

LWF Nepal Country Strategy 2019-2024

For Hope and a Future

Sambridda Nepal – Pathway to Sustainable Development



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The Lutheran World Federation has worked in Nepal since 1984 with refugees, hosts, displaced and people at risk with socio-economic, and climate and disaster vulnerabilities. In particular, LWF Nepal has prioritized working with right holders comprising of women, people with disability, Dalits (Hill and Tarai), IDPs, youth, ex-bonded labour, indigenous communities.

COUNTRY STRATEGY 2019-2024

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Cover Photo: Construction of drinking water tap for earthquake affected HHs at Suri, Dolakha.

Community people welcoming LWF General Secretary at Sirsiya Tole, Morang

Contents

Executive Summary	1
1. Who We Are	3
1.1. Vision and Mission	3
1.2. Values and Principles	3
2. The World We Are Part Of	5
2.1. Country Context: Opportunities and Challenges	5
2.2. International/National Frameworks in the Country Context	6
3. Where, Why and How We Work	7
3.1. Geographic Areas	7
3.2. Added Value of World Service	8
3.3. Target Groups – Rights holders and Duty bearers	8
3.4. Ways of Operating	10
3.5. Sustainability and Exit Strategy	10
4. Networking and Collaboration	11
4.1. Local Communities	11
4.2. Local NGOs	11
4.3. LWF Member Churches	11
4.4. Governments and other Duty Bearers	11
4.5. Ecumenical and Interfaith Bodies	11
4.6. Related Organizations	12
4.7. United Nation Agencies	12
4.8. Global Networks/International NGOs	12
5. Programmatic Framework	13
5.1. Programmatic Area: Livelihoods	15
5.2. Programmatic Area: Quality Services	17
5.3. Programmatic Area: Protection and Social Cohesion	19
5.4. Country Results Framework (CRF)	21
6. Systems and Practices for Quality Programming	24
6.1. Aligned Support Structures and Systems	24
6.2. Resource Mobilization and Sustainable Funding	25
6.3. Robust Financial Management	25
6.4. Intentional Relations Management	27
6.5. Quality and Accountability	27
6.6. Safety and Security	27
6.7. Knowledge Management and Learning	28
6.8. Investing in People	28
6.9. Green Infrastructure	30
Annexes	31
1. Updated General Context – Key Statistics	31
2. Geographic Focus Areas and Priorities	35
3. Updated Stakeholder Assessment	36

FOREWORD

We are pleased to present this Country Strategy that will guide the work of the Lutheran World Federation Nepal from 1 January 2019 until 31 December 2024. In line with the LWF-WS Global Strategy, the Country Strategy identifies three major programmatic areas in which LWF Nepal already has a wealth of experience and a proven track record: Quality Services; Livelihoods; and Protection and social cohesion in line with Sustainable Development Goals (SDGs). These three programmatic areas will provide the basis for an integrated approach applicable in all LWF Nepal's programs, considering emergency, recovery and development phases at individual, community and institution level. Gender justice and climate justice will be fully mainstreamed into our works.

Building on past successes and strengths, LWF Nepal will respond, efficiently and effectively, in a modest way, to urgent needs of vulnerable and disadvantaged people and groups, especially providing appropriate support to 'people at risk' including refugees, internally displaced people and host communities. They are individuals with rights to their own identities and other forms of self-expressions. Our work aims to build their capacities through community and rights-based approaches and empower them beyond the boundary of the project for advocacy and policy reforms.

LWF Nepal has had a long-established presence in Nepal with trusted relationship with the government, UN Agencies, Related Agencies, Nepal Evangelical Lutheran Church, development partners and civil society organizations at all levels. Further, LWF Nepal works closely with private sector, media, academia, and research institutions.

We have a dedicated team committed to the organization and organizational vision, mission, values and principles. We listen with open mind and eyes while we implement this Strategy, and measure the results and compliance effectiveness. We believe there is a better future – that we hope together with possibilities.

Thank you.



Dr. Prabin Manandhar
Country Director
The Lutheran World Federation Nepal

ACRONYMS

ADRA	Adventist Development and Relief Agency
ALWS	Australian Lutheran World Service
AZEECON	Asia Zone Emergency and Environment Cooperation Network
BBB	Build Back Better
BoGs	Basic Operating Guidelines
CANDO	Church Agency Network Disaster Operation
CBOs	Community Based Organizations
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CHS	Core Humanitarian Standard
CoC	Code of Conduct
CPP	Child Protection Policy
CSOs	Civil Society organizations
DFAT	Department of Foreign Affairs and Trade
DFID	Department for International Development
DPOs	Disabled Peoples Organizations
DRR/ER	Disaster Risk Reduction/Emergency Response
ELCA	Evangelical Lutheran Church in America
EU	European Union
Felm	Finish Evangelical Luther Mission
GDP	Gross Domestic Product
GNC	German National Committee
IDPs	Internally Displaced People
INF	International Fellowship Nepal
IRW	Islamic Relief Worldwide
LDC	Least Developed Countries
LRRD	Linking Relief, Rehabilitation and Development
LWF WS	The Lutheran World Federation World Service
NGOs	Non-Governmental Organizations
PDRF	Post Disaster Recovery Framework
PMER	Planning, Monitoring, Evaluation and Reporting
PSEA	Prevention of Sexual Exploitation and Abuse
PwDs	Person with Disabilities
SAARC	South Asia Association for Regional Cooperation
SAAPE	South Asia Association for Poverty Eradication
SDC	Swiss Development Cooperation
SDGs	Sustainable Development Goals
SFDRR	Sendai Framework for Disaster Risk Reduction
SGBV	Sexual and Gender based Violence
SWC	Social Welfare Council
UNFCCC	United Nations Framework Convention on Climate Change
UPR	Universal Periodic Review
UN	United Nations
UMN	United Mission to Nepal
UNHCR	United Nations High Commissioner for Refugees
UNWFP	United Nations World Food Programme
UNHABITAT	The United Nations Human Settlements Programme
USAID	United States Aid in Development
WASH	Water Sanitation and Hygiene

EXECUTIVE SUMMARY

This document will guide the work of the Lutheran World Federation Nepal from 1 January 2019 until 31 December 2024. It is based on the framework provided by the LWF Nepal Country Strategy (2019-2024) and LWF World Service Global Strategy covering the period of 2019-2024, and takes into consideration the SDG Framework - the 2030 Agenda for Sustainable Development - the principles of the Grand Bargain, the United Nations Framework Convention on Climate Change (UNFCCC), the various National and International Human Rights Instruments, and the Sendai Framework for Disaster Risk Reduction (SFDRR). It also incorporates the most recent experiences of, and lessons learned by, LWF Nepal; and the findings and recommendations of the most recent internal reviews and external evaluations of its programs and projects as recorded in its documentation.

The Lutheran World Federation has worked in Nepal since 1984 with refugees, hosts, displaced and people at risk with socio-economic, and climate and disaster vulnerabilities. In particular, LWF Nepal has prioritized working with right holders comprising of women, people with disability, Dalits (Hill and Tarai), IDPs, youth, ex-bonded labour, indigenous communities, etc. LWF Nepal will continue to ensure gender and social inclusion within these right holders through affirmative actions. Voice and participation of the right holders will be enhanced through community-based organizations and their federations within human rights framework in terms of their equitable access to livelihoods, quality services, and protection and social cohesion.

LWF Nepal is the trusted humanitarian and development organization with leadership in ACT Alliance Nepal Forum and Association of International NGOs in Nepal. LWF Nepal has piloted CHS self-assessment, web-based PMER (Newdea), disability inclusive development, and ecumenical and interfaith relationships, and shared the good practices across LWF country programs across the world.

LWF Nepal has flexible ways of operating humanitarian and development programs/project. Emergency program such as floods, earthquake, fires, etc. and protracted refugees such as Bhutanese refugee operation are being operated directly through developing beneficiaries' organizations. However, once it enters into the recovery and development phases or in protracted situation, it operates either through local implementing partners or through strengthening the beneficiaries' organizations. The development program/project operates through local implementing partner and/or community-based organizations.

