

LWF Nepal

Country Strategy (2014-2019)

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1. LWF NEPAL: BACKGROUND AND CONTEXT

1.1 LWF in Nepal

LWF Nepal has been working in Nepal since 1984. LWF Nepal has intervened with disaster relief and rehabilitation in response to a number of emergencies, and worked with Bhutanese refugees since 1991. Its development program has evolved from service oriented sectoral and community development towards empowerment and rights-based approaches, increasingly with the most disadvantaged groups. LWF has shifted its intervention modalities to work with local partners (both CBOs, CBO Federations, NGOs) as well as with government and civil society groups and movements to influence policy and practice at national level.

1.2 Mandate

As guided by Social Welfare Act 1992, LWF Nepal works in Nepal as an approved development and humanitarian organization, periodically signing both General and Project Agreements with the Social Welfare Council, Government of Nepal. LWF Nepal implements projects that are approved by LWF Department of World Service, and are aligned with Nepal's periodic and interim plans and national priorities.

1.3 Achievements and distinctive role

LWF Nepal is one of over 200 INGOs in Nepal. Yet, during the last Strategic Plan phase as in its earlier evolution, the organization has continued to record notable achievements. There have been good linkages between interventions of LWF Nepal at national and local (district, VDC, community) levels in a number of thematic areas.

LWF Nepal has played a significant role in formulating Haliya Rehabilitation Act, and National Plan of Action, drafting an umbrella Land Policy, Local Disaster Risk Management plans, policies and guidelines for community disaster preparedness, and National Contingency Plans. LWF Nepal is also active in several national networks such as DPNet, Right to Food, Human Rights Defenders, and others.

LWF Nepal has following key achievements at the local level:

Emergency Response and Disaster Risk Management: In addition to serving the Bhutanese refugees, Disaster Management Plans were developed and disaster risk reduction activities were implemented by VDCs and schools; Emergency Response Funds were established and management guidelines were developed by communities; climate field schools were launched.

Livelihoods: Improved food sufficiency for poor households; supported income generation through vegetable, livestock and micro-enterprises enabled the growth of cooperatives to support the economic development of more disadvantaged people.

Empowerment and inclusion: Over 40,000 disadvantaged people have been organised in CBOs and cooperatives; free-bonded labour (*Haliya*) organized in groups, CBOs and at national level

(*Rastriya Haliya Mukhta Samaj Federation*). Women groups operated saving and credit scheme due to which many established small businesses; and promoting the awareness and accountability agenda through public audit, participation in budget process, strengthening of CBOs and CBO Federations.

The strengths and distinctive contributions of LWF Nepal are as below:

- Refugee assistance and involvement in disaster relief, and with host communities
- Disaster preparedness and risk reduction, from community to national level
- Empowerment of disadvantaged and oppressed groups
- Formation of community based organizations, institutions to build the collective strength and voice of disadvantaged groups (CBOs, cooperatives)
- Raising issues to national levels and involvement in policy changes (e.g. *Haliya, Kamaiya*)

In summary, LWF Nepal has established itself as a prominent player in refugee assistance; as a leader in community-based disaster risk reduction and preparedness; as a key supporter in promoting the freedom and right to dignity of bonded laborers; and a contributor to enhancing the grassroots organisations, struggle for rights and enhanced livelihoods of highly disadvantaged caste, indigenous and minority groups.

1.4 Learning and scope for improvement

During the Strategic Plan period 2008-13, the LWF Nepal program has been subject to five major external evaluations and other review and assessment processes in addition to internal review, reflection and learning processes. These have contributed to the Strategic Planning process for 2014-19 especially for the development program. The LWF/World Service Global Strategy 2013-18 is also well reflected in LWF Nepal's plan.

This Strategic Plan does not represent a major departure from earlier work and direction, and reaffirms many of the key elements of the earlier Strategy (vision, mission, values, strategic and thematic approaches). However, it does involve more than mere continuity and envisages the following main adjustments:

- Seeking greater impact achieved through a narrower program focus (especially geographic, partner numbers) as well as improved integration and mainstreaming of work carried under each of the three thematic pillars
- Strengthening the poverty focus and inclusion of poorer members especially by groups, CBOs, cooperatives
- Review of livelihood initiatives to extend opportunities, especially in income and employment
- Strengthening and clarifying the empowerment process including engaging duty bearers to a greater extent, and facilitating and strengthening local planning capacity
- Greater support and guidance to implementing partners, and to the sustainability of community based partners while avoiding building dependence

- At organizational level, the need to address issues of staff turnover and diversity and to strengthen results-based monitoring are recognized.

1.5 The national context

Nepal is a landlocked Himalayan country in South Asia between China and India, with a land area of 147,000 sq kms and a population of 27 million comprising a diversity of over 100 ethnic groups and languages. Critical development issues include the following:

a) **Poverty:** Nepal ranks 157 out of 187 countries in the 2013 Human Development Index, and surveys estimate between 25-65% live below the poverty line (currently US\$ 250/person). Nepal is on track to achieve MDGs including halving absolute poverty by 2015. However, this is driven, not by sustainable economic growth (only 4.4% annually 2007-12), but by migrant worker remittances, urbanization and declining family size. In Nepal, low income is exacerbated by limited opportunities and participation. Severe constraints in agriculture (land ownership and size, technology and inputs) mean poverty is primarily rural and linked with subsistence farmers.

Major regional and social disparities persist, due to geographic barriers, lack of basic infrastructure and services, and a discriminatory social structure. Far- and Mid- Western regions are the most disadvantaged. Hill and Terai Dalits remain the poorest segment.

b) **Gender and social exclusion:** The caste-based ideology, hierarchical and patriarchal social structure that underpin most Nepali cultures reinforce discriminatory socio-cultural practices such as untouchability of Dalits and discrimination against women and hence their exclusion from decision-making structures. Human development indices in Nepal vary more widely by caste and ethnicity than by region, with lower HDI rankings for Dalits, and other minorities, including Muslims, and Janajatis (indigenous groups).

Women lag behind in most development indicators (44% adult literacy versus 72% for men). Cultural norms limit women's mobility in public spaces, their participation in the formal employment and the public domain, while their economic contributions go unrecognised.

The poor in Nepal typically have more children and larger household size, are illiterate or have very low literacy, and are landless or have less than 0.5 ha of land. They suffer discrimination and exclusion. The incidence of disability is also higher among the poor and people with disability tend to be stigmatized.

c) **Limited alternative employment opportunities:** Land fragmentation and the lack of local job opportunities encourage young men into wage labour and migration to urban areas in Nepal, India or other foreign countries. An estimated one-third of working-age men are abroad, sending remittances to about 56% of all households, which constitutes 35% of total family income. Labour migrants also bring back social remittances such as knowledge, skills and social capital, but opportunities to use them, or to invest savings, are very limited.

d) **Migration and feminisation of agriculture:** Women constitute 61% of the agriculture population in employment. Remittances provide cash for household consumption, but

women assume the additional burden of running farm and household. Facing labour shortages and rising wages, women have lower access to services and technologies, which have led to agriculture feminisation, and they are grossly underrepresented in development. Additionally, around 90% of women own neither land nor house, denying them access to credit. Women in remoter hill regions and from caste/ethnic-based disadvantaged groups face more severe constraints.

