



## ANNUAL COUNTRY PROGRAMME REPORT

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Helvetas Nepal has been operating in Nepal under an agreement with the Government of Nepal since 1956. It is the largest country programme of the organization, which is active in some 30 countries around the world. Helvetas Nepal is currently implementing programmes and projects throughout the country, cooperating with many technical and social organizations. Through its work at both local and national levels, Helvetas Nepal supports activities leading to sustainable development and poverty reduction. It aims to create environments in which people have new choices and become equipped with new skills and abilities to improve their livelihoods.

Helvetas Nepal partners with local and national non-governmental organizations, private sector entities, and local and national government bodies. It promotes the principles of decentralization and subsidiarity in decision making, implementation and accountability for development.

Detailed information on Helvetas Nepal can be accessed at <https://nepal.Helvetas.org>

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## **List of Abbreviations**

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CCDRM	:	Climate Change and Disaster Risk Management
CPR	:	Community Resource Person
CTEVT	:	Council for Technical Education and Vocational Training
DCCU	:	District Coffee Cooperative Union
EDGE	:	Economic Growth and Decent Employment
EF-SR	:	Employment Fund Skills for Reconstruction
FEDWASUN	:	Federation of Drinking Water and Sanitation Users Nepal
FSN	:	Food Security and Nutrition
GESI	:	Gender Equality and Social Inclusion
GGP	:	Good Governance Programme
HIMS	:	Helvetas Inventory Management System
ICSFP	:	Interim Capacity Support for Federalisation Project
IWRM	:	Integrated Water Resources Management Programme
LGOA	:	Local Government Operations Act
MSD	:	Market System Development
NGO	:	Non-Governmental Organization
NTCDB	:	National Tea and Coffee Development Board
REFLECT	:	Regenerated Freirean Literacy through Empowerment Community Technique
RIAP	:	Revenue Improvement Action Plan
RTI	:	Right to Information
RUDEC	:	Rural Development Centre

## Message from the Country Director

The year 2018 was encouraging one – a year of stable government, growing momentum in the federalization process, and completion of the major part of post-earthquake reconstruction work. We also undertook a mid-term self-evaluation of our country strategy and prepared a new one to align with the state restructuring process. I am so pleased to report that the year was successful in terms of achieving expected outputs and outcomes. As a result, we were able to achieve most of the intended objectives towards reaching our targets.

The year was successful in terms of acquiring additional mandates and the extension of project phases. In total we were able to acquire additional resources for the extension of fourteen different projects.

Our engagement with local and state governments has proven useful in making a meaningful contribution to the federal state-building process. Our experience and understanding of the importance of private sector involvement in skill development has had a visible impact on the gainful employment of our trainees. In our technical assistance role, we have gained new experience of working with municipalities, supporting them in developing a new system of partnership between them and non-governmental service providers.

The cooperation of all staff in preparing for the implementation of the new country strategy (2019-2022) has been remarkable, both in terms of the restructuring of the thematic programmes and working areas, and the establishment of state level Helvetas offices in States 2 and 6. Collaboration with government officials, officials from donor agencies, civil society organisations and private sector agencies has been considerable. Our partners and stakeholders appreciate the way we function, our workforce diversity policy, our targeting of the economically poor and socially marginalised population, our principles, processes, and tools, and the sustainable impact of our work.

Every day I see the commitment of our team to effectively implement our policies, respectfulness of the compliance of the policy guidelines, and accomplishment of our work related to reconstruction and sustainable development.

Finally, I wish to thank my Helvetas Nepal family profusely, my colleagues in other Helvetas country programme offices and colleagues in our head-office for the overwhelming support extended to me. I am truly blessed.

Thank you !



**Dr. Bharat K. Pokharel**

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## Country Context

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The year 2017 ended with democratic elections having been successfully completed in the 753 municipalities, seven states and one federal government of Nepal. Thus 2018 was the first year in which a fully-fledged process of federalisation took root in the country. This entails a massive re-structuring and relocating of human and financial resources. Not surprisingly, it is taking time. One illustration of this is that only one state – Karnali, state 6 – has officially announced its capital; in all other states, different towns or cities are vying for the status of capital, so only temporary decisions have been made. Meanwhile, the municipalities are establishing themselves as functioning entities with laws, structures and processes in place to govern. Naturally this also requires time, given the limited human resources and infrastructure. Many administrative staff allocated to municipalities are not yet in place; in addition, the experience of governing is new to most of the elected representatives - especially women and Dalits who are in such elected positions for the first time.

At national level, for the first time in many years, there is a strong government in place with a two-thirds majority. This is the outcome of the merging of the United Marxist Leninist (UML) and Maoist parties to form a single Nepal Communist Party. The economy is expanding – with a reported annual growth rate of 6.3% in 2018. Much of this is due to remittances from migrants working abroad, as well as agriculture; 2018 saw a good monsoon harvest. The irony of Nepal's current development path, however, is that whilst overall poverty (in economic terms) has fallen in the last 20 years from 42% to 21%, the gap between rich and poor is widening, with women and disadvantaged groups being far more likely to be economically poor. A report released by Oxfam in early 2019 shows that the 20% richest Nepalese own 56% of the property; the poorest 20% own a mere 4%. There is, clearly, still need for interventions targeted towards the poorest and most marginalized people.

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## Helvetas Nepal Country Strategy

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A five-year Country Strategy for Helvetas Nepal was prepared back in 2015, in the aftermath of the devastating earthquake of 25 April. At this time, there was a strong focus on responding to the disaster and, although Nepal's new Constitution had just been promulgated, it seemed unlikely that a federalised system of democratic government would be in place within five years.

In early 2018, a mid-term review of the Country Strategy for 2016 – 2020 found that Nepal's political and administrative situation had changed so radically that a new Country Strategy was warranted. Support for federalisation is at the centre of this new Country Strategy (2019 – 2022) – recognising that decentralised governance is the greatest opportunity for Nepal to develop in a more egalitarian, prosperous and peaceful manner, and avoid a return to armed conflict. We will focus our efforts on supporting a selected number of municipalities in three focal states, to function effectively. These three states are Karnali (state 6), state 2, and state 1; the former two are selected for reasons of their high social inequality and entrenched poverty amongst certain social groups, whilst state 1 will be the focal state of SDC interventions, many of which are implemented by Helvetas. At the same time, we will continue to collaborate closely with the federal and state governments, contributing to policy dialogue in our areas of specialisation. The new Country Strategy has many implications for our working modality, and the latter part of 2018 was spent preparing for this change. We will reduce our staff numbers in Kathmandu, and increase our staff complement in states 6, 2 and 1 – expanding our office in Surkhet, and establishing state offices in Janakpur and Itahari. We will work through local governments, rather than NGO service providers (which the municipalities should hire directly, as needed). We will increasingly provide technical assistance, rather than implementing projects directly. But we will continue to place women and disadvantaged groups at the forefront of our work.

# Progress Per Thematic and Cross-cutting Programme and Independent Projects

## FOOD SECURITY AND NUTRITION PROGRAMME

**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.

The Food, Security and Nutrition (FSN) programme aims to improve the food security and nutrition of women and men smallholder farmers through improving both farm production and the marketing of farm produce. It has four interlinked components, namely, agriculture technology, agriculture market and enterprise development, agriculture extension systems, and advocacy and outreach. Improved agriculture technologies include both those that reduce the drudgery of agricultural labour, and those that increase resilience to climate change. In marketing and enterprise development, we identify profitable value chains and intervene in ways that support smallholders to make a greater profit, always acting as a facilitator rather than an implementer. We support the development of a variety of extension services, both government-run and those run by private individuals, groups, cooperatives or NGOs. In advocating for nutrition-sensitive, sustainable and inclusive smallholder agriculture, we use evidence-based arguments to influence policy. For example, in collaboration with IFOAM Organics International, Helvetas organised an international conference on nutrition-sensitive agriculture in Kathmandu in February 2018, attended by senior Nepalese policy makers and delegates from 12 countries.

Some of the key achievements of 2018 under the programme overall are outlined below. They represent the consolidated results of two mandate projects, Nepal Agricultural Service Development Programme (Prayas) and Nutrition in Mountain Agro-ecosystems, along with Riverbed Farming, Walnut (Mito) and Coffee Promotion projects.

In the year 2018, the programme reached 25,214 farming households, among which 73% adopted sustainable agriculture technologies and practices. This means that over 47,036 farmers, of whom almost 56% are women and almost 68% disadvantaged, practiced sustainable agriculture across a total land area of 827 hectares. Among the 7,499 farmers who also benefitted through agriculture related trainings, more than 50% were women and the majority of them (62%) belonged to disadvantaged groups. Likewise, 1,162 women, accounting for more than 55% of the total participants, participated in various trainings, awareness building and/or other project activities to improve their knowledge and access to nutrition.

