



Strategic Partnership – India Work Programme

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Abbreviations

ACWADAM	Advanced Center for Water Resources Development and Management
AFPRO	Action for Food Production
APFAMGS	Andhra Pradesh Farmer Managed Groundwater System
BMGF	Bill and Melinda Gates Foundation
CBGA	Center for Budget and Governance Accountability
CLTS	Community Led Total Sanitation
CSE	Centre for Science and Environment
CSO	Civil Society Organisation
CSR	Corporate Social Responsibility
DDWS	Department of Drinking Water Supply
DoWR	Department of Water Resources
ET	Engagement Trajectory
FAO	Food and Agriculture Organisation
INR	Indian Rupees
IRC	International Water and Sanitation Centre
IUCN	International Union of Conservation of Nature and Natural Resources
IWRM	Integrated Water Resources Management
KRC	Key Resource Centres
MDGs	Millennium Development Goals
MoDWS	Ministry of Drinking Water and Sanitation
MoEFCC	Ministry of Environment, Forest and Climate Change
MoWR	Ministry of Water Resources, River Development & Ganga Rejuvenation
NGO	Non- Governmental Organisation
NPCA	National Plan for Conservation of Aquatic Ecosystems
NRDWP	National Rural Drinking Water Programme
PRIs	Panchayati Raj Institutions

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SBM – G	Swacch Bharat Mission – Gramin
SBM	Swacch Bharat Mission
SCs	Scheduled Castes
SDGs	Sustainable Development Goals
SWSM	State Water and Sanitation Mission
SP	Strategic Partnership
ToC	Theory of Change
TSC	Total Sanitation Campaign
UNICEF	United Nations Children’s Fund
VWSSP	Village Water Security and Sanitation Plan
WASH	Water, Sanitation and Hygiene
WISA	Wetlands International South Asia
WP	Work Package
WsP	Watershed Strategic Partnership

Summary

Watershed (hereinafter WsP), is a Strategic Partnership (SP) between the Dutch Ministry of Foreign Affairs and IRC, Wetlands International and Akvo. Over the next five years (2016-2020), the partnership aims to *facilitate improvements in governance and management of WASH services* (Water, Sanitation and Hygiene services and water sources on which such services depend) for all. Through a series of interventions, the programme endeavours to translate evidence, knowledge and lessons from local communities, and scale up interventions to influence governance and policy at national, regional and international level. Change in policy and practice is envisaged to be achieved by evidence-based engagement by partner organisations and Civil Society Organisations (CSOs). The incremental value of SP lies in its ability to influence the structure and implementation of national WASH programme so that the goal of universal access is realized in most efficient manner. An incremental role of the partnership would be to increase recognition of integrated water resources management interface in WASH programming, such that services delivery is sustainable in the long run. Operating in geographies where management constraints the delivery of WASH objectives, the programme aims at addressing specific policy, practice and investment barriers, leading to creation of proof of concepts that can be leveraged by the SP to influence national programming.

The programme recognises the important role played by CSOs as agents of change in the sector in supporting programme implementation, conducting formative research, knowledge dissemination and bringing behavioural change communication for universal water and sanitation coverage. In the past, CSOs have engaged with governments to transform WASH interventions from a supply driven model to a demand driven model highlighting the role of communities. Further, CSOs have played a crucial role in highlighting issues of access of adequate services to marginalized communities. The programme implementation framework hence targets CSOs as the drivers of change for bringing improvement in governance and management of WASH services and invests in strengthening their capacities to engage and participate in dialogue about WASH.

While the national SBM and NRDWP programmes provide the necessary policy and programming support to move towards universal access to WASH at the national level, their implementation, state down (to district, block and PRI), is limited by barriers relating to service provision, policy, financing and knowledge barriers especially for the last mile communities. The incremental role of WsP would be to infuse sustainability dimensions through integrated and inclusive management, based on a systems approach, amalgamating watershed management, source and sink sustainability aspects.

SP implementation would be carried out in partnership with various technical partners as IUCN, ACWADAM and CBGA. The capacity development partners would include organizations such as Plan India and local implementation partners to target the capacity building needs of the following target groups :

- Priority landscapes – Communities, PRIs, block and district institutions and functionaries will be targeted for successful integration of WASH within village level development planning
- State level – Departments as DDWS and DoWR which determine the resource allocation and policy making for WASH programmes and the state level CSOs who have a role in the SP as implementers
- National level - The ministries, MoDWS, MoWR and the MoEFCC set the national programmatic framework for WASH, Water and environment and hence are targets for policy advocacy through WASH networks. National NGOs as well as donors will serve to enhance capacity building needs of local communities and CSOs and need to be sensitized to water security concerns in WASH

Implementation would be realised through pilot interventions at the state level as water and sanitation are state subjects. The states of Bihar and Odisha, which figure very poorly on WASH coverage on account of a number of social and economic factors as well as disaster vulnerabilities.

The SP would contribute to the SDG goal on WASH and proposes to engage with the target groups and implementation partners along following engagement trajectories leading to a number of direct and long term outcomes which are summarised below

Engagement Trajectory	Long term outcome	Direct outcome
Policy	SWSM implement sustainability guidelines in WASH programmes of the two selected states	Key national civil society WASH organizations, networks and KRCs create a thematic on sustainable WASH
		PRIs within pilot landscapes integrate WASH programming with village water security planning
		PRIs assess role of natural infrastructure for augmenting water security and respond by identification of integrated and inclusive management solutions
Investment	Increased resources available with SWSM to implement sustainable WASH.	SWSM recognizes life cycle costing as a basis for financing WASH interventions in the two selected states
		State government departments other than SWSM make available public finances for delivering WASH services and ensuring water security at the two pilot sites
Practice	Communities within the two target landscapes demand WASH services	CSOs use contextualized behavioural change communication to create demand for sustainable WASH
		CSOs track investments in sustainable WASH to enhance accountability of service providers
		CSOs transform current monitoring and evaluation processes within the target

		landscapes into learning and adaptation opportunities
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Context Analysis

Strategic Partnership - Purpose and Objectives

Watershed (hereinafter WsP), is a Strategic Partnership (SP) between the Dutch Ministry of Foreign Affairs and IRC, Wetlands International and Akvo. Over the next five years (2016-2020), the partnership aims to *facilitate improvements in governance and management of WASH services* (Water, Sanitation and Hygiene services and water sources on which such services depend) for all. Through a series of interventions, the programme endeavours to translate evidence, knowledge and lessons from local and community scale interventions upwards to influence governance and policy at national, regional and international level. Change in policy and practice is envisaged to be achieved by evidence-based engagement by partner organisations and Civil Society Organisations (CSOs). Recognising that capacities of civil society to engage in these issues are limited, the programme will invest in strengthening the capacity of CSOs to engage and participate in dialogue about WASH services governance and policy issues by assessing, developing and implementing a suite of tools and approaches. Operationally, the programme will focus on areas where water resources are scarce or contested, and where environmental management is at the core of WASH sustainability challenge.

