

# Campaign for Human Rights and Social Transformation (CAHURAST)

Babar Mahal, Kathmandu

## Strategic Plan

2017-2021



## **Acronyms**

CAHURAST	Campaign for Human Rights and Social Transformation
CSOs	Civil Society Organizations
DDC	District Development Committee
DEO	District Education Office
DFID	Department for International Development (UK)
HDI	Human Development Index
HR	Human Rights
HRBA	Human Rights Based Approach
INGO	International Non-Governmental Organization
NGO	Non-Governmental Organization
PTA	Parent Teacher Association
SDGs	Sustainable Development Goals
SMC	School Management Committee
SWC	Social Welfare Council
UNDP	United Nations Development Project
VDC	Village Development Committee

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# CHAPTER I

## Summary of Strategic Planning Process

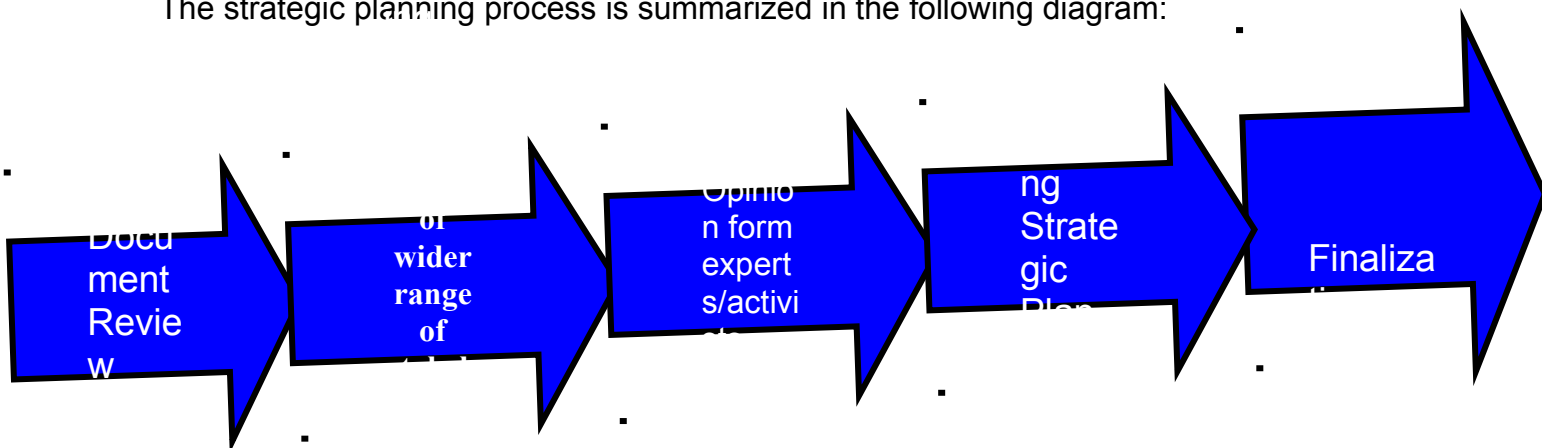
### 1.1. Strategic Plan Objectives

The objectives set for the strategic planning process of CAHURAST were defined as follows:

- To set the strategic direction for CAHURAST through 2017-2021, ensuring that organizational operations fulfill Mission and Vision of CAHURAST.
- To build on the successes of the transition to the new way of working within CAHURAST whilst maximizing new opportunities to contribute in social transformation and promoting human rights in Nepal.
- To ensure that the strategy of CAHURAST contributes to achieve the Sustainable Development Goals (SDGs) of Nepal.
- To ensure that the work of CAHURAST is targeted to meet the needs of the excluded and marginalized peoples and groups of Nepal.

### 1.2 Strategic Planning Process

The strategic planning process is summarized in the following diagram:



### 1.3 Strategic Planning Scope

The scope of the strategic plan was agreed as follows:

- Objectives Development: detailing our position in relation to the current context of Nepal and outlining strategic objectives for our priority intervention up to 2021.

- Technical focus : detailing our technical areas of expertise, our themes, approaches strategies, structures and processes required to enable CAHURAST to deliver its strategic plan effectively, efficiently and economically.

#### **1.4 Information Sources**

The following types of information were used to compile this report:

- CAHURAST Internal documents: - Constitution, policies, guidelines, reports, lessons learned and case studies.
- Acts and policies of the Government of Nepal, Reports of NHRC and other human rights organizations.
- Best practice reports / research, policy updates, surveys, reports and analysis from other NGOs in Nepal.
- Views of development experts, human rights activists and chiefs of some development partners.
- Human Development Report 2015 Published by UNDP in 2015.

## CHAPTER II

### Five Year Strategy 2017-2021

#### 2.1. Background

##### 2.1.1. Origin

Campaign for Human Rights and Social Transformation (CAHURAST) Nepal is a non-profit, non-governmental Social Development Organization founded by a group of political, academia and social activists in 2006. CAHURAST is registered under the Society Registration Act 2034 in District Administration Office, Kathmandu and affiliated with Social Welfare Council. CAHURAST has its rental office in Babar Mahal, Kathmandu with well-furnished office spaces and equipped with necessary tools and equipment. CAHURAST is spread over Nepal with self operated branches in 67 districts.

##### 2.1.2. Vision and Mission

###### **Vision**

*A holistically transformed Nepali society where people live in peace and harmony with each other and enjoying human rights and peace*

