has prioritised three cross-cutting themes:

- **Gender equality and social inclusion:** Inequality and exclusion results in unequal power relation with the marginalisation of one section of the population and denial of rights and access to enabling opportunities. HELVETAS Nepal thus will strive toward reaching equality between women and men and just practices for the socially excluded population based on caste, ethnicity, geography and origin. Building leadership and breaking a culture of silence will be of importance for this engagement. Initiatives like internship programme and affirmative action during recruitment and career development will support the goal of proportionate representation of women and marginalized groups in both the programme and within the organisation. Dedicated programme efforts for women and Dalits will emphasise on the need to address existing inequality, injustice, discrimination and structural poverty based on gender and caste with religious and cultural values. For this it is also important to strategically involve men and non-disadvantaged as a means to an end. Cross cutting efforts will address the burden of unpaid care work for effective representation of women and transform traditional occupations with the integration of new technologies especially for Dalit community. HELVETAS will be sensitive and conscious in its effort to promote and ensure gender equality and social inclusion. It will monitor programmes, investments and benefit flows assessed by the socio-economic and cultural cohort.
- **Climate change and disaster risk management:** the impact of climate change and disasters negatively affects communities, natural resources, local economies and development interventions. Thus, HELVETAS Nepal with its dedicated interventions to dig deeper on the issue will implement pilot initiatives to establish a culture of safety and bring resilient systemic changes in the field. The organisation will implement reconstruction and rehabilitation activities after the earthquake in selected areas, where it had a project presence before. For this it will collaborate with specialist organisations, who have a particular experience in humanitarian aid situations. Cross cutting interventions will support mainstreaming of climate change adaptation and disaster risk management in all programmes with the aim to develop adaptive measures related to livelihoods, agriculture production, green jobs, natural resources management and also in relation with equitable access to resources. The national priority for a green economy and ecological justice will also be of HELVETAS priority in its interventions and will contribute in protecting nature and environment for the present and future generation.
- **Good governance:** Transparency, participation and downward accountability are ensured in all operations of both the programme and organisational processes of HELVETAS. The organisation applies different tools and processes to ensure effective governance, e.g. participatory planning, public audit, public hearing, transparency board and public review with communities. Contribution to the establishment of democratic governance from local to national level through its various efforts is an organisational commitment. The organisation also understands that the lack of effective governance will give space for corruption and unjust, unequal rule of law hampering the entire development interventions. It also realises that the unheard voices are to be included and meaningfully represented in all local and national planning and decision making processes directly and indirectly. HELVETAS Nepal thus will ensure good governance in its programme with both dedicated and cross cutting outcome indicators and thrives to engage improved governance practices within the organisational management and development efforts.

8. Stakeholders and Partners

8.1. Target population or right holders or beneficiaries

HELVETAS Nepal is committed to working towards an equal and just Nepali society taking into account the multi-dimensional understanding of poverty as discussed above. It thus defines **women and men, especially focusing on those who are economically poor and socially marginalised in terms of gender, ethnicity and caste** (i.e. disadvantaged persons as defined in the Gender Equity, Social Inclusion and Poverty Orientation Guidelines for HELVETAS Nepal), as primary stakeholders and right holders.

The disadvantaged, the **first priority primary stakeholders**, are economically poor women, Dalits and Adibasi Janajati (indicated in Table 1). Non-poor women and Dalits as well as poor Brahmin, Chhetri and Thakuri men are considered as **second priority primary stakeholders**. Non-poor Adibasi Janajati, Brahmin, Chhetri and Thakuri are **non-targeted primary stakeholders**.

As part of its interventions the Country Strategy anticipates to reach 60 per cent first priority primary stakeholders, 30 per cent second priority primary stakeholders and 10 per cent non-targeted primary stakeholders.

Table 1: Primary stakeholders of HELVETAS Swiss Intercooperation Nepal

	Women			Men		
	Dalit	Adibasi Janajati	All other than Dalit and Adibasi Janajati	Dalit	Adibasi Janajati	All other than Dalit and Adibasi Janajati
Economically non poor						
Economically poor						

First priority primary stakeholders
 Second priority primary stakeholders
 Non-targeted primary stakeholders

8.2. Partners and duty bearers

HELVETAS Nepal will continue its pluralistic approach to its partnerships; it collaborates with a selection of partners from civil society, government and private sector (see Figure 5). The focus will be particularly on local stakeholders such as local governments, community based organisations and micro and small enterprises. For its increased engagement in advocacy collaboration with the media will be fostered. For systems development more collaboration with business membership organisations, federations, financial and educational institutes will be promoted.