Intended contribution of Strategic Partnership towards WASH challenges

India faces formidable challenges in achieving the goal of universal access to WASH facilities. Over 50% of her population, especially in rural areas, currently continues to defecate in open¹. As assessed by the World Bank, the country loses a staggering INR 2.4 trillion due to inadequate sanitation, if the health costs, the loss in days of work, loss earnings in tourism and the time to access these services is accounted for. Worryingly, the water environment in which the WASH infrastructure operates is also getting increasingly stressed. There is burgeoning challenge of untreated faecal waste that is contaminating surface as well groundwater, creating an imminent health crisis. There has been a progressive reduction in per capita water availability², further constraining water availability for all human uses, including that for WASH. Natural wetlands, which act as water sources and are critical to water security, are being degraded and converted, with nearly 30% area being lost in last three decades alone.

The national programming for drinking water and sanitation (henceforth referred to as WASH), being shaped since mid-eighties with the pace set by national commitment to MDG at the turn of century, has culminated, most recently, into the Swachh Bharat Mission (SBM). Launched in 2014, SBM aims to accelerate efforts towards universal sanitation coverage, improve cleanliness, and eliminate open defecation by 2019. An increased emphasis on behaviour change communication was laid, providing flexibility to states for adopting programme implementation approaches, identification of Key Resource Centers (KRCs) as medium of capacity development and streamlined administrative and financial procedures. The National Rural Drinking Water Programme (NRDWP), in operation since 2009, provides the national programming framework for rural drinking water supply.

The SBM-G (the rural component of SBM) and the NRDWP provide the necessary policy and programming plank for the country to move towards the goal of universal access to WASH in rural areas. Yet, in order to achieve the

¹The current estimate of rural population not covered by sanitation and drinking water is 626 million and 334 million respectively.

²Per capita annual water availability has reduced 70% in 60 years, from 5,177 M³ in 1951 to 1,544 M³ in 2011 (expected to go down to 1,140 M³ by 2050). The current water availability is below water stressed levels (1,700 M³).

goal, system wide approaches that tackle all of the fundamental building blocks of the WASH sector, notably, policy, financing, service provision, and learning and adaptation need to be addressed. Following are some of the major barriers that are likely to limit effectiveness of national programme and delay achievement of national goal:

Service provision barriers: Key service provision barriers include, limited capacity of the WASH implementing agencies to impart contextualized behavioural change communication, lack of access to water for sanitation and inadequate infrastructure for waste management. While the focus on behavioural change is a welcome shift from the earlier target driven approach to WASH, research highlights the need for localization and contextualization of such communication for effectiveness³. Current institutional arrangements for national programme delivery do not have the necessary capacity to holistically address these economic and socio-cultural barriers, particularly at the local level. Such limitations negatively impact the effectiveness of community led WASH solutions, especially inclusion and participation of marginalized sections. Further, to make a tangible impact on community environment, the goal of achieving zero open defecation needs to be complimented by a robust infrastructure for solid and liquid waste management infrastructure. As per government records, waste management projects have been undertaken only in 14% of the panchayats across the country in 2014-15, thus creating imminent health and environmental crises.

Policy barriers: The national policy and programming for WASH have thus far been largely disconnected with the issues of water source and waste sink sustainability. A 2015 national survey indicated that over half of the rural toilets did not have water facilities. Sanitation infrastructure developed in water deficit areas are highly likely to be rendered dysfunctional. It is estimated that more than 30% of households fully covered under drinking water sources slip into ‘partially covered’ or even ‘not covered’ category, the reasons for this include ground water depletion due to over extraction for multiple uses, drying up of water resources, poor operation and maintenance, water quality, emergence of new habitations, inadequate finances and improper water management.

While, the national programmes envision WASH as a comprehensive human development agenda, mainstreaming into developmental programming remains a challenge. The ample opportunities to broaden design and impact of WASH intervention by leveraging funds from health, rural development and environmental conservation programmes are rarely capitalized upon. A notable example is the absence of systemic approaches to addressing WASH in the event of disasters. In almost all major disaster events, limited consideration of sanitation and hygiene issues during disaster preparedness, response and rehabilitation has added on to the complexities.

The ability to achieve the goal of universal WASH coverage is underpinned on the degree to which water management linkages are recognized and effectively addressed in national programmes on WASH. Though the sustainability guidelines of the SBM refer to WASH linkages with water security components, absence of adequate capacity within implementing agencies, operational how-to steps and practical case studies create an implementation gap requiring urgent attention.

Financing barriers: In order to ensure continued functioning and hence usage of WASH infrastructure, the life cycle costs require to be factored in financial planning as against one-time infrastructure development cost. Besides the current mode of providing subsidies as incentives for WASH need to be revisited in the context of socio-economic conditions of the communities.

Learning and adaptation barriers: Existing monitoring systems for the national programme are largely geared towards assessing coverage, but do not render insight on actual usage of WASH facilities over a period of time, and

³A recent example of such research has been published by India WASH Forum in 2016 under the title ‘Formative Research to Develop Appropriate Participatory Approaches towards Water, Sanitation and Hygiene in Rural Areas’

resultant well-being impacts. As a case in point, the domestic water supply coverage statistics takes only a limited account of fluoride, arsenic and nitrate contamination in places where water contamination is an issue but does not include iron and salinity issues. Available datasets also do not reflect on the quality of water being accessed, nor the pressure on individual water-points. There is a need to improvise feedback systems and learning mechanisms to ensure that necessary mid-course corrections can be made, and accountability over the whole implementation chain established.

The incremental value of SP lies in its ability to influence the structure and implementation of national WASH programme so that the goal of universal access is realized in most efficient manner. **An incremental role of the partnership would be to increase recognition of integrated water resources management interface in WASH programming, such that services delivery is sustainable in the long run. Operating in geographies where management constraints the delivery of WASH objectives, the programme aims at addressing specific policy, practice and investment barriers, leading to creation of proof of concepts that can be leveraged by the SP to influence national programming.**

Relevance of CSO capacity development focus

The relevance of SP focus on CSO capacity development is justified by the following facts:

CSOs have served as key agents of change in WASH sector

The civil society network has played an important role in getting universal water and sanitation coverage recognized as an important element of the national development agenda. Over the years, it has been successful in highlighting the role of communities in success of WASH programme (recognized as the core logic behind CLTS element in TSC programme) and the significance of behaviour change communication (which forms the core element of SBM). In the present set-up, CSOs form a critical element of WASH sector by playing at least one of the following roles: a) supporting implementation of the national and state WASH programmes⁴; b) acting as knowledge and resource⁵ centres; c) conducting formative research⁶, and d) implementing proof of concept pilots⁷. Investing in CSO capacity development is therefore critical for bringing about improvement in governance and management of WASH services if we want WASH services.