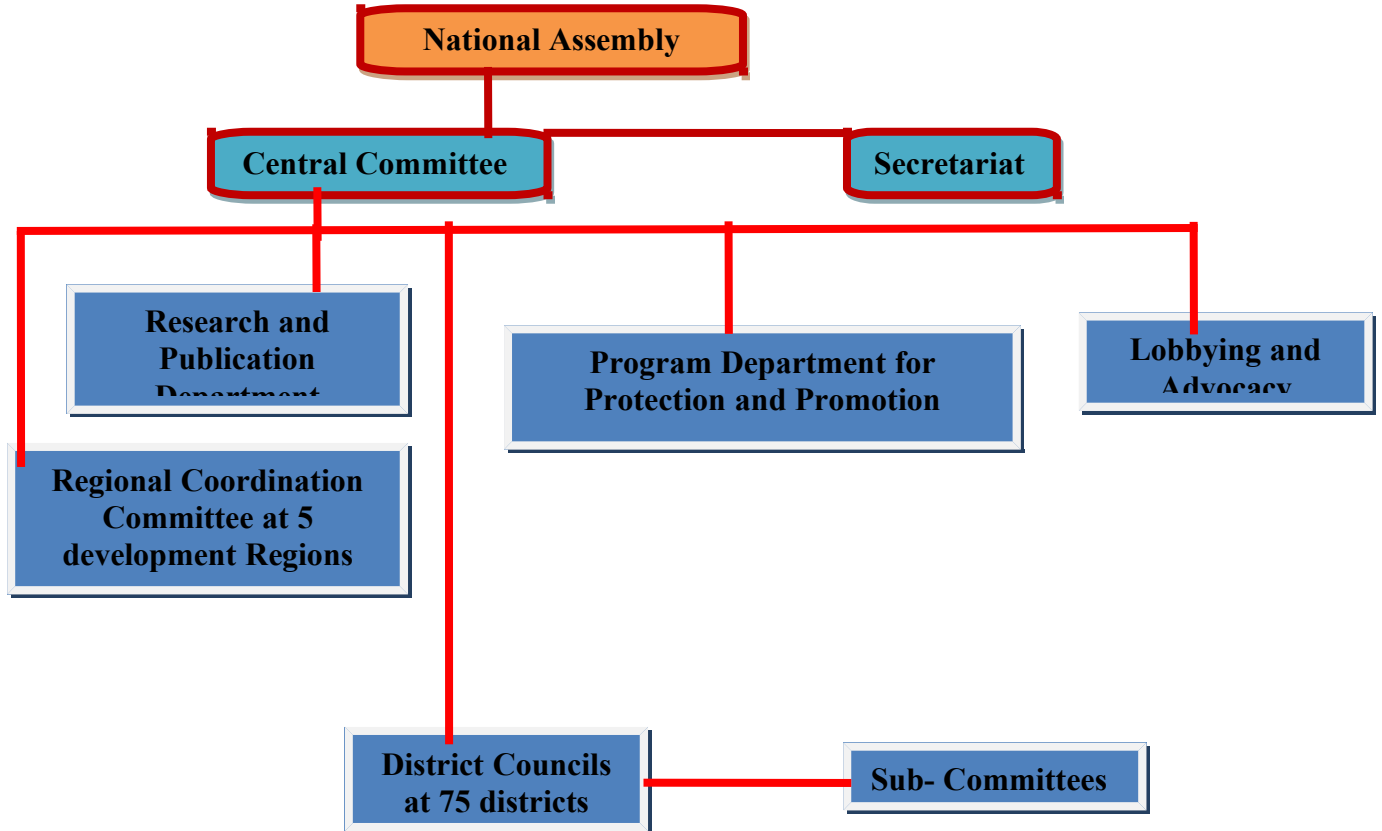
(Description: Security, peace, and harmony resulting from proper fulfillment of right and relationships of different ethnic communities, with each other, and with the environment; human dignity and rights with justice and equal opportunity in decision-making; social structures and traditions which encourage initiative, hope, and a commitment to the common good; good health and health practices, sufficient food and water, education, and a sound and just economy which can provide shelter, clothing, and other necessities to all citizens.)

###### **Mission**

- Facilitating empowerment process of the poor and marginalized communities for empowering themselves through education, empowerment and engagement in development mainstream with a special focus to the, social, cultural and economic transformation of the individuals
- Advocacy for ensuring equal access for all men and women, particularly those most in need, to basic services, the right to own land and property, productive resources and financial services, including microfinance
- Engage for social and economic inclusion of all irrespective of race, ethnicity or economic status through promoting peace, accountability and integrity.
- Strengthening local community, CSOs and networks to promote social accountability and creating an enabling environment to ensure the voice of socially excluded and economically poor people/communities in development mainstream.

### 2.1.3. Current Organizational Structure

The Current Structure of CAHURAST is presented in the following Chart



### 2.1.4. Organizational Values and Guiding Principles

**Justice:** We will promote a just society where every individual can enjoy fundamental human rights and live a dignified life irrespective of their gender, religion, caste and ethnicity.

**Integrity:** We are committed to demonstrate integrity in dealing with resources and communicating transparently while dealing within organization and with wider level of stakeholders

**Team work:** We believe in and strive to promote teamwork to carry out our organization mission. We strive to promote professional competency in all areas of our work so that we can demonstrate quality and mobilize the talents each person has.

**Innovation and creativity:** We always mobilize our talents to think, apply and create knowledge creatively to define the way of our involvement in social transformation and monitor the human rights activities/incidents. We respect the innovative work of communities and other actors in this regards.

**Equity and social justice:** Each of our steps respects the equity and social justice and it will reflect in our program, project and activities in process/inputs and results as well.

**Care for the environment:** We always acknowledge the contribution of natural environment to the human beings and our each activity will be environment friendly.

## *2.2. The Context*

### *2.2.1. Political Context*

Nepal is a mountainous country and one of the poorest countries in the world. New constitution has been promulgated by the constitutional assembly in 2013. The Constitution of Nepal has separated the country into seven provinces, however there are significant challenges to forging a lasting peace in the politically volatile environment. Reconciliation commission has been formed and it has started its work. Peace committees have been established in 62 districts however they are only partially functioning and the security situation across the country continues to be challenging with on-going local level violence and disruptions through blockages and bandhs (imposed strikes). All political parties have youth wings which wield significant power in local communities, demand donations, and enforce their own rule of law. Violent strikes, robbery, kidnappings and murder are still considered normal. Young professionals as well as migrant workers continue to leave the country in large numbers. Women headed households are increasingly common in both rural and urban Nepal.

Frequent changes of government, inter-party conflict, and lack of governance, absence of accountability and transparency, wide-spread corruption, slow implementation of important political changes have shaped the political landscape of Nepal.

Similarly, country has been facing big challenges to bring tangible changes in the local governance and community development process. To improve the living standards of the rural people through community led development, efficient service delivery, good governance, based on a democratic value system and rights based approach and inclusive development efforts are deeply needed. However, Nepal's constitution and subsequent laws and policies have guaranteed equal participation and engagement of the citizens in the decision making process and at the state organs.



Despite the existence of citizen-friendly laws and policies, the country has been facing big problem in implementation of such policies and laws as expected due to political transition.

### *2.2.2. Socio-economic Context*

Nepal is the 38th least developed country in the world with a Human Development Index of 0.553<sup>1</sup>. Income levels are the lowest in South Asia with the bottom twenty countries locally. Inequality is a major issue with significant variance in development standards across people groups and geographic locations. Industries have been particularly affected with frequent water shortages, electricity cuts and political disturbance which has led to rising unemployment particularly amongst the youth. The Global Hunger Index for Nepal is alarming, with the mountain areas of the Mid West and Far West development regions ranking alongside the Democratic Republic of Congo and Ethiopia.

The number of people living below the poverty line was reduced from 42 to 25.02% between 2004 and 2011<sup>2</sup>, however this was mainly achieved through remittances from overseas workers and masks the fact that poverty reduction is uneven across social groups. The number of people below the poverty line reduced by 46% for high caste groups but only 5% for Muslim groups. Similarly, only 4% of women in the lowest income quintile give birth in a health facility, whereas 55% of women in the highest quintile do.

