



PRERANA

STRATEGIC PLAN 2018 - 2022

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FORWARD

Since 1998, has worked to secure and enhance the human rights for women, the poor, people with disabilities, and other marginalized groups in multiple districts of Nepal. It has worked in 15 districts of Nepal, covering a huge number of right holders that directly and indirectly benefited through various projects and programs. Working in partnerships with national and international NGOs, local and national government, and other stakeholders, Prerana has built its reputation as an organization that works with all to better the lives of the most disadvantaged.

Prerana has been at the forefront of improving the lives of women. Taking the role of the national secretariat of Rashtriya Mahila Adhikar Manch (MAM), Prerana has enhanced the capacity of this network of rural women of around fifty thousand members (18000 formal member and 31600 informal members) who are actively raising their voices on women issues to ensure their rights and justice in more than 30 districts of Nepal.

Prerana's rehabilitation centers that provide physical rehabilitation services (need assessments, the production and fitting of assistive devices, and physiotherapy services) to people with physical disabilities have enhanced the livelihoods of thousands of the most marginalized.

Based on past experiences and learning, this strategy document sets out the priorities for Prerana for five-year period of 2018- 2022. Prerana will use this strategy as a guide to allocate resources, develop campaigns and programs, and for fundraising. Prerana has embraced five broad priority themes in line with Prerana's experience and based on national and international priorities. These priority themes will contribute directly to the national objectives outlined in the government of Nepal's national plans and will contribute to Nepal's achievement of the Sustainable Development Goals (SDGs).

Prerana's Five Year Strategy sets the vision of more women and the most marginalized people in Nepal with stronger rights, improved livelihoods, and a country where no one is left behind.

Kapil Pokharel
Executive Director

INTRODUCTION: PRERANA'S VISION FOR 2018-2022

Throughout the period covered by the Five Year Plan (2018-2022), Prerana will be extending its services to create a society where no one is left behind, where all citizens of society will be conscious and aware of their rights and responsibilities. Prerana will also advance in terms of developing and employing modern tools and technology to increase its ability to face the challenges and issues emerging in society. The ultimate purpose of Prerana is to create an enabling environment in society where everybody is socially included and treated with equality and dignity.

VISION: To establish a society that is conscious, advanced, gender sensitive, socially inclusive and equitable.

THE FIVE YEAR STRATEGY

Based on past experiences and learning, this strategy document sets out the priorities for Prerana for five-year period of 2018- 2022. Prerana will use this strategy as a guide to allocate resources, develop campaigns and programs, and for fundraising. For this strategic period, Prerana has embraced five broad priority themes in line with Prerana's experience and capacity and based on national and international priorities. The five themes are:

1. **WOMEN'S RIGHTS**

2. **HEALTH & DISABILITY**

3. **EDUCATION & CHILD RIGHTS**

4. **DISASTER RISK REDUCTION**

5. **LIVELIHOODS**

Similarly, agreed cross-cutting themes are Human Rights, Governance, Gender and Social Inclusion, Senior Citizens, and Climate Change. The cross-cutting themes will be mainstreamed in overall program and activities of the major focused themes. The working approach of the five major themes will mainly focus on Economic Empowerment and Women with Disability.

These priority themes will contribute directly to the national objectives outlined in the government of Nepal's national plans, including the Long-Term Health Plan, Fourteen Plan of the Government of Nepal. In relation to the Sustainable Development Goals (SDGs), the agreed priority themes will assist by contributing specifically to SDG 1- No Poverty, SDG 3- Good Health and Well Being, SDG 4- Quality Education, SDG 5- Gender Equality and SDG 10- Reduced Inequalities.

This strategic plan first presents a brief history of Prerana, as well as, the organization's core values, mission, goal, and objectives. Next, a situational analysis of the context of Nepal along with strategic directions based on this context is presented. A Theory of Change is then presented, along with Prerana's role, and the geographic coverage and focus group. Next, the five thematic areas of intervention that will guide the organization are presented. Next the organizational goals are presented. Lastly, key points on the Monitoring and Evaluation are presented.