- e) **Disasters, climate change and refugees:** Nepal suffers a range of natural hazards, being highly vulnerable to earthquake and flood, which threaten life and assets, especially of the marginalized who also suffer most from widespread environmental. Nepal ranks as the 11th most at-risk country for earthquakes, 30th most at-risk for floods. Climate change effects are already intensifying the impacts of disaster. Nepal is ranked as the 4th most climate-vulnerable country in the world - highly exposed to a range of water-related hazards such as floods and drought, changing weather patterns, shifting corridors, species migration and changes in pest dynamics.

Recent reductions in the Bhutanese refugee population (from over 105,00 to the current 30,000) has been achieved through third country resettlement which is planned to be completed in 2016, although a durable solution remains to be found for the estimated 5,000 who will remain. Around 20,000 Tibetan refugees living in Nepal are an established but scattered community; Chinese restrictions on new arrivals, usually proceeding to India, have greatly curtailed their inflow in recent years.

- f) **Political situation:** Nepal has undergone major political upheaval in recent times. The collapse of the monarchy led to the creation of a secular republic in 2006. After the ending of a decade-long civil war waged by Maoists challenging a corrupt political culture, peace was established from 2006-7 and efforts made to demilitarize. The emergence of multiple ethnic and regional agendas and divided and self-serving politics has delayed the writing of a new Constitution. New parliamentary elections are awaited in late 2013. Local government institutions have not functioned well, either disrupted and absent or captured by rival political parties. Corruption has been spreading, Nepal ranks 139 out of 174 nations globally. Geopolitically, Nepal treads a difficult path under the strong competing influences of regional superpowers China and India on its borders.

Given the current socio-economic context of poverty, inequality, gender disparity, social exclusion and inequity, LWF Nepal's new country strategy proposes to apply a pro-poor, gender-responsive, inclusive and conflict-sensitive approach to contribute to social empowerment and poverty reduction amongst the most disadvantaged. Nepal's international development partners have also recognized the need to have short, medium and long-term actions for promoting inclusion, better livelihoods, youth employment, and inclusive economic growth to consolidate peace as well as to make development peace-sensitive.

LWF Nepal's country strategy 2014-2019 seeks to make a positive difference in addressing, at modest scale, these deep-rooted issues of poverty, inequality and injustice suffered by the most disadvantaged and marginalized groups.

1.6 The strategic plan process

LWF Nepal followed a systematic and participatory process in formulating its new country strategy 2014-2019. In addition to inputs from external evaluations conducted in early 2013, the formal consultation and planning for the next 6 years extended over a 4-month period between March and June 2013, involved 5 key consultations with different stakeholder groups at different levels as well as internal discussions among staff.

2. VISION, MISSION AND VALUES

2.1 Vision

People in Nepal, living in a just society in peace and dignity, united in diversity and empowered to achieve their full potential, claim their universal rights, meet their basic needs and improve their quality of life.

Key strategic goals of LWF Nepal are:

- People and communities are capable to address and manage disaster risks, and to respond to and recover from disasters and emergencies.
- Priority populations achieve sustainable livelihoods through enhanced food security, employment and income.
- Priority populations are able to participate in decisions affecting them and advocate for their rights.
- Local governance structures are inclusive and responsive to the poor and the oppressed.
- National laws, policies, regulations, plans, strategies and guidelines are favorable for the poor and the oppressed.

2.2 Mission

Inspired by God's love for humanity, LWF Nepal responds to and challenges the causes and effects of human suffering and poverty.

2.3 Values

- a) Dignity and justice:** LWF Nepal respects the dignity of every person and empowers and supports vulnerable communities in their efforts to achieve justice, human rights and a sustainable future. We address the underlying causes of poverty and exclusion and work for a more equitable distribution of power, resources and opportunities.
- b) Compassion and commitment:** LWF Nepal cares and shows compassion for those who are suffering. We are committed to being professional in program management and implementation.

- c) **Inclusion and respect for diversity:** LWF Nepal respects diversity within the communities it works with and encourages diversity and respect within its workforce.
- d) **Transparency and accountability:** LWF Nepal is committed to transparency in all its motives, actions, program, financial decisions and results. We aim to balance accountability toward affected populations with accountability to government, partners and back donors.

3. CORE COMMITMENTS AND STRATEGIC APPROACHES

3.1 Core commitments

- a) **Human rights:** Human rights are at the core of all that LWF Nepal stands for, its actions and operations. The realization of human rights is fundamental in order to move people out of poverty, to bring about justice and peace and for sustainable development. We strive to enable the excluded and disadvantaged populations which are our priority to attain their fundamental rights especially to citizenship, land, food, basic services and information. Correspondingly we are committed to enable bonded labourers, dalits, disadvantaged indigenous and other minority groups, and landless to escape deep-rooted oppression in order to exercise those rights. As a humanitarian organization, LWF Nepal promotes and adheres to international humanitarian law in its work for the benefit of the populations with whom we work.
- b) **Impartiality:** LWF Nepal assists disaster affected people, irrespective of caste and ethnicity, gender, age, religion, race or political conviction. Assistance is provided in response and relative to need, without discrimination or favoritism.
- c) **Inclusion and participation:** LWF Nepal acknowledges structural causes of injustice and that disadvantaged groups suffer from multiple forms of oppression. LWF Nepal is committed to be inclusive and enable the full and equitable participation of women and men, people with disabilities, indigenous and minority communities and Dalits in all programs and decision-making processes.
- d) **Accountability:** As guided by the LWF/DWS Accountability Framework, we are committed to maintaining high levels of staff competence and professionalism, and continued affirmation and adherence to HAP Standards, SPHERE as well as being accountable to the populations and communities our programs assist for maintaining the highest standards. We strive to achieve a culture of accountability at all levels - through leadership, policies, management systems and field practices. In coming years, we will continue to strengthen accountability practice, particularly in the areas of information sharing, participation and complaints handling mechanisms both in our own organization and program. We shall also strive to promote accountability including accountability mechanisms among local partners,

and institutions (including government) as well as other national institutions and networks with which we collaborate (including the I/NGO sector and clusters).