To fulfil our vision and mandate in an ever-changing and increasingly more competitive and insecure environment, LWF Nepal has systems and practices that meet the highest of standards. We have prioritized effective leadership and change management processes. We commit sufficient resources to our priorities, creating a shared vision among our staff, developing measurable plans, and achieving some quick results in order to build momentum for the longer haul - towards sustainable development. LWF Nepal is a learning organization committed to constantly improving the effectiveness and coherence.



Bhutanese Refugee at Beldangi Camp

1 WHO WE ARE

1.1. Vision and Mission

LWF Nepal is a country program of LWF World Service (WS), working in Nepal since 1984. Its humanitarian and development program has evolved from a service-oriented sectoral and community development approach towards empowerment and human rights-based approaches.

Vision

In line with Sustainable Development Goals (SDGs), people of Nepal, living in just societies, in peace and dignity, united in diversity, are able to improve their quality of life individually and collectively in a sustainable manner.

Mission

LWF Nepal is dedicated to build local capacity to address the causes and effects of human suffering, poverty and inequality, linking local responses to national and international advocacy.

1.2. Values and Principles

Affirm each of the Values and Principles outlined in Global Strategy and highlight how they will be upheld in your specific context over the coming strategic period:

- Dignity, Human Rights, and Justice
- Compassion and Commitment
- Inclusion and Diversity
- Meaningful Participation
- Transparency and Accountability
- Humanitarian Principles
- Gender Justice
- Climate Justice

- **Dignity, Human Rights and Justice**

We believe that every person has the right to a dignified life, free of abuse, discrimination, and oppression. We believe that upholding human rights is fundamental to people being able to move out of poverty, to bring about

justice and peace, and for development to be sustainable. Each person's God-given dignity has formed the basis of international human rights principles and conventions, which guide our work, actions, and operations.

- **Compassion and Commitments**

We are dedicated to working with those who are suffering, those who are unable to speak up for themselves, and those who live in areas where others do not go. We go that 'extra mile' to reach out to those who may have been forgotten or are considered out of reach.

- **Inclusion and Diversity**

We believe in the value and power of diversity and inclusion within the communities where we work as well as within our own workforce.

- **Meaningful Participation**

We believe that sustainable development is based on the meaningful participation of all people in our programs, regardless of gender, age, caste and ethnicity, beliefs and ability. Participation means people are part of decision-making and can hold local duty-bearers to account.

- **Transparency and Accountability**

We are strongly committed to transparency and accountability to the people we work with and communities, partners, and donors. We set high quality standards and regularly monitor our efforts for continuous improvement. We are aligned with international standards and have developed our own complaints-handling mechanism.

- **Humanitarian Principles**

We provide support to people irrespective of race, religion, ethnicity, age, gender,

sexual orientation, or political conviction, without discrimination or favoritism. We subscribe to the humanitarian principles of humanity, neutrality, impartiality, and independence.

privilege and oppression that sustain discrimination against women taking into consideration of intersectionality context of the program.

- **Climate Justice**

We recognize that the impact of climate change is often felt first and most acutely by those who suffer from extreme poverty. We are committed to ensuring that our programs minimize the immediate and long-term risks of climate change to those communities we serve through climate change adaptation and mitigation measures contributing to SDG 13 Climate action.

- **Gender Justice**

We believe that women and men, both created in the image of God, are co-responsible stewards of creation. Gender justice is expressed through equality and balanced power relations between women and men. We are committed to eliminating institutional, cultural, and interpersonal systems of



Training of Women masons

2. THE WORLD WE ARE PART OF

2.1. Country Context: Opportunities and Challenges

In 2008, the newly elected Constituent Assembly agreed that Nepal would no longer be a monarchy, but a secular federal republic. The process of state-restructuring to ensure federalization took until 2017, agreed that Nepal would comprise a national federal government with seven provincial governments and 753 urban and rural municipalities. Slow progress in the implementation of federalization has affected in timely formulation of laws, policies and guidelines, establishment of systems and practices for good governance and accountability, consecutively, increasing fiduciary risk and corruption level.

Nepal remains one of the UN's Least Developed Countries (LDCs). The outlook for the Nepali economy over the next five years remains unclear, although there are evident opportunities and challenges from a rapidly changing regional and global economic environment. Although agriculture contributes less than a third of Nepal's Gross Domestic Product (GDP), it continues to provide a crucial source of food for the urban areas and incomes for rural people. Limited employment and other economic opportunities has led an increasing reliance on remittances.

Nepal has made commitments to end gender discrimination through various national policies and international conventions, notably through ratification of the Convention on the Elimination of

All Forms of Discrimination against Women (CEDAW) in 1991.

Nepal is particularly vulnerable to climate change. Globally, it is ranked fourth, eleventh and thirteen in terms of vulnerability to climate change, earthquake and flood risks respectively. The extent of the vulnerabilities goes beyond cross border/transboundary such as climate change, flood, migration, trafficking, etc.

Despite a general decline in poverty, according to recent statistics, there is evidence of growing economic inequality. Consequently, a significant proportion of the population remains poor and vulnerable, while there is an even more vulnerable group that may be identified as being 'at risk'.

Over the last decade, however, while the space for civil society has remained significant, and the media continue to be vibrant and vocal in their comments on and criticisms of government policy and practice, there is considerable concern that government is intent on imposing greater restrictions on civil society, including international aid and development agencies, particularly in the area of human rights.

2.2. International/ National Frameworks in the Country Context

Trends in aid 'architecture' suggest a re-orientation at the global level towards funding and support for humanitarian and refugee crises on the one hand, and towards greater reliance on the private sectors,

on the other. The international assistance remains relatively high, driven as much by the priorities and concerns of the 'aid agencies', and has also become more interested, as far as 'development, as opposed to humanitarian or emergency assistance. The privatization and politicization of aid is tending to limit the space for civil society in securing funds from the international aid agencies even in areas of national priority.

Recent public statements by the major 'aid agencies' suggest a degree of confidence in Nepal's new 'stable government' and in its prospects for 'prosperity' in line with SDGs. The Aid Management Platform (AMP) - is being

strongly encouraged by the Government, as is conformity with national planning and budgetary procedures and protocols, so that, ideally all foreign aid will in future be channeled into the country openly and transparently.

National/international frameworks such as Local Government Operation Act, SDGs, SFDRR, Conference of Parties (CoP), Universal Periodic R, CEDAW, Guiding Principles on IDPs and Global Compact on Refugees will remain important in the country context.



Cash distribution at Gorkha

3. WHERE, WHY AND HOW WE WORK

3.1. Geographic Areas

The key objective of LWF Nepal's Country Program is to respond, efficiently and effectively, in a modest way, to urgent needs of vulnerable and disadvantaged people and groups, especially providing appropriate support to 'people at risk'.

Accordingly, 'where LWF Nepal works' will be, as it has been in the past, determined largely by the urgent needs of local people facing by emergencies or specific forms of disadvantages and discrimination. Flexibility is required if such a response is to be achieved. However, contingency and scenario planning ('forward thinking for effective response') based on previous experience, will also be an important part of preparation for disasters and for the appropriate response.

LWF Nepal will continue to strengthen its current program in Provinces 1, 3 and 7 (Sudurpaschim) for both humanitarian, development and advocacy interventions. LWF Nepal will expand programs in Provinces 2 and 4 to strengthen local to national advocacy in the changed federal context of Nepal at the start of the country strategy. LWF Nepal will consolidate programs and explore new opportunities to work in Provinces 5 and 6. However, LWF Nepal may start programs intervention at any point for a specific locations and group of people at risk, people affected by disasters and people of concern during emergency.

LWF Nepal will continue to be involved with Bhutanese refugees, Santhals and Musahars

(minority groups suffering from landlessness and statelessness) in Province 1, earthquake affected people in Provinces 3 & 4, freed bonded laborers (haliyas and kamaiya) in Sudurpaschim Province and Dalits (a minority group suffering particularly from social discrimination) in all project locations.