HIGHLIGHTS OF PRERANA

Prerana has been working in Nepal since 1998. During these 20 years, Prerana has grown as a reputable organization. Below are snapshots of the main achievements and growth of Prerana over the past 20 years.

1998 - 2002 Prerana started its interventions in the Central Terai districts of Nepal with the theme Education. The Terai community is very conservative, and women were mostly confined to the house without access to basic fundamental rights. Prerana started its work through context analysis using PRA tools, which involved women in this whole process. The community found this context analysis situation very unique and was convinced with Prerana's work and participatory approach. Later, after the context analysis, Prerana received support from Action Aid International Nepal and

the partnership was started. Action Aid shared its willingness to provide support in 7 thematic areas of community development and approach. Prerana's work centred in Sarlahi district. Prerana gradually started gaining community's trust and confidence through its rehabilitation and women empowerment approach. Soon after, Prerana got the opportunity to work in partnership with Handicap International (HI) on a project called Community Approach to Handicap Development.

2005 Prerana established the Rehabilitation Centre at Malangwa, Sarlahi and gradually started providing services. This supported in building a strong bond with the community. In this context, social mobilizers were hired and provided training as community disability worker. The rehabilitation center at Sarlahi was operationalized through the technical support provided by the expatriates from HI, as Prerana was not technically strong enough to take up the job independently at that time. Later for the sustainability of the center, human resources were built up; employees were provided training in Bangalore, India. From 2005 to 2009 HI has provided continuous support to the rehabilitation centre. Additionally, Prerana developed its first 5-year strategy in 2005. In 2006 another project with AAIN was started called DIPECHO, EU funded.

2006 - 2008 During this period, Prerana established itself at the national level. During this time the Women Rights Forum (MAM) was formally established and Prerana took the role of National Secretariat of the forum. The network was established in 33 districts to advocate for local women issues at the national level.

2008 - 2012 At this point in time Prerana took the sole responsibility of the rehabilitation center of Sarlahi from HI. A satellite rehabilitation center in Sindhuli was also started during this time. Prerana's rehabilitation approach evolved from an emergency to a development model. Also, some new but long and effective partnerships were taken up during this timeline namely CECI and PAF.

2013 - 2017

The rehabilitation centers are running efficiently and more people with disabilities are receiving services. Prerana has strong partnerships with OXFAM, AAIN, and local level government. Programs are mainly emergency response and recovery, inclusive livelihood and the rehabilitation satellite center in Hetauda, Makwanpur.

PRERANA'S CORE VALUES

GENDER AND SOCIAL INCLUSION

INNOVATION

PROFESSIONALISM

EMPATHY

HUMANITARIAN

MUTUAL RESPECT

TRANSPARENCY & ACCOUNTABILITY

Prerana is a part of a global movement that empowers people to create a future that is secure, just, and inclusive for all. In this context, as an organization, Prerana will deliver services that are transparent and accountable to beneficiaries and stakeholders. Since the inception of the organization, Prerana has been advocating and working towards creating a society that is inclusive for all. Prerana has created a gender policy to mainstream gender within the organization and is developing a Gender and Social Inclusion (GESI) strategy to mainstream gender and social inclusion in all of its programmes. Prerana's staff and board strictly follow and embody the assets like professionalism, mutual respect, empathy and humanitarian in its overall works.

PRERANA'S MISSION

In order to create a self-reliant society, we work in collaboration with local communities, partner organizations and government agencies, to empower poor, women, children, Dalits, and people with disability, so that they are able to participate in and benefit from development activities designed to ensure their

basic human rights and their access to better livelihood options.

PRERANA'S GOAL

Prerana's goal is to work in the sector of human rights, advocacy, humanitarian response, peacebuilding and socio-economic empowerment through strengthening the institutions and networks of socially deprived communities.