Nepal has made good progress in health with infant and maternal mortality rates decreasing through integrated healthcare interventions, better immunization and government health system reforms. However, infrastructure has been adversely affected by the conflict and significant challenges remain in improving access to healthcare services, and building capacity of healthcare workers. Awareness and access to good water, sanitation and hygiene facilities in rural areas is very low.

Good progress has been made with regards to education. Net enrolment rates have increased but are below those required to meet sustainable goals, gender ratios are encouraging. Despite of conducive laws and policies for gender and social inclusion, conflict, caste and ethnicity exclude large groups from accessing and participating in education. Challenges remain in developing formal and non-formal education systems which better reflect the learning priorities and skill requirements of poor and marginalized groups.

Gender disparity and other forms of exclusion were key drivers of conflict in Nepal. Social exclusion makes people poor and keeps them poor. Tender

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<sup>1</sup> UNDP Human Development Report 2015

<sup>2</sup> CIA World Factbook

Development Index of Nepal is 0.908 which indicates that there is still gaps between the human development of male and female in Nepal.<sup>3</sup>

Corruption has increased alarmingly in recently years, especially during political transition. *Nepal* is ranked 139th out of 174 nations in the *Corruption Perceptions Index (CPI)* published by the Transparency International (TI). As anti-graft bodies and oversight constitutional agencies are made defunct by political influence, chances of getting caught by such agencies for corruption have been lower. This has boosted the morale of the corrupt though the media do at times rake up corruption scandals and issues. Political parties believe that national media has been playing active role in exposing corruption scandals and issue of public interest. Though media community itself is politically obsessed and are affiliated to political parties/interests, they have been discharging their functions responsibly and vibrantly in the present context of Nepal.

### *2.2.3. Technology and Environmental Context*

Nepal is a small, landlocked country nestled amongst the Himalaya, the highest mountains of the world. Within a 150 km width it ranges from 60 to 8,848m above sea level, covers a land area of 147,181 km, and in 2011 had a population of about 35 million.

Nepal is ranked the 4th most vulnerable country to climate change related risks which given the geology, geographic diversity and climatic conditions are manifest as landslides, floods and glacier outburst. This is exacerbated by a monsoonal climate, where the bulk of the average annual rainfall of 1,600mm falls within three consecutive summer months, and where cloudbursts can deliver 300-500mm within 24 hours.

High volume rainfall and constant, extended periods of rainfall have both been linked to landslide hazards for different soil and slope types. Pre-monsoon storms are common, often accompanied by high winds, hailstones and lightening all of which present significant localized hazards and result in damage and death most years. The Himalayan ice caps are melting faster than any other, in part because global temperature rises are doubled at high altitude. Two thirds of glaciers are retreating, three quarters will disappear by 2030 and 20 glacial lakes are at risk of bursting their natural dams<sup>4</sup>. The climate change policy of Nepal has highlighted that Nepal is greatly affected by climate change related hazards. It has a varied geography and climatic changes are difficult to predict; this is compounded by a lack of historical weather data and weather monitoring stations. Predictions on precipitation vary according to the region, but most areas are expected to experience increased precipitation due to changing climate, including increased rainfall intensity. The annual monsoon may also become

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<sup>3</sup> UNDP, Human Development Report 2015

<sup>4</sup> PPCR country Report, Nepal 2014

more unpredictable. Given Nepal's geography, these impacts could result in glacial melt, glacial lake outburst floods and increases in droughts and floods. These changes could be highly significant for a society largely reliant on agriculture and mountain ecosystems<sup>5</sup>. The country is also one of the poorest countries in the world, and is currently ranked 157th on the HD index out of 187 countries.

## **2.3. Strengths and challenges of CAHURAST**

***(This part is summary of SWOC analysis and the findings of interaction with stakeholders. Please refer to detail of SWOC analysis in annex 1)***

### *2.3.1. Organizational Identity and Growth*

Since 2006, the year of establishment, CAHURAST initiated to expand its membership as well as the geographic coverage in the country, in order to establish its formation objective-“Promoting peace and human rights throughout the country”. Initially, CAHURAST was involved in providing peace and human right education to the Maoist combatants who were in cantonments. About 15000 persons sensitized on human right and peace. CAHURAST provided peace education to the local peace committees that were formed by Government of Nepal in overall 75 districts. Gradually, the organization has expanded its area of work from human rights and peace building to governance and social accountability. Within the three years of establishment, CAHURAST has been expanded in 67 districts and succeeded to establish district branches and there were 1500 members of CAHURAST in Nepal. The organization has promoted trained and committed human rights defenders who are mobilized in human rights monitoring and promoting peace in the districts. CAHURAST gained sound experiences in managing campaign and awareness raising activities and enhanced capacity of about 120 CSOs and communities to make local governments and line agencies more transparent and accountable by disseminating the "Right to Information Act" at district and community levels in 9 different districts throughout Nepal. The organization has been working with indigenous, marginalized and disadvantaged communities in deferent 5 districts to educate, empower and engage them in promoting social accountability of the government service providers and to make the service providers more accountable towards the indigenous, marginalized and disadvantaged groups to provide services and facilities which they are entitled.

### *2.3.2. A catalyst with a Vision*

As the vision of CAHURAST is to contribute towards a holistically transformed Nepali society where people live in peace and harmony with each other and

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<sup>5</sup> GoN, Ministry of Environment, National Adaptation Plan, 2010

enjoying human rights and peace, it has been playing a catalytic role to promote peace in the society through peace education, facilitating the victims to get access to justice and advocacy for formulating and strengthen local peace committees and also to form a reconciliation commission at national level. Likewise, CAHURAST has been playing the role of catalyst to make the government service providers more accountable towards the indigenous, marginalized and disadvantaged groups through the '3E' approach-Education, Empowerment and Engagement of the target groups.

### *2.3.3. Expanding Network and Linkages*

Promotion of CAHURAST at the national and international level has mainly been through affiliation and membership of national and international agencies, networks and forums and through affiliation of chapter/branch formed by local citizens in other countries. Such linkages have helped enhance the exposure of CAHURAST. This is a unique beginning of the globalization of CAHURAST and its philosophy. CAHURAST needs to come up with appropriate strategy to support and encourage such initiatives of local communities and groups in other countries. However the linkage and network at national and international level is still to be established in order to accelerate the organizational strategic activities and to achieve the mission. CAHURAST should establish linkage with international forum such as CIVICUS, Human rights alliances and ECOSOC in the future.

Besides, CAHURAST should explore the possibility of joint venture with other likeminded organization and expands the program/projects in other parts of the country. Such joint ventures will also work for bidding proposals at donors and officers in the field of organizational competency of CAHURAST and jv partners

### *2.3.4. Maintaining Philosophy*

Since its inception CAHURAST has not involved itself in activities beyond the scope of its organizational vision and ideology. The organization prides itself in putting philosophical beliefs first, spirit of activism and professional working interests. Its staff and member take pride in their commitment to the vision of social transformation, and the 'collective will' not to compromise beliefs in order to secure financial, or other resources.