Based on the action research carried out in the previous year, four labour and time saving technologies were developed and piloted. One is a manual pit digger for riverbed farming that reduces land preparation work by 35-45% compared to the traditional tool and is particularly appreciated by women farmers. Another is a coffee harvesting bag that is 30-35% more efficient in harvesting than the local or basket method. A hammer-based walnut shell cracking machine trialled in Jumla has reduced what used to be seven days of tedious work, invariably undertaken by women, to just an hour. Finally, a corn de-husker cum sheller developed under Prayas also saves time and drudgery – again, mainly for women.

## From village girl to District Coffee Cooperative Union chair : Mandu Thapa



Mandu Thapa had a rural upbringing in the village of Thumpakhar in Sindhupalchowk and married locally; her home is in the village of Sukute. Having reached class 12, she managed to get a job with a local NGO as a community facilitator, working with coffee farmers. This was her entrance into the world of coffee. Recognising her competence, Helvetas staff encouraged Mandu to attend several training sessions and, eventually, to sit for the CTEVT Level 2 Coffee Technician test. She not only passed; she gained the NTCDB Best Coffee Technician Award in 2011. This opened new opportunities, as she then had the chance to travel to South Korea to promote Nepali coffee, as well as attending a month-long training in coffee processing and marketing in Japan. Since then, Mandu has worked in different capacities in coffee promotional activities in Sindhupalchowk. In 2016, she was elected Chair of the DCCU, Sindhupalchowk – becoming the first woman to occupy this position. She currently makes an annual income of some NRs. 380,000 (approx. USD 3,400) from coffee, including the sale of seedlings from her nursery. Mandu sees constant innovation as necessary in the coffee sector. She was, for example, a key person in developing a labourer-friendly coffee harvesting bag. The photo shows Mandu (standing on the left) with two women coffee farmers, one of whom is holding a harvesting bag. Mandu is also a strong proponent of new coffee processing technologies.

*"Technology keeps changing and improving, and we must keep up with this, introducing new technology to maintain quality. We want to give better prices to our farmers, and for this we must have quality."* (May 2018)

For more information about the work of Helvetas in the coffee sector, see the 2018 Learning Series:

[https://www.Helvetas.org/Publications-PDFs/Asia/Nepal/Nepal%20Coffee/coffee\\_learning%20series.pdf](https://www.Helvetas.org/Publications-PDFs/Asia/Nepal/Nepal%20Coffee/coffee_learning%20series.pdf)



**2,072**

people improved their knowledge about nutrition and / or their access to a balanced diet

## INTEGRATED WATER RESOURCE MANAGEMENT PROGRAMME

**Women and men in rural and urban settlements maintain adequate and sustained access to water for drinking, sanitation, hygiene and irrigation**

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

The Integrated Water Resources Management (IWRM) programme aims to secure adequate and sustained access to water for drinking, sanitation, hygiene and irrigation purposes for women and men living in rural and urban settlements. It has five programme components: drinking water, sanitation and hygiene, irrigation, water governance and advocacy, and water conservation through the “3Rs” – water recharge, retention, and reuse.

This year, a total of 21,344 people gained direct access to clean drinking water through the construction of 26 drinking water supply schemes and the rehabilitation of old water supply schemes. Among those who benefitted, about half were women and 65% belonged to disadvantaged groups. Through interventions targeted to increase people's access to basic sanitation facilities, the programme reached 12,098 individuals, among whom over 50% were women. In water supply systems that are managed by community-based committees, women represent more than 40% of total membership whilst disadvantaged groups accounted for over 55% of the total membership, as in the previous year.

### Using waste water in a kitchen garden does not need a big investment!

Bajgaon village of Kamalbazar Municipality-9 lies in a remote area of Sudur Paschim Province, and until recently has seen very few development initiatives. Residents practised farming according to traditional methods and had little awareness of innovative agricultural ideas that had already reached nearby villages. Their diet was limited, enlivened by no nutritious vegetables, and sanitation facilities were basic. Things started to change some four or five years ago when various organizations including Helvetas Nepal entered the village and initiated projects in drinking water, sanitation, irrigation and nutrition.



The Integrated Water Resource Management Programme of Helvetas Nepal implemented a drinking water and sanitation project in Bajgaon village in 2014. Social mobilization for this project was provided by the local NGO partner Rural Development Center (RUDEC), using the slogan “Ek Ghar, Ek Dhara” meaning “One Household, One Tap Stand”. The project provided sanitation facilities and a private connection to the water supply system for every household in the village. As some amount of wastewater is inevitable from any tap stand, the householders were encouraged to make the best use of it for kitchen gardening. Acknowledging the success of this initiative, Kamalbazar municipality conducted a further training for lead farmers in the village on the productive uses of wastewater. The availability of wastewater complemented by this training became a turning point in vegetable production in the village. It gave the residents both the infrastructure and skills to undertake kitchen gardening. As learned during the sanitation campaign, the villagers also now manage their household waste carefully, segregating any that can be composted for the kitchen garden.

One local farmer, Kala Devi Bajgani, reports, “We have a kitchen garden near our house and we have fulfilled all the indicators of sanitation. This has enhanced not only the beauty of our house but also our prestige in the society”. She is proud to be producing enough vegetables to feed her family and even to have some surplus for sale, thus contributing to pay for her daily household expenditures.

Construction of the privately connected water supply system has saved a considerable amount of time in fetching water, especially for women. They are using this saved time for kitchen gardening and other productive purposes. Overall, everyone in the village recognises that their surrounds are now cleaner and that growing vegetables has both contributed to better nutrition and saved them money. They note that using wastewater for a kitchen garden does not need a big investment; everyone can afford it, and the return far outweighs the investment.

(Translation of the case study by Megh Raj Pandey, RUDEC Achham)



# 21,344

people got direct access to water from newly built or rehabilitated source in 2018.

## ECONOMIC GROWTH AND DECENT EMPLOYMENT PROGRAMME

**Private sector entities of varied sizes provide opportunities for decent wage and self-employment to adequately skilled women and men**

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

The Economic Growth and Decent Employment (EGDE) programme recognizes the importance of private sector entities, from micro to large, as the key actors in accelerating economic growth. Hence, it aims to facilitate the private sector in providing decent economic opportunities for women and men either through decent wage employment or self-employment. The programme has four components: employability and decent employment; safer and beneficial migration; enterprise development and job creation; and sectoral capacity.

This year, 2,189 young apprentices and students successfully completed vocational education or training, among whom 690 were women and more than 60% belonged to disadvantaged groups. Out of the total graduates, more than 35% (291 women, 499 men) were able to find new or additional employment, among whom majority were from disadvantaged groups. The programme further reached 21,002 people through its Market System Development activities, among whom 13,423 (50% women) increased their income because of the facilitation provided by the programme in marketing their product. Additionally, the programme was able to reach 1,38,539 people (about 30% women) through various interventions for safe migration.

### Icing one's career with skills learned in professional cook training

Ranjit Nemkul (25), of Naya Naikap, Kathmandu, has gathered all sorts of life experiences - as a monk, a migrant worker in Malaysia and an unskilled worker in aluminium fabrication. His life was made difficult early on, when his father walked out on his mother, leaving her to bring him up alone. He got a scholarship in Sri Lanka to study Buddhism and chose to become a monk. However, he realized that monkhood was not for him, and then tried various options, including working in Malaysia as an unskilled labourer. He also got married.

Nemkul learned through his wife about the professional cook training organized by the ENSSURE project. He decided to enrol on the 10-months' course leading to a CTEVT Level 2 qualification, thinking that the opportunity with an almost 50% On-The-Job learning component would be a good way to build his career. Nevertheless, it was not an easy time, "*I would not have been able to complete without my wife's support while I was in training and earning very little through my part time job in morning and evenings*".



Soon after completing the training, Nemkul began producing muffins in his kitchen, using the ordinary home oven. Various shops located near schools showed an interest in his samples, thus motivating Nemkul to start a small business. In April 2018, he borrowed NRs 600,000 – half from a finance company and half from family and friends - and set up machines for a bakery, including a professional oven and dough-maker. His monthly transaction of NRs 120,000 now gives him a profit of NRs 35,000 every month. According to Nemkul, "*On-the-Job Training at Anastasia Restaurant was the key to learning industrial culture, widening my social capital and building my confidence*".



people received additional income due to support for marketing their produce

## GENDER EQUALITY AND SOCIAL INCLUSION PROGRAMME

### 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.

As a cross-cutting theme, the Gender Equality and Social Inclusion (GESI) programme seeks to identify the constraints in the lives of women and disadvantaged and design specific interventions to ensure their equal access to opportunities in political, economic and public life. In doing so, the programme mainstreams GESI issues and concerns within all other programmes as well as designing stand-alone activities whenever necessary.

In 2018, focus was placed on supporting elected women representatives in building their capacities to play an effective role in local governance. This included trainings about relevant provisions of the Constitution 2015; their roles and responsibilities under the Local Government Operations Act (LGOA) 2017; key aspects of federalism, and the Right to Information Act (RTI). Training sessions were provided in three municipalities of Karnali State and two municipalities of Sudur Paschim State.