Existing CSO capacities are essentially orientated towards WASH infrastructure development

⁴Several grass root NGOs partner within the local government department or act as implementation agencies to deliver WASH programmes. This would include undertaking education and awareness programmes, capacity development of communities and village and panchayat scale duty bearers, and monitoring and evaluation. Major international and regional aid agencies (as The World Bank and Asian Development Bank) and private sector (through CSR funds) have also committed resources for implementation of national programme.

⁵Presently 12 NGOs amongst a list of 24 institutions have been identified to function as national level KRC by the MoDWS to address the knowledge and capacity gaps within the sector professionals.

⁶Organizations (noteworthy being CSE and Arghyam Foundation) have been proactively conducting and publishing research to highlight pressing issues of the sector. Coalitions as India WASH Forum and India Sanitation Coalition are also active (or intend to be active) in this space.

⁷A number of organizations are involved in implementation of pilots funded through bilateral or multilateral donor agencies and international organizations (as WaterAid and IRC), delivering either proof of concepts related to specific themes in the WASH sector, or reaching out to unserved areas.

Much of the existing CSO capacities are oriented towards development of physical infrastructure and certain community engagement approaches. Further, CSOs working on issues with marginalized communities work in their silos. There is a need to augment existing capacities in the areas of integrated and inclusive planning, financing, monitoring and learning to enable CSO engagement in bringing about systemic policy and implementation changes for effective delivery of WASH commitments.

CSOs engagement in WASH-IWRM interface has been limited

CSO engagement in the WASH-IWRM interface has been limited, though there is a large body of work being carried out under the aegis of participatory watershed development, participatory groundwater management, and broader natural resources management that have a direct implementation relevance⁸. Inclusion of WASH in water security discourse and implementation of CSOs has been incidental. Given the constraints placed by water availability on achievement of WASH coverage goals, it is pertinent that CSO capacity to assess local water contexts within WASH planning and to engage in water management programming is developed and strengthened.

Strategic engagement needs

The following engagement themes, derived with respect to the four core have been prioritized, responding to the barriers the WASH sector faces in its goal to achieve universal WASH coverage, and the value this Strategic Partnership can bring by building capacity of the CSOs to engage with on policy and programming aspects of sustainable WASH:

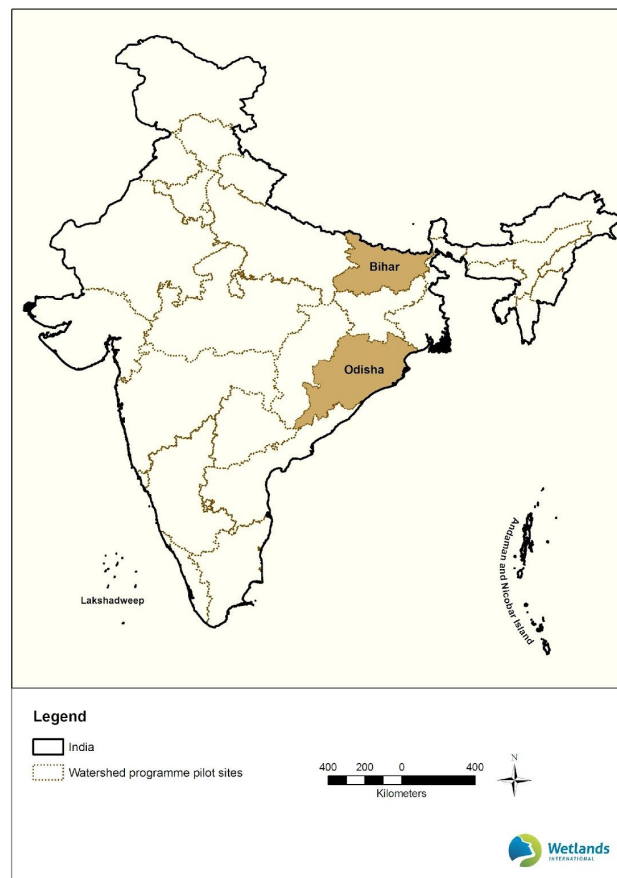
Desired change	Specific engagement needs
1. Service provision a) Communities demand and access WASH services b) Capacitated community manages WASH infrastructure and mobilizes resources	1.1 Use of contextualized behavioural change communication to communities 1.2 Improved awareness and ownership of national WASH programme implementation 1.3 Improved awareness of resources available within developmental schemes and convergence opportunities
2. Policy a) Integration of WASH planning with water security planning	2.1 Strengthened implementation of sustainability guidelines by downscaling application within community and block scale WASH programme implementation 2.2 Convergence of WASH planning with water resources development plans at village, block and district levels 2.1 Linking restoration of natural aquatic ecosystems within rural landscapes to ensure water source and waste sink sustainability

⁸CSO have been fairly active in water security sector, as implementers of field projects (eg. FAO supported APFAMGS project on groundwater management, Tarun Bharat Sangh on revival of waterbodies), knowledge and research (work of IWMI on the crises of groundwater management), and soft advocacy with government on policy aspects (as South Asia Network on Dam and Rivers).

	2.3 Using local water management contexts as a basis for WASH infrastructure development
3. Financing a) Life cycle approach to financing	3.1 Appropriate estimation of costs of services and delivery in financing WASH 3.2 Accounting for costs and benefits of maintaining natural ecosystems as water security solutions for sustainable WASH
4. Learning and adaptation a) Organized learning systems to support accountability building, adaptation and upscaling / replication	4.1 Use of technology to enable improved tracking of investments in WASH, including water security aspects 4.2 Creating feedback loops to adapt WASH interventions for effective implementation and enhanced accountability 4.3 Disseminating learnings at State and National level forums to promote upscaling and replication

Geographical locations

WsP would conduct pilot implementation, largely through funds leveraged from existing development sector programmes, within the states of Bihar and Odisha. Poor sanitation coverage, low development status, increasing water stress and increasing disaster risk have created a self-perpetuating vicious cycle, which renders achievement of WASH coverage through the conventional programming approaches difficult. Implementation of WsP would endeavour to create adequate CSO capacities in select landscapes in the two states, such that integrated approaches are upscaled within the ongoing WASH programmes. The two states are highlighted on a political map of India presented on the right.