This position has not met without problems, it is a constant struggle to balance the practical need of such a organization for financial resources and the challenge is generating them without compromising its strong philosophical position, which it continues to develop and promote as a social development organization.

## 2.4. Areas of Improvement

Having considered the feedback and findings from the current work of CAHURAST the following areas to be improved as part of the 2017-2021 strategic plans have been defined by the workshop participants;

- Stronger understanding and practice of integrity and promoting good governance at community, local and national level through educate, engage and empowering the community.
- Focused on main areas/sectors – CAHURAST should consolidate its current technical focus in five main areas relating to democracy, human rights, peace building, livelihoods and organizational development;
- Sustainable impact at community level – The organization should streamline its ‘3E’ approach to enable the community leaders carefully so as to prevent disempowerment and dependency of the communities even after the project completion.
- Multiplication through capacity building – CAHURAST should promote multiplication by building the capacity the center and also district branches to recognize and respond to broader community needs, develop knowledge on tools and techniques of social transformation and influencing policies at macro level in this regards;
- Strengthen leadership development strategies – The organization should use the organizational capacity to strengthen leadership development opportunities both internally and within the broader context;
- Improved operational effectiveness– CAHURAST should improve organizational performance by incorporating best practice indicators for gender, inclusion and conflict sensitivity within our organizational monitoring;
- Strengthen response to climate change – CAHURAST should incorporate the issue responding climate change impact within the organization and also to involve in educating, empowering and engaging community, public and private sector to respond the needs of impact groups/communities in human rights perspectives.

## 2.5. Key Stakeholder Thirst for CAHURAST

The board members, workshop participants, representatives of development partners and some renowned personalities in the field of human rights and social activists were consulted to outline areas which excite them in relation to the current and future work of CAHURAST. The following points were highlighted:

- Equipping and empowering the community to reach out to their communities through integrity;
- Conflict transformation and peace building – especially considering the unique contribution to sensitize the Maoist combatants and local peace committees;
- Meeting community needs – ensuring our work targets priority needs;

- Climate change adaptation – especially considering the increased relevance of this in Nepal and possibility of vulnerability of various ethnic communities in Nepal;
- Transformation of individuals, groups and communities through holistic development and integrity;
- Human rights and Justice – using advocacy to address issues of injustice and inequity at community, district and national levels;
- Social accountability- increase the organizational visibility within the social accountability sector in Nepal.

## 2.6. Strategic Guidelines

The following strategic guidelines are recommended for organizational development and management of CAHURAST.

### 2.6.1. Resource Generation and Mobilization

Financial position of CAHURAST in the past 10 years is significantly depended on external funding. The fund generation trend of CAHURAST through external funding was been significantly growing up to first five years. Gradually it has been limited up to one or two donors. At present CAHURAST has only one donor it has to face competition with other civil society organizations that are providing similar type of services. The status of CAHURAST as an NGO creates certain limitations towards generating fund through establishing and promoting its internal business.

The increasing demand of programs of CAHURAST automatically increases the operational and program cost and the need to generate more resources becomes more urgent. Some degree of financial pressure to CAHURAST has been observed in the past. This situation has been attributed to the low volume of the professional services mainly because of lack of intensive marketing of its services, and to the growing competition. To deal with this situation CAHURAST has the following three options:

- ◇ intensify its marketing efforts for its professional services;
- ◇ undertake income generation activities through creation of business subsidiary or joint ventures with likeminded partners (NGOs or Private companies) and;

#### ◇ External Funding

There is tremendous pressure on CAHURAST to expand its program activities in prioritized area of CAHURAST a) Democracy, Human rights and Peace b) Research, Advocacy and Knowledge Management c) Governance and Accountability d) Sustainable Livelihoods and e)Organizational Development. The fund generated through its professional services may not adequate to meet the financial requirements of the proposed programs for the next five years. In

this context, the CAHURAST should initiate to look at possibilities for accepting funding support from interested donors.

- **Business Subsidiary**

In various parts of the world NGOs have been managing business enterprises such as restaurants, schools, training centers, insurance companies, travel and advertising agencies to generate fund for social programs. It has been observed that the most successful ones among these income generating schemes are those run as separate business entity. In this context, it is recommended that CAHURAST should explore possibilities for establishing business subsidiary under Company Act instead of operating it under the NGO framework. Another possibility is to seek joint ventures with NGOs or Private companies.

### *2.6.2. Membership*

Active involvement of all members, gender aspect in membership, and retention of members are some of the issues related to the membership. CAHURAST should develop a detail membership policy and process considering the following guidelines:

- **Interest Survey**

CAHURAST will carry out a survey to assess interest of existing members, determine their levels and types of services to be provided to different category of membership. It is anticipated that this will help level off interest and expectations between the organization and its membership.

The members' interest in CAHURAST may vary at least in the following three ways:

- i. Members may wish to contribute on the voluntary capacity as general and/or board members only. Their area of contribution would be policy formation and control, promotion and marketing of the image and services of CAHURAST and participating in the core programs of CAHURAST.
- ii. Members may want to limit themselves to affiliation with CAHURAST as its well-wishers due to their belief in its vision, mission and philosophy and remain as
- iii. Members who would like to be actively involved in the core program areas as well as in the professional services of CAHURAST.

- **Membership Growth**

CAHURAST has large number members who are distributed in 67 districts of Nepal. First CAHURAST develops a database of the members and their current status. Then take initiation of their mobilization in order to achieve its goal and target. Proper attention will be given to enroll quality membership and develop

proper mechanism and tools to insure entry of qualitative and professional membership.

## **2.7. Priority Areas (Programmatic Intervention and Areas of Engagement)**

### **Priority Area I: Democracy, Human rights and Peace**

**1.1. Goal:** To contribute in promoting ESC rights, mitigating ethnic and social conflicts and promoting peace in Nepal

#### **1.2. Objectives**

- 1.2.1. Trained and active human rights monitors will be developed who will be able to monitor ECH related rights and provide feedbacks to the service providers at district level
- 1.2.2. Provide mediation and conflict mitigating services to political parties, civil society organizations and ethnic groups
- 1.2.3. Design and conduct peace building initiatives at community level

### **Priority Area II: Research, Advocacy and Knowledge Management**

**2.1. Goal:** To provide resources and knowledge on the issues of ESC rights and influence policy for promoting ESC rights of marginalized groups

#### **2.2. Objectives**

- 2.2.1. Advocacy activists will be developed who will be active, influencing policy and attitudes and able to share advocacy skills and learning at district level
- 2.2.2. District level youth groups will be better able to identify advocacy issues and develop appropriate responses to them
- 2.2.3. CAHURAST will have implemented at least one multi-year focus campaign with measurable policy impact

### **Priority Area III: Governance and Accountability**

**3.1. Goal:** To contribute to make local government and local units of Government Service Providers more accountable towards the poor and excluded groups of Community

#### **3.2. Objectives**

- 3.2.1. Design and implement projects on governance and accountability
- 3.2.2. Conduct third party monitoring and provide regular feedbacks to the government service providers



- 3.2.3. Develop/strengthen community based forum for promoting/watching accountability of government service providers at local and community level

#### **Priority Area IV: Sustainable Livelihoods**

- 4.1. **Goal:** Economically poor and socially discriminated people adopt sustainable and diversified livelihoods.