PRERANA'S OBJECTIVES

- To enhance the capacity and consciousness of the targeted communities by building self-help organization and enabling them to take an active part in the decision-making process of their concern.
- To enable the targeted communities to understand the main cause of poverty due to socio-economic and political conditions and to help them to utilize the resources in a sustainable manner
- To extend cooperation toward the establishment and consolidation of cooperatives and enable the targeted communities to improve their livelihood and economic conditions from where they can work in solidarity organize advocacy programmes.
- To raise the awareness of the community people on the present state of governance and help them actively participate in the process of good governance, in a federal structure, access of community in local government resources and its mobilization, participation, and governance mechanism.
- To improve functional ability of People with Disability for their participation, inclusion and independent living through rehabilitation services,
- To work closely with concerned organizations, government, and the affected people to manage and mitigate the risk of natural disasters.
- To carry out a continuous comprehensive organizational assessment for mainstreaming the organization, staff capacity building, and fundraising and creating an action plan as per the assessment.
- To establish and strengthen an operational/action research unit which strives to share the results of its innovative approaches with the global community.
- To establish the knowledge management unit for strengthening and systematize documentation and communication

SITUATIONAL ANALYSIS

Nepal has faced major setbacks in recent decades. It suffered from political instability and undemocratic rule. It has been in a prolonged transition phase that has led to slow socio-economic change and political growth of the country. There is a lack of access to basic services, people have superstitious beliefs, and there is gender discrimination. Although the Constitution provides protections for women, including equal pay for equal work, the Government has not taken significant action to implement its provisions. The status of women in Nepal remains very poor in terms of health, education, income generation, decision-making, and access to policymaking. Patriarchal practices, which control women's lives, are reinforced by the legal system. Similarly, a large section of the population in Nepal cannot access political participation and representation to public affairs due to economic and social conditions, social stigma and lack of access to information. On 25 April 2015, Nepal faced one of the worst disasters in its history. A 7.8-magnitude earthquake killed nearly 9,000 people and injured more than 22,000. With an epicenter at Barpak, Gorkha, 14 districts out of 75 districts were severely damaged by the earthquake. A total of 605,254 houses were completely destroyed and 288,255 houses were damaged. Nearly 188,900 people were temporarily displaced. In the aftermath of the natural disaster, Prerana worked closely with its network to serve the people and communities of Nepal affected by the Earthquake.

STRATEGIC DIRECTIONS

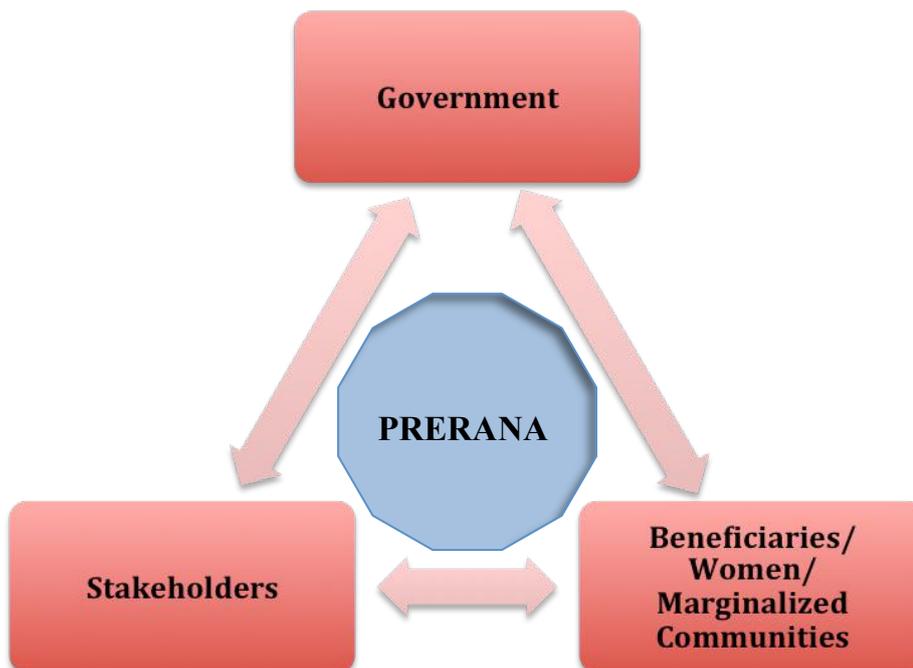
In light of the country's current dynamics and changing political environment, Prerana finds itself facing both internal and external pressures to adopt this strategy to achieve its goal, mission, and objectives. The new strategic direction aims at using existing strengths and achievements achieved in different focal areas as well as exploring internally and externally for further opportunities to meet its goals. It will work towards sustainable and gender-sensitive development programming that will be based on the following principles:

- Rights-based;
- Collaboration/coordination with all stakeholders;

- Empowerment;
- Evidence-based research and approaches;
- Networking;
- Institutional Development; and
- Transformative Leadership Development.

THEORY OF CHANGE

Prerana's work is guided by a theory of change that at its core is based on close coordination and interaction between beneficiaries and responsible stakeholders. To achieve this, Prerana will focus on building the capacity of the organization and empowering the organization and network of women and marginalized groups, with a particular focus on women leadership. From its inception, Prerana has been continuously working to bring change in the lives of people with disability through rehabilitation services and empowering women and other marginalized people. Prerana also frequently engages with the state in advocating for policies related to women and people with disability, and holding campaigns and activities in close coordination with state bodies to highlight the issues of women and disability. Often, Prerana's main contribution is in the space between the two by brokering contacts between people's organizations and state bodies (as well as with the private sector), and creating safe spaces where they can discuss their issues and solutions.



Development is about power and progressive redistribution from the haves to the have-not. This touches on the deepest structures that underlie the society,

politics and the economy. The starting point for Prerana is, therefore, the ‘Power analysis’- understanding the power between different actors in the development context, and how that affects the struggle for change: who are the drivers of the change? Who are the blockers likely to oppose it? What are the main institutions involved, whether the formal (e.g. ministries) or informal (e.g. customs, norms, and beliefs)? What coalitions and alliances can be built either to strengthen the driver or overcome the blockers?

The answers will vary depending on the issue and context (open versus closed systems; local versus national). Power analysis is essential when seeking changes to attitudes and beliefs on issues such as violence against women, women with disability, and gender equality. Effective alliances may be horizontal, bringing together similar organizations, such as women rights groups, like-minded networks or women’s savings groups is very important. Therefore, Prerana can play a particular role in convening and building trust within these alliances and networks, bringing together civil society organizations with private sector companies, urban groups, middle-class philanthropists, sympathetic state bodies or faith-based organizations.

One effective way to build such alliances is by generating a solid evidence base to make the case for change. Prerana is both supporting a range of access to information initiatives that equip civil society with the data they need to lobby on spending or other issues, and expanding its own ability to produce credible research. One of the particular strength is the ability to combine programming work with advocacy.

Change is sometimes a smooth, steady process, but often emerges from ‘critical stages’- windows provided by elections, changes in leadership, natural disasters or conflicts. Prerana’s theory of change stresses the need to improve its ability to identify and respond to such moments. Nor is change always peaceful- it is often accompanied by social conflict. Improving our understanding of the turbulent and complex dynamics of change in the lives of targeted beneficiaries is at the heart of this strategic plan.

PRERANA’S ROLE

Based on the theory of Change, Prerana’s role is to enable transformational change, as convenor and catalyst; opening political space, building capacity and

sharing technical expertise, raising funds and public support, leveraging its own resources to increase funds. Prerana's approach is to be both practical and visionary.

Enabling requires listening, showing solidarity in words and action, supporting and collaborating with partners and donors. The transformational change means projecting its vision of transparency, equity, and rights. It means that the communities and partners that the organization works with acquiring or taking power, equitable and irreversibly, to realize their rights with dignity. It means people and communities, particularly women and girls and people with disability are gaining confidence, capabilities, and hope, in the place of apathy and exclusion.