3.2. Added Value of World Service

LWF Nepal has always combined humanitarian assistance and development with a focus on vulnerable and marginalized people. Its programme is defined by its commitment to vulnerable people first and by its responsiveness to acute and chronic long-term need, and to linking relief, recovery and development. LWF Nepal is uniquely placed to work in the areas of refugee management in Nepal. LWF Nepal implements human rights-based approach to development to increase voice and participation of people in local governance processes, and brings evidence for local to global advocacy through UPR, CEDAW and UNFCCC processes.

Since April-May 2015, when the country was shaken by major earthquakes, requiring an urgent response, LWF Nepal has been heavily involved in relief, reconstruction and rehabilitation in the main earthquake-affected areas. Climate change is already having an effect, and landslides and floods continue to affect large areas of the country, both in the hills and in the plains (Terai). LWF Nepal maintained financial prudence in resource allocation.

LWF Nepal works at the national level with the various relevant government ministries and departments including Social Welfare Council (SWC), as well as with its partners in the ACT alliance, the Member Church, UN Agencies and other development agencies. The relationships maintained by LWF Nepal at the national and local level are strong and close, and provide a crucial basis and supportive environment for the efficient and effective implementation of the LWF Nepal Country Programme and help ensure the sustainability of its activities and interventions.

3.3. Target Groups – Rights holders and Duty bearers

LWF Nepal works with Refugee, IDPs, host and People at risk (poor, vulnerable and socially excluded people). Particularly, LWF Nepal will prioritize working with right holders comprising of women, people with disability, Dalits, IDPs, youth, ex-bonded labour, indigenous communities, etc. LWF Nepal will ensure gender and social inclusion within these right holders through affirmative actions. Voice and participation of the rights holders will be enhanced through CBOs and their federations within human rights framework in terms of their equitable access to livelihoods, quality services, and protection and social cohesion.

LWF Nepal focuses its interventions to develop capacity of elected women representatives to ensure meaningful participation at decision making levels. It will enhance in the advocacy initiatives in different levels of government in the changed federal structure.

LWF Nepal works with the government at federal, provincial and local levels, particularly strengthening the capacity of local government and linking provincial and federal government for policy reforms.

Further, LWF Nepal works closely with private sector, media, academia, and research institutions.

LWF Nepal strengthens supply and demand side of governance by strengthening linkages between right holders and duty bearers to increase downward accountability of services, resources and opportunities while strengthening communities as responsible citizens.

3.4. Ways of Operating

LWF Nepal has flexible ways of operating humanitarian and development programs/project. Emergency program such as floods, earthquake, fires, etc. and protracted refugees such as Bhutanese refugee operation are being operated directly through developing beneficiaries' organizations. However, once it enters into the recovery and development phases or in protracted situation, it operates either through local implementing partners or through strengthening those beneficiaries' organizations.

The LWF Nepal will follow the same implementation modalities in achieving the desired changes outlined by this country strategy. LWF Nepal will either directly operates emergency and protracted operation such as Bhutanese refugees' and/or operates through local implementing partners and community-based organizations. The development programs/project will be operated through local implementing partners (NGOs) and/or through CBOs, CBO federation and cooperatives while ensuring these organizations have clear agenda for gender and social equality, and climate justice.

LWF Nepal works closely with Government and private sector for developing and strengthening institutional arrangement,



Relief material distributed by LWF Nepal in Kathmandu

leveraging resources, and ownership for future sustainability of the programs/projects. It collaborates and coordinates with the government and private sectors while operating program/project at individual level and community level, and directly works with them while operating program/project at institutional level.

LWF Nepal works with research-based institutions, academia and think tanks of different expertise for building evidences, lessons learned, best practices, and knowledge management. It undertakes action research and research-based programs/project in partnership with those institutions.

Civil Society organizations (CSOs) and their networks, and Media are the prime allies for evidence-based advocacy in all programs and projects. It works with media and CSOs for evidence generation at local level and advocate at provincial, federal and global level based on the evidence generated. It works with like-minded organizations and institutions such as UN agencies, faith and interfaith related agencies and other CSO networks at federal and global levels.

3.5. Sustainability and Exit Strategy

LWF Nepal has graduation approach as a long-term strategy to design, plan and implement programs and projects to make target population and their organizations self-reliant. It collaborates with the government and non-government service providers and facilities ensuring

sustainability of the changes it achieves. The 'graduation approach' has been used to guide LWF Nepal's entry and exit project strategy with regard to any program or project. Various self-assessment 'graduation' tools have been developed, and local people, their organizations and the implementing partners are broadly familiar with these tools. The 'graduation' approach tends to conceptualize a program or project in terms of a progression, which is entirely valid. But it is useful to distinguish between three different concepts: exit (during emergency), graduation and consolidation and/or extension through replication or generalization during recovery and development phases).

LWF Nepal responds to urgent need as a result of poverty, social discrimination and disaster risks and so establishes a program/project in a given locality, and thus 'entry' is determined by need. Clear indicators will be developed jointly by LWF, implementing partners and community groups which will be used for planning, implementation, monitoring, supervision, and closing stages of the projects.

LWF Nepal aims to be localized by the end of this country strategy period. LWF Nepal completed a consultation with former LWF country programs as well as INGOs who had experienced or were going through the process of localization. The roadmap for localization will be developed by the end of 2019 and will be implemented during the strategy period.

4.

NETWORKING AND COLLABORATION

4.1. Local Communities

Collaboration with local communities and populations is critical to ensure that programs involve most appropriate people such as youths and people living in transboundary in a suitable way. Communities can range from grassroots to CBOs, their federation and network of CBO federations, cooperatives, disaster management committees, DPOs etc. LWF Nepal will closely work with Climate Change Network, Dalit Network and FWEAN to strengthen its work prioritizing the issues of climate change, gender justice and intersectionality.

4.2. Local NGOs

LWF Nepal relies on local NGOs and CBOs and their Federations to implement programs. It will closely work with civil society and media to contribute to strengthen civil society networks. Civil society includes local level networks, implementing partners and fellow I/NGOs, AIN, NGO federation Nepal and different alliances at all levels.

4.3. LWF Member Churches

LWF Nepal will maintain its relationship with the Nepal Evangelical Lutheran Church in the field of diaconia (service of others). LWF Nepal will strengthen the capacity of the local church to contribute for humanitarian assistance and development sector while upholding impartiality and neutrality by ensuring that our approach is most relevant and durable to the communities we serve.

4.5. Governments and other Duty Bearers.

LWF Nepal believes that government is the primary duty bearers to ensure full enjoyment of the human rights to its citizens. Other actors include private sector, academia and research institutions. LWF Nepal will closely work with local, provincial and federal governments to complement the interventions. LWF Nepal will collaborate with Ministry of Federal Affairs and General

Administration, Ministry of Women, Children and Senior Citizen, Ministry of Forest and Environment and Ministry of Home Affairs.

4.5. Ecumenical and Interfaith Bodies

LWF Nepal understands that peace and harmony can be ensured if there is peaceful coexistence of people from different religious backgrounds. In a multi-faith society, interfaith acceptance, LWF Nepal will closely work with Caritas, INF, ADRA, UMN, CANDO and other faith background, and especially with Islamic Relief Worldwide (IRW), it will also collaborate with interfaith institutions of Hindus, Buddhists, Muslims, Sikhs, Christians and others.

4.7. Related Organizations

LWF Nepal has long-standing, vital relationships with agencies of LWF's related agencies involved in humanitarian assistance and development. Related agencies provide a major share of program funding, and collaborate closely in the areas of program planning and operations, policy development, joint advocacy, and consortium development for new funding opportunities.

4.8. United Nation Agencies

LWF Nepal works closely with UNHCR, UNWFP, UNHABITAT and other UN agencies in humanitarian response and development works. LWF Nepal is also a member of Humanitarian Country Team and UN Inter Agency Standing Committee Cluster for humanitarian response representing in 7 clusters.