- e) **Gender justice:** Unequal power relations between women and men result in the unequal distribution of wealth and unequal access to resources and opportunities. The human rights of women and girls must be fully implemented (as must those of men and boys). Since the role of women is central to development, the equal participation of women must be ensured. LWF Nepal includes gender perspectives in all aspects of its work and undertakes specific advocacy and awareness raising initiatives to change attitudes and practices as well as to institutionalize gender justice. LWF Nepal emphasizes gender mainstreaming in all its programs utilizing the Gender Mainstreaming Framework as a tool across all our programs. Moreover, we support the empowerment of women by creating specific opportunities and projects for women particularly those from socially and economically disadvantaged groups.
- f) **Climate justice and environmental sustainability:** The escalating effects of climate change and increasing frequency, scale and impact of disasters and emergencies undermine the human rights of those affected, especially the poor and marginalized who are more vulnerable. To tackle this injustice and their exclusion, LWF Nepal prioritizes adaptation actions and promotes mitigation initiatives in our work. We are committed to incorporating environmental concerns into all development decisions and operations aiming at behavioral change, increased resilience and reduced vulnerability and shall apply the Climate Adaptation Framework Tool across all programs.

3.2 Strategic approaches

The strategic approaches of LWF Nepal mentioned below are intrinsically linked and mutually reinforcing.

- a) **Community-based empowerment approach:** Empowerment is both a means and an end in LWF Nepal's work with communities. This implies consulting the people first, in particular the poor and the oppressed, considering the impact of decisions and activities on them and enabling them fully to participate in and own these activities. LWF Nepal engages with communities in ways that enhance and build on competencies and capacities of people, particularly the poor and the oppressed so that they can direct their own development, both as individuals and as active members of families, groups and communities.
- b) **Rights-based approach (RBA):** There are two stakeholder groups in rights-based approach: (i) the rights holders (who do not experience full rights) and (ii) the duty bearers (the institutions obligated to fulfill the rights holders' rights). Rights-based approach aims at strengthening the capacity of duty bearers and empowers the rights holders. All the people have the right to live with dignity and enjoy the human rights. People who are poor, excluded, oppressed and vulnerable are not objects of charity but rights holders. The structural causes of inequalities, oppression and subjugation that cause poverty and exclusion in Nepal are to be eliminated. LWF Nepal applies special focus on empowering

those poor and oppressed communities so that they can claim their rights in a responsible manner. At the same time, assisting communities acquire knowledge and skills that leads to changed attitudes and transforming people into informed decision makers and active citizens. Active citizens are able to challenge policies or actions and existing structures on the basis of principles such as equality, inclusiveness, diversity and social justice.

- c) **Integrated program approach:** LWF Nepal provides highest priority to those programs that are aligned with government program and also targeted to poor and oppressed communities. Understanding the holistic needs of the rights holders, LWF Nepal makes its maximum effort to create synergy with existing programs, projects and also utilize local capacities and resources.
- d) **Participatory and inclusive approach:** LWF Nepal is accountable to work for the poor and oppressed communities. It develops its plan, program; implement; monitor and evaluate all of its programs in participation with its rights holder communities. While aligning its program goal and objectives with government it will include goals and objectives set forth by the rights holder community that is developed through participatory approach. To transform the oppressed condition of the group into the desired level and to provide justice to those groups, LWF Nepal support local government bodies to include those poor and oppressed communities in their formal and informal institutions and also support them to develop capacity of those community members for effective participation in local bodies and institutions. Efforts will be made to sensitize the elites of the society about the oppression and deprivation that the priority population suffers from, so that they empathize and actively participate in the development programs which are mainly targeted towards the poor and oppressed. Do No Harm principle shall be applied in all programs of LWF Nepal.

4. STRATEGIC PROGRAM FOCUS

4.1 Priority populations

LWF works with disaster-affected, marginalized and vulnerable people who are socio-economically disadvantaged. The main categories are:

Disaster-affected people: people in communities which are at risk or have suffered from disasters and emergencies, specifically:

- communities which are most vulnerable to natural disaster including climate change effects; and
- communities and individuals who are victims of natural disaster or forcibly displaced (including refugees, internally displaced, and host communities), especially the most vulnerable.

Marginalized and vulnerable people: marginalized, vulnerable and socio-economically disadvantaged people, from deprived, oppressed or discriminated-against rural communities, especially.

- Bonded labor and ex-bonded laborers of various types
- Disadvantaged indigenous and minority groups
- Dalits
- Landless

It should be noted that these categories are not mutually exclusive. Within these priority populations, LWF Nepal gives priority to women, people with disabilities and children. The intensive development program working according to a cluster approach allows scope to work simultaneously with several focus categories in any geographic area.

4.2 Geographic focus

LWF Nepal will focus its program geographically on:

- areas with the highest concentrations of the priority populations. These tend to be:
 - regions and districts with high vulnerability to disaster and climate change effects; and
 - districts with the lowest HDI, although also with severely disadvantaged and excluded groups in districts with relatively high HDI.
 - where feasible, LWF will rationalize intensive development interventions in a limited number of districts to maximize impact and program efficiency.

4.3 Operational modalities

LWF Nepal manages its programs in coordination and collaboration with the government agencies at the local as well as national levels. Implementation of LWF Nepal's projects is carried out by the selected strategic partners and civil societies (e.g. NGOs, CBOs, CBO Federations, Cooperatives), and private sectors that are interested in uplifting the lives of the LWF Nepal's priority population.

4.4 Partnerships and collaboration

a) **Government**: LWF Nepal works as alignment partner of government's periodic plan, programs and projects. LWF Nepal designs its three year Country Operation Program Plan and annual Program Document to contribute to government's national goals and objectives in the related sector. In doing so, LWF Nepal engages with government in a systematic manner to assist government by contributing to national objectives and also engage critically with it to make its policies and mechanisms accountable and pro-poor. LWF Nepal researches and brings innovation in policies through field testing and makes advocacy tools for policy changes at national level. LWF Nepal also engages with local government, and emphasizes on strengthening local governance systems, by facilitating for inclusive VDC and district planning.

- b) **Community-based organizations (CBOs):** LWF Nepal primarily implements all programs at the community level with local Implementing Partners mainly the people's organizations like Community Based Organization, Federations and local NGOs. LWF Nepal will assume a stronger role by providing more conceptual support and guidance to these organizations in order to increase quality of projects on the ground.
- c) **NGOs:** LWF Nepal works with national level civil society organizations that are prominent in their respective thematic area and can contribute to excel the effectiveness of LWF Nepal's program by providing expert services in research and development, capacity building, advocacy and to implement regional or national level programs.
- d) **Private sector:** As facilitator, LWF Nepal engages with private sector to reduce the level of exploitation the market does and maximize their corporate social responsibility. It will strengthen linkages between private sector and LWF Nepal's priority population for increasing access to technology, market and information.
- e) **Alliances and networks:** In the area of its core priority population and area, LWF Nepal join in existing alliance or networks and work very closely with those likeminded organizations at different levels bringing synergies among the stakeholders for wider effect. The alliance partners will closely work in the agreed issues, raise fund and advocate for policy change.
- f) **Donor partners:** LWF Nepal focuses on gaining a better understanding of the priorities of funding agencies in Nepal and in other countries. It also emphasizes on being strategic for exploring other potential funding sources outside Nepal. LWF Nepal strengthens its relation with diplomatic missions in Nepal and explores possibility of partnership.
- g) **UN:** LWF Nepal will strengthen its partnership with UN Agencies such as UNHCR, UNHABITAT, WFP and explore new partnerships with other UN agencies.