#### **4.2. Objectives**

- 4.2.1. Increased awareness and capacity of the economically poor and socially discriminated people in realization of livelihood rights
- 4.2.2. Enhanced capacity of the economically poor and socially discriminated people to identify climate risks and skills in using adaptation measures

#### **Priority Area V: Organizational Development**

- 5.1. **Goal:** Well equipped and capable organization having system and structure according to the changed context of Nepal

#### **5.2. Objectives**

- 5.2.1. Restructured the organization and amendment of the constitution to work in the context of federal democratic republic Nepal
- 5.2.2. Developed /revised and implemented policy and systems
- 5.2.3. Developed Human resources as per the need of changing context

## 2.8. Goal, Objectives and Activities for 2017-2021

Intervention	Output indicators	Year I	Year II	Year III	Year IV	Year V
Priority Area I: Democracy, Human rights and Peace						
1.1. Goal: To contribute in promoting ESC rights, mitigating ethnic and social conflicts and promoting peace in Nepal						
1.2. Objectives 1.2.1. Trained and active human rights monitors will be developed who will be able to monitor ESC related rights and provide feedbacks to the service providers at district level;	# Activists trained on human rights monitoring focusing on ESC rights # ESC rights monitored and provided feedbacks to concern authority # ESC rights violation cases filed					
Activities						
Human Rights Monitoring Training(Event)	5	1	1	1	1	1
Creative Writing training for HR monitor	2		1			1
Documentation of HR monitoring events (Document)	5	1	1	1	1	1
1.2.2. Provide mediation and conflict mitigating services to political parties, civil society organizations and ethnic groups	# conflicts mediated # person trained on mediating social and ethnic conflicts					
Activities						
Mediation – political and social conflict (Event)	5	1	1	1	1	1
Peace building and mediation training for youth (Event)	15	3	3	3	3	3
1.2.3. Design and conduct peace building initiatives at community level	# youth trained with knowledge and skills on mediation and peace building # youth groups formed and actively engaged in peace building activities					
Activities						
Peace building and mediation training for youth (Event)	15	3	3	3	3	3
Youth group formation and strengthening (Group)	45	9	9	9	9	9
Priority Area II Research, Advocacy and Knowledge Management						
2.1. Goal: To provide resources and knowledge on the issues of ESC rights and influence policy for promoting ESC rights of marginalized groups,						
2.2. Objectives 2.2.1. Advocacy activists will be	# Advocacy Activists has been developed # cases on policy influencing at district and national					

developed who will be active, influencing policy and attitudes and able to share advocacy skills and learning at district level;	level # events on public advocacy at district level					
Activities						
Policy Advocacy Training to the members of CAHURAST and HR monitors	15	3	3	3	3	3
Research on ESC rights (Time)	5	1	1	1	1	1
Publication of HR national report on ESC rights (Time)	1	1	1	1	1	1
2.2.2. District level youth groups will be better able to identify advocacy issues and develop appropriate responses to them	#Youth groups strengthen and capable to run advocacy initiatives at district level # of success story cases of issue based advocacy conducted by the youth groups					
Activities						
Training and back up support for youth groups at district level	45	9	9	9	9	9
Issue based advocacy by the youth groups	15	3	3	3	3	3
Institutional development training for youth group	5		2	2	1	
2.2.3. CAHURAST will have implemented at least one multi-year focus campaign with measurable policy impact	# of policy research report with identified issues for policy advocacy on ESC rights focusing on Education and food security # case story on policy advocacy, its impacts and learning					
Activities						
Policy research at national level	2	1	1			
Policy advocacy on the identified issues on ESC rights	3		1	1	1	
Research documentation of HR	5	1	1	1	1	1
Publication and Dissemination (Document)	5	1	1	1	1	1
Research on micro level problems of society (Times)	5	1	1	1	1	1
Human rights training, lobbying and pressurization (Campaign)	5	1	1	1	1	1
Online information dissemination						
Priority Area III Governance and Accountability						
3.1. Goal: To contribute to make local government and local unites of Government Service Providers more accountable towards the poor and excluded groups of Community						
3.2. Objectives	# of cases on transparency of the work of local					
3.2.1. Design and implement	government filed and responded					

projects on governance and accountability	% of increased satisfaction level of the right holders on the services of local government # of cases issues based intervention and settlement through involvement of integrity education clubs					
Activities						
Campaign for Transparent and Accountable Governance at Local Level (Campaign)	15	3	3	3	3	3
Integrated project on Social Accountability in Local Governance in Nepal (Project)						
Promoting the culture of Integrity through Integrity Education Clubs						
3.2.2. Conduct third party monitoring and provide regular feedbacks to the government service providers	# of issues identified through third party monitoring and responded by the service providers					
Activities						
Third Party monitoring in Education and health sector	3		1	1	1	
Interface meeting between service providers and right holders	15	3	3	3	3	3
3.2.3. Develop/strengthen community based forum for promoting/watching accountability of government service providers at local and community level	# of ELM formed and capable in promoting/watching accountability of government service providers at local and community level					
Activities						
Develop embryo level mechanism (ELM) at the grass root level on Social Accountability	45	9	9	9	9	9
Capacity Building training and back up to the ELMs (Events)	15	3	3	3	3	3
RTI – monitoring of construction site through the ELMs	15	3	3	3	3	3
Public audit and hearing at community level on Education and health services (Events)	45	9	9	9	9	9
Priority Area IV Sustainable Livelihoods						
4.1. Goal: Economically poor and socially discriminated people adopt sustainable and diversified livelihoods.						
4.3. Objectives	# of cases addressed livelihoods of economically poor and socially discriminated people by the local bodies (VDC/Municipalities)					
4.3.1. Increased awareness and capacity of the economically poor and socially discriminated	# of families increased level of annual income					