4.9. Global Networks/International NGOs

LWF will closely engage with international networks enables joint advocacy, resource mobilization, knowledge sharing and joint programming on issues of common interest focusing on climate change and gender issues. LWF Nepal value the relationship with AZEECON, ACT Regional Forum, International Dalit Solidarity Network including People's SAARC, SAAPE etc.

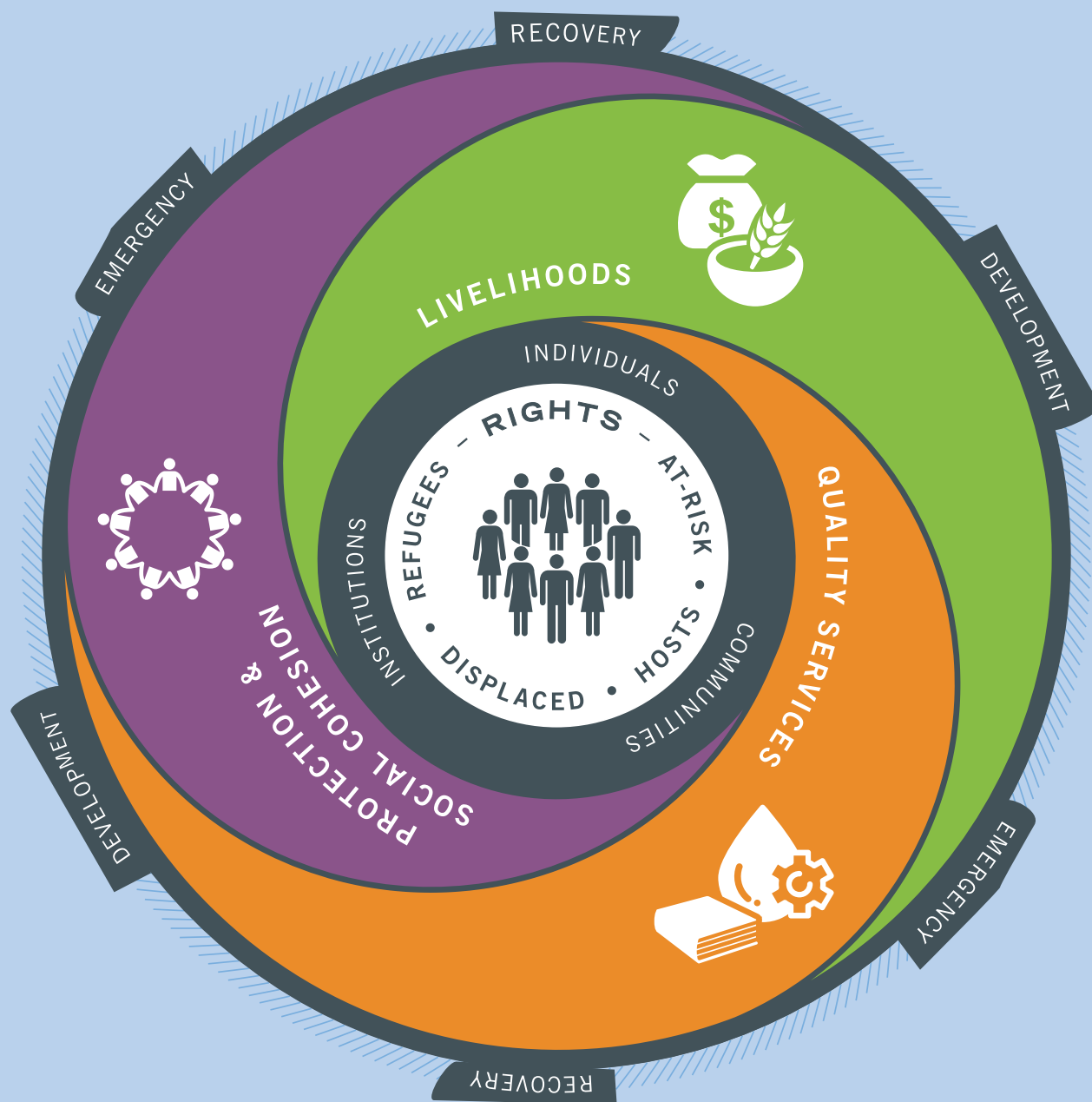


Fig. 5.1. LWF-WS Programmatic Model

5. PROGRAMMATIC FRAMEWORK

Programmatic areas

The new LWF-WS Global Strategy identifies three major programmatic areas in which LWF Nepal already has a wealth of experience and a proven track record.

- Quality Services
- Livelihoods
- Protection and social cohesion.

These three programmatic areas will now provide the basis for an integrated approach applicable in all LWF Nepal's programs, considering emergency, recovery and development phases at individual, community and institution level.

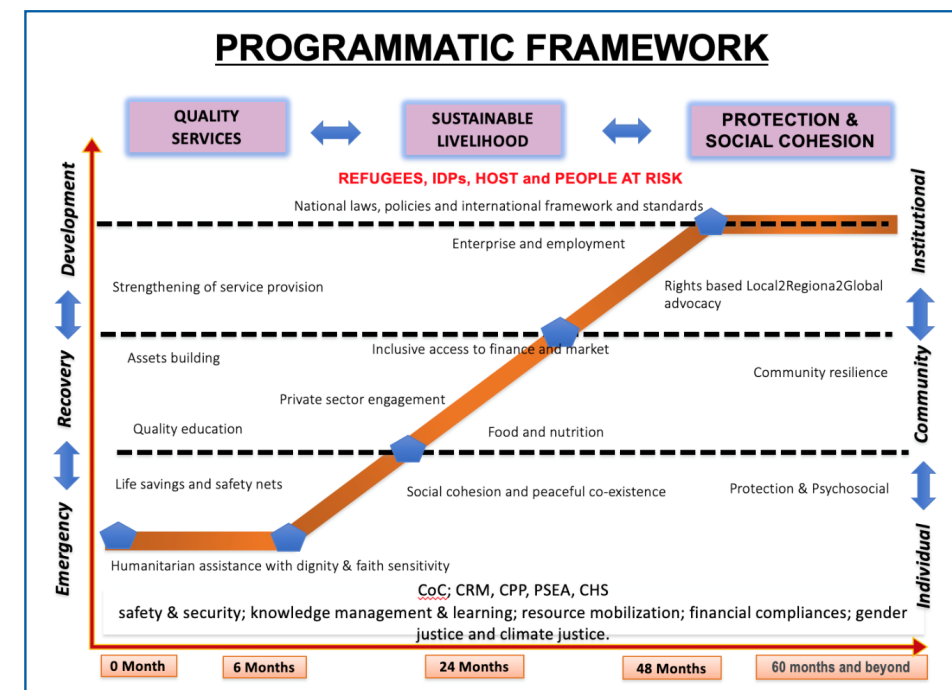


Fig 5.2. LWF Nepal Programmatic Framework

Fig. 5.2. Indicates the overall framework within which LWF Nepal will develop its programs/projects during next period 2019-2024. It is clear that three programmatic areas identified at the top - quality services, livelihoods and protection and social cohesion - are conceptualized as inter-related and mutually reinforcing and emphasizing the holistic and integrated approach of the Country Program. They are considered as applicable at individual, community and institutional level in the context of emergency, recovery and development.

The program allows for a classic progression from emergency/humanitarian intervention through a recovery phase to a 'development' phase, but this is not necessary to adopt a linear process and that people with socio-economic vulnerabilities, and even those who are above the poverty line may suffer from sudden emergencies to become even more vulnerable people at risk.

Across the bottom of the diagram are cross-cutting themes and issues that are relevant in virtually all circumstances which are important elements of all program/projects.