5. PROGRAM DIRECTIONS AND INTERVENTIONS

The LWF Nepal program will focus on three broad themes in its interventions

- Disaster Risk Reduction, Emergency Preparedness and Response
- Sustainable Livelihoods
- Governance and Justice

LWF Nepal supports its priority populations by integrating above mentioned three thematic program areas as far as possible.

5.1 Disaster Risk Reduction, Emergency Preparedness and Response

5.1.1 Strategic objective: People and communities are better prepared for, able to effectively respond to and timely recover from disasters and emergencies.

5.1.2 Priority

LWF Nepal aims to develop resilient communities, reduce vulnerability, protect assets in the events of crisis and enhance state capacity in preparedness and response to disasters, and reducing disaster risks.

a) **Priority populations:** Priority is given to those populations which are more vulnerable and possess inadequate coping capacity, primarily

- At-risk populations
- Disaster- affected populations
- Refugee, and refugee host communities/affected communities

Among those categories, priority is given to vulnerable groups (women, children, people with disability)

b) **Focus geographic areas, disaster types:** In terms of geographical focus and disaster type, priority is given to:

- Mid- and Far-West (terai and hill districts) - flood, landslide
- Central and Eastern Terai (plains) including refugee settlements) - flood, fire
- Kathmandu Valley – earthquake

Among those categories, priority is given to those areas where LWF Nepal operates a development or refugee program.

c) **Disaster cycle interventions:** In terms of interventions according to the disaster cycle phases, LWF Nepal will give priority to:

- *Preparedness* - working with local CBOs & NGOs and with Local Government applying the Community-based Disaster Risk Management (CBDRM) approach, seeking to build effective links between government and community, and also working with the community to link this with other sustainable development initiatives.
- *Response* - working with Government at the district level (DDRC), Red Cross, Clusters, primarily offering contributions in CCCM (camp co-ordination and camp management), Food, Non-Food Items and Shelter.
- *Recovery* - working with Local Government, CBOs & NGOs, primarily in areas of resilient livelihoods/food security, and claiming rights (including land, rehabilitation assistance)

d) **Principles and Standards:** LWF Nepal adheres to the relevant principles and policies of the Nepal Government as well as the standards set by the Hyogo Framework for Action, Sphere, Humanitarian Accountability Partnership, and the mechanisms and procedures as outlined in the LWF/ DWS Emergency Strategy and ACT Appeals.

e) **Integration and mainstreaming approach:** LWF Nepal advocates for increased participation of vulnerable community members and enhances their capacities. There is a need of mainstreaming disaster risk reduction, climate change adaptation and livelihoods to convert 'vulnerability to resilience' so that the targeted communities have better capacity to adapt

to change, cope and timely recover from shocks, secure sufficient food and move out of poverty.

f) Cooperation with other actors: At national level, recognizing the necessity of effective collaboration in disaster risk reduction and response, LWF Nepal will continue and strengthen its involvement with key networks and selected humanitarian clusters. LWF Nepal will continue to make a contribution to Government efforts to develop laws, policies and guidelines in this field as well as holding it accountable. LWF Nepal will continue to be an active member in national networks which co-ordinate diverse efforts of different actors in this field including the Inter-Agency Standing Committee (IASC), ACT Nepal Forum Association of International NGOs in Nepal (AIN), Disaster Preparedness Network (DPNet), Sphere Nepal, and National Network of Community Disaster Management Committees (N-CDMC).

At regional and international levels, LWF Nepal will participate actively in the collective efforts of the humanitarian community to learn from, and share good practices and experiences for improved interventions utilizing the LWF Emergency Regional Hub, Asian Zone for Emergency and Co-operation Network (AZEECON) and ACT Alliance.

5.1.3 Right to human security and protection and right to live with dignity during emergencies

Emergency preparedness and response will continue to be a priority together with continuing assistance to refugees, and where need arises, displaced people and others affected by natural disasters, and emergencies. LWF Nepal recognizes the importance of linking relief, rehabilitation, development and disaster preparedness in the country in order to maintain a credible presence and capacity in this field.

- In all our emergency related activities, we engage and support communities to be part of the solution through self-managed community protection and safety; in taking care of the most vulnerable community members (especially women, children, people with disability, Dalits, ethnic and other minority groups); establishing community structures that enable participation in decision making and in advocating for their own rights. Following measures will be taken: Strengthening disaster risk reduction capacity of community based organizations and institutions.
- Strengthening alliances on disaster risk reduction at local, district, and national levels.
- Advocacy at national level and participation in the formulation and implementation of inclusive Disaster Management Policy together with the Government of Nepal.
- Constructive co-operation with other organisations, networks and alliances on protection and psychosocial support.

5.1.4 Disaster risk reduction and emergency preparedness

Disaster risk reduction (DRR) and emergency preparedness work aims to build resilient communities, reduce vulnerability and protect assets in the event of crisis. As part of this, LWF Nepal will continue to be active in strengthening local and national actors, building their capacity to prepare for disasters according to their context and environment.

LWF Nepal focuses on disaster risk reduction and mitigation through various measures such as supporting them to develop contingency plans, establish appropriate early warning and assistance systems, and strengthening food security measures (such as rice banks) and community shelters. The main emphasis will be on building the capacities of communities while also reaching out to inform and build capacity of duty-bearers who support communities in preparing for disasters and in managing and mitigating risks. In this community focus initiative, LWF Nepal continues to enhance the active participation of women, children, people with disabilities and other vulnerable groups. Specific priority areas, according to level, include:

At Community levels

- a. Establishing and strengthening capacities of community based institutions
- b. Establishing and operationalising flood early warning system
- c. Strengthening social safety nets (grain bank, seed bank, plinth/homestead raising, emergency fund creation, river protection, mitigation.)

At organizational levels

- d. Engaging with the Government in developing contingency plan and DM plan at different levels (community, VDC, district, national)
- e. Lobbying with and supporting local government authorities and stakeholders in formulating and implementation of DDRMP, LDRMP (Risk Management Plans), and DDP RP (Response and Preparedness Plans)
- f. Strengthening Emergency Operation Centers at district level
- g. Develop emergency preparedness and response plans at organization and NGO partner level.