Key Stakeholders

The following stakeholders have been identified for engagement based on the analysis of power to influence sustainable WASH and interest in promoting sustainable WASH

Scale	Stakeholder	Rationale for Engagement
Priority landscapes	Community Based Groups (CSO, SHG, Clubs etc.)	Communities are central to sustainable WASH
	Local Government (Panchayati Raj Institutions)	SP assisted pilot landscape implementation partners would work with these local governance institutions to support integration of WASH within village level developmental planning.
	Block and District Offices	SP assisted pilot landscape implementation partners would work with the block office to secure resources for WASH, and ensure convergence with water security programming.
State	Nodal State Departments DDWS, DoWR, PHED, RD, DSW	These departments determine resource allocation for WASH programme within districts, and also set the policy framework.
	NGOs NetCoast, Gramvikas, Nav Bharat Jagriti Kendra, Integrated Development Foundation	NGO networks support implementation of state WASH programmes, and thereby have a crucial role in overall effectiveness. Additionally, they are also agents of change serving to integrate field level information into programme implementation.
National	Nodal Government Ministries MoDWS, MoWR and MoEFCC	These organizations set the national programmatic framework for WASH, water and environment.
	International Organizations UNICEF, WaterAid	International organizations have been key in infusion of newer concepts and approaches for enhancing effectiveness of WASH interventions.
	National NGOs Plan India, World Vision, AFPRO	The national NGOs support implementation of national programme as implementers and knowledge and resource centres.

	Networks India WASH Coalition, Sustainable Sanitation Alliance	Networks represent collective strength of member organizations and present a significant engagement opportunity
	Donors Arghyam Foundation, BMGF	Donors support national WASH programme by investing into gaps areas, extending implementation reach and supporting networks.

Partners

SP implementation in India will be in partnership with the following organizations:

Watershed India Coalition:	Wetlands International South Asia, IRC and Akvo
Technical partners:	IUCN-India, Advanced Center for Water Resources Development and Management (ACWADAM), and Center for Budget and Governance Accountability (CBGA)
Capacity Development Partners:	SaciWaters, Plan-India, WASH Institute
Pilot Landscape Implementation Partners:	NetCoast (Odisha), Megh Pyne Abhiyan (Bihar) (subject to completion of due diligence and further scouting of local partners)

The role of specific partners with respect to engagement areas identified is envisaged to be as follows:

Partner Organization	Service Provision			Policy				Financing		Learning and Adaptation		
	1.1	1.2	1.3	2.1	2.2	2.3	2.4	3.1	3.2	4.1	4.2	4.3
WISA			xx	xxx	xx	xxx	xx	xx	xxx	xx	xx	xxx
IRC	xx	xx	xx	xx	x		x	xxx	xx	xx	xx	xxx
Akvo	x	xx	xx	xx	x		x	xx	xx	xxx	xxx	xxx
ACWADAM				xx	xx	xx	xx					xx
IUCN-India				x	xx	xx			x			xx
SaciWaters				x	x							xx
CBGA		x	x									xx

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WASH Institute	x	x	x								xx	xx
Plan India	x			x							xx	x
Megh Pyne Abhiyan	xxx	xxx	xxx	xx	xx	xx	xxx			xx	xx	x
Netcoast	xxx	xxx	xxx	xx	xx	xx	xxx			xx	xx	x

xxx = Lead; xx= Support in technology and capacity development; x = Support in either capacity development / technology support

3. Theory of Change 2016-17

Overall Impact

The SP contributes to the goal of universal access to WASH services by 2030.

The SP recognizes that ensuring universal and continued access to WASH services requires a range of interventions across the domains of service provision, financing, policy and regulation, and learning and adaptation. Key transformative elements to achieve the goal of universal WASH are outlined in the IRC's 'Agenda for Change: Achieving Universal Access to Water, Sanitation and Hygiene by 2030'. The WsP embodies this agenda by endeavoring to create a conducive policy environment for sustainable WASH. The key elements of this agenda are as follows:

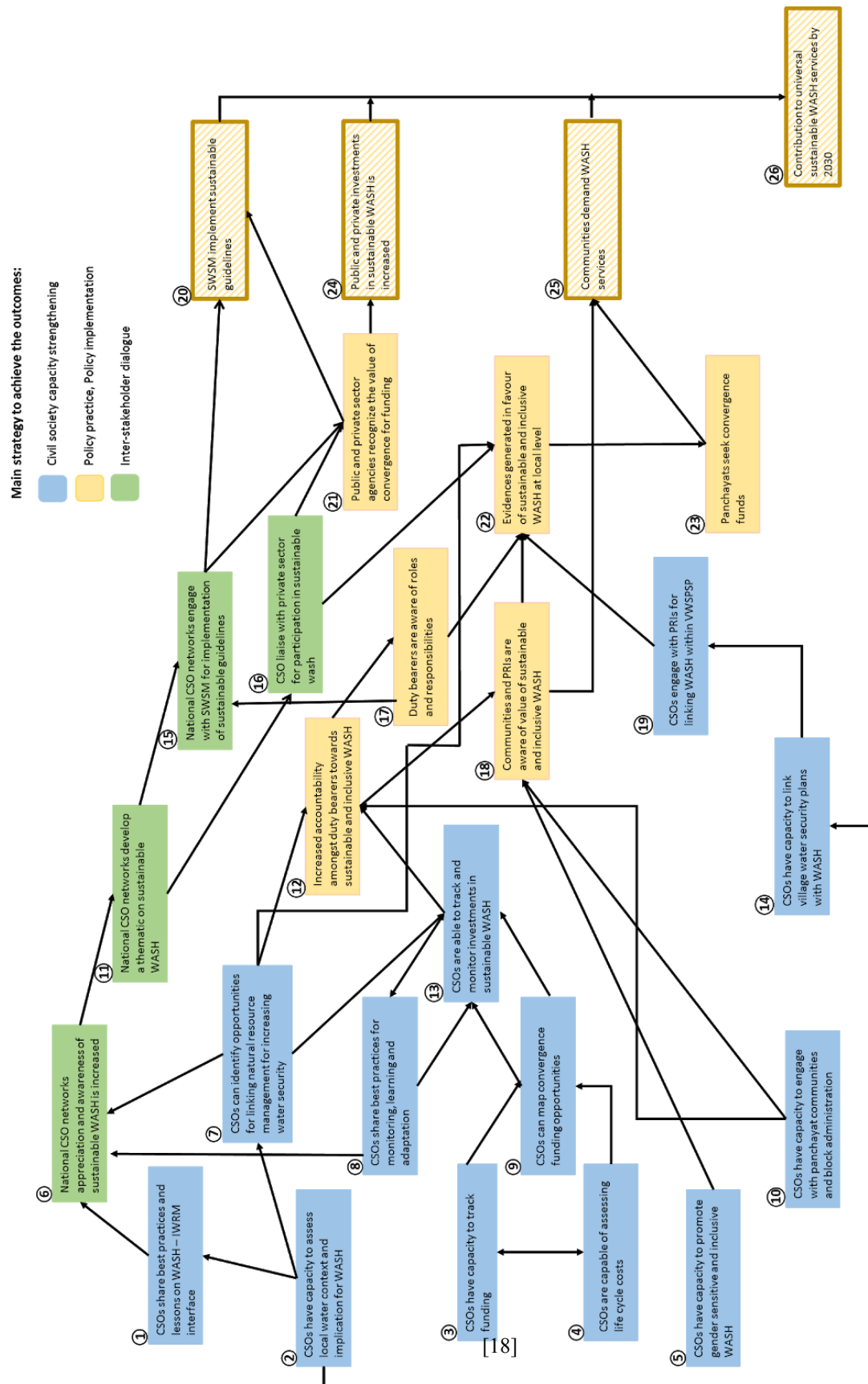
- Being demand driven and socially inclusive
- Advocating a life cycle approach to implementation, in which costs as well as benefits are fully accounted for
- Being supported by enabling policy and regulatory environment
- Building on 'ecosystem' and 'climate smart' solutions
- Embedding the WASH solutions in landscape scale planning to ensure source and sink sustainability