Building on the experiences and expertise of Helvetas Nepal on addressing unpaid care work, the programme has continued to work on raising awareness and seeking measures to reduce and/or redistribute it. For example, for the third year running, Dungeshwor rural municipality allocated a budget for a community child care center. REFLECT (Regenerated Freirean Literacy through Empowerment Community Technique) activities have also been extended to riverbed farmer groups with nine trainers being trained in the approach. This year, 60 women farmers were trained. In addition, a study on young women employed as (poorly) paid domestic workers was conducted in Narayan urban municipality, Dailekh, to better understand their situation and ways to improve it.

The campaign against women's ostracization during menstruation (*chhaupadi*) was continued in 2018, as this practice remains common in Karnali State. A training in making sanitary pads was conducted in Bhagwatimai rural municipality with the active involvement of the women's group Mahila Chhata Sanjal. In both Karnali and the earthquake-affected municipalities of Melamchi and Helambu, we also supported WASH in schools and the “**blue schools**” approach – reaching both girls and boys, but with emphasis in secondary schools on menstrual hygiene management.

For women's economic empowerment, entrepreneurship orientation and trainings were conducted. A training organized in Dungeshwor municipality attracted 76 women participants from different parts of Dailekh and covered basic concepts of entrepreneurship, as well as technical aspects of Area Potential Surveys. In a separate initiative in Melamchi and Helambu, women's ownership of reconstructed watermills was promoted – providing training in business skills to such women.

### Breaking gender stereotypes in reconstruction

Although much support for post-earthquake reconstruction is ending, Helvetas has continued its efforts in this regard over the course of 2018. The Employment Fund-Skills for Reconstruction (EF-SR) Project is working in earthquake-affected municipalities of Ramechhap, Okaldunga and Khotang, training local individuals in earthquake-resilient building techniques and providing such advice to households on a door-to-door basis.

From the start, EF-SR aimed to include women in mason and carpentry training opportunities, setting a quota of 30% of all trainees. This quota was fulfilled, although it has become clear that in contrast to their male colleagues, women have often faced difficulty in finding work after completing their 50-day training. The lessons learned about promoting women masons and carpenters in the male-dominated construction sector are set out in a Briefing Note:

<https://www.Helvetas.org/Publications-PDFs/Asia/Nepal/Nepal%20EFSR/BriefingNoteWomenMasons.pdf>

One opportunity for employment after training as a mason is to work as a Community Resource Person (CPR) for the project. CPRs are based at ward level within each municipality, and have the important task of visiting every household, advising them on how to reconstruct their home in a manner that complies with government (National Reconstruction Authority) norms. Households that are in the process of rebuilding are visited particularly frequently. The CPRs record their progress on a hand-held tablet, and as evidence, take photographs of key stages. It is only if earthquake-resilient norms are met, as certified by a government engineer, that the household can claim the government compensation grant (which totals NRs 3 lakh - roughly USD 2,740).

The experience of the EF-SR is that women CRPs are often good at interacting with community members and providing advice, especially to the most vulnerable amongst them. Mita Khadka, aged 21, and Ranjana Khatri, aged 20, are two such CRPs in Khadadevi municipality (Ramechhap). Both have passed their School Leaving Certificate; indeed, Ranjana studied further, to grade 12. Although they were not trained through the EF-SR, they undertook a three-month mason training course organised by another agency - and are confident of their skills. As Ranjana explained, in choosing to become masons, they explicitly sought to break gender stereotypes: “*We did it because we wanted to show the men that we young women can also do such things*”

Both Mita and Ranjana took to entering data on the project tablets without difficulty. According to Ranjana, “*We’re confident that we can do this new job, even if we have to walk to the furthest places in the ward to visit the construction sites. We know people here, and we have their respect.*”



## CLIMATE CHANGE AND DISASTER RISK MANAGEMENT PROGRAMME

**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 Climate Change and Disaster Risk Management (CCDRM) programme aims to increase the resilience of men and women in its working areas against the negative impacts of climate change and disasters. It is also a cross-cutting theme embedded within all country programme activities. The primary stakeholders are women and men, especially those who are economically poor, socially marginalised and vulnerable to the impacts of climate change and disasters. The programme has focused many of its activities in areas affected by the 2015 earthquake – notably Melamchi municipality and Helambu rural municipality.

In 2018, through its various interventions in climate change adaptation, the programme was able to reach 18,510 people, amongst whom over 50% were women. Likewise, the activities specifically targeted to reduce disaster risks and the management of those risks reached a further 6,323 men and 6,685 women. Put together, these interventions reached 31,518 men and women, out of whom more than 60% belong to disadvantaged groups.

### Community's hope from improved cook stoves

*"I have been suffering from kitchen smoke but after the installation of the improved cooking stove, I hope to reduce my problem,"* said Sita Malla Shahi, aged 28 years, from Badabhairab, Bhagawatimai rural municipality. Cooking for five family members – notably her husband, herself and three children - she used a traditional mud stove. This posed both health and firewood collection problems.

In the regular discussion programme organized through her farmer's group, the topic of improved cooking stoves was raised, and the group was motivated to test them. They discussed in a participatory manner who should be selected to install such stoves and named 32 households – Sita's being one of them. Priority was given to disadvantaged households. Following the installation of the improved cooking stove, Sita commented, *"I have experienced less smoke inside the kitchen and my eyes are not irritated. I can enjoy the environment in the kitchen and there is less consumption of firewood. Now the utensils are easier to clean than when I was using the traditional stove".*



# 18,510

people carried out activities to improve their capacities to adapt to climate change of which 65% are disadvantaged

## GOOD GOVERNANCE PROGRAMME

**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 Good Governance Programme (GGP) is a cross-cutting programme that envisions effective, transparent and accountable institutions that are inclusive and responsive to local needs and priorities. The programme operates with a dual approach; empowering citizens as rights-holders to claim their rights and demand services; and strengthening elected representatives and government administrators as duty bearers to fulfil their obligations and deliver services.

Targeting the duty bearers, 64 local governments/councils were trained in participatory planning and service delivery in a responsive, inclusive and accountable way. The programme was also able to reach 7,191 rights-holders through various courses on civic rights and duties, governance, the Right to Information Act (RTI), and other local administration related issues. Among these citizens, almost 42% were women and around 60% belonged to disadvantaged groups, an increase by 30% compared to the previous year in reaching the disadvantaged groups.

### Revenue improvement action plan as a capacity building measure

After a long gap in local democratic elections, elected authorities are now in place. Citizens' expectations are high, whilst the elected officials are also anxious to deliver on their promises. In this context, the municipalities require substantive resources. Although a huge fiscal transfer has been allocated from central government, this will be insufficient for all expenditures. In many municipalities, the share of the central fiscal transfer is more than 95% of the total budget. The municipalities need to mobilize their own funds in addition to central funds - but despite a strong legal basis and authority to collect own source revenues (OSR), many municipalities are either weak or reluctant to raise such taxes and regulate tax administration. Managing municipal finances is crucial and will require innovative ways to mobilize and utilize financial resources in the most efficient manner.



Kankai Nagarpalika Mayor, Rajendra Pokharel, participating in a group discussion held for formulation of its Revenue Improvement Action Plan

Kankai municipality in Jhapa district requested Helvetas Nepal, through the Interim Capacity Support for Federalism Project (ICSFP), to accompany it in improving its revenue strategy and developing an action plan for the transparent and efficient management of its revenues. The formulation process took place through three workshops, in addition to some field visits, focus group discussions and key informant interviews. The workshops brought together for the first time in many years all the stakeholders involved in the municipality's revenue generation and improvement.

The action plan, also known as the Revenue Improvement Action Plan or RIAP, sets out various practical measures to improve revenues. Some of the major ones are: formulation/execution of revenue acts and guidelines; review/improvement of the scope and rate of taxes; capacity strengthening of the revenue estimation committee as well as the revenue collection section; evaluation of property tax and contextualizing its rate; integration of house/land rent tax into the property tax, execution of business/vehicle registration and renewal system, and the determination of sales rates of natural resources. In the Nepali financial year 2074/2075 (Gregorian calendar 2018/2019), the proportion of own source revenue (OSR) is 8.11% out of a total budget of around NRs 490 million (USD about 4,386,200). If the improvement measures are implemented, the proportion is expected to increase to 10.84% in financial year 2075/76, to 11.11% in financial year 2076/2077 and 11.40% in financial year 2077/2078, the expected annual budgets being around NRs 570 million, NRs 630 million and NRs 695 million (about USD 6,221,330) respectively. Excited by this exercise, the municipality has already decided and executed several measures. "Without improving own source revenues, no municipality can essentially function as a local government and preparation of RIAP should be encouraged as a capacity building measure." says Rajendra Pokharel, Mayor of Kankai municipality.



**7,191**

people attended course on their civic rights and duties

# Independent Projects

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Aside from the six thematic programmes, mandates that fit into the overall work of Helvetas Nepal as part of its five institutional working areas (Education and Skills Development, Environment and Climate, Governance and Peace, Rural Economy, Water and Infrastructure) are managed independently without directly contributing to the country programme outcomes. They nevertheless contribute to the overall development goal of the country programme and follow the cross-cutting themes. The two projects under this portfolio are: South-South Cooperation and Trail Bridge Sub-Sector Programme.