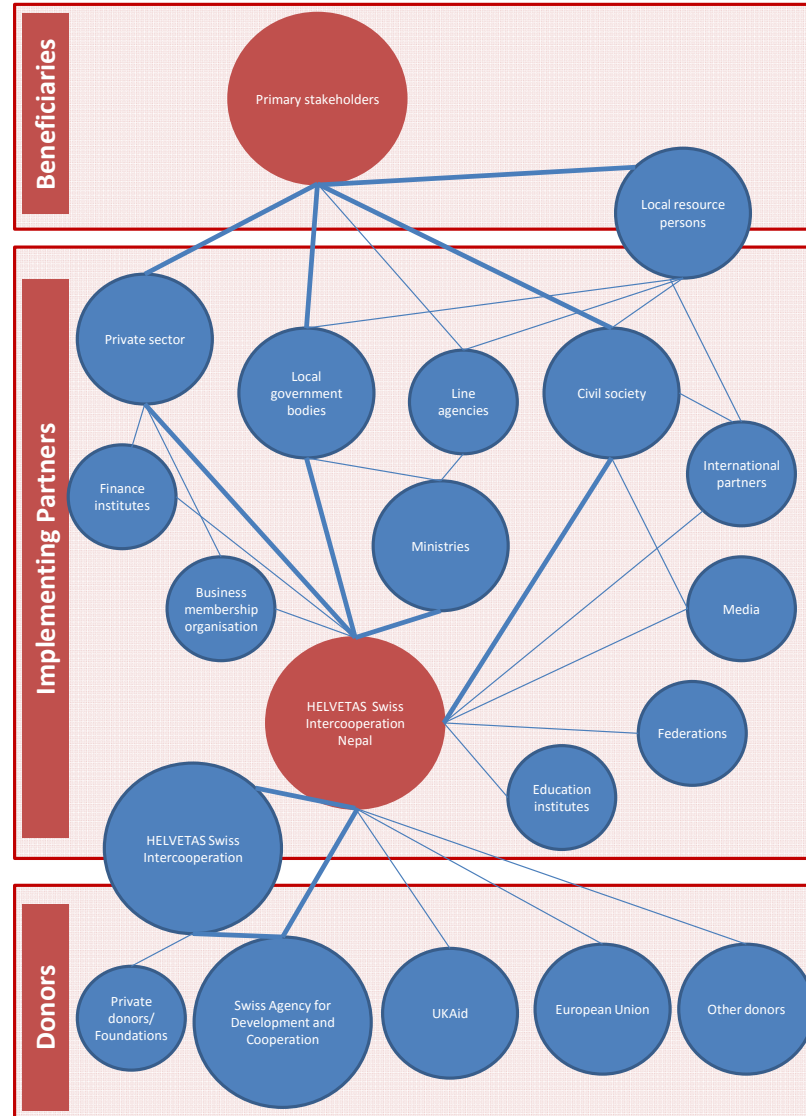


Figure 5: Stakeholders and partners of HELVETAS Swiss Intercooperation Nepal

8.3. Participation in networks

HELVETAS is a founding member of the Association of International Non-governmental organisations in Nepal. This platform will support enhanced solidarity and policy advocacy amongst international non-governmental organisations with donors and the government. Collaboration with Alliance 2015 partners will guide collaboration on recovery and reconstruction after the earthquake. Closer collaboration with strategic and likeminded partners such as Welthungerhilfe and ICCO Cooperation will continue for common acquisition and leverage of funding. The Nepal Market Development Forum, the Dutch WASH Alliance and the Riverbed Farming Alliance and the Rights and Resources Initiative are some of the local networks that HELVETAS Nepal is actively contributing to for advocacy, capacity development and knowledge management. For successful advocacy work, the organisation may join other relevant alliances in future.

8.4. Coordination with other development organisations

HELVETAS will continue to work in close coordination with the Swiss Agency for Development and Cooperation and its projects for synergy. It will also coordinate its activities with international non-governmental organisations through its active participation in the Association of International Non-governmental organisations in Nepal.

9. Resources and Management

9.1. Human resources

The experience, dedication and development vision of staff working with HELVETAS Nepal are the basis of the organisation's recognition in Nepal. A team of Nepalese staff together with a few international staff will implement the Country Strategy 2016 - 2020. The management will analyse and monitor requirements for staff and specific expertise and encourage staff to enhance their qualifications according to the evolving needs of the programme. For this purpose the management maintains an interactive Human Resources Inventory System, which is continuously updated, and supports staff capacity development through internal and external training events and career growth. Regional capacity building opportunities and technical advisory roles within the HELVETAS network will be encouraged. More efforts will be put forward to generate staff members as potential consultants/experts in their field of expertise at international level.

Although HELVETAS Nepal has made considerable progress in its work force diversity over the past years, it has yet to bring a proportionate number of Dalit, Adibasi Janajati, Madhesi and women into senior positions in the organization. Thus, explicit efforts will be made to hire and promote persons from socially marginalized groups through the workforce diversity approach practiced by all Swiss Agency for Development and Cooperation mandated projects and HELVETAS Nepal. Additionally, provisions for internships will be expanded to promote the entry of young professionals from socially marginalized groups into the organisation.

Apart from the overall organisation's management, HELVETAS Nepal expects technical support to working areas, support in acquisition and fund-raising, and support for cross-cutting themes from the Head Office in Switzerland and other country programmes in the region.

9.2. Programme structure / Management / Offices / Steering

HELVETAS Nepal will introduce an **Advisory Council** to ensure the HELVETAS programme's relevance in the development context of Nepal and to create awareness amongst relevant decision makers about HELVETAS' achievements and approaches. The Council will consist of three members representing government, civil society and the private sector. The members will be elected by the Country Programme Meeting based on staff members' suggestions. The Council will meet twice annually to advise on current developments, to review progress and suggest possible future directions.

The **Programme Coordination Office** ensures that the HELVETAS global mission, vision and organisational values are reflected in all initiatives and the entire programme. It leads, coordinates and facilitates to develop an organisational strategy and aligns HELVETAS Nepal's human resources for an effective execution of this strategy. It further ensures coordination amongst the programmes, projects and different services. The Senior Management Team composed of the Country Director, the Deputy Country Director and the International Programme Advisor guides the overall organizational strategic direction. In case of sectorial issues, they consult the respective coordinators. The Country Director line manages all thematic programme managers, the Country Programme Management Team and project managers of standalone projects. The Deputy Country

Director line manages the cross cutting programme managers. The International Programme Advisor will line manage the Knowledge Management and Acquisition Team. The Finance and Administration team includes all finance, procurement, logistics and administrative personnel. The Knowledge Management and Acquisition team is responsible for organizing and leading acquisition efforts, facilitation of knowledge management through the implementation of the knowledge management strategy, and systems development for effective monitoring, evaluation and learning. The South South Cooperation Unit supports increased outreach of HELVETAS Nepal technologies and approaches beyond the Nepal programme within and outside Nepal.

HELVETAS Nepal continues with a decentralised implementation approach, which manifests itself not only in decentralised authority, but also geographic decentralisation through **Programme Offices**. Each programme (thematic and cross-cutting) is managed by a programme manager responsible for ensuring the strategic outcome targets. They line manage project managers with budget authority, if any, and component managers without budget authority of that programme.