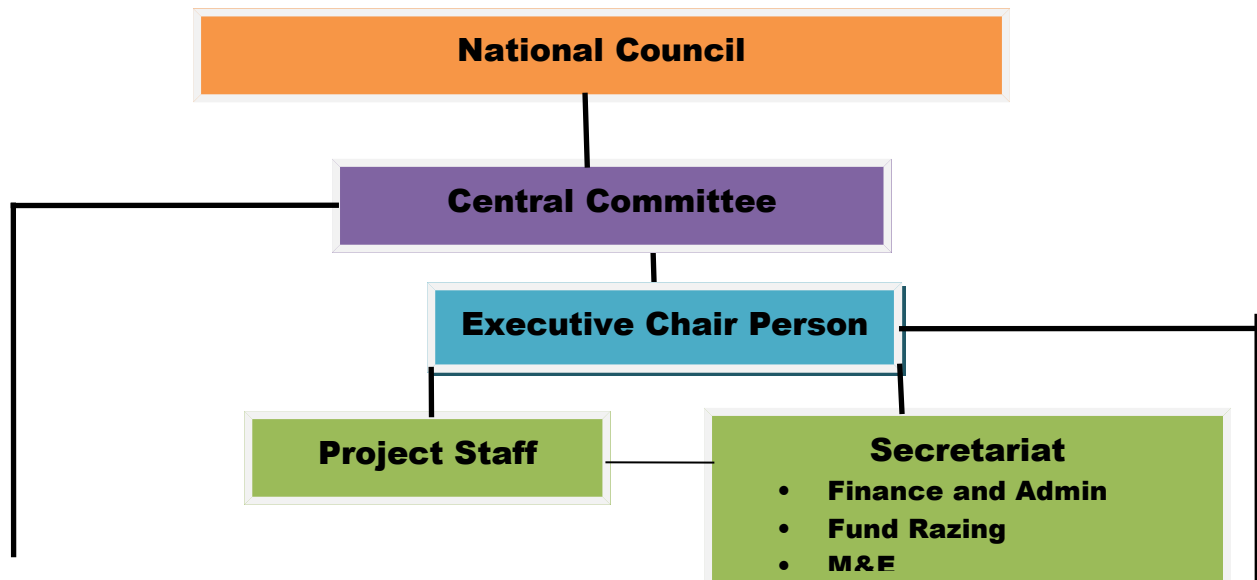
people in realization of livelihood rights						
Activities						
Awareness raising campaign on ESC rights of poor and excluded people-focusing on education and food (Event)	45	9	9	9	9	9
Integrated livelihood improvement support (Event)	45	9	9	9	9	9
4.3.2. Enhanced capacity of the economically poor and socially discriminated people to identify climate risks and skills in using adaptation measures	# families applied climate change adaptation measures for improvement their livelihoods					
Activities						
Awareness raising campaign on climate change impact and ESC rights of poor and excluded people-focusing on education and food (Event)	45	9	9	9	9	9
Integrated livelihood improvement support (Event)	45	9	9	9	9	9
Priority Area V Organizational Development						
<b>5.1 Goal: Well equipped and capable organization having system and structure according to the changed context of Nepal</b>						
<b>5.2.Objectives</b> 5.2.4. Restructured the organization and amendment of the constitution to work in the context of federal democratic republic Nepal	# New organizational structure of CAHURAST effectively working in changing context					
Activities						
Restructuring the organizational structure	1	1				
Amendment of constitution of CAHURAST	1	1				
5.2.5. Developed /revised and implemented policy and systems	# revised and implemented following policies and system <ul style="list-style-type: none"> <li>• Financial policy, including procurement and travel</li> <li>• Personnel and human resource mobilization policy</li> <li>• MIS and communication system</li> <li>• Accounting system</li> </ul>					
Policy revision and implementation (Policies)	4	3	1			
System development (System)	3		3			
Policy/system orientation workshop to members and staff (Event)	1		1			

5.2.6. Developed Human resources as per the need of changing context	Developed and implemented Human Resource Development and Mobilization Strategy					
Human resource Development and Mobilization Strategy development (Strategy)	1		1			
Other activities						
Meembership renewal and membership growth						
Strengthening district chapter						
Affiliation with National/ International Alliance	5	1	1	1	2	
Self Evaluation workshop (Annual)	5	1	1	1	1	1
Review of strategic planning (Bi-Annually)			1		1	
Establishment of account software	1	1				

## 2.9. Equipment/Vehicle needed during the strategic period

SN	Equipments/Vehicle	Year					Indicative Cost (NRS)
		2017	2018	2019	2020	2021	
1	Account Software	x					100000
2	Motor cycle (2)	x	x				260000
3	Video Camera			X			80000
4	Four Wheel Jeep				x		3500000

## 2.10. Organizational Structure for new strategy (Proposed)



### 2.11. Tracking Progress against the Strategic Plan

- One of the objectives of this strategic plan is to track the goal and operational processes so that progress towards our goals and the implementation of our strategic plan is more easily tracked as part of routine reporting.
- Developing province specific strategies will require provincial branches to actively track and report against the objectives for their province as part of their regular program team reporting.
- The central committee of CAHURAST will track progress towards the strategic plan with input from the Monitoring and Evaluation Section of its Secretariat. A guidelines and tools to analyze the use of financial and economic resources, as well as inviting feedback from stakeholder groups and beneficiaries will be developed and used to provide the level of detail required to support progress reporting for our new strategic plan.
- In addition to the above, overall impact evaluation of the programs and activities of CAHURAST against the strategic plan will be carried out by an independent evaluator. Findings will be reviewed by CAHURAST leadership to determine how best to further improve operations during the final stages of the plan. List of Documents reviewed

## Annex 1

SWOC Analysis Matrix (Compiled form of SWOC analysis carried out by the workshop participants)

SN	Area of Assessment	Strength	Weakness	Opportunity	Challenges
1.	Internal Organizational Management				
1.1.	Extent of succession practices and second line leadership development process	<ul style="list-style-type: none"> <li>• Policy development process is bottom-up.</li> <li>• Second line leadership is considered &amp; thought.</li> <li>• Extension has been done from region to districts gradually.</li> <li>• Human Resource is enough for leadership.</li> </ul>	<p>Not clear strategy and policy for second line leadership and succession as well</p> <p>Single person have been conditioned as Chair from establishment to till date Lack of alternative leadership planning</p>	Open opportunity to new leadership	There is not clear strategy to meet develop second line leadership
1.2.	Extent of overall good governance system	<ul style="list-style-type: none"> <li>▪ Have a group of professional</li> <li>▪ Key policy decision are taken by executive board</li> <li>▪ Program decision is taken by chair, advisor and senior staff</li> <li>▪ Good governance Policy has been implemented</li> <li>▪ Information is shared to all staff</li> <li>▪ Personal policy is developed and implemented</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff briefing policy to newly hired staff and to all staff is not exist only initiated to practice as an ad hoc basis</li> <li>• Board meeting is not necessary for policy making, only certain issues are discussed on board meeting.</li> <li>• Constitution is yet to be amended to meet contextual change and program requirement</li> </ul>		