Anita BK of Marbu village of Gauri Shanker Rural Municipality Ward 7 growing vegetables for livelihood



5.1. Programmatic Area: Livelihoods

LWF Nepal takes sustainable livelihoods as a means to eliminate all forms of poverty and hunger and inequalities. LWF Nepal promotes climate smart, environment friendly and socio-economically viable options for sustainable livelihoods enhancing resiliency to all forms of shocks and stresses. It increases resiliency of individual, community and institutions to which it works through enhancing gender friendly and climate/environment smart technology transfer and innovative practices.

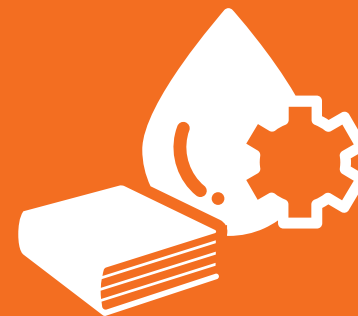
In emergency, cash-based intervention plays a necessary part to ensure survival, encouraging and promoting self-help through enhancement of livelihoods allows greater dignity. Recovery necessarily implies the reconstitution of livelihoods or develop innovative and gender sensitive livelihood strategies; assets building and infrastructure, technical vocational and life skills at both household and community levels increasing self-reliance through food and nutritional security. Such socio-economic reconstruction is central to development that implies adoption of innovative knowledge and skills for diversified livelihood options towards highest degree of self-reliance and local economic growth. The sustainable local economic growth through enterprise and

business development linking to inclusive market and finance ultimately contributes to employment creation and economic growth.

At institutional level, collaboration and coordination with the local government and the humanitarian organization will be done for the loss and damage assessment and planning, and to implement Post Disaster Recovery Framework (PDRF) during emergency phase. During recovery and development phase LWF Nepal works with all level of the governments and other stakeholders. Gender and social inclusive policy, institutions and provisions will be central in respecting human rights, climate justice, and environmental sensitivity.



Housing construction after earthquake in Danuwar community, Kavre



5.2. Programmatic Area: Quality Services

LWF Nepal will emphasis on improving access of target communities to the government and other duty bearers for services, resources and opportunities during the time of emergency, recovery and development at the individual, community and institutional levels using Linking Relief, Rehabilitation and Development (LRRD) and Build Back Better (BBB) approaches. The local capacity will be strengthened by ensuring inclusive participation focusing on gender, ethnicity, youths, elderly and disability in all phases of project cycle management in line with Core Humanitarian Standard.

During emergency, individual lifesaving needs will be prioritized and service will be delivered to meet those needs at individual and household level. Emphasis will be given to provide emergency food and non-food support; emergency Water Sanitation and H support; emergency and transitional shelters and emergency health services. As situation moves to recovery and development phase, support and services will be provided to the individual households and communities to construct permanent shelters, access to sustainable WASH facilities, access to renewable energy, access to formal/informal education and health services. Special needs of PSN will be

accessed and addressed while designing and implementing lifesaving and development interventions.

At the institutional level, interventions during the emergency will be focused on working with community groups and their networks while partnership with CBOs, NGOs, and local governments will be explored and strengthened during recovery and development phases. Engagement with national, regional and global stakeholders and alliances will be maintained and used to ensure national and acts, frameworks, standards and guidelines.



A group of participants in LWF's transformative education program for freed Haliyas in Baitadi, Nepal



5.3. Programmatic Area: Protection and Social Cohesion

Protection and social cohesion are critical component so that 'no harm' and 'leave no one behind' commitment examines, ensures and empowers to build local voices for actions. LWF Nepal will follow national/international standards for quality and accountability. LWF Nepal will address protection of refugees, IDPs, host communities and people at risk taking into consideration of their multiple discriminations on the basis of intersectionality.

LWF Nepal interventions at individual level during emergency will work with the government and duty bearers to ensure that the target communities have equitable access and free from all kinds of discrimination and exploitation including, Sexual and Gender Based Violence (SGBV), Prevention on Sexual Exploitation and Abuse (PESA) and child protection in inclusive manner. Psychosocial support will be provided to those most traumatized household by the disaster.

During recovery, LWF Nepal will enhance the capacity of refugee and host, community based institutions, transboundary communities, youth groups and women groups will be mobilized and deployed as

the first responders to the crisis. LWF Nepal will work closely with these structures and human rights defenders to develop their capacity on protection and social cohesion, peaceful co-existence and strengthen communities' access to safety nets, rights and entitlements.

During development phase, LWF Nepal capacitates communities and local structures to strengthen DRR, and respond to climate risks. It builds capacity of elected women representatives for inclusive policies at local level. At the institutional level, interventions will be focused on working with different institutions to promote trust, mutuality and faith sensitivity in the communities.

5.4. Country Results Framework (CRF)

Overall Impact Statement

In line with SDGs, people of Nepal, living in just societies, in peace and dignity, united in diversity, are able to improve their quality of life individually and collectively in a sustainable manner.

Programmatic Area 1: Livelihoods	
Problem Statement PA 1.1: More than 50% of the population (66% women) depend on traditional subsistence agriculture with high persistence of food and nutrition insecurity. Lack of technological advancement and innovation in the changing climatic condition resulting to reduced growth and options for livelihood diversification.	
CRF Outcome 1.1	Indicator
Enhanced food and nutrition security of refugee, IDPs, host and People at risk through climate and gender friendly adaptive technologies and innovative practices (COs 1.1, 1.2 & 1.4) SDG 1, SDG 2, SDG 5, SDG 8, SDG 13	1.1.1 No. of policy changes improving equal access to natural resources and infrastructure
	1.1.2 % of individuals increasing the yield and quality of their products
	1.1.3 % of households with sufficient food all year round
	1.1.4 % of Households increased dietary diversity
Problem Statement PA 1.2: Refugee, IDPs, host and People at risk (Poor, vulnerable and socially excluded people) lack skills and knowledge, unemployment, very limited access to market and credit facilities. This has impacted on the out-migration of youths particularly male resulting feminization of agriculture.	
CRF Outcome 1.2	Indicator
Increased income and employment with improved skills and knowledge with access to finance and market (COs 1.5, 1.6) SDG 1, SDG 2, SDG 5, SDG 13	1.2.1 No. of individuals with new/more relevant skills, including leadership skills
	1.2.2 No. of individuals reporting increased income
Programmatic Area 2: Quality Services	
Problem Statement PA 2.1: Lifesavings needs of refugees, IDPs, host and disaster affected populations, particularly women, children, PwDs, and elderly are not adequately addressed timely and effectively.	
CRF Outcome 2.1	Indicator
Refugees, IDPs, host population and disaster affected populations have timely, relevant, quality and inclusive lifesaving assistance (CO 2.1, 2.3) (SDG 1, SGD 2, SDG 5, SDG 13)	2.1.1 No. of individuals receiving food assistance
	2.1.2 No. of individuals receiving shelter assistance
	2.1.3 No. of individuals receiving NFIs
	2.1.4 No. of individuals demonstrating improved personal hygiene
Problem Statement PA 2.2: Relief interventions are not adequately linked to recovery and development interventions thus recovery and development needs of refugees, IDPs, host and disaster affected populations, particularly women, children, PwDs, elderly are not qualitatively addressed.	