Transformation change also means structural change. This means changing the policies and practice of governments, institutions, and businesses, to improve equality and inclusion and to help people rise out of poverty.

GEOGRAPHIC COVERAGE

Recognizing the fact that issues of poverty and lack of access exist in both rural as and urban areas, Prerana will mainly focus its interventions in Province 2 and Province 3. However, Prerana will be open to moving to new areas and provinces if called upon to do so either by the government of Nepal, community request, or request from partnering organizations seeking to engage in a partnership with Prerana.

FOCUS GROUP

Prerana defines its Focus Group as deprived and vulnerable groups of people who need assistance to live a better life. Prerana's Focus Group includes: children, women, Dalits, people with disability, senior citizens, People living with HIV/Aids, the poorest amongst the poor, victims of gender-based violence, marginalized and socially deprived people, indigenous people including Madhesis, Muslims, and ethnic minorities, and people affected by disaster.

PRERANA'S 5 THEMATIC AREAS OF INTERVENTION

In the upcoming five years, Prerana will use a range of programming and influencing approaches according to national, local and political context. Furthermore, Prerana will ensure that it continues to deploy resources strategically in order to influence key issues of the local, national and global level that have a major impact on inequality, poverty, and sustainable development.

The priorities of Prerana have been set out in five major themes that will guide it over the period of the strategic plan. In each of the themes, the approach will be to equip the targeted communities to know and exercise their rights and empowered by using any available means. Also, they will be empowered to make their own demands and find their solutions to building their lives better. Women will be a crucial catalyst in this process and there will be a priority of economic empowerment for them.

THEME 1. WOMEN'S RIGHTS

The status of women in Nepal is very poor in terms of health, education, income, decision-making, and access to policymaking. The insurgency for more than 10 years between the State and the rebel has further widened this gap. Economic roles of women are significant but are largely overlooked because care-work and other work are often not viewed as valuable or counted as economic activity. For country's economic development, it is crucial that wage discrimination among men and women is removed, equal property rights for women and women's rights on her own body are established, and that household jobs are recognized as contributions to the nation's economy.

The condition of rural women is comparatively more critical than their counterparts in the urban society. Also, women's representation has been ensured in the constitution of Nepal but still, women's equal participation in all state mechanisms is far from the norm.

The health status of Nepal's people is one of the lowest in the South Asian region and this is particularly true for women. Nepal is one of the countries of the world where life expectancy for women is lower than that of men. One-fifth of women are married at the early age of 15 to 19 years. As a result of premature pregnancy, the deaths of women have been occurring in a very high rate. High birth rates, low life expectancy, high infant and maternal mortality rates and high death rate indicate the poor health status of women.

National statistics show that the literacy rate for women is 30 percent, while it is 66 percent for men. The national literacy rate is projected as 40 percent. The enrolment of women in higher education is only at 24.95 percent. Women's involvement in technical and vocational education is also lower than men. This is due to the social norms and culture. As in rural areas, girls are considered as "paraya dhan" (others property) and they often do not get the opportunity to get an education.

Goal statement: Women have equal access to all basic and fundamental rights and a just society is established where women can live fearless, meaningful and dignified life.

OBJECTIVES FOR 2018-2022

1. To promote equal opportunities for girls, women, and women with a disability as participants and right holders in the development paradigm.
2. To promote women's participation and leadership in decision-making at all levels (local to national level).
3. To reinforce the understanding and knowledge of types of gender-based violence and its consequences, with the establishing of linkages of VAW victims with different services providers who respond to gender-based violence.
4. To raise awareness of women and women with disability in government policies and services.
5. To strengthen processes that promotes economic empowerment of women and women with disability.