5.1.5 Timely and relevant response to emergencies

LWF Nepal's emergency operations include a strong emphasis on interventions related to camp coordination and camp management, food, non-food items, shelter, water, sanitation and hygiene and other life-saving and sustaining activities, especially in the acute phases of crises. We combine material aid with safety and security, by paying particular attention to those who are most vulnerable. Specific priority areas include:

- a. Strengthening ACT Nepal Forum response for immediate assistance and recovery.
- b. Strengthening Country Emergency Team with support of Regional Emergency Hub for joint assessment and response.
- c. Identifying different needs of vulnerable groups
- d. Organizing life-saving response within 72 hours in close co-ordination with CNDRC, DDRC and clusters (CCCM, food, non food, emergency shelter, possibly WASH)
- e. Prepositioning life-saving items (non food, shelter, hygiene) at national and district levels
- f. Co-coordinating with AIN, DPNet and other humanitarian organizations for effective response.
- g. Support ACT Alliance to mobilize RST roster members

5.1.6 Assisting displaced people and host communities

Linking relief to development is integral to the way in which LWF Nepal works. Connecting relief to development means assisting displaced people including refugees by supporting them for their immediate needs and sustainable solutions. In more protracted humanitarian crises, we work with host communities as well as the displaced. LWF Nepal will adapt and apply conflict sensitive and Do No Harm approach in carrying out this work. Specific priorities include:

- a. Assist displaced people and refugees with transitional shelter, food, non-food, WASH.
- b. Assist host communities in their community programs
- c. Strengthen disaster preparedness capacity of displaced people/refugees and host communities

5.1.7 Intended Outcomes (Results)

The intended outcomes of these various program actions can be summarized in terms of three anticipated results, which can be measured and monitored, namely:

- a. Enhanced capacity of disadvantaged communities to reduce disaster risk and to prepare for, respond to and, when necessary recover from emergencies and disasters
- b. Enhanced capacity, efficiency and co-ordination of local bodies (including Government) in reducing disaster risks and preparing for and responding to emergencies and disasters
- c. Disaster affected populations, including refugees, have access to timely and relevant assistance

5.2 Sustainable Livelihoods

5.2.1 Strategic objective: Priority populations achieve adequate livelihoods without compromising the livelihoods of future generations.

5.2.2 Priority

(a) Sustainable livelihoods framework: The framework for the sustainable livelihoods of the priority populations (ultra poor, poor, excluded, oppressed, disadvantaged, people with disability, vulnerable and marginalized people) is based on the strategies for achieving changes in three domains as below:

- i. **Assets and access to services:** Tangible benefits for the priority populations in terms of assets creation and their increased access to services for fulfilling their basic needs including food security, sustainable income, confidence and dignity, and reduced vulnerability.
- ii. **Rules, regulations and institutions:** Rules, regulations, norms that are favorable for priority populations' rights for increased access to and their roles in decision making and benefit sharing (e.g. rights to food, land rights, labor rights, rights to live safely and with dignity, rights to access common pool resources, equality rights such as joint land titles for women and men, food entitlement and distribution at household).

- iii. **Agency, voice and influence:** Priority populations' capacity, network and strength of raising their voice, defending their rights and influencing in decision making and benefit sharing through various mechanisms (e.g. saving and credit groups, user groups, cooperatives, CBOs, CBO Federations, alliances, forums).

Emphasis will also be on building capacities of priority populations to be resilient or to avoid or resist stresses or shocks and reduce vulnerability to hazards and disasters by adapting changes in climate and environment.

(b) Dynamics of change: Assets are both means and ends of livelihoods. LWF Nepal supports priority populations in developing assets over time and advancing the stages on their way towards sustainable livelihoods. When priority populations are in survival mode and have few assets, asset development strategies will focus on accessing basic needs. Once a certain reserve of assets is in place, priority populations move from coping strategies towards strategies that are designed to build their employability and develop their businesses. Priority populations pursue various asset-building strategies that support them both in surviving and in coping with the context that makes them vulnerable to poverty, so that they can move towards stability and sustainability.

A "theory of change" approach guides us in identifying strategically designed economic development interventions that support the priority populations at different stages to make a transition out of poverty and transform towards achieving sustainable livelihoods. Through clearly defining and understanding the interlocking assumptions that drive the need or desire for change, it is easier to develop a road map that effectively lays out the processes and actions required to support priority populations' livelihoods strategies in building their assets, reducing vulnerability and creating sustainable livelihoods.

(c) Twin-track approach: Two-pronged (or twin-track) approach will be applied, which consists of: (i) targeting the priority populations who have least assets and access to services (e.g. ultra poor and most disadvantaged people) by providing them with relatively medium to long-term intensive support including initial subsidies and grants for their livelihoods and (ii) mainstreaming in community-based livelihood promotion strategies through which priority populations receive direct support and others also benefit through capacity building, demonstration and dissemination of knowledge, skills and technologies.

(d) Strategies for promoting resilient livelihoods: Strategies to build livelihood resilience have to involve not only households, but also several levels of organizations. These will include:

Diverse livelihood options

- Improving the diversity and security of priority populations' livelihoods by providing them with more options for increasing their capacities to adapt to changes.
- Piloting for identifying interventions for diverse sustainable livelihood potentials of the ultra-poor and the landless

Integrated resource management

- Integrated and inter-disciplinary interventions that combine technologies and practices in agriculture, livestock, fisheries/aquaculture, forestry and natural resource management for a coherent approach to building resilience across the livelihoods of priority populations.
- For this, emphasis will be on coordination and collaboration with district line agencies and relevant stakeholders, also at the national level for the technical expertise.

Building self-reliant communities

- Community-based development that integrates social protection approach e.g. crop and livestock insurance, land reform, protection of access to common property resources as well as market-led approach and strategies for building self reliance and independence.
- Supporting the development of savings and credit groups, user groups for managing common property resources, cooperatives etc. which enhance the security of livelihoods of priority populations, with particular attention to the needs of different groups e.g. gender, social status, age, culture etc. Improving peoples' organizations' sustainability as well as to strengthening their capacity to dialogue with government and give voice to their members.
- Supporting the emergence of local leadership, especially among women and the excluded.
- It will also be important to identify changes in gender relations at the household level and how this has affected leadership and participation of women in the more public sphere in the community.

Pro-poor and inclusive cooperatives

- Increase capacity of cooperatives in enhancing the sustainable livelihoods of their membership, with particular focus on the poorer segments
- Developing cooperatives and their mechanisms for reducing the vulnerability of the poor and the disadvantaged by providing accessible and lower cost savings and credit services and insurance provisions.
- Capacity building of cooperatives to strengthen their linkages with the wholesale finance sources and market actors

Linking field-level evidences with policy changes and advocacy

- Increased capacity of priority populations to voice and advocate through field-level evidences, and local bodies and mechanisms (e.g. DDC, VDC, Citizen Awareness Centre, Ward Citizen Forum) to institutionalize pro-poor and inclusive planning and local policy development.

5.2.3 Livelihoods program interventions

(a) Food security

Strategies for food security will focus on right to food, food production and access to food. Promote community-led strategies that contribute to the development and dissemination of cost-effective and appropriate technologies for increasing food security of priority populations. These may include food production infrastructure such as micro irrigation , inputs such as seed, tools etc. and skills training.

(b) Economic development

(i) Subsistence production and income generation

- Support the poor and small holders for maintaining a subsistence living from their agricultural activities, and move towards obtaining some income from income-generation activities.
- Support the ultra poor and landless people in diversifying livelihood strategies, creating alternative income-generating activities such as non-farm activities, providing one-off grant in the form of revolving fund to increase access of ultra poor and landless people to soft loans, and subsidy in terms of inputs and equipments, and building their linkages with markets.
- Asset transfers to ultra poor, women and the most disadvantaged (e.g. livestock, leased land, tools, seeds) for use in income generating activities, including agriculture activities such as vegetable gardening or nursery cultivation.