## SOUTH-SOUTH COOPERATION

The year 2018 was an average one for the South-South Cooperation Unit (SSCU). Three pilot bridges in Laos were officially completed, thanks to the technical support provided by the SSCU. The early impressions of the bridge user communities are that the bridges have had a positive effect on their lives. Despite high expectations and detailed preparations, phase 2 of the Burundi trail bridge development could not start. It is, however, expected that the project will commence in the first quarter of 2019. To utilise the time and skills of SSCU staff in this interim period, some members of SSCU staff were partially seconded to the Recovery of Agricultural Livelihoods (ReAL) project for earthquake affected people in Sindhupalchok and the Trail Bridge Support Unit (TBSU).

Opportunities for the establishment of SSCU as a global social enterprise registered in Switzerland were investigated in 2018. The business model is still under development; more projects need to be identified for it to be convincingly viable. SSCU will therefore focus on concerted marketing in 2019.

## TRAIL BRIDGE SUB-SECTOR PROGRAMME

The Trail Bridge Support Unit (TBSU) provides technical assistance (TA) to the government led Trail Bridge Sector Wide Approach programme. This is a priority-1 programme and is being implemented under the Trail Bridge Sector Wide Approach Framework-II (2014-2019) in all seven States and 753 municipalities of the country.

In 2018, the project was successful in providing over 754,900 primary stakeholders (62% belonging to disadvantaged groups) with safer and enhanced river crossings through the construction of 383 new trail bridges and the major maintenance/reconstruction of a further 109. The longest single span trail bridge in Nepal, Beg Khola bridge (365 m) in Myagdi, was also constructed during the reporting period. All short span trail bridges were completed through the 'community approach' by inclusive Users' Committees (UCs), which had members of disadvantaged groups in leadership positions. Women representation in the UCs was 46% and disadvantaged groups formed 61% of the members. During the construction period, over 916,500 person-days of employment were generated locally (66% for disadvantaged groups and 31% for women), while a further 574,500 person-days were generated during the fabrication of steel parts. To maintain transparency and accountability, Public Hearings and Public Audits were also conducted at all the short span trail bridge sites. The constructed bridges were crucial in providing access to basic services (schools, health facilities, administrative headquarters) and markets, saving an average of 2.3 hours of detour for a two-way journey.

TA was also provided to strengthen the delivery of services of the newly established institutions at State and municipal levels. Activities included orientation on trail bridge building and facilitation/coordination during planning, budgeting and monitoring of trail bridges for the fiscal year. A new TBSU satellite office was also established in Dadeldhura to align project activities with the new administrative system and ensure quick and effective delivery of TA in all seven States. Memorandum of Understandings (MoUs) between the Department of Local Infrastructure (DoLI), Ministry of Physical Infrastructure Development (MoPID) and TBSU were signed in all seven States. A nine-month traineeship for 15 sub-engineers and 13 engineers was also completed to increase trail bridge expertise in the market. Meanwhile, at local level, Demonstration Model Bridge Trainings (DMBTs) for 470 individuals (28% women) and Routine Maintenance Trainings (RMTs) for 130 bridge wardens (25% women) were conducted.

## A milestone : First trail bridge funded and implemented solely by local government.

Badhiyatal municipality, Bardiya successfully constructed the Teshanpur Truss Bridge in 2018. This bridge, which spans 32 m and serves over 14,300 people, is the first trail bridge funded and implemented solely from local resources in Nepal.

Contrary to the deficiencies and struggles that are usually highlighted in the media, the elected officials of Badhiyatal municipality have demonstrated that local governments are responsive to community needs and are delivering their mandate.

According to Lal Bahadur Shrestha, Chairperson of Badhaiyatal municipality, the need for a bridge across the Gyang river was first raised during a ward assembly, where the bridge was identified as their top priority. NRs 2,000,000 (about USD 18,000) was provisionally allocated from the ward development fund and a request was sent to the municipality for approval and further support. On receiving the bridge request, the municipality both approved it, and allocated a matching fund allowing for its completion. In addition, the municipality managed the procurement of the required steel parts. The Trail Bridge Support Unit (TBSU)/Helvetas was then approached for technical assistance.

Site assessment and a survey of the bridge site was initiated in March 2018. Nine months later, in December 2018, the bridge was completed. During the process, an inclusive Users' Committee, with 44% representation of women and disadvantaged groups proportionately represented was formed for day-to-day management. A woman held the position of committee treasurer. Technical support and social mobilization was provided by TBSU and regional technical assistance providers.

Since its completion, the Teshanpur bridge has ensured safer access and shortened distances travelled by residents of Badhaiyatal municipality in reaching service centers such as the health post, local market and schools. Furthermore, the addition of ramps in the design has meant that three wheeled vehicles such as e-rickshaws and motorcycles can also cross the bridge. Traffic is high; Tetiram Tharu, User Committee chairperson, estimates that around 600 people cross the bridge daily during the dry season. This is likely to double in the peak rainy season.



*Capacity to accommodate E-rikshaws is an added value of Teshanpur bridge, Bardiya*

As an illustration of the difference made by the bridge, Nirmala Kumari Tharuni and Mina Sunar, both ward members, recounted an incident faced when they had attended a ward meeting during the monsoon. Although they left their homes at 8 am for the meeting, they had to take a long detour along slippery roads due to the high river waters. As a result they only managed to reach the ward office by 1 pm, "*Obviously we were late for the meeting and were even scolded for not taking the meeting seriously*". On returning, they had to follow the same route and only reached their homes by 8 pm. "*We were exhausted, our legs were hurting and since it was raining, we ended up getting fever. Thankfully, we no longer have to face such difficulties and can now reach the ward office in 45 minutes*".

The bridge was built at a cost of NRs 3,349,000; according to Lal Bahadur Shrestha, "*the cost is reasonable and is similar to the cost of a culvert or box bridge*". He added that the municipality is now planning to fund river protection works for the bridge, for which it has provisioned an additional NRs 5,00,000 and has already approached TBSU for technical support.

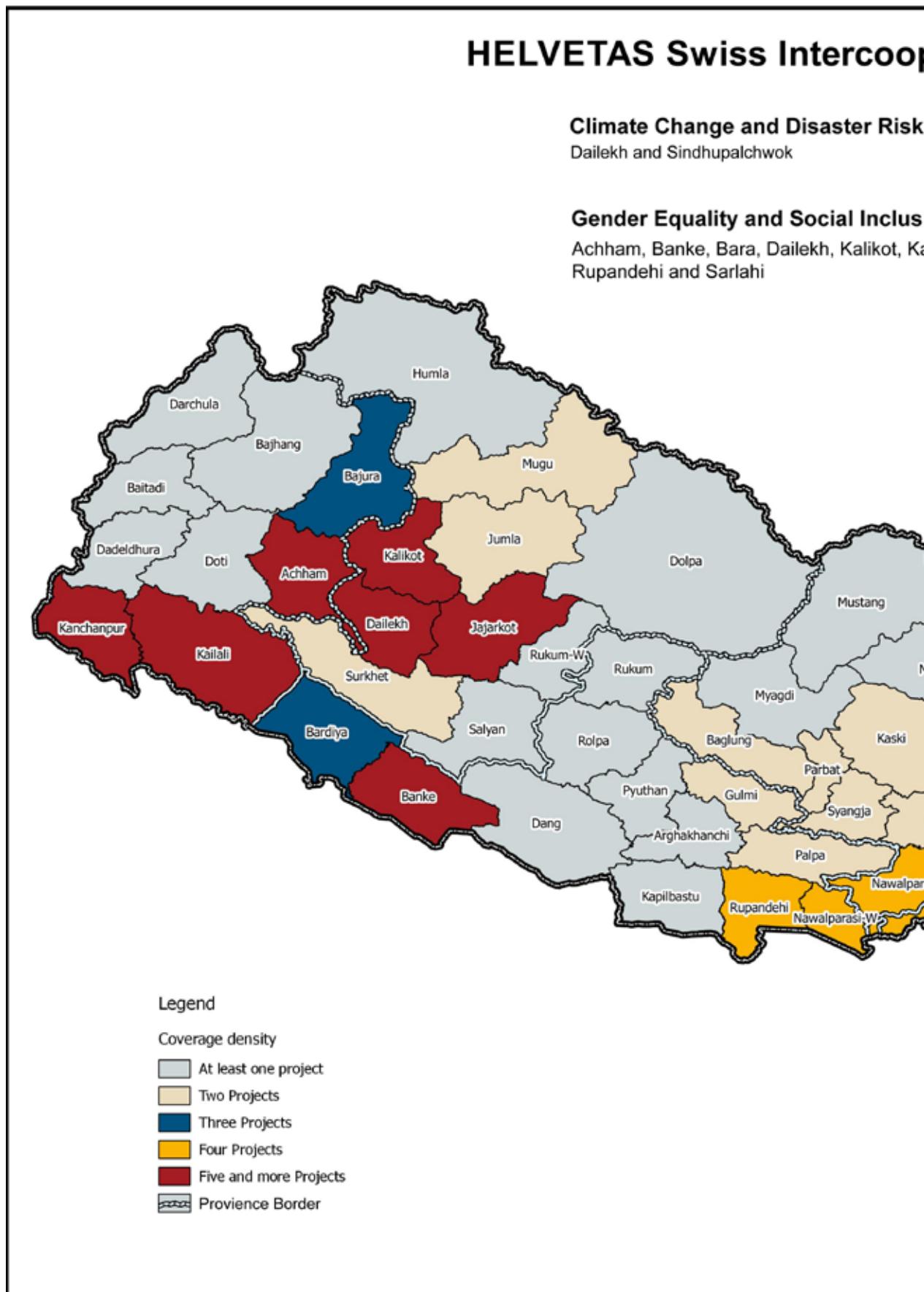
On learning that Teshanpur bridge was the first built entirely through local funds, Mr. Shrestha requested TBSU to, "*... please publicize our bridge to other municipalities. If we can do it then our approach can surely be replicated by others. Especially, since the result can serve as a lifeline to rural people*".