Programme implementation thus is aimed at infusing sustainability dimensions in WASH programmes. Defined as sustainable WASH, the approach espouses equity and inclusion as core values. The idea of sustainable WASH and hence the overall SP pivots around the following broad principles:

- *Water security and WASH:* Water security is an end goal of WASH programming. This goal can be achieved and sustained through integrated management of water resources based on a systems approach. The idea is that Sustainable WASH approach aims at water security and situates the WASH programme within a watershed or an aquifer and not restrict it to administrative boundaries. In specific operational terms, Sustainable WASH links sanitation and hygiene with water resources management through source and sink sustainability considerations. It also measures the impact of WASH services by its footprint on wider environmental and developmental themes and vice versa. In terms of policy and strategic frameworks, Sustainable WASH considers WASH within the broader framework of water resources management.
- *Life cycle approach:* In practice, sustainable WASH operates via a life cycle approach to implementation. An approach that insists on ensuring adequate water, sanitation, and hygiene (WASH) services to a specific population in a determined geographical area beyond the life of a WASH project.. Life cycle costs take into account the aggregate costs of Operation & Maintenance, cost of source protection etc.

Engagement trajectories

SP implementation is proposed to be directed along three engagement trajectories (ET) addressing specific policy, investment and practice outcomes, responding to the specific engagement needs (pertaining to target groups) derived from the context analysis. The analysis is based on description of results framework (placed in a diagrammatic framework at Annex 1) as well as pathways for connecting intermediate outcomes to long term outcomes and impacts (Fig 1). The long term outcomes and impacts are shown as hatched boxes in the figure.



Intervention Strategies

Project implementation is designed under the following two intervention strategies, namely: a) CSO Capacity Development (Intervention Strategy 1, or IS1), and b) Stakeholder Engagement (Intervention Strategy 2, or IS2)

IS1: CSO Capacity Development

Given the critical role played by CSOs in facilitating WASH service provision, WsP will strengthen capacities of CSOs in:

- a) assessing local water management contexts and relationship with WASH services provision;
- b) tracking and monitoring investments in WASH and water security (including local level climate change adaptation dimensions);
- c) assessing opportunities for using natural resources management options for enhancing water security;
- d) designing and implementing contextualized behavioral change communication; and
- e) gender sensitive and inclusive WASH provision.

These aspects have been prioritized during the ToC workshop. With strengthened capacities, the CSOs will be able to:

- a) reach out to communities and CBOs with a contextualized behavioral change communication messages related to sustainable WASH;
- b) support PRIs in development of VWSSP which include WASH;
- c) make PRIs aware of the various developmental programmes wherein convergence opportunities exist for supporting implementation of sustainable WASH; and,
- d) help PRIs track investments in sustainable WASH.

This engagement in turn will lead to:

- a) increased awareness of duty bearers on their roles and responsibilities towards sustainable WASH;
- b) increased accountability of duty bearers towards sustainable WASH;
- c) generation of evidences in favour of sustainable WASH; and
- d) Panchayats seeking convergence funds.

The WsP partnership assumes that such a pathway would ultimately create the long term outcome of communities within the target landscapes demanding WASH services.

CSO capacities in the intervention areas will be upgraded through formal training, information sharing and participatory learning facilitated by partner agencies and external experts, on the following aspects. In addition, a set of capacity development tools, that are likely to be useful in project delivery, have also been listed. These will be further modified based on a capacity needs assessment proposed to be conducted in the first phase of the project.

Themes	Areas of capacity development	Capacity development	Proposed tools for capacity development
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Policy	<ul style="list-style-type: none"> • Linkages of sectoral policies and programmes with WASH sector sustainability guidelines • Engagement with decision – makers and duty bearers at village, Panchayat and district scale for sustainable WASH 	<ul style="list-style-type: none"> • Pilot landscape development partners 	<ul style="list-style-type: none"> • The EMPOWERS approach to water governance
Investment	<ul style="list-style-type: none"> • Tracking investments for WASH and water security and opportunities for convergence • Leveraging resources from various public sector programmes to implement sustainable WASH • Life cycle costs based planning for sustainable WASH services provision 	<ul style="list-style-type: none"> • Pilot landscape development partners • Watershed – India coalition 	<ul style="list-style-type: none"> • ‘Let’s talk about budget’ – a tool developed by Centre for Budget and Governance Accountability • IRC’s online training course on Costing Sustainable Services
Practice	<ul style="list-style-type: none"> • Assessing local water contexts and their implications for planning for WASH infrastructure and services delivery • Integration of WASH solutions within Village Water Security Plans • Role of natural ecosystems in water security Identification of opportunities for integration of restoration and management of natural ecosystems to enhance water security • Incorporation of local social and geographical contexts in behavioural change communication to stimulate demand for sustainable sanitation 	<ul style="list-style-type: none"> • Pilot landscape development partners 	<ul style="list-style-type: none"> • Sustainability Monitoring Framework and Sustainability Index • Integrated Catchment Assessment Tool (Wetlands International) • AkvoFlow (Akvo) R (Really Simple Reporting) Akvo