Project Managers of independent projects will be responsible for overall project management and to achieve project outcome targets. Depending on the size of the projects this may also require **project offices**.

In the field, as far as possible, the staff of different programmes and projects will share **field offices** in the same office building for knowledge sharing and cross learning and effective use of resources. At present common field offices are managed in Birgunj, Dailekh, Dhangadhi, Manma and Nepalgunj. Individual project field offices are maintained in Achham, Bajura, Bhairahawa, Butwal, Dharan, Jajarkot, Jumla, Mugu and Pokhara.

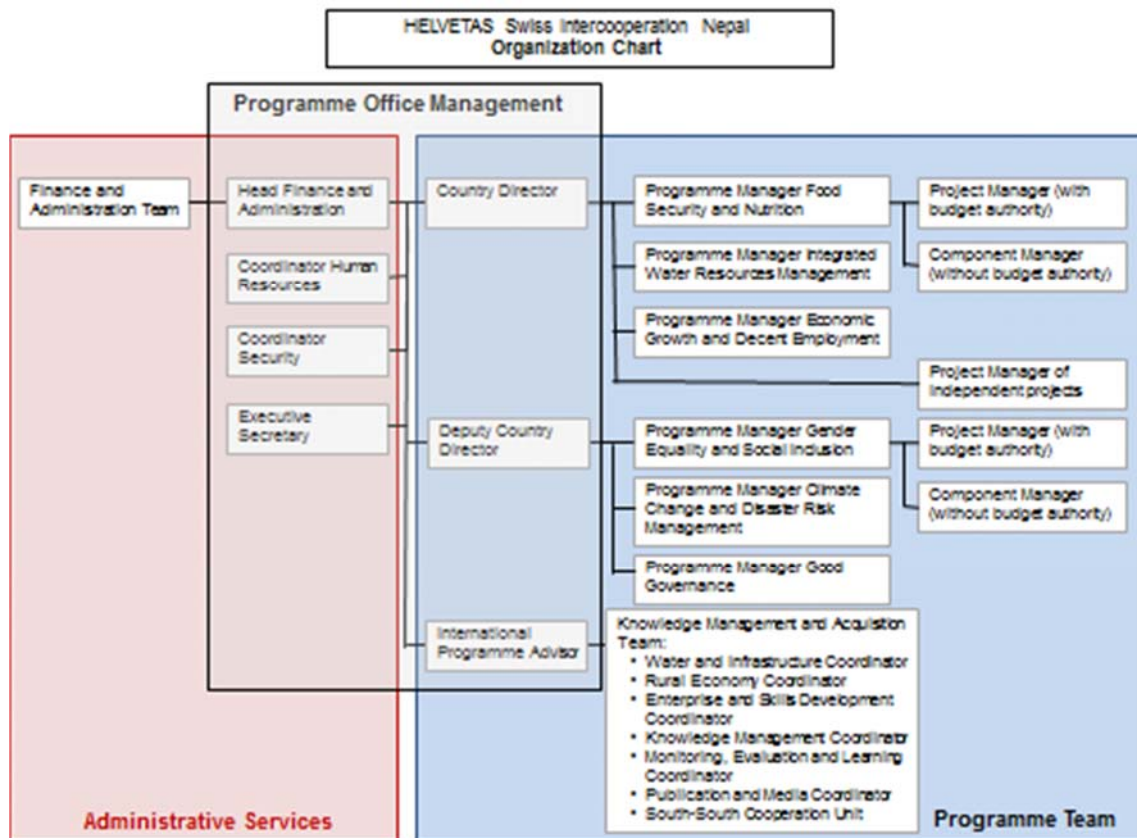


Figure 6: Management structure of HELVETAS Swiss Intercooperation Nepal

This change in management structure aligned with the new strategic direction will require restructuring. For this process a detailed action plan will be elaborated during the second half of 2015.

9.3. Coordination among HELVETAS programmes and projects

The quarterly **Country Programme Meeting** will be held with the Country Programme Management Team, all programme managers, project managers and the Knowledge Management and Acquisition Team. During this meeting administrative and programmatic issues will be shared and discussed. Changes in policies, procedures, regulations, guidelines and approaches will be endorsed by this meeting. Cluster workshops for the Western and the Tarai cluster districts will be organized at least annually for exchange and improved synergy.

9.4. Financial resources

The annual budget of HELVETAS Nepal is expected to be between CHF 14 to 16 million for the Country Strategy period 2016 to 2020 (see Table 2). This is an indicative value and may be surpassed in case of successful acquisition of mandates fitting to the overall programme. About 12 per cent of this budget is expected from the Programme Credit, while mandates are expected to account for about 88 per cent over the five years period.

Table 2: HELVETAS Swiss Intercooperation Nepal tentative budget overview, 2016 to 2020

Year	2016	2017	2018	2019	2020
Total Swiss Francs (CHF)	16,000,000	16,000,000	15,000,000	15,000,000	14,000,000
Programme credit (per cent)	11.1	11.7	12.5	12.5	13.3
Mandates (per cent)	88.9	88.3	87.5	87.5	86.7

It is expected that the current level of mandates from current major donors will be maintained or slightly increased. The Swiss Agency for Development and Cooperation has contributed an average of 52 per cent of the total resources mobilized during the strategy period of 2011-2015. This contribution is expected to increase to 58 per cent for the new strategy period. The total share of Department for International Development/UKAid funds is expected to reduce to 15 per cent from 25 per cent and that of the European Union to increase from an average of 3 to 7 per cent. Swiss Solidarity is expected to support earthquake recovery and reconstruction activities for the first two years of the new strategy contributing to around 10 per cent of the funds for the strategy period. Possibilities for future expansion to at least one additional bi-/multilateral donor will be explored.