# 754,934

people benefited from 492 newly built bridges in 2018 of which 62 % are disadvantaged.

## Geographical Coverage



## Operation Nepal 2018 Coverage

### Management



### Economic Growth and Decent Employment

Bara, Banke, Bardiya, Bhaktapur, Chitawan, Dang, Dhading, Dhanusa, Dolakha, Jhapa, Kailali, Kanchanpur, Kaski, Kathmandu, Kavrepalanchok, Khotang, Lalitpur, Makwanpur, Mahottari, Nawalparasi, Nuwakot, Okhaldhunga, Parsa, Ramechhap, Rasuwa, Rautahat, Rupandehi, Sarlahi, Saptari, Sindhupalchok, Sindhuli, Siraha, Sunsari, Syangja and Udayapur



ion  
anchanpur



### Food Security and Nutrition

Achham, Bajura, Banke, Bardiya, Dailekh, Dhanusa, Gorkha, Gulmi, Jajarkot, Jhapa, Jumla, Kalikot, Kailali, Kanchanpur, Kapilbastu, Kaski, Kavrepalanchok, Khotang, Lalitpur, Lamjung, Morang, Mugu, Nawalparasi, Nuwakot, Okhaldhunga, Palpa, Parbat, Ramechhap, Rautahat, Rupandehi, Sarlahi, Sindhuli, Sindhupalchok, Surkhet, Sunsari, Syangja, Tanahun Udayapur



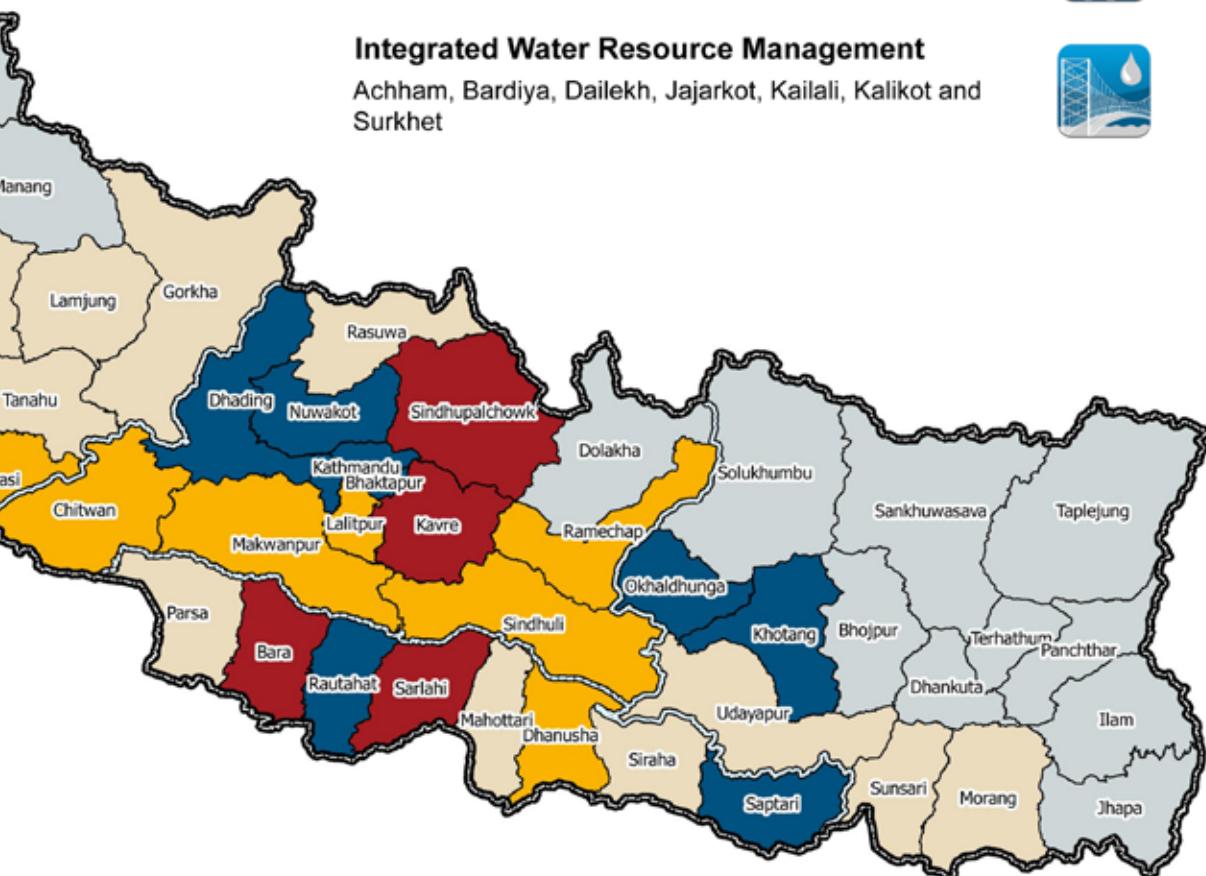
### Good Governance

Achham, Bajura, Dailekh, Jajarkot and Kalikot



### Integrated Water Resource Management

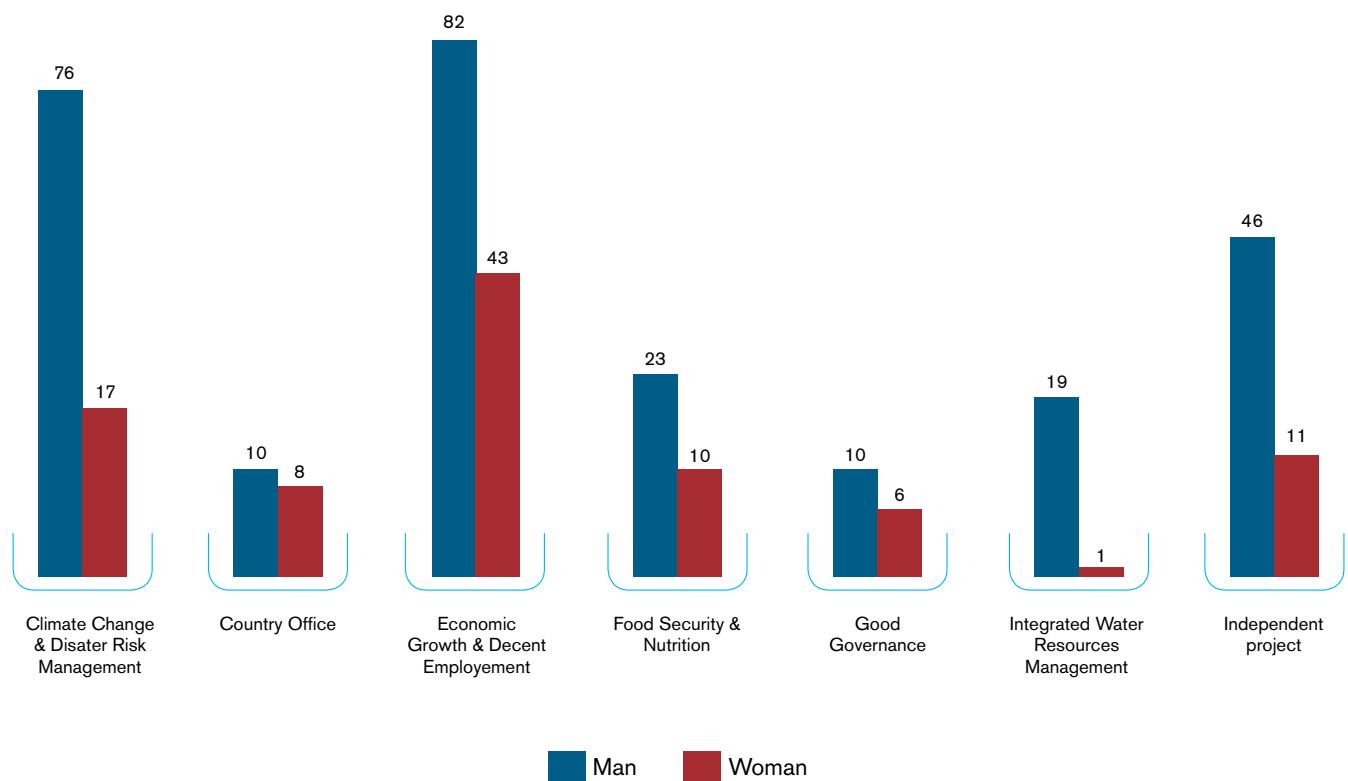
Achham, Bardiya, Dailekh, Jajarkot, Kailali, Kalikot and Surkhet



## Human Resources

To align with the new Country Strategy (2019-2022) based on the federal structure of the country, the organizational structure of Helvetas Nepal was revised, and strategic human resource planning was initiated in 2018. To match the federal structure and system of the country, human resources were relocated to States and municipalities, and changes were made in their line management. This relocation of staff entailed some challenges, as did the retention of committed staff during the phasing out of certain projects and the shifting from the programme-based approach to a more geographically focused approach. The management invested considerable time in counselling and coaching the individuals concerned. The Country Director also conducted a two-day workshop in four locations: in Surkhet, Gaighat, Bardibas and Bhaktapur to explain the new Country Strategy to employees and the reasons for Helvetas Nepal's strategic direction under the new federal structure.