1.3.	Level of participation of community/rights holders in governing body and staff	<ul style="list-style-type: none"> <li>▪ Members of <i>CAHURAST</i> are selective, trained and human rights activists</li> <li>▪ There are some spaces for reflecting right holders voices even in physically absence</li> <li>▪ Board members are <i>GESI</i> sensitive.</li> <li>▪ <i>CAHURAST</i> has promoted monitoring groups of right holders in its working districts</li> </ul>	<ul style="list-style-type: none"> <li>▪ No representation of community on board/staff in each program.</li> <li>▪ Women representatives in board and staff is very low</li> </ul>	<ul style="list-style-type: none"> <li>▪ Opportunity to develop and implement activities to promote rights holders meaningful participation in structure, program and activities</li> </ul>	
1.4.	Extent of overall organizational management systems	<ul style="list-style-type: none"> <li>• Have procurement policy and committee (PC).</li> <li>• Community is responsible for local level.</li> <li>• Regional coordination committee is responsible for regional level</li> <li>• Chair is responsible for central level</li> <li>•</li> </ul>	Social audit of organization is not in practice	<ul style="list-style-type: none"> <li>▪ Opportunity to develop/ adapt and practice a transparent &amp; Participatory PM&amp;E system at organizational level</li> </ul>	
1.5.	Degree of clarity and practicality of fund raising strategies, plans and activities	<ul style="list-style-type: none"> <li>• <i>CAURAST</i> had 6 donors in the past but only 2 donors now.</li> <li>• Initiated for institutional support with donors.</li> <li>• Organizational strategy is to continue with past donors and extend new donors by exploring.</li> <li>• Local fund is also mobilized at district level</li> </ul>	<ul style="list-style-type: none"> <li>• Strategy has not been made, it is reflected only at board meeting</li> </ul>		

SN	Area of Assessment	Strength	Weakness	Opportunity	Challenges
2.	<b>Overall Program Implementation</b>				
2.1.	Effectiveness of the program	<ul style="list-style-type: none"> <li>Local indigenous appropriate technology adapted in promoting social accountability</li> <li>Relevant issues are addressed in projects/programs</li> <li>People's / community's trust.</li> <li>Better participation, involvement and local levelfund raising.</li> </ul>	<ul style="list-style-type: none"> <li>More time and focused has been provided to fulfill donors requirement than focusing on program outcomes.</li> </ul>		
2.2.	Extent of relevancy of the program implementation process	<ul style="list-style-type: none"> <li>Directly relevance to community needs (Integrity)</li> <li>SDG has linkage to everyone. Accountable government is SDG'S whole aim</li> <li>Programs are implemented on the basis of GoN priority list.</li> </ul>	<p>Program/ project are more focused on accountability less focus on integral development</p> <p>Less focus on cross sectorial linkage with health, education and other working agencies and during disaster</p>	<p>Opportunity to develop and impendent more integrated program/projects by focusing on hygiene and expanding linkage with other sectors too.</p>	
2.3.	Quality of financial management ensured	<ul style="list-style-type: none"> <li>Effective internal monitoring system is practiced</li> </ul>	<ul style="list-style-type: none"> <li>Need same understanding between program and finance</li> <li>Lack of accounting soft ware and system</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Challenges to plan and implement program appropriate for seasonal challenges of</li> </ul>

					community and reporting milestones of Donors
2.4.	Extent of Community ownership over the programs of CAHURAST	<ul style="list-style-type: none"> <li>• Users friendly design is done by looking community level situation.</li> <li>• Leadership and decision are made community</li> <li>• Community claims as it's on community's ownership.</li> </ul>	Lack of tools and system to establish baseline and track changes		
2.5.	Effectiveness of human resource management:	<ul style="list-style-type: none"> <li>• Staff turnover very low, stay here for longer time.</li> <li>• On the basis of performance review incentive will be given.</li> <li>• Feels as our organization</li> <li>• Trend of best award</li> <li>• Also have best writer award</li> <li>• Incentive is in the basis of remoteness</li> <li>• Grow by giving the horizontal spaces</li> <li>• Have policy for field work</li> </ul>	<ul style="list-style-type: none"> <li>• Should consider to cost add</li> <li>• Challenges on applying "right man in right chair"</li> <li>• Lack of practice of staff appraisal and exchange feedback system.</li> <li>• No Human Resource Development Policy</li> </ul>		

		<ul style="list-style-type: none"><li>• Project document is made as plan</li></ul>			
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<b>SN</b>	<b>Area of Assessment</b>	<b>Strength</b>	<b>Weakness</b>	<b>Opportunity</b>	<b>Threats</b>
3	<b>Equity and Inclusion</b>				
3.1.	Equity and inclusion mainstreamed in organizational structure, policy and guidelines	<ul style="list-style-type: none"> <li>It is clearly mentioned in policy and log frame</li> <li>Reflect in policy and manual</li> <li>Disaggregated data of dalit, janajati, minority, terai caste, women and disable</li> <li>10% women, 2% dalit and 27% janajati are included in organization.</li> </ul>	<ul style="list-style-type: none"> <li>E&amp;I policy is not clear and well orientation to all staff</li> </ul>	Opportunity to develop staff's capacity to design, deliver and monitor inclusive program/projects	
3.2.	Participation of excluded community in organization and program/project	<ul style="list-style-type: none"> <li>Gender sensitive practices has been done</li> <li>Women compulsory in any forum or committee promoted by CAHURAST</li> </ul>	<ul style="list-style-type: none"> <li>GESI policy does not exist</li> </ul>	Opportunity to develop and implement E&I focused policy to promote participation	
3.3.	Willingness to deliver equitable and inclusive WASH service	<ul style="list-style-type: none"> <li>This is directly related with the constitution of CAHURAST</li> </ul>	<ul style="list-style-type: none"> <li>There is not added every thing specifically in policy</li> </ul>		
3.4.	Organizational initiative to build capacity of members and staff in equity and inclusion	<ul style="list-style-type: none"> <li>Staff capacity building training has been provided on the basis of project need</li> </ul>	<ul style="list-style-type: none"> <li>No Policy and plan on E&amp;I related training and capacity building</li> </ul>		

<b>SN</b>	<b>Area of Assessment</b>	<b>Strength</b>	<b>Weakness</b>	<b>Opportunity</b>	<b>Threats</b>
4	<b>Advocacy and Influencing</b>				
4.1.	Integration of advocacy initiatives with plan and activities of local and national bodies	<ul style="list-style-type: none"> <li>Clearly stated in organizational objectives</li> <li>CAHURAST is lobbying promote ESC rights in collaboration with NCHR.</li> <li>CAHURAST has done lobby, personal contact and pressure creating for monitoring ESC rights. .</li> </ul>	<ul style="list-style-type: none"> <li>Not clear guidelines and tools for monitoring ESC rights</li> <li>Not strong data base and documentation system at organizational level to create knowledge for advocacy</li> </ul>	Opportunity to initiate advocacy for ESC rights from local to national level	
4.2.	Status of staff and board member capacity building initiatives in advocacy	<ul style="list-style-type: none"> <li>All staff &amp; members of CAHURAST are advocate for ESC rights</li> <li>CAHURAST has trained activists on human rights monitoring and report writing and advocacy skill.</li> </ul>	There is not capacity building plan for advocacy. Training are provided to the staff and activists on the basis of availability of opportunities		
4.4.	Established advocacy unit at organizational level	<ul style="list-style-type: none"> <li>There are Human Rights monitoring activists at district level</li> </ul>	<ul style="list-style-type: none"> <li>Still more focused are in human rights monitoring</li> <li>No knowledge management and advocacy department at CAHURAST</li> </ul>	CAHURAST has an opportunity to establish a Knowledge management center within the organization..	
4.5.	Linkage, networking and alliance build to generate credible pressure for effective implementation advocacy initiatives for ESC rights	<ul style="list-style-type: none"> <li>Informal linkage with National and international forums and networks has been established</li> </ul>	<ul style="list-style-type: none"> <li>Lack of any formal linkage and alliance built up at national and international level.</li> </ul>		Threats of political allegation/inflict on CAHURAST slogan/Agenda