In addition to funding from these bi-/multilateral agencies, efforts will be made to expand the collaboration with development partners such as Alliance 2015 members, ICCO Collaboration and German Agency for International Collaboration. Co-funding from the private sector to scale up various programme interventions will be another priority for the new strategy period.

Acquisition efforts will be increased by increasing the strength and capacity of the acquisition team, actively engaging with the donor community and building on existing relationships with various development partners as well as government stakeholders. Visibility, publicity and dissemination of information on the effectiveness of HELVETAS interventions will be used to aid these efforts.

A total fund of CHF 76 million is estimated to be required for the entire strategy period. 60 per cent of these funds are expected to be spent for three programmes – Food Security and Nutrition, Integrated Water Resources Management and Economic Growth and Decent Employment – 30 per cent for cross-cutting programmes – Gender Equality and Social Inclusion, Good Governance and Climate Change and Disaster Risk Management – and the remaining 10 per cent for independent projects under the institutional working areas.

From a working area perspective, 35 per cent of the total resources are expected to be utilized in the working area Skills Development and Employment. Rural Economy is expected to be the second biggest working area with 25 per cent. Water and Infrastructure with 20 per cent and Governance and Peace at 13 per cent are expected to be third and fourth biggest areas in terms of resources

utilization. 4 per cent of the funds would be utilized for Environment and Climate and 3 per cent is expected to be used for the Programme Coordination Office.

83 per cent of the total funds are expected to directly benefit the economically poor. 63 per cent are expected to reach the disadvantaged primary stakeholders. 71 per cent of funds are to directly flow to the rural areas and at least 50 per cent of the primary stakeholders are expected to be women.

10. Monitoring and Evaluation

10.1. Monitoring and reporting

Monitoring will be conducted with a set of indicators presented in the logical framework in Annex 3. Each programme is contributing to one of the six outcomes. Independent projects contribute to the development goal as per their own defined outcomes. The values for the indicators defined here will be collected by the programmes and independent projects as part of their annual and half annual progress reporting on outcomes. In addition HELVETAS Nepal reports performance indicators as set by HELVETAS in Switzerland. In order to facilitate monitoring the use of a harmonized and unified monitoring approach applying information and communication technology, particularly mobile/pad applications and online databases, is currently being evaluated and a possible system will be designed in the second half of 2015. Qualitative monitoring will be fostered through independent third party monitoring, which will be piloted in this new Country Strategy. To assess the internal working environment and staff satisfaction, a more strategic approach to internal governance assessment, working environment surveys and annual performance review will be implemented.

For **reporting** programmes, mandates and independent projects prepare Yearly Plans of Operations and Half-annual as well as Annual Progress Reports, on the basis of which the Programme Coordination Office prepares the overall Yearly Plan of Operations and the Annual Progress Report for the HELVETAS Nepal country programme. Outcome monitoring, quarterly review and planning will be continued by all programmes and independent projects with the attendance of the Programme Coordination Office. Reviews or evaluations will be implemented as outlined in each programme/project document or as agreed with the respective donors.

10.2. Review of the country programme

The logical framework will be revisited in 2018 as part of a **mid-term review** of the programme achievements, the country situation, the new global HELVETAS strategy and the understanding with the main funding partners. HELVETAS Nepal will undergo a **Strategic Controlling** by two board members in either late 2017 or early 2018. Based on the positive experience in the last strategy, HELVETAS Nepal will be conducting a **peer-review** by other HELVETAS country programmes in mid to late 2019, but may also consider external involvement in this review exercise.

10.3. Audit

All financial transactions of HELVETAS in Nepal will be audited by a class 'A' auditing firm appointed by HELVETAS in Zurich on an annual basis. The same will be recognized as statutory audit by the Government of Nepal. In addition, its finance section will conduct internal audits of all its programmes and projects at least once a year with the purpose to ensure compliance with organizational policy and procedure and effective utilization of funds. HELVETAS Nepal will conduct or facilitate additional audits as required by any specific donor funding.

For the clear understanding of the security and risk management context, monitoring will be conducted every three months, in addition to the monthly local risk assessments in the Swiss cluster areas. Programme adaptations may follow in consequence.

11. Risks

Risks emanating from the context	Mitigation measures
A new constitution reforms the current local government structure and operational processes	<ul style="list-style-type: none"> • Continue evidence based policy advocacy for strengthening local government • Close monitoring of related discussions • Adaptation of the programme based on new structures
After the earthquake in April/May 2015 change in priority of the central and local governments for fund allocation	<ul style="list-style-type: none"> • Continue policy advocacy for local level planning • Strengthen local level planning process and demand side capacity
After the earthquake in April/May 2015 influence of organisations throughout the country with humanitarian aid instead of development cooperation approaches and uncoordinated interventions	<ul style="list-style-type: none"> • Active participation in Association of International non-governmental organisations in Nepal • Close collaboration with local government and their planning processes • Strengthen existing structures, upscale and institutionalize best learning from the past
Low level of accountability in the absence of elected local representatives	<ul style="list-style-type: none"> • Collaborate with governance projects to promote downward accountability and social auditing practices • Continuous efforts to strengthen the demand and supply side of governance, local participatory planning and social accountability
Out migration of young men resulting in labour shortage and feminisation of agriculture and other sectors	<ul style="list-style-type: none"> • Focus on issues of feminisation in all programmes and support alternatives • Support information dissemination and employment creation for a more informed choice
Competition in acquisition with increased number of development organisations	<ul style="list-style-type: none"> • International capacity development • Improved quality of implementation • More dissemination of achievements and lessons
Conflict at local level with new administrative divisions with unclarity of functions and increased influence of power elites	<ul style="list-style-type: none"> • Increasing /strengthening people's capacity and close partnership with local government, civil society organisations
Reduced development space of international non-governmental organisations	<ul style="list-style-type: none"> • More active engagement of international non-governmental organisations through their association, continuity of good work on the ground with visible impact to gain acceptance and support of primary stakeholders and duty bearers
Nepal is a hotspot for earthquake and disasters	<ul style="list-style-type: none"> • Organisational preparedness plan • Implementation of drills and training
Continued political uncertainty, the constituent assembly without agreement among political parties and the lack of a final constitution aggravates the political instability.	<ul style="list-style-type: none"> • Conflict sensitive programme management • Implementation of security response guideline