CRF Outcome 2.2	Indicator
Refugees, IDPs, host population and disaster affected populations have relevant, quality and inclusive recovery and development needs (CO 2.2, 2.3, 2.4) (SDG 1, SDG 5, SDG 6, SDG 11, SDG 13)	2.2.1 Proportion of children enrolled in school/ learning spaces
	2.2.2 No. of individuals with increased access to sufficient drinking water
	2.2.3 No. of households using energy-saving stoves
Programmatic Area 3: Protection and Social Cohesion	
Problem Statement PA 3.1: Refugees, host, IDPs and People at risk generally lack protection, psychosocial well-being, and voice and participation to access to rights, entitlements and opportunities in a protected manner.	
CRF Outcome 3.1	Indicator
Increased protection, psychosocial well-being, and voice and participation of refugee, IDPs, host and People at risk to gain equal access to rights, entitlements and opportunities (COs 3.1, 3.2, 3.3, 3.6) (SDG 1, SDG 2, SDG 5, SDG 10, SDG 11, SDG 13)	3.1.1 No. of individuals referred to and receiving protection assistance (incl. community-based)
	3.1.2 No. of individuals accessing psycho-social support services
	3.1.3 No. of young people engaged in creative/ productive initiatives
	3.1.4 No. of new policies and law reforms that advance gender equality and are compliant with CEDAW
	3.1.5 No. of local partners/CBOs with increased capacity in advocacy
	3.1.6 No. of communities/local partners with advocacy plans
Problem Statement PA 3.2: Local structures and duty bearers have not been able to adequately respond to disaster and risk ensuring safety nets, rights, entitlement and opportunities adhering to national laws, policies and international framework and standards. There are occasional disputes between refugee/IDP and host community negatively impacted on social cohesion and peaceful environment.	
CRF Outcome 3.2	Indicator
Strengthened capacity of local structures and duty bearers responding to disaster and risk, ensuring safety nets, rights and entitlements of communities, and promoting social cohesion and harmony between refugees, IDPs, host and transboundary communities upholding national laws, policies and international framework and standards (COs 3.4, 3.5, 3.8) (SDG 1, SDG 2, SDG 5, SDG 10, SDG 16, SDG 17)	3.2. 1% of community groups where individuals living with disability have an active role
	3.2.2 Evidence of perceived acceptance of marginalized groups at the community level
	3.2.3 No. of communities with active DRR/ER plans
	3.2.4 No. of communities with a safety net scheme
	3.2.5 No. of duty bearers considering the issues raised by communities/right holders in their decisions

6. SYSTEMS AND PRACTICES FOR QUALITY PROGRAMMING

To fulfil our vision and mandate in an ever-changing and increasingly more competitive and insecure environment, LWF Nepal is committed to having systems and practices that meet the highest of standards. We prioritize effective leadership and change management processes. We commit sufficient resources to our priorities, creating a shared vision among our staff, developing measurable plans, and achieving some quick results in order to build momentum for the longer haul - towards sustainable development.

LWF Nepal is already using digital technologies to improve its systems and practices. Use of an e-procurement and inventory system, mobile technology for real time monitoring, and Pepal for human resource management has considerably increased transparency, synchronization and the retention of knowledge and information – in other words has improved the efficiency and effectiveness of operations. We will strive for further digitalization across more of our systems and practices. We are also investing in building the technical capacity of LWF Nepal staff to implement operations according to the three programmatic areas outlined in Chapter 5.

6.1. Aligned Support Structures and Systems

LWF Nepal management structures and procedures, and its relationships with government and non-government

partners, facilitates and manages a speedy, efficient and effective response to changing circumstances and changing needs across the country. It responds to and collaborate effectively with the changing government structures associated with the process of federalization.

The Country Management Team (CMT) plus comprises the Country Director, the coordinators of provincial programs and of programmatic areas, as well as finance, human resources and communications. The role of the CMT is to formulate policies and guidelines, and to translate them efficiently and effectively into practice. Leadership is provided by the Country Director together with the CMT, but involvement in decision-making and consultation is more widespread. All staff members receive an induction in which their own terms and conditions are specified. An organogram provides clarity; on the other hand, flexibility sometimes requires a degree of fluidity.



Functional CRM in flood affected area Laximur at Haripur of Sarlahi district

Management structures will identify and initiate new programs and projects in a strategic as well as a responsive manner, and to prepare for the closure of program and projects when an agreed level of 'sustainability' is achieved. Management structures will be under continual review to ensure maximum efficiency and effectiveness as well as to promote good morale among LWF Nepal staff and their implementing partners.

Throughout the life of programs and projects, harmonized systems of monitoring and evaluation will ensure to better inform management and indicate the comparative progress and performance of programs and projects, and signal where changes are desirable and/or needed.

6.2. Resource Mobilization and Sustainable Funding

LWF Nepal targets to mobilize annual budget of Euro 4 million in coming years. The annual target budget is higher by 10% of annual average budget for last 3 years (2017-2019). LWF Nepal maintains operational relationship with the existing support agencies i.e. UNHCR, UN Habitat, UNWFP, Japanese Embassy, ELCA, ALWS, GNC, Felm etc. and explore funding opportunities with ecumenical partners, other bilateral and multilateral agencies like EU/EC, USAID, DFID, SDC, DFAT etc. and UN agencies. Furthermore, climate finance from global climate financing mechanism including Green Climate Fund, Special Climate Change Fund, LDC Fund, and Adaptation Fund will be explored. LWF Nepal will explore possible funding from the government, the private sector and Non-Resident Nepali Association (NRNA) at all levels.

LWF Nepal, in changing architecture of aid, both globally and to Nepal specifically, will

emphasize the importance of providing medium- and long-term assistance to LDCs, to countries threatened by climate change, and to poor developing countries faced with an influx of refugees in particular. Its specific experience in working with UNHCR to provide appropriate support to refugees in Nepal will help to gain access to funds available under the Global Compact for Refugees. Plans to work in collaboration with other agencies in regard to 'trans-border issues' such as the disaster risk management; person of concern; climate change; migration are also likely to secure specific funding. LWF Nepal will prioritize the consortium modality more in future fund-raising initiatives. It will also develop clarity regarding its future relationship with funding agencies following localization.

6.3. Robust Financial Management

LWF Nepal adheres to the national and international financial norms, principles and guidelines to ensure that resources are used in most effective and efficient manner. We use modern systems to control and monitor financial risks and use of resources with a clear focus on achieving the best value for money. It aligns with and adopts standardized procurement processes and invests in technology to simplify business processes, increase virtual working, achieve higher levels of harmonization and standardization, and faster data processing and financial reporting.

It regularly evaluates spending decisions in order to ensure resources are put to best use across the organization. Already, software is being used and LWF Nepal plans to develop more sophisticated tools and models in future to maximize effective cost recovery, accountability, compliance, and to satisfy external and internal audits and evaluations.

6.4. Intentional Relations Management

LWF Nepal maintains intentional relations with government and its counter parts, ecumenical organizations, LWF Related Agencies, UN Agencies and Regional/ Global networks. LWF Nepal cooperates with these organizations for effective humanitarian response and development activities Linking Relief and Rehabilitation to Development approach. It fosters sustainable and long term development of communities at risk and marginalized people. LWF Nepal promotes faith sensitivity and interfaith collaboration for effective and efficient program interventions.

LWF Nepal involves to collaborative and coordinate with national and global networks for evidence based advocacy and knowledge generation, replication and policy reformation. It further collaborates with partners for consortium building in regards to resource mobilization and fund raising. The collaboration enhances the capacity of the organizations. LWF Nepal builds relationship with universities and academia for research based advocacy. Similarly, links with media and their networks for branding, visibility and disseminating the best practices and innovations to wider audiences

6.5. Quality and Accountability

LWF Nepal is maintains high quality standards in operating any program and project making all stakeholders accountable towards their roles and responsibilities. It places dedicated teams and structures with quality human resources for ensuring quality program/project implementation in an accountable manner. It has robust internal policies and instruments guided by the external policies instruments for quality programming including CHS, SPHERE, CRM, CoC, CPP, PSEA etc. that ensures the

compliances in global standards. Complaint Response Mechanism is a mechanism that will be placed while initiating any program/project and mechanism will be developed for proper handling of the complaints and documentation in partnership with the implementing partner, community and other stakeholders.

LWF Nepal establishes different quality control mechanism in achieving the strategy guided by the program/project level outcomes. It has well set PMER system followed by the country result framework outcome indicators including target that ultimately contributes to global indicators framework. The databases are placed in project level, provincial level and country level through online Newdea system. The quality implementation of the program/project through this system is ensured through project, program and organizational level PME plan that subsequently backed up by peer review, joint monitoring and external monitoring and evaluation system.