<b>SN</b>	<b>Area of Assessment</b>	<b>Strength</b>	<b>Weakness</b>	<b>Opportunity</b>	<b>Challenges</b>
<b>5.</b>	<b>Planning, Monitoring and Evaluation</b>				
5.1.	Status of long term strategic planning development and its functionality	<ul style="list-style-type: none"> <li>Strategic plan is being formulated</li> </ul>	<ul style="list-style-type: none"> <li>Long term strategic planning is lacking</li> </ul>	Opportunity to develop and implement an integrated and inclusive strategic plan	
5.2.	Status of planning, monitoring and evaluation system development	<ul style="list-style-type: none"> <li>There is practice of monitoring and evaluation as per the project need and requirement.,</li> </ul>	No M&E system and guidelines at organizational level		
5.3.	Effective budget monitoring system, budget tracking and accuracy of budgeting	<ul style="list-style-type: none"> <li>Monthly budget tracking, developed action plan and then budget</li> </ul>	Budget forward looking monitoring system to track the budget is not developed		
<b>5.4.</b>	Status of reporting system development and its functionality	<ul style="list-style-type: none"> <li>Practice of end term evaluation has been done as per project requirement</li> </ul>	<ul style="list-style-type: none"> <li>Impact evaluation is not include in project proposal and not been done</li> <li>\</li> </ul>		

SN	Area of Assessment	Strength	Weakness	Opportunity	Threats
6.	<b>Sustainability</b>				
6.1.	Strategy	<ul style="list-style-type: none"> <li>Issue of sustainability is discussed in board meeting and Assemblies</li> </ul>	<ul style="list-style-type: none"> <li>Sustainability strategy is not developed</li> </ul>	<ul style="list-style-type: none"> <li>Opportunity is to develop and implement practical sustainability strategy</li> </ul>	<ul style="list-style-type: none"> <li>Organization could be depended on the donors without clear and practical sustainability strategy</li> </ul>
6.2.	Level of organizational credibility	<ul style="list-style-type: none"> <li>CAHURAST has been established as an experienced and capable organization in the sector of ESC rights and accountability at district and national level</li> </ul>	CAHURAST has experience in human rights monitoring and accountability in general. However the organization has not specific experiences in specific sector such as food, health, education...	Opportunity to develop CAHURAST as a reputable and credible organization on ESC rights in some specific sectors in the partnership with likeminded organizations	Threats to lose its strength in ESC rights monitoring if it starts to involve in all sector rather to be focused in specific sectors.
6.3.	Fixed assets	<ul style="list-style-type: none"> <li>It has a rental office building in Kathmandu</li> <li>Independently operated its administration</li> <li>Sufficient equipments for program project implementation</li> </ul>	No vehicles and difficult to transportation for the chair to attend daily office work Staff are depended only on donors money		
6.4.	Staff/alternative	<ul style="list-style-type: none"> <li>Sufficient number of administration and project staff</li> <li>Trained and well experiences human resources in Human rights and accountability</li> <li>Multidisciplinary team</li> </ul>	Still there is need of staff capacity building on advocacy, E&I and effective budgeting, monitoring and reporting requirements of Donors.		



## Strategic Planning Workshop (December 2-3 2016, Kathmandu)

## SCHEDULE

Day and Time	Activities	Responsibility
<b>Day I December 2, 2016</b>		
8:00-8:30	Arrival Breakfast	
8:30-9:30	Introduction and sharing objectives of the workshop	Bishnu Pukar Shrestha
9:30-10:30	A brief introduction of Strategic Planning : process, importance and the role of Executive Committee, General members and staff in planning process	Bed Prasad Sapkota
10:30-10:45	Break and Tea	
10:45-11:15	Sharing vision, mission and values of CAHURAST	To be decided
11:15-12:00	Orientation to the workshop process, tools and expected outcome	Bed Prasad Sapkota
12:00-1:00	Lunch	
1:00-2:30	Context analysis PESTEL (Group Work)	Bed Prasad Sapkota
2:30-2:45	Break	
2:45-4:30	Presentation of group work and additional inputs by experts/founders/board members	Bed Prasad Sapkota and .....
4:30-5:00	Reflections and closing of Day I	Bed Prasad Sapkota
<b>Day II December 3 2016</b>		
8:00-8:30	Breakfast	
8:30-9:00	Review of Day I and sharing agenda for Day II	Bed Prasad Sapkota
9:00-10:30	SWOC Analysis: Group work	Bed Prasad Sapkota
10:30-10:45	Break	
10:45-12:15	Presentation of group work and plenary discussion	Bed Prasad Sapkota
12:15-1:00	Lunch	
1:00-2:00	Theory of Change as framework of new strategy of	Bed Prasad Sapkota

	CAHURAST (Presentation and interactions)	
2:00-3:00	Stakeholder Analysis: Group work and presentation	
3:00-3:20	Break	
3:00-4:30	Priority Areas (PROGRAMMATIC Intervention and Areas of Engagement: Group work and presentation	To be Decided
4:30-5:00	Next step of strategic planning and closing	Bed Prasad Sapkota and Bishnupukar Shrestha

**Instruction for Participants:**

Each participant must bring a hard copy of answer of following questions;  
(Please write a brief answer of each question with evidences).

1. What are the most remarkable outcome of the activities of CAHURAST that you think and why?
2. What is the most appreciative part of CAHURAST?
3. What is the weakest part of CAHURAST?
4. What do you want to see CAHURAST as an organization after 10 years?



### Documents reviewed for strategic planning

- Constriction of CAHURAST 1963
- Governance Policy of CAHURAST
- GoN, Three Year Interim Plan 2015-17
- GoN, Foreign Aid Policy 2008
- GoN,Local Government Community Development Program Document 2008
- GoN,Right to Information Act 2005
- GoN,Local Self Governance Act 1995
- SWC guidelines for NGOs
- DFID Country Business Plan 2009-2012
- PPCR in Nepal Country Report 2013
- CAHURAST, Annual Report 2014-15
- UNDP Sustainable Development Goals, Nepal
- UNDP, Human Development Report 2015