12. Annex

Annex 1: Development process Nepal Country Strategy 2016 to 2020

Background

- HELVETAS Swiss Intercooperation Nepal develops a new country strategy for 2016 to 2020;
- For this purpose the achievements of the current country strategy 2011 to 2015 were internally reviewed during a workshop on 10 November 2014 and through a peer review. From 11 to 22 November 2014 two colleagues from HELVETAS Swiss Intercooperation Bangladesh and Pakistan reviewed the programme and compiled their observations and recommendations in a report;
- After looking back in 2014, the strategy development process in 2015 will be forward looking and contain different elements (as shown in the table below)

Deliverables

- Country Strategy Concept
- Country Strategy

Schedule

Month	Tentative Date	Item	Responsibility
July 2014		Final concept developed and agreed with Head office	Bharat Pokharel/Juerg Merz
Aug 2014	31 August	Annual/Semi-annual progress reports	All projects
Sep 2014	30 September	Updated outcome indicator sheet	Dev Gupta with support from Arunima Kayastha and Srijana Shrestha
Nov 2014	10 November	Internal review workshop with senior staff	Juerg Merz
	10-22 November	Peer review	Peer Review team
	21 November	Peer review sharing of results during Team leaders' meeting	Peer Review Team
Dec 2014	31 December	Final review report	Peer Review Team
Jan 2015	16 January	Request for additional study ideas and information about quiz	Mona Sherpa
	30 January	Quiz on SurveyMonkey about findings of the review report	Juerg Merz
Feb 2015		Travelling strategy meeting involving all staff ³	

³ To identify the participants of these different meetings an email will be sent to all staff within January

Month	Tentative Date	Item	Responsibility
	10 February	- Kathmandu (1)	Mona Sherpa and Juerg Merz
	12 February	- Surkhet	Mona Sherpa
	12 February	- Nepalgunj	Juerg Merz
	17 February	- Birgunj	Juerg Merz
	17 February	- Kathmandu (2)	Mona Sherpa
	Within February	Implementation of studies	If required, details to be determined
Mar 2015	2/3 March	Strategy workshop with senior staff around Team leaders' meeting	Consultant
	13 March	Develop Concept Paper Country Strategy 2016-2020 (main strategic elements and changes to the present strategy for discussion with HELVETAS Swiss Intercooperation management)	Mona Sherpa and Juerg Merz with support of the Consultant
	30 March	Comments from Head office	Franz Gaehwiler
Mar/Apr 2015	15 April	Working groups	Mona Sherpa, Juerg Merz, Bharat Pokharel and interested staff
Jun 2015	16 June	Draft Country Strategy	Mona Sherpa, Juerg Merz and Bharat Pokharel
	19 June	Discussion of final draft by Team leaders' meeting	Bharat Pokharel
	22 June	Comments	All staff
Jul 2015	10 August	Discussion of draft Country Strategy with partners in Nepal	Bharat Pokharel
Aug 2015	16 August	Submission of Country strategy to Head office (ProCom)	Bharat Pokharel
	30 August	Evaluation with SurveyMonkey	Juerg Merz
Sep 2015	30 September	Approval of the Country strategy	Franz Gaehwiler

Annex 2: Development scenarios for the period 2016 to 2020

Scenario	Description
1 Status quo	<p>A situation of status quo or delayed process of state restructuring based on a delayed promulgation of the new constitution; no elected representatives; inertia in the government system due to uncertainties; leadership by government bureaucrats at all levels; political struggle and frequent disruption of life due to strikes and other protest programmes.</p> <p>➔ <i>The programme will be implemented with the same approaches and partnership models at local level including district and village authorities as during 2011 to 2015; implementation of security response guidelines</i></p>
2 Administrative federalism	<p>Administrative set-up of provinces or states with the same authorities as the current districts; no significant change at local level in terms of devolution and administrative units; lack of capacity at state level; less power and resources at local level; regional and ethnic forces will disrupt general life due to their dissatisfaction; demands for capacity building and investment in infrastructure.</p> <p>➔ <i>The programme will be implemented and adjusted to the new administrative structure; capacity development for new administrative structures; implementation of security response guideline</i></p>
3 Full federalism	<p>Setup of provinces or states takes place with significant changes in the structures and functions at local level including devolution of power and authority to these lower level administrative units; lack of management and administration skill and capacity to govern at local and state level; local elections take place; programme approval may take longer due to long process of negotiation with governments at different levels – central, state and local</p> <p>➔ <i>The programme will be implemented with the adjustment to the new administrative structure involving the relevant elected representatives; implementation of security response guideline, if needed changes in organisational structure as well.</i></p>

Annex 3: Outcome indicators for country strategy 2011 – 2015 (status 31 December 2014)