### Staff composition based on gender by Programme



## Personal Story

### MY GREAT TIME WITH HELVETAS NEPAL



In the course of my journey on this earth, and as a pathway of my professional career, I joined the Swiss family on August 1, 2011 - luckily on the Swiss National Day. I entered the Swiss family via the Multi Stakeholder Forestry Programme and later Helvetas Nepal in 2016 as Programme Manager: Climate Change and Disaster Risk Management.

As a manager, I felt that the qualities of a good manager of a disaster management programme are not only the disaster-related knowledge and professional skills that one holds, but also the personal commitment and empathy that one shows towards disaster and disaster victims; and the skill and competencies required to mobilise the staff, partners and stakeholders before and the after the disaster. I learned that for a programme to be successful, a leader must spend quality time with the field team and the partners. I was fortunate that during my tenure in Helvetas Nepal I could mobilise a big team while working for the reconstruction of earthquake victims and gained acceptance of our work from beneficiaries and stakeholders. This has given me a real pleasure and great satisfaction in my professional career.

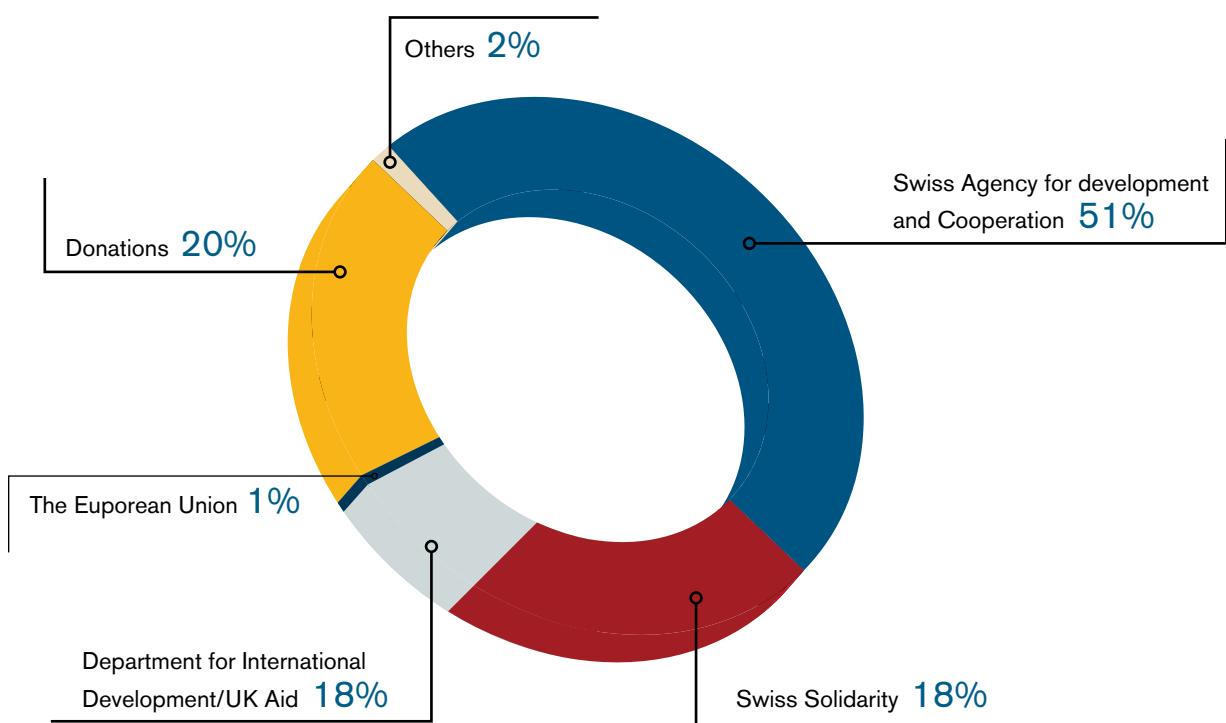
While managing the disaster programme, I was lucky to be engaged also in developing Helvetas Nepal's strategy for Climate Change and Disaster Risk Management 2018-2020, an Emergency Response Guideline, and many more learning documents. By so doing, I realized that Helvetas was not only my employer, but also my university - giving me a chance to try, retry and learn until you succeed. I learned a lot and Helvetas made me competent to compete within a competing world. I appreciate the opportunities for professional development that the organization has provided me. I have enjoyed my tenure at Helvetas Nepal and feel particularly honoured to have been a part of such a supportive team.

## Budget and Investment

The approved budget for 2018 was down to CHF 13.18 million from CHF 22.15 million in 2017, this drastic reduction being mostly due to phasing out and downsizing the major post-earthquake reconstruction projects. The budget utilization has been good, with overall utilization exceeding the approved budget by 9.67% (with a utilization of 90.47% against the revised budget of CHF 15.97 million). The total spending for 2018 remained at CHF 14.45 million.

The Swiss Agency for Development and Cooperation continued to be the biggest source of funds spent in 2018 with a share of 51% of total funding. A further 20% of funds were from the organization's own fund raising and programme contribution. Swiss Solidarity contributed 18% of the total funds continuing the earthquake rehabilitation and recovery initiatives. The Department for International Development/UK Aid contributed 8% for the reconstruction skills project. The contribution of the European Union this year was down to 1% of total funds, with 2% of funds being contributed through various other donors, mostly for innovative/piloting initiatives.

### Sources of Funds (%)

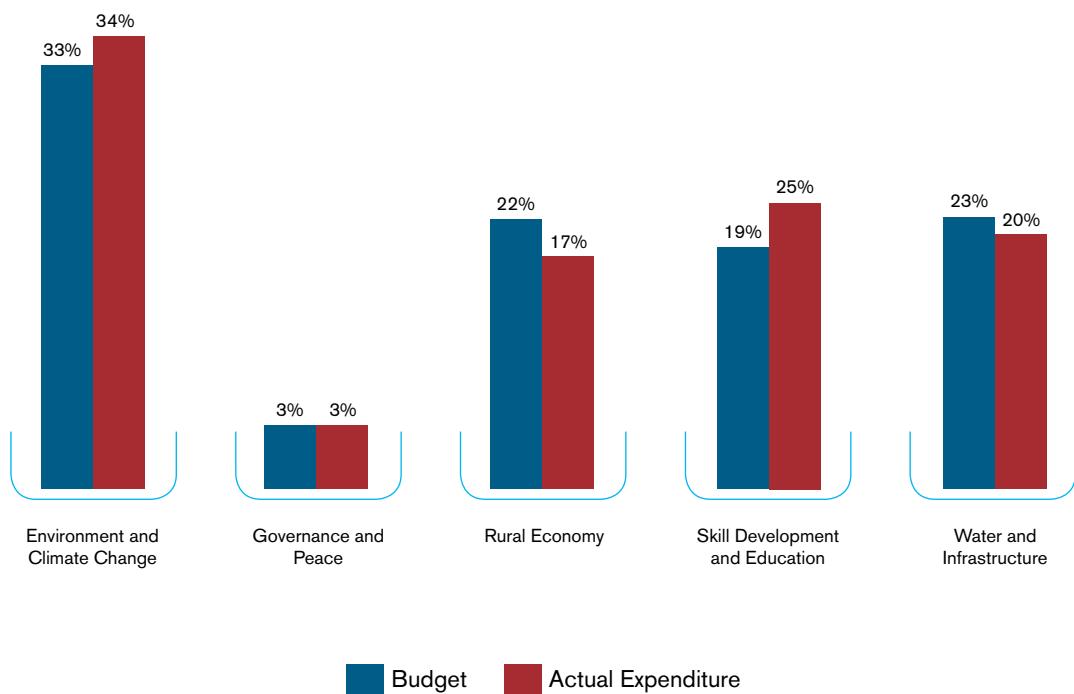


## Investment by Working Areas Budget vs. Actual Expenditure

The budget and investment for year 2018 is reported by the Helvetas working areas. The five working areas are the technical areas of global organisational expertise and experience:

- Education and Skills Development includes vocational training
- Environment and Climate includes sustainable natural resource management, climate change and disaster risk management
- Governance and Peace includes decentralisation, governance and human rights, conflict prevention and transformation, and migration
- Rural Economy includes sustainable agriculture and food security, income, markets and fair trade
- Water and Infrastructure includes drinking water, sanitation and water for food, rural roads and bridges.