(ii) Enterprise development

LWF Nepal will support the priority population for establishing and developing their enterprises through integrated enterprise development approach. With this, LWF Nepal aims to create self-employment and employment within the families.

Integrated enterprise development approach: This approach includes a number of interrelated components: (i) resource potential and market survey and potential enterprises identification (ii) social mobilization for entrepreneurs (iii) entrepreneurship skill training and business plan preparation, (iv) technology skill training, (v) access to financial services for investment, (vi) access to technologies and equipments, (vii) market linkages, and (viii) business counseling and follow up. Farm and off-farm-based enterprises will be promoted by adopting environmental-friendly technologies and practices. Utilization of local resources and traditional knowledge and skills will be emphasized. Cooperatives will be promoted for increasing priority population's access to financial services, technologies, information and markets.

Partnering with private sectors: Private sectors will be engaged for generating employments by creating opportunities for priority population in value chains. LWF Nepal will adapt the Participatory Market Chain Approach (PMCA) to foster the market access of focus group members by generating fruitful collaboration among the different market chain actors. This approach will be applied for identifying and developing enterprise and employment opportunities, and help change market systems to work more effectively for the poor. These will include market expansion, increase quality and quantity of production as per market demand, improved postharvest, packaging, branding, market promotion.

Participatory action research: Participatory action research will cover piloting of initiatives with the leadership of communities. LWF Nepal will emphasize on gathering information on appropriate low cost technologies and equipments particularly for priority population (e.g. technologies that are women friendly, suitable for Dalits and people with disability, and are

environment friendly) and systematically share with the priority populations . Demonstration and dissemination of the successful technologies will be done through different mechanisms. Coordination and collaboration with relevant government agencies and private sectors will be done for technical expertise and other resources required for development of technologies and their commercialization.

Graduation of entrepreneurs: Entrepreneurs that are developed through the Integrated Approach will go through two stages to become resilient.

Start-up stage: Entrepreneurs establish their businesses or enterprises but their net income is lower than their opportunity costs (the daily wage of an alternative employment). They need on average 1 year to start-up businesses, but starting up is not sufficient to guarantee resilience, as most start-ups require further support to access input, financial and sale markets to become profitable.

Graduation: Entrepreneurs recover initial investment and their profits from enterprises are higher than opportunity costs. Support to start-ups to *graduate* into profitable businesses will require in the areas with targeted technical support in the form of higher levels of entrepreneurship trainings, linkage with financial service providers and linkage with markets, business counselling, branding, packaging, and other services. Start-ups may take up to a maximum of 2 years to graduate for those who are highly resource-poor and have least livelihood assets.

Resilience: Resilient entrepreneurs have market linkages and are able to innovate and grow their businesses and overcome economic shocks.

(c) Human development

Livelihood strategies do not only emphasize on food security and income, but also health, shelter, drinking water, education and other tangible benefits, such as comfort, safety, respect and fulfillment.

Literacy: Focus on literacy of the priority populations especially women and people with disability through Empowerment Education Program approach that includes participatory sessions on civic education, and facilitate and coordinate with the district-level GoN and relevant stakeholders for improving access of the priority populations, in particular girls and children from disadvantaged castes/ethnicities, to formal education.

Skill development of youth: Priority population, in particular poor young people, will be provided with technical and vocational skills that have market demand and employment opportunities. This will include two different levels of skills: (i) level 1 for developing resource farmers or entrepreneurs who will be eligible to transfer skills through practical trainings to other farmers and potential entrepreneurs, and (ii) level 2 for developing local resource persons or local enterprise development facilitators who will be employed by business development organizations or private sectors or NGOs/CBOs. LWF will use systematic methods for labour market assessments ahead of skills training activities.

(d) Environmental sustainability and climate change adaptation

LWF Nepal supports communities that are extremely vulnerable to the impact of climate change. We assist communities to assess environmental implications and climate change risk.

We integrate ecological considerations into the identification and design of programs in the areas of: promoting technologies and practices for increasing agricultural food production and food security in the context of climate change; land use management; soil conservation; alternative or green energy use etc. Adaptation strategies as part of disaster risk management and sustainable livelihoods are inextricably linked to the protection and management of natural resources and will be a core aspect of this work in the years ahead. The affected communities have to decide and take responsibility for environmental conservation and sustainable use of natural resources for the strategies adopted.

5.2.4 Intended Outcomes (Results)

The intended outcomes of these various program actions can be summarized in terms of three anticipated results, which can be measured and monitored, namely:

- a. Increased food security attained by all members within disadvantaged households
- b. Increase in income earned by disadvantaged households
- c. Increased capacity of cooperatives in enhancing the sustainable livelihoods of their membership, with particular focus on the poorer segments

5.3 Community-led Action for Governance and Justice

5.3.1 Strategic objective: Priority populations are able to participate in decisions affecting them, improved local governance and to advocate for their rights

5.3.2 Claiming rights

LWF Nepal focuses on actions which enable poor and oppressed sections of the community to obtain equitable access to resources and services. This approach involves intervention at local, as well as district and national levels.

Local: Actions here involve building both knowledge and capacity of rights holders to understand and advance their rights as well as responsibilities. This includes, for example:

- Mobilizing the priority populations and assist them to form their own groups and CBOs with proper governance and governance structures.
- Raise awareness and literacy capability among them through conscientization and Empowerment Education Program (EEP) through which they will also learn about the importance of coming together and being united.
- Education on the importance of vital registration (birth, marriage, migration and death certificates); citizenship; voters registration etc. and how to obtain these documents.
- Making aware, and facilitating access of this groups of their access to basic services and rights. These include ensuring laws and entitlements are actually and fairly applied at local level for the benefit of these groups, (for example, entitlement to financial allowances such as single women allowance, disabled allowance, rehabilitation package, etc); protection from abuse or denial of rights

such as gender based violence act, property rights, land rights, and rights to food.

Strengthen community-based institutions raising the agenda of poor and oppressed in a responsible manner so that their voice is recognized and listened to by the local bodies.

District and National: Collaboration with relevant duty bearers at district and national levels will be emphasized for improving their services and responsibilities to ensure that the rights of the priority populations (e.g. *Haliya, Kamaiya, Kamlahari, Haruwa, Charuwa*, women, people with disability etc.) are protected. LWF Nepal will also involve in policy dialogue and advocacy for protecting rights of the priority populations (e.g. land rights, social and economic rights, rights to food, etc.) by developing the capacity of both rights holders' federations and duty bearers at district and national levels.

Emphasis will also be on lobbying for priority populations' rights-based policies, strategies and programmes through adopting evidence-based and participatory advocacy approach. LWF Nepal will work with a diverse range of partners, including CBOs/local NGOs, government organisations, or alliances and networks, which share with it a commitment to promoting and protecting the rights of the priority populations.