6.6. Safety and Security

Nepal is transitioning into a federal democratic state. With the majority government, there is political stability and improved security in the country. The current security situation in Nepal is normal. However, the dire needs and expectations of people on the one hand are not corresponding to the government's priorities on the other hand (amending over 400 existing acts, restructuring of civil services at all levels, devolving fiscal management, and determining division of funds, functions, and functionaries between various levels of government). That scenario might manifest security issues in the future such as unstable political situation, agitation and strike by the oppositions and their sister organizations exacerbating peoples' expectation at local and federal level. This

may also lead to political disturbances disrupting the institutionalization process of the federal system.

Duty-of-care is prime concern of LWF Nepal. Staff orientation on security issues and respective guidelines and take preventive measures at project locations. LWF Nepal continuously monitor security risks and take appropriate actions. LWF Nepal country management team takes mitigation measures in case of deterioration of the security situation.

LWF Nepal have experiences and established procedures to work in conflict areas, handling complex humanitarian and development situations through established principles, tools, guidelines and strategies such as BoG, Do No Harm Principles, Core Humanitarian Standard (CHS), plan and networks. It has specific country security plans with defined ways of working in security sensitive environments.

6.7. Knowledge Management and Learning

LWF Nepal is a learning organization committed to constantly improving the effectiveness and coherence. Building an organizational framework and developing tools that promote the retention of knowledge, experiences, and lessons learned is a top priority. LWF Nepal will strive for continuous improvement, the retention of knowledge as a strategic asset, and active sharing of knowledge across the organization and beyond.

Retention of knowledge will be ensured by maintaining detailed records through verbal and written reporting, monitoring and evaluation, so that there is 'an institutional memory' as an institutional asset. LWF Nepal increases use of existing software, Newdea, for retention of its knowledge, for



CANDO Partners and AZEECON Members participating in DIDRR Training

online reporting and for harmonization of its PMER system with its headquarter and funding agencies.

LWF Nepal will pilot integrated and holistic, multi-dimensional and dynamic approach through its programs/projects, and will document and disseminate its experiences, including the challenges faced as well as its best practices and program/project outcomes. It will provide not only illustrative examples of the difficulties faced by or and vulnerable people and groups, but also of how individual lives and community structures have been transformed for the better, using the evidence of both for advocacy at local, provincial, federal and global levels.

6.8. Investing in People

Having the right staff, with the right skills, and the necessary support systems in place, is crucial to fulfilling our objectives, mandate, and vision. LWF Nepal has many highly motivated staff, and is committed to recruiting and retaining the best people available, by providing decent salaries and benefits, and opportunities to flourish and grow in their careers, through experience and learning.

We are committed to seeking gender and age balance and equity in terms of caste, ethnicity and other social identity markers at all levels of staffing, particularly in managerial positions. In particular, we seek to develop female and young talent. We will also promote internship opportunities for young graduates and volunteering opportunity for international young adults wishing to make a contribution to Nepal's development. Investment in people will shape our future leaders while effective personnel and human resource management will support staff working under often stressful

circumstances, ensure the recognition and cultivation of talent, and provide rewards in terms of decent wages and salaries, skills training and personal development, and opportunities for promotion and career development.

6.9. Green Infrastructure

LWF Nepal is quite mindful and sensitive towards climate and environmental issues and takes account of low carbon pathways in all its programs/projects. LWF Nepal promotes climate and environment friendly mechanisms, process and technologies while designing any program/project and makes best use of the resources in an efficient manner. It emphasis on promoting energy efficient technologies, renewal energies, water saving and protection, solid and liquid waste management to protect environment and climate that contributes to longer term sustainability. It identifies and promotes local indigenous technologies and best practices that have low carbon footprint. At community level green infrastructure practices like rain water harvesting, plantation, green jobs creations will be intervened. At institutional level, it advocates local governments and other stakeholders for planning and adoption of climate and environment friendly technologies, processes, mechanisms and supports government in formulating policies and programs.

LWF Nepal itself has well functional mechanism for low carbon pathways to operate programs and projects. LWF Nepal is introducing energy consumption auditing system, per capita carbon foot print calculation, go paperless movement, and video conference/workshop/seminars, lowering the transport as low carbon pathways.

ANNEXES

1. Updated General Context – Key Statistics

Key Statistics and Other actors, private sector, universities and academia are the secondary duty bearers complimenting the effort of the government.

Life expectancy at birth (years)	70.6
Child malnutrition, stunting (moderate or severe) (% under age 5)	36
Life expectancy at birth, female (years)	72.2
Life expectancy at birth, male (years)	69
Literacy rate, adult (% ages 15 and older)	59.6
Gross national income (GNI) per capita (2011 PPP \$)	2,471
Domestic credit provided by financial sector (% of GDP)	87.1
Gross domestic product (GDP) per capita (2011 PPP \$)	2,443
Income inequality, Gini coefficient	32.8
Antenatal care coverage, at least one visit (%)	83.6
Child marriage, women married by age 18 (% of women ages 20–24 years who are married or in union)	40
Contraceptive prevalence, any method (% of married or in-union women of reproductive age, 15–49 years)	52.6
Estimated gross national income per capita, female (2011 PPP \$)	2,219
Estimated gross national income per capita, male (2011 PPP \$)	2,738
Gender Inequality Index (GII)	0.48
Gender Development Index (GDI)	0.925
Human Development Index (HDI), female	0.552
Human Development Index (HDI), male	0.598
Proportion of births attended by skilled health personnel (%)	58
Share of employment in non-agricultural, female (% of total employment in non-agricultural)	31.6
Share of seats in parliament (% held by women)	29.6
Total unemployment rate (female to male ratio)	0.72

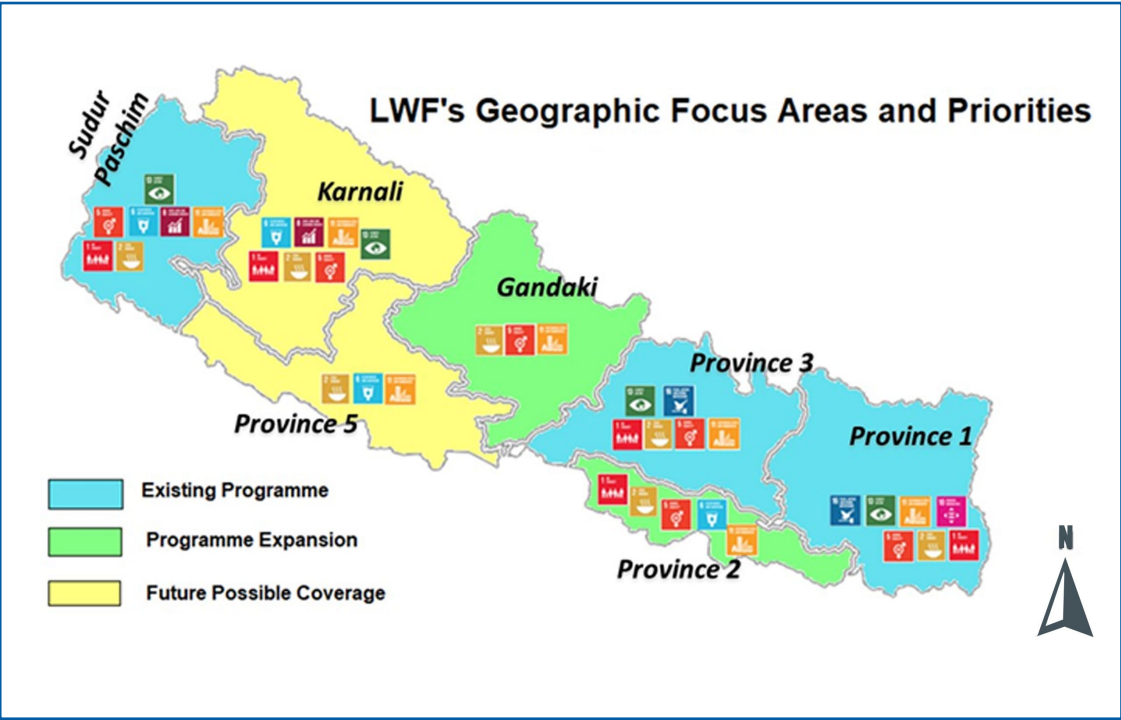
Unmet need for family planning (% of married or in-union women of reproductive age, 15–49 years)	23.7
Violence against women ever experienced, intimate partner (% of female population ages 15 and older)	25
Women with account at financial institution or with mobile money-service provider (% of female population ages 15 and older)	41.6
Youth unemployment rate (female to male ratio)	0.74
Multidimensional Poverty Index (MPI)	0.154
Population in multidimensional poverty, headcount (%)	35.3
Population in multidimensional poverty, headcount (thousands) (projection for 2016)	10,217
Population in multidimensional poverty, intensity of deprivation (%)	43.6
Population in severe multidimensional poverty (%)	12
Population living below income poverty line, PPP \$1.90 a day (%)	15
Population vulnerable to multidimensional poverty (%)	24.3
Employment to population ratio (% ages 15 and older)	81.9
Child labour (% ages 5-17)	21.7
Employment in agriculture (% of total employment)	71.7
Employment in services (% of total employment)	20.2
Labour force participation rate (% ages 15 and older)	84.2
Labour force participation rate (% ages 15 and older), female	82.7
Labour force participation rate (% ages 15 and older), male	85.9
Unemployment, total (% of labour force)	2.7
Unemployment, youth (% ages 15–24)	4.3
Vulnerable employment (% of total employment)	78.9
Birth registration (% under age 5)	56
Homeless people due to natural disaster (average annual per million people)	14
Refugees by country of origin (thousands)	8.4
Exports and imports (% of GDP)	51.8
Foreign direct investment, net inflows (% of GDP)	0.8
Net official development assistance received (% of GNI)	5