For WsP India team to support capacity development of CSOs, a preliminary capacity assessment has been carried out and following needs identified:

SP Partners	Capacity strengths	Capacity development needs
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Akvo	Technology understanding and tools, Ability to think through PMEL frameworks in line with the project objectives	Linking natural water security solutions with WASH planning
IRC	WASH services delivery, Innovative approaches for sustainable WASH and overall knowledge management in WASH sector	Landscape scale water security planning
WISA	Capacity to train CSOs in local water contexts, catchment assessment and IWRM integration Local presence in the Mahanadi Delta and Gandak Kosi floodplains, and an evolved understanding of the local water contexts and ecosystem interactions.	Costing WASH services delivery, designing behavioural change communication strategies

IS2: Stakeholder Engagement

A complementary stream of WSP implementation would be engagement with actors at state and national level **actors** (identified through the CA) to lead to a conducive environment for sustainable WASH through two long term outcomes, namely: a) SWSM implementing sustainability guidelines; and b) increase in public and private investments in sustainable WASH.

National civil society WASH organizations (as WaterAid, Arghyam, UNICEF) networks (India WASH Forum, Sustainable Sanitation Alliance) and Key Resource Centres (designated as capacity development agencies by MoDWS) play an important role in implementation of the national programme, by drawing Ministry's attention to new knowledge and process efficiency enhancements. WsP will create an evidence base for moving away from a target oriented WASH coverage to sustainable WASH. Through continuous liaison and proactive dialogue, the WsP will work towards creation of a module on sustainable WASH, which would be used by KRC in their ongoing capacity development programmes for the sector. WsP will also work with the networks to create platforms for exchange of best practices and lessons learnt within the key elements of sustainable WASH. Such processes are likely to lead to enhanced evidence base for sustainable WASH inducing atleast one of the national network to create a thematic around sustainable WASH. Such a thematic would be in the form of a briefing paper/operational narrative for WASH implementers based on various approaches meant to promote diffusion of sustainable WASH within stakeholders and target groups. This thematic will provide an institutional framework for implementing sustainable WASH and a basis for continuous engagement between key government ministries and non-government organizations for sustainable WASH. A complementary evidence-based engagement would be with the MoEFCC on the interconnectedness between wetland health and sanitation programmes, and the overall interconnectedness with climate change adaptation planning. Both these strands (engagement with KRCs and MoEFCC) would ultimately lead to increased application of sustainability guidelines in the WASH programmes of the SWSM of the two states in which pilot landscapes lie.

The SP will promote application of life cycle costing to WASH services, in-order to ensure that gaps in existing financing system are identified, and addressed. An expanded notion of life cycle costs, including the costs and

benefits of natural ecosystems as a part of water security investment is proposed to be used. Implementation of actions will benefit from the experiences of IRC's WASH Cost project and Wetlands International work on ecosystem services valuation. Model life cycle cost assessments will be undertaken at the two pilot sites, and the outcomes will be summarized and shared with public sector financing agencies of Bihar and Odisha. Such evidence, along with the complementary evidences collated from different agencies by the WsP partnership will be used to engage with private sector financing and international aid agencies for enhanced recognition of financing gaps in infrastructure focused investment models, and work towards integration of appropriate solutions within their WASH sector investment portfolios. The programme will emphasize on developing replicable models of corporate sector engagement in WASH and IWRM implementation. It will also endeavour to the extent possible, link with business processes by engaging with companies which have a thematic and geographic overlap as far as their CSR activities are concerned. Such interventions would be directed at the third major long term outcome of the WsP implementation, i.e. increase in public and private investments in sustainable WASH within the two states.

Assumptions

The assumptions of linkages between the various outcomes is summarized as below (for reference to outcome codes please refer to the ToC diagramme at Fig 1):

If	then	because
3	9	With enhanced capacity, CSO can work at local authorities (block offices, district administration) to collate information on various sectoral programmes and their relevance for sustainable WASH
4	9	With enhanced capacity, CSO can identify programmes which can fill in the gaps based on assessment of life cycle costs for delivery of sustainable WASH
9	13	With knowledge of map development schemes, CSO will attain knowledge of the extent of funding available at local levels with various departments and agencies
13	12	With awareness of different schemes, CSOs will be able to connect to the respective departments and make them aware of their role and duties towards sustainable WASH
12	18	With increased awareness duty bearers engage with Panchayats to communicate the benefits of sustainable WASH
5	18	With enhanced capacities, CSO can use a contextualized behavioral change communication for sustainable WASH within the target landscapes
10	18	With enhanced capacities, CSOs can engage with PRIs and local communities on the values of sustainable WASH
18	22	Increased awareness will prompt PRI institutions to invest into outcome harvesting on the benefits of sustainable WASH, as a means for engagement with communities and higher authorities
18	25	Enhanced awareness prompts communities to take action in terms of demanding sustainable WASH services
23	25	Panchayats work for empowerment of communities to take action
10	12 & subsequently to 17	With enhanced capacities, CSOs can work with local administration to increase their awareness and accountability towards sustainable WASH
17	22	Implementation programmes are backed by adequate outcome harvesting processes at local levels
2	14	With enhanced capacities, CSOs can link local water contexts to integrate WASH with village water security plans
2	7	CSO can use their built capacity to assess the role natural water ecosystems can play in enhancing water security

7	22	CSOs invest into appropriate outcome harvesting instruments and processes
2	1	CSOs will be willing to contribute their experiences on state and national platforms
1	6	The best practices would be reflected upon by national networks in their own programming contexts
6	11	Appreciation of values of sustainable WASH, alongwith proactive engagement by WsP will prompt national networks to take action' and establishment of a thematic is the least resource intensive and best opportunity for such networks to act on sustainable WASH
11	15	Implementation of thematic on sustainable WASH (including use of capacity development and communication modules) will prompt the networks to work with SWSM for implementation of sustainability guidelines
11	16	One of the sub-components of thematic is engagement with private sector on sustainable WASH
16	22	Funding by private sector is influenced by evidences on the efficacy of sustainable WASH
15	20	SWSM will recognize incentives and benefits of implementing sustainability guidelines through internal organizational performance reviews
21	20	Enhanced awareness leads to public and private sector actors demanding implementation of sustainable WASH guidelines
14	19	With enhanced capacities, CSOs can work with PRIs for linking WASH with village level water security planning
19	22	Assessments for linking local contexts within WASH planning would generate evidences and best practices for delivering sustainable and inclusive WASH at local level
22	23	With evidences, knowledge of developmental programmes, and respective institutional arrangements, Panchayats will be able to see value in convergence with development programmes
21	24	Awareness prompt responses in terms of increased resource allocation