5.3.3 Inclusive participation and engagement in local institutions

LWF Nepal's programs engage in a range of enabling strategies to help priority populations and communities achieve greater involvement in decision-making, improved and accountable governance and justice.

- *Engagement in local institutions:* LWF programs work with CBO/local partners at the grassroots institutional level (village/community/VDC) to encourage meaningful and inclusive participation in decision-making by previously excluded groups. LWF Nepal provides support to disadvantaged populations to organize themselves and enhance their capacity and thereby acquire the confidence and collective strength to participate effectively in local level decision-making bodies such as Ward Citizen Forum, Citizen Awareness Centre, School Management Committee, Community Forest User's groups and Village Development Committee. Our support enables them to organize and to gain knowledge of how these local structures operate.
- *Civic and voter education:* This is to encourage disadvantaged and excluded priority groups to be active and be informed citizens and participate meaningfully in district and national elections through programs of civic and specifically non-partisan voter education, seeking to allow them to exercise democratic influence on the policies and selection of political leadership. In some cases, community leaders can be supported to participate in policies processes, and other elections to higher bodies.

5.3.4 Good governance: LWF Nepal will work at local level to promote good governance in local institutions.

- *Strengthening local institutions' governance and democratic practices:* LWF Nepal also focuses on supporting local institutions as well as groups/CBOs to be more inclusive, democratic and transparent in their functioning so that poor and oppressed groups will have a proper voice and an equitable share of resources. Greater participation by disadvantaged groups has an important role to play in ensuring diversity and equitable treatment by these decision-making bodies. Other tools can also be readily applied including simplified code of conduct, complaints mechanism, policies compliances as well as ensuring the governance basics of record keeping, and attendance.
- *Accountability:* Promoting accountability among elected or representatives' bodies are central to ensuring good governance. From CBO level upwards, and including other local structures such as cooperatives, users groups, and local government structures, LWF Nepal will actively promote the tools and mechanisms such as social audits, public hearings, gender and inclusion-responsive participatory planning, monitoring and evaluation, budget and expenditure tracking, entitlement monitoring to enhance good governance among local bodies - both private and public. This process of transparency and information sharing also facilitate equitable access and increased access to basic services and rights (human rights, health, education, etc.), and contribute to reduction of the risk of corruption and misuse of resources.
- *Learning, replication and action research:* LWF Nepal seeks to replicate knowledge and experience gained. However, it is intended to also carry out action research to develop innovative programs or approaches to improve good governance especially at micro-level local institutions. Local resource organizations will gradually be developed to provide technical support on good governance.

5.3.5 Advocacy

Advocacy is a necessary and complementary dimension of LWF Nepal's work at all levels. Selective issues related to the key program themes need to be taken up not only at local but also at higher levels. LWF Nepal now has a track record in influencing policy change at national level (e.g. *Haliya*, disaster preparedness etc.) which we can seek to replicate for other issues.

On a range of priority issues e.g. human rights of women, Dalits, certain indigenous/minority groups, ex-bonded laborers; right to food, right to land; durable solutions for Bhutanese refugees) where justice is denied to oppressed and disadvantaged groups, LWF Nepal will work with other human rights organizations to eliminate caste-based discriminations and gender-based violence.

LWF Nepal has the dual role of accompanying and supporting communities of concern in advocacy and gathering information that can be used in local and national advocacy efforts. We intend to strengthen our capacity in advocacy by connecting local knowledge with national lobbying and advocacy work. Specific approaches which we will expand include:

- *Participating in relevant networks and alliances:* We work closely with relevant alliances and networks, and UN. Access of poor, people with disability and women to land, capital and employment is the primary advocacy agenda for LWF Nepal.

- *Participating in policy review and formulation:* joining hands with representatives from various relevant government departments, and representatives from civil society to review and formulate policies and codes which will apply throughout Nepal
- *Public Interest Litigation:* A related strand is selective use of Public Interest Litigation (engaging legal expertise to make challenges to clarify the law in favour of disadvantaged groups). LWF will seek to engage in public interest litigation when circumstances permit.
- *International advocacy:* For carefully selected issues, LWF Nepal will continue to utilize the resources and influence of the Lutheran communion, the ACT Alliance and other international connections to raise the plight and rights of the oppressed in Nepal.

5.3.6 Intended Outcomes (Results)

The intended outcomes of these various program actions can be summarized in terms of three anticipated results, which can be measured and monitored, namely:

- a. Increasing participation, voice and influence of priority populations in local institutions and decision-making processes.
- b. Equitable access to rights, entitlements and basic services enjoyed by priority populations.
- c. Good governance and accountability practiced in and by local institutions.

6. ORGANIZATIONAL STRATEGY

LWF Nepal seeks to be an effective and professional humanitarian and development agency performing to a high standard. To ensure our program objectives and interventions have a positive and sustainable impact on people's lives requires a proactive and intentional approach to organizational management and development.

6.1 Quality programs and practice

Quality development of programs and practice is a continuing commitment, leading to a common understanding and consistent implementation of LWF Nepal's program approach and to increased efficiency and effectiveness. It will give priority to: (i) improved results-based PME system (ii) credible results monitoring and measurement system, which link outcomes with output and activities, and (iii) gender-sensitive and inclusive participatory planning, monitoring and evaluation. LWF shall revise its entire organisational PME system to be more result oriented.

a) Results-based program planning and management by adopting results approach

LWF will consider applying the tool of result chains and other result measurement approaches in project planning, monitoring and management. Under such approach, the individual steps that lead to results are mapped and monitored while verifying the validity of the underlying assumptions. Furthermore, there is a clear link of well-defined results (impacts and outcomes)

with the outputs and activities in the results chain approach. The results approach is a good management tool, since interventions can early be adjusted if blockades happen in the early part of the results chain.

b) Strengthening accountability to people of concern and to partners and funders

LWF shall continue strengthening its accountability within the organisation, among its implementing as well as community partners, and in dealings with government, partners, funders and others.

c) Interpreting policies and standards into user-friendly practice guidance and simplified toolkits for field staff

LWF shall ensure that relevant policies, standards and guidelines are simplified so that they will be clearly understood and applied. These meaningful, manageable and simplified tools will be easily accessible to and understood by field staff and partners.

d) Environment and climate change sensitivity

Realising the impacts of climate change on the poor and the impacts of environmental degradation, LWF Nepal is committed to reducing its own carbon footprint and encouraging partners to do the same. All our programs and offices will adopt environmentally-friendly practices as far as possible and environmental assessment is carried out where necessary.

e) Synergistic partnerships: LWF will actively partner, collaborate and coordinate with other organizations that have resources, expertise and programs in relevant themes.

6.2 Resource mobilization and communication

In order to attract the necessary financial resources to support this Strategy, LWF Nepal will strengthen fundraising and related efforts combined with effective communication.