### Investment by Working Areas Budget vs. Actual Expenditure



## Audit Report



**JOSHI & BHANDARY**

Chartered Accountants

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Koshi Compound, Dillibazar  
Kathmandu, Nepal  
Tel: 977-1-4419364  
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**Auditor's Report to**  
HELVETAS Swiss Intercooperation Nepal  
Lalitpur, Nepal

We have audited the accompanying consolidated financial statements of HELVETAS Swiss Intercooperation, Nepal. The financial statements comprise the Balance Sheet, Statement of Income and expenditure and related Schedules for the period January 1 2018 to December 31 2018 together with a summary of significant accounting policies and other explanatory notes.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Generally Accepted Accounting Principles. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstance.

### Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standard on Auditing and as per the relevant standards issued by Auditing Standard Board of Nepal and as per terms of reference for audit. These standards and guidelines require that we comply with ethical requirements and plan and perform our audit to obtain reasonable assurance about whether the financial statements are free of material misstatements.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedure selected depends upon auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances. An audit also includes evaluating the appropriateness of the accounting estimates made by management, as well as evaluation of the overall presentation of the financial statement.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

The HELVETAS policy is to prepare the accompanying Financial Statement on cash receipt and disbursement basis. On this basis revenue is recognized when received rather than earned and expenses are recognized when incurred. However some period and expense are booked under accrual basis of accounting as disclosed in the notes to the account.

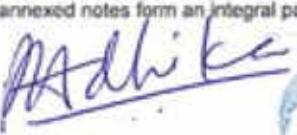
### Opinion

In our opinion and to the best of our information and explanation given to us, the financial statements referred to above, read with notes thereon, present fairly, in all material aspects, the financial position as on December 31, 2018 and the results of its operations for the year then ended in conformity with Generally Accepted Accounting Principles and accounting policies of the Organization where stated otherwise in the Notes to the financial statements.

For and on behalf of  
Joshi and Bhandary

Prabhu Ram Bhandary, FCA  
Managing Partner  
Date: March 19 2019  
Place: Kathmandu, Nepal



HELVETAS Swiss Intercooperation Nepal						
BALANCE SHEET						
As At December 31, 2018						
Account Group	Description	Reference/ Schedule Numbers	2018	Currency (NPR) 2017		
	<b>ASSETS</b>					
1000	Cash in hand	1	251,556.38	231,419.15		
1100	Cash at Bank	2	229,177,987.68	179,082,359.35		
1150	Uncashed Cheques		-	-		
1200	Debtors		35,030.00	-		
1300	Internal Current Account		-	-		
1400	Advances	3	141,818,639.13	202,337,798.51		
1500	Deposits	4	20,887,531.32	560,191.32		
	<b>Total Assets</b>		<b>392,170,746.51</b>	<b>383,111,768.33</b>		
	<b>CAPITAL &amp; LIABILITIES</b>					
2000	Current Liabilities					
2010	Statutory Liabilities	5	979,548.94	856,648.33		
2020	Staff Liabilities	5	38,714,200.27	22,023,089.98		
2030	Other Current Liabilities	5	3,648,862.66	8,634,555.89		
2040	Programme Creditors	5	-	42,500.00		
	Fund Balance					
2100	CAPITAL HELVETAS Swiss Intercooperation		348,828,034.64	351,554,974.13		
	Head Office, Switzerland					
			<b>392,170,746.51</b>	<b>383,111,768.33</b>		
The annexed notes form an integral part of this Balance Sheet						
		 HELVETAS Swiss Intercooperation				
Pragya Adhikari Head of Finance and Administration		Dr. Bharat K. Pokharel Country Director				
This Balance Sheet referred to in our separate report of even date.						
Place: Dobighat, Lalitpur		Prabhu Ram Bhandary Chartered Accountant				
Date: 18 March 2019		Managing Partner Joshi & Bhandary Chartered Accountants				

<b>* HELVETAS Swiss Intercooperation Nepal Statement of Income and Expenditure</b> <b>For the year 2018 : 1st January to 31st December 2018</b>				
		<b>Currency (NPR)</b>		
<b>Account Group</b>	<b>Description</b>	<b>Reference/ Schedule Numbers</b>	<b>2018</b>	<b>2017</b>
	<b>INCOME</b>			
9000	<b>Remittances / Grant receipts</b>			
	Remittances from Head Office	6	1,413,441,736.66	1,785,056,539.84
	Remittances from local donors	7	34,375,407.86	49,940,005.35
	<b>Total Receipts</b>		<b>1,447,817,144.52</b>	<b>1,834,998,545.19</b>
	<b>EXPENDITURE</b>			
51	<b>Personnel costs Expatriates</b>			
5130	Expatriates Recruitment costs		-	-
5140	Expatriates HRD costs		-	-
5150	Expatriate Travelling and Representation costs		841,422.51	684,448.30
5151	Expatriate Homeleave & Transfer Costs		-	-
5160	Expatriate Foreign residence costs		-	-
5169	Other Expatriation costs		48,025.00	60,878.75
52	<b>Personnel costs Nationals</b>			
5200	Personnel Cost Nationals		510,312,349.91	462,857,033.44
5250	Travel & Representation costs National Staff		49,661,764.70	42,868,212.54
54	<b>Local Consultants</b>			
5400	National Consultants fees		22,813,334.00	29,277,736.25
5450	National Consultants Travel & Repr. Costs		190,931.70	802,105.87
71	<b>Operating Cost</b>			
7110	Vehicles		20,191,806.85	20,031,994.50
7120	Office costs		54,064,925.04	65,991,673.70
7150	Other Operating costs		7,667,059.30	11,932,483.88
72	<b>Project Costs International</b>			
7210	Education and Training costs		42,031,835.97	54,117,075.22
7220	Investment and Equipment costs		12,106,474.04	11,102,343.74
7231	Contribution to NGO		128,385,785.27	177,129,531.29
7232	Contribution to Govt Authorities		-	1,624,280.00
7233	Contribution to Private Sector		-	-
7234	Contribution to Beneficiaries		248,522,614.59	192,137,706.48
7239	Various contribution to Partners		369,108,276.63	629,557,768.48
	<b>Total Expenditure</b>		<b>1,465,946,606.51</b>	<b>1,700,175,382.44</b>
	<b>OTHER RECEIPTS</b>			
8200	Bank Interest		-	-
	<b>NET SURPLUS / (DEFICIT)</b>		<b>-16,129,461.99</b>	<b>134,823,182.75</b>

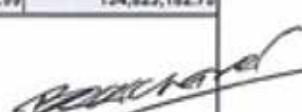
The annexed notes form an integral part of this Income & Expenditure Statement.



Pragya Adhikari  
Head of Finance and Administration



Prabhu Ram Bhandary  
Chartered Accountant  
Managing Partner  
Joshi & Bhandary  
Chartered Accountants



Dr. Bharat K. Pokharel  
Country Director



Joshi & Bhandary  
Kathmandu  
Chartered Accountants

Place: Dobighat, Lalitpur  
Date: 18 March 2019

## Way Forward

Helvetas Nepal looks forward to a both challenging and exciting year in 2019, beginning the implementation of the new Country Strategy 2019 – 2022. For a significant number of our staff, this involves some personal sacrifice in being relocated to new positions in parts of the country other than those in which they have been working to date. Inevitably this effects their family members, whether they move too, or stay in places where there are better schooling and medical facilities. It takes time to adjust; consequently, preparations were already made in the latter part of 2018. Our staff are not alone in the relocation challenge, which is also being faced by many civil servants and others working towards Nepal's development. However, we are proud that Helvetas is one of the first development organisations in Nepal to respond to federalisation by making a really significant change to its working approach and organisational structure.

We will begin 2019 with an already well-established office in Surkhet (State 6), with an expanded complement of staff working on water, sanitation and hygiene (WASH), good governance, nutrition sensitive agriculture, and market system development. An office in Janakpur (State 2) will open in early 2019, with staff working on market system development, safer migration, and skills and education; we hope to expand this to WASH within the year. In Itahari (State 1) we will also have a Helvetas office housing staff working on SDC-mandated projects. We will locate smaller offices in selected municipalities, always with the principle of bringing together Helvetas staff working in different thematic areas. In Kathmandu, we are closing three project offices (food security and nutrition, climate change and disaster risk reduction and safer migration) and bringing these staff together into one newly rented building adjacent to the Country Office. In this way, we anticipate greater opportunities for informal sharing, and more dynamic knowledge exchange and learning – as well as reduced costs. Staff working within government structures, notably on skills and education, and trail bridges, will remain in the existing offices.