Risks and Risk Management

Risks	Evaluation	Mitigation measure (if any)
Natural disasters limit implementation of sustainable WASH pilots	Medium	WASH would be integrated with Disaster Risk Reduction planning processes within the two pilot sites
Lack of community participation	Low	Implementing partners have a track record of working on WASH programmes in the pilot sites. Adequate effort would be made to ensure that interventions include the marginalized sections of the society and ensure gender equity
Funds flow to government WASH programme is curtailed within the target blocks	Low	Implementing partners would establish a rapport with the concerned government agencies right at the start to ensure that funding priorities are known well in advance.
State Government withdrawing support to water security and sanitation programme	Low	With the current government focus on prioritization of WASH outcomes on the political agenda, the risk is very low

Key officials transferred leading to inconsistent engagement	Medium	Engagement would be based on adequate formal documentation. The programme would also identify policy champions within the system who would support implementation.
CSO space for engagement with national government is curtailed	Low	CSOs have been playing a valuable role thereby the risk is lower. The SP is designed to augment and further the government's outcomes in terms of WASH. This would be appropriately amplified in all forms of messaging.
Water policy changes are not conducive enough to support sustainable WASH	Medium	Water policy frameworks thus far have been marginally addressing water needs for WASH. Programme would create necessary evidence base and use the same for advocacy through WASH networks.
Economic risks affecting overall public sector allocation to WASH	Low	The current government has a stable policy outlook towards WASH sector, and thereby this is a lower risk. The SP during the course of implementation will also work on convergence financing approaches, including engagement with private sector, thereby increasing resources for WASH

4. Monitoring and Learning

A draft monitoring and learning strategy, based on the key outputs, outcomes and impacts has been developed as a part of the ToC workshop. This framework will be further expanded and linked with the change trajectories proposed in section 2 of the inception report.

Results	Indicators	Method	Frequency	Responsibility
Outputs				
IS 1: CSO Capacity Development	CSOs have capacity to: - develop and articulate sustainable WASH concepts - execute programmes independently - effectively lobby and advocate for	Training recall, assessment of delivery Structured semi-quantitative interviews	Every Six Months to directionally assess the signs of change, even though results will be visible over a longer term	Wider group of CSO partners trained by Akvo, IRC and Wetlands

	sustainable WASH issues			
IS 2: Stakeholder Engagement	<ul style="list-style-type: none"> - Extent of stakeholder understanding and alignment with the programme - Creating more platforms/forums for opportunities (platforms, networks, forums etc.) in sustainable WASH 	<ul style="list-style-type: none"> - Recall and practice of WsP messages, quality of learning outcomes - Semi-structured interviews, FGDs - Randomised stakeholder interviews, measurement of learning outcomes 		
Direct Outcomes				
1.1 An operational narrative on sustainable WASH (created by key national civil society WASH organizations, networks and KRCs) Dissemination of the narrative (additional output)	<ul style="list-style-type: none"> - Whether the operational narrative on sustainable was available - Process indicators: The diversity of actors, quality of narrative, involvement of stakeholders, dissemination of the narrative at district, state and national level 	Stakeholder interviews, Facilitated group discussions, process documentation	Yearly assessments to assess signs of change, effects over a longer term	Akvo, IRC and Wetlands
1.2 PRIs within pilot landscapes integrate sustainable WASH elements within village water security planning	<ul style="list-style-type: none"> - Extent of integration of sustainable WASH elements within water security planning 	Analysis of water security plans, stakeholder interviews		
1.3	Water management solutions within pilot	Assessment of nature of solutions, meetings		

PRIs assess role of natural infrastructure for augmenting water security and respond by identification of integrated management solutions (Almost a process level check, should be subsumed under 1.2)	landscapes and nature of their discourse, whether or not natural infrastructure are part of WASH programming	with relevant government departments and non-government agencies		
2.1 SWSM recognizes life cycle costing as a basis for financing WASH interventions in the two selected states	Life cycle costing is used as a basis for WASH financing in annual implementation and investment plans	Evidences of incorporation (file notings etc.) of life cycle costing within annual investment and implementation plans-stakeholder interviews, reviews of plans	Yearly assessments to assess signs of change, effects over a longer term	IRC and Akvo
2.2 State government departments other than SWSM make available public finances for delivering WASH services	Amount of public finances available for delivering WASH services (timely availability?)	Analysis of budgets, expenditures, interviews with different government departments		
3.1 CSOs increase demand for sustainable WASH by using contextualized BCC	Number of BCC campaigns/trainings on sustainable WASH, number of CSOs conduct and/or participating in BCC activities	Reach and recall of messages, Knowledge, attitude and practice surveys, randomised stakeholder interviews	Yearly assessments to assess signs of change, effects over a longer term	
3.2 <ul style="list-style-type: none"> Enhanced accountability of service providers CSO capacities to tracking investments in sustainable WASH 	<p>Publicly Disclosed /available accountability mechanisms of service providers</p> <p>Number of CSOs tracking investments in sustainable WASH</p>	Stakeholder interviews, assessment of intent, review of public notices, CSO's investment tracking reports		

3.3 Learning and adaptation opportunities promoted by CSOs within the current M&E frameworks	M&E evaluation frameworks integrate learning and adaptation opportunities	Analysis of M&E frameworks		
Long term outcomes				
SWSM implement sustainability guidelines in WASH programmes of the two selected states	Sustainability indicators are in place and are being practised	Analysis of the practice, sustainability indicators, stakeholder interviews	Mid-term and end-term evaluations	Akvo, IRC and Wetlands
Increased resources available with SWSM to implement sustainable WASH. The sustainability allocation (10%) within National Rural Drinking Water Programme (NRDWP) will be restructured appropriately and spent efficiently	The sustainability budget framework within NRDWP	Analysis of budgets, fund flows and allocations, stakeholder interviews		
Communities within the two target landscapes demand WASH services	- Demand for WASH services, applications from individual beneficiaries, endorsement by Gram Sabhas	Stakeholder interviews across community groups, FGDs		
Impact				
Contribution to universal sustainable WASH services by 2030	- Directional movement towards universal sustainable WASH services	Outcome mapping/harvesting	Mid-term and end-term evaluations	

5. WP Management

The WsP in India will be jointly implemented by Wetlands International South Asia, IRC and Akvo. A national level Programme Management committee comprising Head of Office (Wetlands International South Asia), Country Coordinator, IRC and Head of Office, Akvo South Asia will be responsible for strategy and implementation of the country work programme, budgeting coherence of different approaches, alliance with International Package objectives and overall national reporting. The WsP will capitalize on the existing networks and partners and their programme at the community, state and national level. The SP will also capitalize on existing alliances that the team has with the Government at all levels, civil society networks and private sector.