6.2.1 Fundraising

LWF Nepal relies on funds from its church related agencies, UN and other national and international donors. Resource mobilization to achieve a stable and more diversified funding base is a priority. LWF Nepal considers fundraising as a core function of senior staff and therefore includes fundraising as one of the key performance results. A fundraising team works collectively coordinated by the fundraising focal person. LWF Nepal will establish a strategic mechanism of having an unrestricted fund for investing, among others, in activities required for fundraising e.g. needs assessment and baseline data collection for designing needs-based concept notes and proposals, organizing meetings/workshops with relevant stakeholders and consortium partners for preparing joint proposals, bidding and for keeping provisions for co-financing. It invests in staff capacity building on high quality proposal writing, donor relations, and marketing. It provides additional motivation and incentives to those staff who mobilize funds through their competency and capacity. LWF Nepal strengthens its accountability to people of concern and to partners and funders. More explicitly the following are key priorities for fundraising:

- Donor confidence: Ensuring high quality, well managed programs and effective leadership and well developed staff capacity, strong financial management, transparency and accountability. Demonstrating impact and results in the communities we serve and thereby reinforcing increased donor confidence.
- Donor co-operation and consortium approach: Maintaining and managing strong relationships with and meeting expectations of existing donors and partners, underpinned by strategic and effective communication with the aim of retaining and increasing funding from traditional and new sources. The consortium approach helps avoid or reduce overlapping and duplication of programs.
- Donor diversification: Seeking new opportunities for funding at international and national levels with potential donors and partners. LWF Nepal builds capacity of staff to help programs access direct funding from institutions, governments and others.

6.2.2 Communication

LWF Nepal communicates clearly that it is a mission driven; relevant, and community-focused organization. LWF Nepal gives the message that it upholds the rights of the poor and oppressed; it is locally rooted and globally connected; it reaches its target rights holder groups with relevant, timely information. To shape these three messages, LWF Nepal will further improve its communication policy and strategy and will produce powerful messages, news features and stories to reach a range of target audiences from local to global levels. Communication and visibility will be further strengthened to serve the needs of the organization and partners.

LWF Nepal will focus on more strategic communication planning. It will build and enhance capacity of staff and partners and develop them as focal points to operate as more effective communicators.

6.3 Financial resource management

Effective financial management is complementary to fundraising. LWF Nepal ensures that the resources are used in the most efficient and effective manner and that there is strong adherence to national and international financial management norms, principles and guidelines. The following are the main priorities:

- Strong stewardship: Promoting good stewardship of resources which encompasses more effective, efficient and different ways of working. This includes both measures of control and ongoing efforts to reduce costs incurred in program implementation and administration
- Continuous improvement in financial management and accountability: Adhering to international standards, investing in improved financial controls and systems and recruiting and developing qualified staff.
- Meeting core costs: To enable proper planning and program continuity, LWF Nepal will seek to grow unrestricted funding and pursue other means of covering core costs.

- Building adequate reserves: After covering core costs, additional unrestricted funding will enable LWF Nepal to build reserves that will allow us to invest in new programming and where possible to use those funds to leverage funding from other donors.

6.4 Human resources and organizational structure

Recognizing the importance of qualified, skilled and competent staff for program, the organization's performance and quality, LWF Nepal strengthens its human resource planning, recruitment and development policies and procedures.

LWF Nepal will develop strategies to support the development of a diverse team (with regard to caste, ethnicity and gender) and apply learning from other development organisations in Nepal. These include a transparent recruitment and promotion process, offering a secure and conducive working environment, providing equitable opportunities for staff development (including training and exposure). LWF Nepal provides guidelines for working conditions, career plan, and develops processes to benchmark, monitor and improve conditions particularly to attract women professionals into leadership positions. Recognising remuneration plays an important role in recruitment and retentions, LWF Nepal will seek means of ensuring the organisation remains competitive.

In terms of organizational structure, LWF Nepal envisages continuing and strengthening the basic program structure of: a) a central office in Kathmandu responsible for strategic and system development, program direction and oversight, and liaison and co-operation with national and international-level actors; and also b) three regional offices (west, central and east) staffed by committed and competent professional staff responsible for direct oversight of the program including field operations, dealing with implementing and other partners, and liaison and co-operation with regional and district level actors.

6.5 Learning and knowledge management

LWF Nepal establishes itself as learning organization by promoting innovation, research, providing open environment for staff to bring new ideas and program approaches. It promotes various learning forums from the community to national level. LWF shall focus on maximizing opportunities for learning and sharing lessons from practice and analyzing and using the outcomes of evaluations and program reviews. LWF Nepal follows the LWF World Service strategy with regard to knowledge management for utilizing learning forums at international level.

6.6 Transition and localization

LWF-N will again review its options for future organizational transition and in particular its Localization Strategy. Localization is considered a logical future progression for the program, offering greater legitimacy and organizational sustainability as well as expanding funding options for LWF in future. A National Advisory Board including representatives from national stakeholders (government, civil society, religious bodies) will be established which will function

as an intermediate step during the Strategic Plan period. This Board will provide strategic direction for localization.

6.7 Risks management

External risks

The on-going political, socio-economic and cultural transformation process may pose several risks to design, implement, and monitor and evaluate the program activities. LWF is aiming to contribute in formulating and reforming number of policies at the central as well as district levels. Considering the current political uncertainty, there is risk that the government may not give priorities to initiate process to formulate new policies and amend the existing policies.

If the commitment from the political parties as per their election agenda, and agreement with those parties which did not agree with the election cannot be materialized, then it may create political instability. This condition is expected to affect the development process adversely especially when meaningful partnership with DDC, VDC is envisaged.

Severe climate change consequences (draught, hailstorm, flood, and landslide) leading to community displacement and disruption and beyond the coping capacity of the community may threaten program results and outcomes.

Internal risks

LWF Nepal's planned strategy also faces internal risks relating to its own role and operations. These include the future priorities and role of DWS globally, including in relation to the wider ecumenical movement, in relation to funding—especially core funding—partners, and its own adjustment to new challenges and approaches in terms of organizational and staff capacity.

Issues of funding for the program will continue to be significant, especially due to the changed policies of the supporting funding agencies. From 2014, LWF Nepal program must continue with decrease in the core funding of its leading Related Agency partners (e.g. FCA, UNHCR).

Although LWF Nepal will intensify efforts to strengthen links with the existing partners to diversify funding, heavy competition for alternative funding sources makes the future uncertain.

The scaling down of core integrated program in line with reduced core funding will also bring challenges and risks in terms of scale and continuity of LWF's involvement.

LWF Nepal faces certain risks arising from its change in strategic approach. The shift to intensive emphasis on integrated DRR, climate change and sustainable livelihoods will impose new demands on the organization and how it operates. New ways of working will bring in risks in terms of competence. In addition, planned localization carries a variety of challenges for the organization and its work.

Internal risks can be addressed, but they do require active commitment and adaptability to ensure that the necessary adjustments are made to enable the program to evolve.