6. To build the capacity of women leaders at the local and national levels so that they can claim their meaningful participation in the decision-making process.
7. To increase access to skills and financial/non-financial business development services to improve income-generating capacity, productivity, and competitiveness.
8. To continue the strengthening of women rights network so that they can raise their issues and bring it national level.
9. To regularly collaborate and coordinate with like-minded organizations and stakeholders to conduct campaigns against social evils and socio-cultural norms against women.
10. To continue policy advocacy for women and women with disability to enjoy safe, equal, and dignified life, like other sections of society.
11. To link the issues of women and women and disabilities from districts to national and global level.
12. To continuously advocate for women and disable friendly safe environment where they are treated equally as other citizens.

Impact statement for 2022: Increased number of women in leadership positions and decision-making roles with economic empowerment resulting in meaningful participation with reducing the number of VAW acts in the society.

THEME 2. HEALTH AND DISABILITY

Within the South Asian region, the health status of Nepalese people is very low, especially for women and the poorest among the poor. Health services of Nepal are very insufficient and access is limited depending on geographic location. Across the country, people with disabilities have poorer health outcomes, lower education achievements, less economic participation and higher rates of poverty than people without disabilities. As per the Constitution of Nepal, 2072 (September 2015), Article 35 assures that every citizen shall have the right to basic health services from the state free of cost as provided in the law. Most of

the persons with disabilities are still prone to live impoverished lives and being a family burden. People living with disabilities are facing different problems in each and every step of their life, such as about stigma and discrimination, ignorance, teasing and bullying, unemployment, lack of access to general and specialized services of education, treatment, and transportation etc.

Goal Statement: All peoples regardless of gender, caste, ethnicity, age, and disability have equal access to health and rehabilitation services and have enhanced and dignified livelihood.

OBJECTIVES FOR 2018-2022

1. To strengthen the capacities of civil society organizations, communities, line agencies, and relevant stakeholders at a local and central level to self-organize around the priority of poor and marginalized people (in particular women and women with disabilities) and to create an inclusive environment for women, children, and youth with disabilities in both rural and urban settings.
2. To organize and implement an evidence-based advocacy approach to analyse and monitor the status of peoples with disabilities, especially women, and to make action plan to support them.
3. To provide relevant services to the people affected with a disability, especially women, by supporting programs- including health care, rehabilitation, education, and livelihood opportunities.
4. To establish a national representative organization for women and women with disabilities through providing relevant services and doing policy advocacy at district and national level for the inclusion of women, people with disability in whole state apparatus.
5. To provide technical assistance and direct client services to the community in order to support and promote disable-friendly environment at local and national level.
6. To use digital communication and social media to make health and disability information accessible and understandable to poor and marginalized groups, especially women and people with disability, so that they can generate and share their own information, idea, and opinions.

Impact Statement for 2022: More women, senior citizen, peoples with a disability will have easy and equal access to improve healthcare and rehabilitation services and information which will support them to live a healthy and dignified life.

THEME 3. EDUCATION AND CHILD RIGHTS

Education is a major foundation in the development of children. The condition of education in Nepal is quite underdeveloped. The problems of illiteracy, non-enrolment, and school dropout, differ by gender, caste, ethnicity, region, socio-cultural, health and hygiene related issues. There is large chasm of inequality between boys and girls, students in rural and urban areas, as well as between ethnic and social groups. According to the UN Convention on the Rights of the Child (UNCRC), all children are active and competent human beings. When the child doesn't have access to education, he/ she becomes passive. In Nepal, the government has made serious efforts to improve access to education and to create an enabling environment for the quality education of the children. However, the norm of preference of a male child also plays a significant role to create such problems. Because of this, a male child is regarded as not only precious, but also an essential asset for the family, whereas female child is taken as a financial burden to their parents. The government of Nepal has declared compulsory free education at the primary level, but still more than half of the children are unable to go to school. The implementation of the laws and policies is not satisfactory. Additionally, factors such as ordinary teachers (not specialized) and a poor infrastructure and reading materials, all create obstacles in the chances of attending school. The current unstable political situation, poverty, and the harmful traditional practices that children are exposed to, deprives them of their right to education.