Remittances, inflows (% of GDP)	28.31
Internet users, total (% of population)	19.7
International inbound tourists (thousands)	753
Mobile phone subscriptions (per 100 people)	110.8
Net migration rate (per 1,000 people)	-2.7
Carbon dioxide emissions, per capita (tonnes)	0.3
Carbon dioxide emissions (kg per 2011 PPP \$ of GDP)	0.13
Forest area (% of total land area)	25.4
Mortality rate attributed to household and ambient air pollution (per 100,000 population)	193.8
Mortality rate attributed to unsafe water, sanitation and hygiene services (per 100,000 population)	19.8
Renewable energy consumption (% of total final energy consumption)	85.3
Total population (millions)	29.3
Median age (years)	23.2
Old-age (65 and older) dependency ratio (per 100 people ages 15-64)	9.2
Population ages 15–64 (millions)	18.5
Population ages 65 and older (millions)	1.7
Population under age 5 (millions)	2.7
Sex ratio at birth (male to female births)	1.07
Urban population (%)	19.3
Young age (0-14) dependency ratio (per 100 people ages 15-64)	48.8
Skilled labour force (% of labour force)	24.7
Population using improved drinking-water sources (%)	87.7
Population using improved sanitation facilities (%)	46.1
Ratio of education and health expenditure to military expenditure	6.3
Research and development expenditure (% of GDP)	0.3
Rural population with access to electricity (%)	85.2
Total debt service (% of exports of goods, services and primary income)	8.9

Source: UNDP Human Development Indicators 2018 (<http://hdr.undp.org/en/countries/profiles/NPL>)

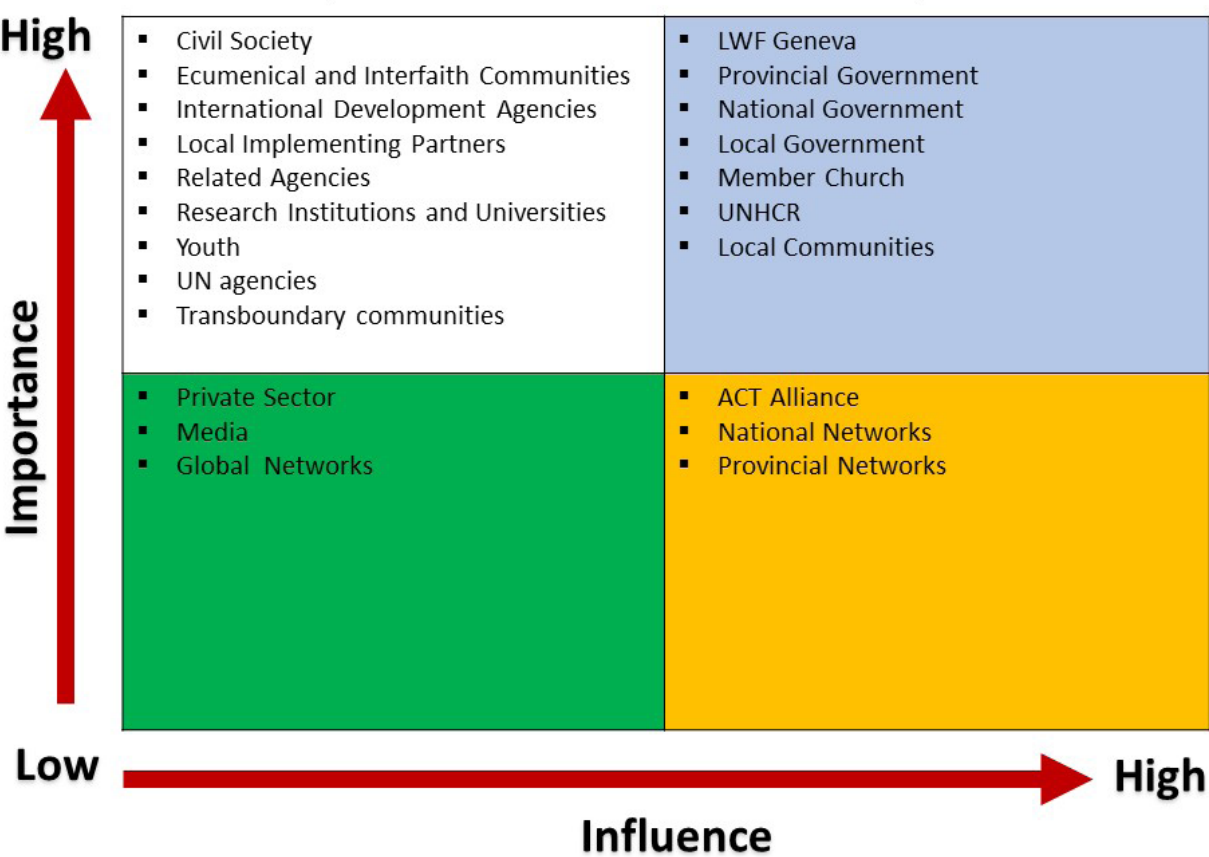
2. Geographic Focus Areas and Priorities

LWF Nepal will remain focused and strategic in its interventions on emergency, recovery and development while carefully prioritizing target population in seven Provinces of Nepal. LWF Nepal will complement the efforts of the Government while building synergy with other initiatives in the project areas. LWF Nepal projects will be aligned with LWF World Service Global Collective Outcomes and will contribute to SDGs based on the needs of the people and priorities of the government, particularly SDG 1, SDG 2, SDG 5, SDG 6, SDG 10, SDG 11, SDG 13, SDG 16 and SDG 17.



3. Updated Stakeholder Assessment

Stakeholder Assessment





THE
LUTHERAN
WORLD
FEDERATION
NEPAL

World Service

Member of **actalliance**



*Persons with Disability friendly plinth raised public
water point constructed at Rangeli Municipality, Morang*

LWF Nepal Country Strategy 2019-2024

**The Lutheran World Federation Nepal
World Service**

GPO Box: 3330 House No.217 Chundevi Marga-4
Maharajgunj, Kathmandu, Nepal

Tel: +977-1-4720217, 4720152, Fax: +977-1-4720225

Email: lwf.nepal@lutheranworld.org, Web: nepal.lutheranworld.org