With reconstruction efforts after the 2015 earthquake winding down, we will bid farewell to many associated staff. Nevertheless, we will retain a core complement of experienced staff – and will document the rich lessons that we have learned about the nexus between humanitarian relief and development work, and good practices in disaster risk reduction.

## Portfolio

Programme	Coverage (Districts)
- Climate Change and Disaster Risk Management	Dailekh and Sindhupalchok
- Economic Growth and Decent Employment	Bara, Banke, Bardiya, Bhaktapur, Chitwan, Dang, Dhading, Dhanusa, Dolakha, Jhapa, Kailaki, Kanchanpur, Kaski, Kathmandu, Kaverpalanchok, Khotang, Lalitpur, Makwanpur, Mahottari, Nawalparasi, Nuwakot, Okhaldhunga, Parsa, Ramechhap, Rasuwa, Rautahat, Rupandehi, Sarlahi, Saptari, Sindhupalchok, Sindhuli, Siraha, Sunsari, Syangja and Udayapur
- Food Security and Nutrition	Achham, Bajura, Banke, Bardiya, Dailekh, Dhanusa, Gorkha, Gulmi, Jajarkot, Jhapa, Jumla, Kalikot, Kailali, Kanchanpur, Kapilbastu, Kaski, Kavrepalanchok, Khotang, Lalitpur, Lamjung, Morang, Muju, Nawalparasi, Nuwakot, Okhaldhunga, Palpa, Parbat, Ramechhap, Rautahat, Rupandehi, Sarlahi, Sindhuli, Sindhupalchok, Surkhet, Sunsari, Syangja, Tanahun and Udayapur
- Gender Equality and Social Inclusion	Achham, Banke, Bara, Dailekh, Kalikot, Kanchanpur, Rupandehi and Sarlahi
- Good Governance	Achham, Bajura, Dailekh and Kalikot
- Integrated Water Resource Management	Achham, Bardiya, Dailekh, Jajarkot, Kailali, Kalikot and Surkhet

Independent Projects	
- South-South Cooperation	International cooperation
- Trail Bridge	Nationwide

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# Thanks

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Helvetas Swiss Intercooperation would like to sincerely thank all its partners who continue to support in achieving the desired outcomes and outputs:

## **Government Agencies and Projects**

Budhinanda Municipality, Bajura  
Council for Technical Education and Vocational Training (CTEVT)  
Department of Agriculture  
Department of Local Infrastructure Development and Agricultural Roads  
Department of Water Supply and Sewerage  
District Agriculture Office, Bardiya for Prime Minister Agricultural Modernazation Project  
District Agriculture Office, Sindhuli for Prime Minister Agricultural Modernazation Project, Sindhuli  
Gulanjor Gaupalika, Sindhuli  
Hariwan Nagarpalika, Sarlahi  
Helambu Nagarpalika, Sindhupalchowk  
Krisnapur Nagarpalika, Kanchanpur  
Melamchi Municipality  
Ministry of Agriculture and Livestock Development  
Ministry of Education, Science and Technology  
Ministry of Federal Affairs and General Administration  
Ministry of Finance  
Ministry of Labour, Employment and Social Security  
Ministry of Physical Infrastructure and Transport  
National Planning Commission  
National Tea and Coffee Development Board  
Nepal Agriculture Research Council  
Poverty Alleviation Fund  
Training Institute for Technical Instruction (TITI) / CTEVT

## **Donor and International Implementation Partners:**

CARITAS Switzerland  
Department for International Development (UKAid)  
Deutsche Gesellschaft für Internationale Zusammenarbeit  
Eawag  
Embassy of Denmark  
Fastenopfer  
GFA Consulting Group  
ICCO Cooperation  
International Centre for Integrated Mountain Development (ICIMOD)  
International Union for Conservation of Nature (IUCN)  
Lutheran World Relief  
NIRAS  
RAIN Foundation  
Rights and Resources Group  
Solaqua  
Solidar Suisse  
Swiss Agency for Development and Cooperation  
Swiss Solidarity  
The European Union  
The Glacier Trust  
The International Development Research Centre  
The Water Integrity Network  
VivaConAgua

## **Non-Governmental National and Local Implementation Partners**

Action for Development Pvt. Ltd. (AFD)  
 Alliance For Social Mobilization Pvt. Ltd. (AN)  
 ANTARANG  
 Asia Network for Sustainable Agriculture and Bio resources (ANSAB)  
 Asian Forum  
 Associates' Nepal Synergy (ANS)  
 Awaj Abhiyan Nepal  
 Bahuudashaya Capital Trainig Center  
 Bal Sewa Samaj  
 Byabasaya Talim Bikas Tatha Paramarsha Kendra Pvt. Ltd. (BDCC)  
 Centre for Mental Health and Counseling Nepal (CMC-Nepal)  
 Chamber of Commerce and Industries Birgunj, Parsa  
 Chandarijyoti Ekikrit Gramin Bikash Samaj  
 Charghare Sewa Samiti  
 Civil Society Alliance for Nutrition, Nepal (CSANN)  
 Community Human Resource Development Programme  
 Community Development and Environment Conservation Forum, Sindhupalchok  
 Community for Social Development Centre  
 Cooperation For Development (CFD), Jajarkot  
 Creative Skills Private Limited ( CMES)  
 Everest club  
 Fine Smart International Consultancy Pvt. Ltd. , Banke  
 Foreign Employment Promotion Board (FEPB)  
 FORWARD Nepal  
 F-Skill Pvt Ltd. ( F-SKILL)  
 Genius Multi Technical Institute Pvt. Ltd. (GMTI)  
 Good Governance Club, Jajarkot  
 Growth Sellers Pvt. Ltd  
 Himalaya Social Development Centre (HSDC), Jajarkot  
 Himalayan Community Development Forum  
 Hotel Association of Nepal  
 Human Rights, and Environmental Development Centre (HuREnDeC)  
 Indreni Social Development Forum  
 Ishorpur Nagarpalika, Sarlahi  
 Jana Chetana Abhiyan Nepal (PACN)  
 Jayan Technical College of Technology Pvt. Ltd. (JAYAN)  
 Junar Coperative Association Of Nepal, Sindhuli  
 Kamala Mai Nagarpalika, Sindhuli  
 Kantipur Bahu Prabidhik Shikshalaya (KBPS)  
 Kathmandu University (KU)  
 Kohalpur Institute of Technical Education Pvt Ltd (KITE)  
 Mahila Aatmanirbhar Kendra (MANK), Sindhupalchok  
 Mega Bank Pvt Ltd  
 Mitra Dhanusha  
 Multi Skill & Environment Development (MSED)  
 National Association of VDCs in Nepal (NAVIN)  
 National Network for Safe Migration (NNSM)  
 National Reconstruction Authority  
 Nawa Kiran Sewa Samaj Nepal  
 Nepal Biotech Private Ltd , Bhaisepati Kathmandu  
 Nepal Engineering and Technical Science Academy (NETSA)  
 Nepal Federation of Saving and Credit Cooperative Unions Ltd. (NEFSCUN)  
 Nepal Herbs and Herbal Association of Nepal  
 Nikhil Multiservice  
 North Star and Miteri  
 Panchakanya Training Institute (PTI)  
 Pathibhara Himalayan Polytechnic Institute (PHPI)  
 People Forum for Human Rights (PF)

Pourakhi Nepal  
Pravasi Nepali Coordination Committee (PNCC)  
Rastriya Rojgar Prabardhan Kendra  
Reconstruction Development Centre (RRDC), Bajura  
REMREC and SITARA  
Rural Development Centre (RuDeC), Achham  
Rural Development Centre (RUDEC), Achham  
Rural Development Nepal (RDN), Kalikot  
Rural Infrastructure & Management Consultant Pvt. Ltd. (RIMC)  
Rural Society Development Center (RSDC), Sunsari  
Rural Women Upliftment Association  
Sabal Nepal  
Sahayogi Samaj Nepal  
Sana Byabasaya Pramarsha tatha Talim Kendra Pvt. Ltd. (BCC)  
Saptari Samudahik Bikash Kendra  
SEBAC-Nepal  
Shangri-La Association, Jumla  
Shreeram Niketan Biotech Pvt. Ltd  
Social Awareness Development Academy (SADA)  
Social Development Centre (SODEC) Pvt. Ltd.  
Srijansil Samaj ko Srijana  
Subarna Multiple Training Center  
Surya Samajik Sewa Sangh (4S), Jumla  
Sustainable Agriculture and Environment and Water Conservation Centre (SAEWCC)  
Sustainable Technology Adaptive Research and Implementation Center, Nepal (STARIC/N),  
Trade Link  
Training and Consultancy Centre for Employment (TRACE)  
Training Center Nepal (TCN)  
Ujyaalo 90 Network  
Underprivileged Children's Educational Programs Nepal (UCEP Nepal)  
Women Development Forum (WDF), Bajura  
Women Empowerment Action Forum, Dailekh  
Women Upliftment and Awareness Centre (WUAC), Mugu

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