Outcome	Verifiable Indicators	Target (2011-2015)			Achievements (2011-2014)		
		Male	Female	Disadvantaged	Male	Female	Disadvantaged
Economically poor and socially discriminated people adopt sustainable and diversified livelihoods	20,000 farmers of whom at least 60 per cent are disadvantaged and in total 50 per cent are women, operate new farmer managed irrigation schemes fed by different water sources covering 2,800 ha of irrigated land.	10000	10000	12000	29927	29823	39015
	40,000 people of whom at least 60 per cent are disadvantaged and in total 50 per cent are women in 8,000 households maintain direct access to water sources from 200 new water projects.	20000	20000	24000	16232	15639	18188
	40,000 people of whom at least 60 per cent are disadvantaged and in total 50 per cent are women in 8,000 households maintain access to sanitary facilities.	20000	20000	24000	49853	48020	58880
	30,000 households market non-timber forest products and cash crops including vegetables according to a group business plan benefitting 150,000 people of whom at least 60 per cent are disadvantaged and in total 50 per cent are women.	30000		18000	64481		43661
	10,000 landless/land poor households affiliated in 500 community groups produce vegetables on riverbeds, with women from these households being the majority participants in all training sessions.	10000		6000	14837		11135
	4,500 people of whom at least 60 per cent are disadvantaged and in total 50 per cent are women reduce their vulnerability from negative impacts of climate change plan adaptation according to a newly developed approach.	2250	2250	1350	925	1165	622
	10,000 farmers, of whom at least 60 per cent are disadvantaged and in total 50 per cent are women, maintain organically certified production systems.	10000		6000	14543		7159
	80 per cent skill training graduates of whom at least 80 per cent are disadvantaged, in total 50 per cent are	80 per cent		64 per cent	78 per cent		72 per cent

Outcome	Verifiable Indicators	Target (2011-2015)			Achievements (2011-2014)		
		Male	Female	Disadvantaged	Male	Female	Disadvantaged
	women, are in gainful wage or self- employment.						
	3,000 potential migrants and returnees, of whom at least 60 per cent are disadvantaged and in total 50 per cent are women, have access to in-depth information about protection from deception and fraud.	1500	1500	1800	79984	15570	43939
Local government and private / civil society organisations deliver services (effectively) in response to the rights of people, especially those who are economically poor and socially discriminated.	40 per cent of the village development committees in the HELVETAS Swiss Intercooperation led cluster implement annual plans based on their periodic plans and allocate money according to at least the national provisions.	40 per cent			40 per cent		
	300 village development committees allocate resources through Agriculture, Forestry and Environment Committees to undertake agricultural extension for the promotion of sustainable agriculture, particularly targeted to women and disadvantaged people.	300			752		
	20 village development committees implement Water Use Master Plans developed partly with their own resources.	20			33		
	All partnering civil society organizations (including HELVETAS Swiss Intercooperation) implement a gender and social inclusion policy with the target to reach proportionate representation of social groups and in terms of gender.	100			54 per cent of total 487 partners have their own gender and social inclusion policy		
	33 per cent of all leadership positions (e.g. team leader, senior project/programme officers) in HELVETAS Swiss Intercooperation projects are taken up by women.	33 per cent			29 per cent		
	33 per cent women representation is maintained in all user groups supported by HELVETAS Swiss Intercooperation.	67 per cent	33 per cent		Among 78,193 members of 4,353 user groups, 43,432 members (56 per cent) are women and 95 per cent of groups maintained 33 per cent of women representation in their group.		

Outcome	Verifiable Indicators	Target (2011-2015)			Achievements (2011-2014)		
		Male	Female	Disadvantaged	Male	Female	Disadvantaged
	Each group supported by HELVETAS Swiss Intercooperation includes at least one member from discriminated groups in a key group position.		100		At least one member from women or disadvantaged group holds a key position in about 91 per cent of the user groups supported by HELVETAS Swiss Intercooperation.		
	All projects and partner organisations (including VDC and district development committee) conduct annual public hearing/audit or other relevant measures to foster transparency and accountability and specifically encourage the opinions of women and disadvantaged people.		All		All the Water and Infrastructure and Governance and Peace projects are conducting annual public hearing/audit or other relevant measures		
	Trail bridge technical, social as well as managerial norms as defined in the National Policy Trail Bridge Strategy auxiliary to the Local Infrastructure Development Policy are adhered to by all district development committees. GESIP elements are adequately reflected in the social norms.		All		All District Development Committees adhere to this policy		
	The Government of Nepal ensures secured tenure rights of forest and public land dependent communities through the implementation of appropriate policies and legal framework, and upholds the equal rights of women and disadvantaged as members of such communities.		Forest and public land (especially riverbed farming) policies are formulated		<ul style="list-style-type: none"> • Riverbed farming policy is awaiting approval from Council of Ministers • implementation guideline has been drafted by Ministry of Federal Affairs and Local Development • Riverbed Farming Alliance. Forestry policy is being developed. 		

Annex 4: Draft Logical framework Nepal Country Strategy 2016 to 2020 (to be finalized by Monitoring, Evaluation and Learning Working Group by 31 December 2015)

Development Goal	Verifiable Indicators	Baseline in 2015	Target by 2020	Means of Verification	Assumptions and Risks
All women and men in Nepal, especially those who are economically poor and socially marginalized, have dignified lives.	Number of primary stakeholders (disaggregated) who perceived to have a dignified life		<ul style="list-style-type: none"> - 750,000 primary stakeholders - 60 per cent 1st priority primary stakeholders - 30 per cent 2nd priority primary stakeholders 	- Survey of selected VDCs in working districts of HELVETAS	The political process moves toward a new constitution and federalization without the public security situation deteriorating further, and development space is secured.
	Number of primary stakeholders (disaggregated) with increased income and at least minimum income as defined per the Government of Nepal		<ul style="list-style-type: none"> - 250,000 primary stakeholders - 60 per cent 1st priority primary stakeholders - 30 per cent 2nd priority primary stakeholders 		
	Number of primary stakeholders (disaggregated) who have access to nutritious and sufficient food all year round		<ul style="list-style-type: none"> - 500,000 primary stakeholders - 60 per cent 1st priority primary stakeholders - 30 per cent 2nd priority primary stakeholders 		
	Under 5 mortality rate		- ** per cent	- District statistics	
	Human development index		- ** index		
	Women development index		- ** index		
	Case studies of primary stakeholders whose life has changed with ensured rights		- 12 case studies annually	- Case studies	
	Case studies of integrated changes in selected working VDCs of HELVETAS		-	<ul style="list-style-type: none"> - Photo survey - Video story 	