Wetlands International South Asia is the Lead for India Work Package (WP 6), coordinating day to day activities and programme implementation, reporting and financial requirements. The organization will also contract the CSO partners implementation project within the target landscapes.

Akvo is the lead technical partner leading the planning, monitoring, evaluation and learning activities.

IRC role in the country programme would be that of an advocacy and training partner for building capacities in sector learning and innovative approaches for sustainable WASH and knowledge management at national and local levels.

The WsP will collaborate with the Netherlands Embassy in India and seek their support and participation in pursuing the policy and investment trajectories identified. An important opportunity is creation of linkages with the Dutch technology agencies supporting implementation of India's largest and ambitious river restoration programme, namely the Namami Gange Programme. WsP will also liaise with the Embassy for regional linkages, especially with Bangladesh, for sharing of best practices and lessons. A meeting with the Embassy is scheduled on September 14 to work out specifics of such interactions.

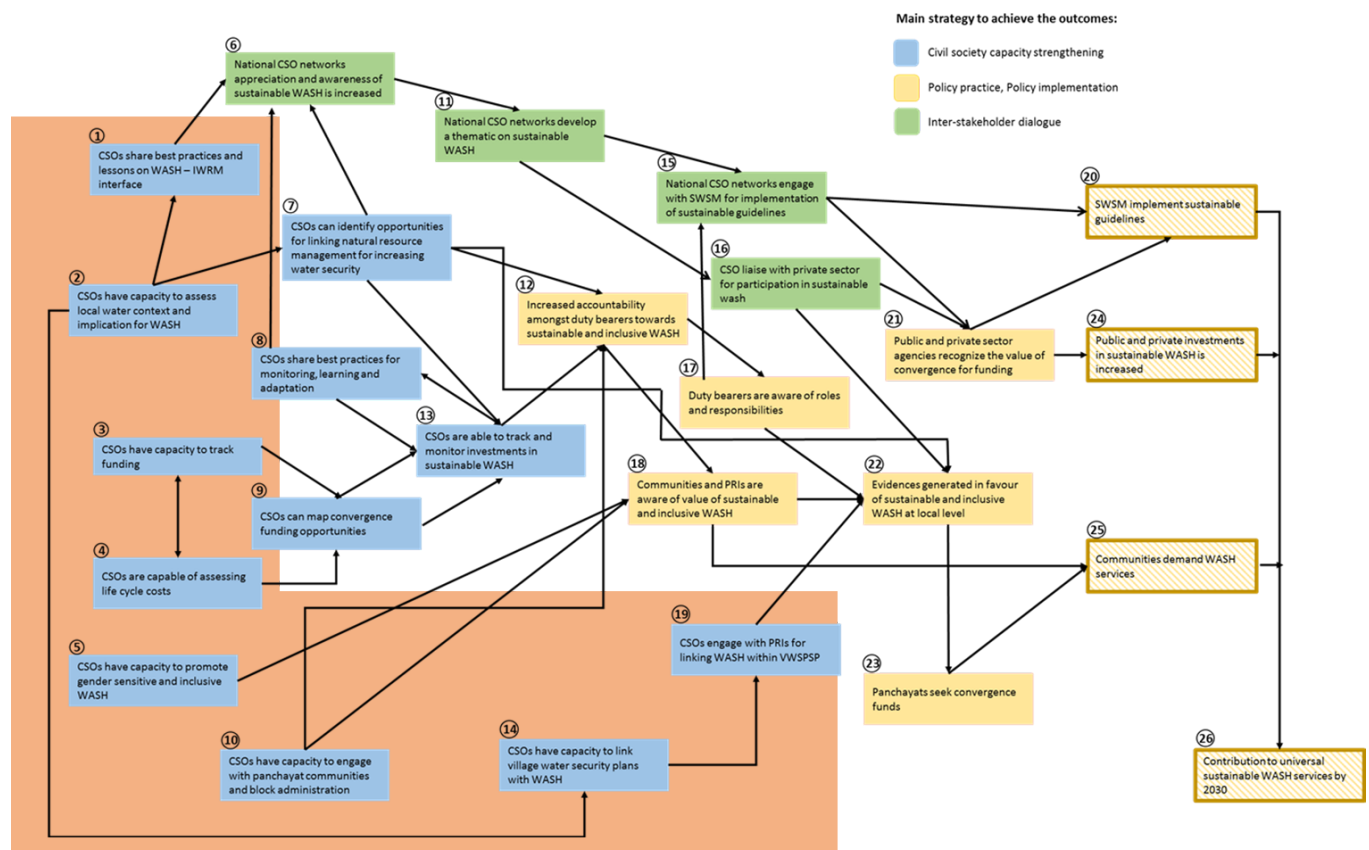
6. WP Budget

Budget for the two years 2016 and 2017 for Work Package- 6, India under the four budget headings - Capacity Development, Lobby and Advocacy, PMEL (Knowledge and Learning) and Administration and Management is stipulated below.

WP6-India	Partners	2016	2017
1 IS1- Capacity Development	Akvo	50,000	37,424
	IRC	18,600	22,500
	WISA	31,440	31,440
	Total	100,040	91,364
2 IS2-Lobby & Advocacy	Akvo	5,000	20,436
	IRC	23,400	17,500
	WISA	27,720	27,720
	Total	56,120	65,656
3 IS3-Knowledge & Research (PMEL) (including in country learning strategy)	Akvo	-	-
	IRC	5,000	7,500
	WISA	33,440	33,440
	Total	38,440	40,940
4 Administration & Program Management (will include expenses related to one team member participating in annual programme event)	Akvo	-	-
	IRC	3,000	2,500
	WISA	27,400	27,400
	Total	30,400	29,900
Total budget planning		225,000	227,860

7. Action plan 2016-17

During 2016-17, SP implementation will focus on capacity development of CSO partners so that they are able to undertake the identified engagement trajectories. With reference to the ToC, this would include working on the initial steps of the results chain (specifically outcomes 1, 2, 3, 4, 5, 10, 14, 19 – highlighted within the ToC diagram below with an orange box). These outcomes will lay the foundation of engagement within the landscapes, and at the national scale. A detailed listing of specific activities and sub-activities, timelines, responsibilities and milestones is presented in Annex 2.



Annex 1: Simplified representation of project key results