Outcome	Verifiable Indicators	Baseline in 2015	Target by 2020	Means of Verification	Assumptions and Risks
Outcome 1	Food Security and Nutrition				
Women and men farmers implement sustainable and resilient food production and marketing systems that foster increased productivity and production.	1.1 Per cent of 500,000 farmers who adopt existing and newly developed sustainable and climate smart agricultural practices which increase production, reduce post-harvest losses and/or reduce workload particularly for women on 60,000 hectares of land		- 80 per cent - 500,000 farmers - 60,000 ha land	- Annual progress report of programmes and projects	Relevant practices are described and documented
	1.2 Number of farmers of whom 50 per cent are women and 60 per cent are economically poor and socially marginalized, increase agricultural productivity through increased access to land, inputs, knowledge, technology, financial services and markets		- 150,000 farmers - 50 per cent women - 60 per cent poor/marginalised	- Annual progress report of programmes and projects	
	1.3 Per cent increase of net additional ⁴ income accrued by different actors involved in selected agriculture based value chains ⁵ , directly or indirectly involved in the programme		- 33 per cent	- Annual progress report of programmes and projects	
	1.4 Number of farmers, of which 50 per cent are women and 60 per cent are economically poor and socially marginalized, make use of the access to demand responsive and pluralistic agriculture extension services in programme working districts and beyond		- 150,000 farmers - 50 per cent women - 60 per cent poor/marginalised	- Annual progress report of programmes and projects	
	<i>Related output indicators:</i>			- Annual progress report of programmes and projects	
	- Number of people who were trained in agriculture, forestry or animal husbandry.				
	- Number of partners supported in sustainable agriculture				
	- The number of people who received additional income due to support for marketing their produce.				
	- The number of people who received training in value chain activities.				
	- Number of producer/organisations supported for five years or more that have a realistic business plan and can cover their consultancy & certification costs.				
- Number of partners supported to improve operations of value chains.					

⁴ additional sales minus additional costs

⁵ Tentatively selected value chains: coffee, banana, medicinal and aromatic plants, citrus, ****

Outcome	Verifiable Indicators	Baseline in 2015	Target by 2020	Means of Verification	Assumptions and Risks	
Outcome 2	Integrated Water Resources Management					
Women and men in rural and urban settlements maintain adequate and sustained access to water for drinking, sanitation, hygiene and irrigation.	2.1 Per cent of all drinking water and irrigation schemes (including multiple use systems) newly constructed or rehabilitated since 2011 and providing access to 80,000 rural and urban women and men (at least 50 per cent women and 10 per cent urban) that are functional.		<ul style="list-style-type: none"> - 75 per cent - 80,000 people - 50 per cent women - 10 per cent urban 	<ul style="list-style-type: none"> - Annual progress report of programmes and projects 		
	2.2 Per cent of 200 local administrative units out of which at least 5 per cent are municipalities, are declared total sanitation units.		<ul style="list-style-type: none"> - 100 per cent - 200 units - 5 per cent municipalities 	<ul style="list-style-type: none"> - Annual sample survey sample - Full population survey in 2020 		
	2.3 Per cent of the schemes prioritized in 50 water use master plans developed since 2011 and observing the plan's different elements of the plans are implemented according to the set out priorities.		<ul style="list-style-type: none"> - 75 per cent 	<ul style="list-style-type: none"> - Annual sample survey sample - Full population survey in 2020 		
	2.4 Number of irrigation users that increase agriculture productivity by 33 per cent through the implementation of irrigation schemes and water efficient irrigation measures.		<ul style="list-style-type: none"> - 10,000 irrigation users 	<ul style="list-style-type: none"> - Annual progress report of programmes and projects 		
	<i>Related output indicators:</i>				<ul style="list-style-type: none"> - Annual progress report of programmes and projects 	
	- Number of people who got direct access to water from a newly built or rehabilitated source.					
	- Number of people who got direct access to sanitation facilities which were newly built or rehabilitated.					
	- Number of local partners supported to plan, implement and maintain drinking water supplies and/or sanitary facilities.					
- Number of persons who are members of user committees of water supply, sanitation and hygiene facilities.						
- Number of farmers trained in efficient water use for agriculture.						
- Number of local partners supported in water for food.						

Outcome	Verifiable Indicators	Baseline in 2015	Target by 2020	Means of Verification	Assumptions and Risks	
Outcome 3	<i>Economic Growth and Decent Employment</i>					
Private sector entities of different sizes provide opportunities to adequately skilled women and men for decent employment.	3.1 Net additional ⁶ , full-time equivalent and decent employment created as a direct and indirect result of the programme		- 20,000 full-time employment equivalent	- Annual private sector partner online survey		
	3.2 Number of employees of which 50 per cent are women and who are in decent self or wage employment six months after different skills training ⁷ measures implemented or assisted by the programme		- 50,000 employees - 50 per cent women	- Income verification surveys		
	3.3 Number of innovative approaches and technologies for employment creation are identified of which 60 per cent are piloted by the programme and 50 per cent of these are implemented independently by private sector entities.		- 20 approaches - 60 per cent piloted - 50 per cent implemented	- Annual progress report of programmes and projects - Annual private sector partner online survey		
	3.4 Per cent increase in net additional ⁸ income accrued by new and existing private sector entities of different sizes and of which at least 25 per cent are women led/owned, directly or indirectly involved in the programme		- ** per cent - 25 per cent women owned/led	- Annual private sector partner online survey		
	3.5 Private sector entities directly or indirectly involved in the programme internalize decent work standards.		- Annually one journalist report on 5 entities	- Journalist report (including photographs)		
	<i>Related output indicators:</i>					
	- Number of apprentices and students who attended a vocational education or training.					
	- Number of apprentices and students who successfully completed a vocational education or training.					
	- Number of partners which provide vocational training and further education and are supported by the programme					
	- Number of people who found new or additional wage employment thanks to training by the programme					

⁶ “additional” means jobs created minus jobs lost

⁷ mobile trainings following the nationally endorsed curricula, apprenticeship, short relevant trainings, *****

⁸ additional sales minus additional costs

Outcome	Verifiable Indicators	Baseline in 2015	Target by 2020	Means of Verification	Assumptions and Risks
<i>Outcome 4</i>	<i>Gender Equality and Social Inclusion</i>				
Women and Dalit access equal and just opportunities in political, economic and public life	4.1 Number of Dalits and women that perceive equitable opportunities, access and ownership to resources (financial, government services and natural resources), skill and employment.		- 90 per cent Dalits - 90 per cent women	- Annual survey of programme participants	
	4.2 Per cent women and Dalit's effective participation in leadership at decision making level, addressing unpaid care work, in political, economic and public life.		- 40 per cent women - ** per cent (proportionate)	- Annual survey of programme participants	
	4.3 Per cent of HELVETAS' partners implement a gender equality and social inclusion policy.		- 100 per cent	- Annual partner online survey	
	4.4 Per cent of HELVETAS staff that are women with proportionate representation of women in all staff categories		- 50 per cent	- Annual workforce diversity report	
	4.5 Per cent of perception of the work environment and equal opportunities for women and men, and women and men from different background within the organisation.		- 90 per cent in all categories	- Annual work environment survey	
	4.6 Reduction in all forms of violence and discrimination against women and dalit including trafficking, sexual and other forms of exploitation			- Annually one journalist report	- Journalist report

Outcome	Verifiable Indicators	Baseline in 2015	Target by 2020	Means of Verification	Assumptions and Risks
Outcome 5	Good Governance				
Institutions at different levels are effective, transparent and accountable to the rights of women and men and ensure inclusive and responsive decision making.	5.1 Number of local administrative in the working areas implement each at least 80 per cent of the annual plan activities based on village development periodic plan priorities and allocate development budget accordingly.		- 200 local administrative units	- Annual sample survey sample - Full population survey in 2020	
	5.2 Per cent of all local government institutions collaborating with different HELVETAS programmes provide publicly available information through different means.		- 95 per cent	- Annual sample survey sample - Full population survey in 2020	
	5.3 Number of local government units in the HELVETAS working areas have allocated at least 40 per cent of their resources to effectively respond to the issues of marginalised groups, especially women and Dalit.		- 100 per cent	- Annual sample survey sample - Full population survey in 2020	
	5.4 Per cent of all local institutions collaborating with different HELVETAS programmes are perceived by the primary stakeholders to provide effective, transparent and responsive services.		- 95 per cent	- Annual score card survey	
	5.5 Local institution collaborating with different HELVETAS are not considered to be corrupt		- Annually one journalist report	- Journalist report	
	<i>Related output indicators:</i>				
	- Number of local governments/councils trained to plan in a participatory manner and/or to deliver services to citizens in responsive, accountable and inclusive way.				
	- Number of participative local development plans elaborated				
	- Number of partners trained in local democratic governance				
	- The number of people who attended a course on governance, decentralization/democratization or local administration.				

Outcome	Verifiable Indicators	Baseline in 2015	Target by 2020	Means of Verification	Assumptions and Risks
Outcome 6	<i>Climate Change and Disaster Risk Management</i>				
Women and men, particularly from vulnerable communities, reduce their vulnerability and increase their resilience to the effects of climate change and disasters.	6.1 Number of women and men, of whom at least 50 per cent are women and 60 per cent are economically poor and socially marginalised, adopt measures to reduce their vulnerability from negative impacts of climate change and disasters		<ul style="list-style-type: none"> - 80,000 women and men - 50 per cent women - 60 per cent poor/marginalised 	- Annual progress report of programmes and projects	
	6.2 Number of women and men, of whom at least 50 per cent are women and 60 per cent are economically poor and socially marginalised, build back better in recovery, rehabilitation and reconstruction on the aftermath of disasters.		<ul style="list-style-type: none"> - 30,000 women and men - 50 per cent women - 60 per cent poor/marginalised 	- Annual progress report of programmes and projects	
	6.3 Number of youths from vulnerable communities, at least 50 per cent are women, with increased awareness and understanding on climate change and relevant disasters		<ul style="list-style-type: none"> - 10,000 youth - 50 per cent women 	- Annual participant survey	
	6.4 Number of local government units with improved disaster risk governance through effective mechanisms of climate change and water related planning and management		<ul style="list-style-type: none"> - 200 local government units 	- Annual sample survey Full population survey in 2020	
	<i>Related output indicators:</i>				
- Number of partners supported in climate change adaptation/mitigation/disaster risk reduction					

Annex 5: Project list (as per June 2015)

Project	Donor	Topic	Intervention Mode	New Programme ⁹	Working Areas					Duration								
					Education and Skill	Environment and Climate	Governance and Peace	Rural Economy	Water and Infrastructure	2016	2017	2018	2019	2020				
Mandates																		
BEWGAH	IDRC	Water governance	Implementation	2		X	X		X	X								
BioEnergy	EU	Business development, mitigation	Implementation	3	X	X		X		X	X	X	X					
CARTA	PTF	Third party monitoring	Implementation	Cross 3			X											
EF	SDC/DfID	Skills development	Implementation, Advisory services	3	X					X	X							
MRM	DANIDA	Monitoring	Implementation	Independent				X	X	X	X	X	X	X	X			
NMA	SDC	Nutrition, agriculture	Implementation	1				X		X	X	X	X	X				
SaMi	SDC	Migration	Implementation, Advocacy	3	X		X			X	X	X						

⁹ 1: Food Security and Nutrition; 2: Integrated Water Resources Management; 3 Economic Growth and Decent Employment; Cross 1: Gender Equality and Social Inclusion; Cross 2: Good Governance; Cross 3: Climate Change and Disaster Risk Management.



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