Furthermore, basic child rights, such proper food, shelter, healthcare & education, as well as child trafficking and kidnapping, child labor, sexual abuse, harmful traditional practices, all compound the challenges for ensuring all children, especially the girl-child, are able to participate in education.

Goal statement: All children regardless of their caste ethnicity and disability have equal access to education and child rights.

OBJECTIVES FOR 2018-2022

1. To strengthen the capacity of communities to manage their local education systems and promote awareness of children rights, mainly focusing on girls and students with a disability.
2. To increase awareness of child protection among parents, caregivers, and the general community through community-based and public education.
3. To coordinate with local and national stakeholders to undertake plans and actions to fulfill the unmet needs of children, in particular to girls and children with disability, at school, family, community, district and national levels.
4. To critically analyze the impact of government's development efforts in fulfilling child rights and the right to education, with particular focus on girls and children with disability.
5. To raise awareness on the importance of education for all children, especially girls and children with disability and to mobilize a wide array of actors to improve and expand education infrastructures and to make it girls and disable friendly.
6. To enhance access to education and ensure the protection of children, especially girls and children with disability, in primary & secondary schools.
7. To reduce harmful practices that violate the rights of children, especially children from vulnerable groups, and to promote equitable access to education through developing resilience, providing life skills and preparing for self-protection from child abuse, exploitation, violence, and neglect.
8. To make efforts for the identification and elimination of child labor and to restore children's rights through actively campaigning for the removal of socio-cultural constraints in the community.

Impact statement for 2022: Increased number of children especially girls and children with disability will have equitable access to education and they can enjoy their rights and childhood without any fear or socio-cultural barrier to be a good human being a sensible citizen in the future.

THEME 4. DISASTER RISK REDUCTION

Nepal is vulnerable to many types of natural disasters, which include avalanches, earthquakes, and floods. Natural disasters have been occurring year after year and causing massive damage to life, property, and the environment in Nepal. It is often the poor who are disproportionately impacted by disasters. Climate change, growing number of population, increasing level of poverty, lack of good governance and practices, public awareness, rapid and disorganized urbanization, all compound the affects of natural disasters. Disaster increases poverty and hunger, thereby decreasing the access to education, health services, safe housing, drinking water and sanitation causing the loss of economic investments, reducing employment and income. People with low economic opportunities have great pressure in their livelihood aftermath of the disaster. The limited economic opportunity makes communities more vulnerable with no alternatives. Floods and landslides are among the most recurring natural disasters in Nepal that cause loss of life and economy every year in the country. Earthquakes, on the other hand, are less frequent but are a devastating natural disaster. Many in the urban centers of Nepal are at high risk of earthquake due to its physical environment. In the context of Nepal, disasters and their management have not been put in priority. Negligible budget is allocated every year for the relief, rescue, rehabilitation, and disaster risk management. When a disaster does happen, the response is reactive rather than proactive. However, in recent years several positive steps have been taken towards disaster management from the Government and Non-Government sectors, yet the loss from the disaster is increasing every year. According to relief agencies, women, children, and people with disability are particularly affected by disasters. The loss of male breadwinners and the male heads of household and/or livelihoods also contribute to increasing women's burdens and responsibilities. Disaster response programming must be aware of the existence and impact of gender relations and gendered roles in society and within communities and, design and plan responses in a gender-sensitive and gender-aware manner.

Goal statement: To build the capacity of the community especially women, children, senior citizen, and people with disability on effective preparation and mitigation to reduce the consequences of the disaster which will lead to resilience an adaptation of community towards disaster.

OBJECTIVES FOR 2018-2022

1. To enhance community awareness and knowledge on disaster risk management and climate change adaptation procedures.
2. To build the capacity of communities in disaster preparedness and response through an inclusive community-based disaster management committee and the implementation of a gender and disable friendly Local level Plan of Adaptation (LAPA) in line with NAPA (National Action Plan of Adaptation).
3. To act as a local and national level agency for the promotion and execution of disaster management schemes of the Government and the NGOs.
4. To undertake studies to collect information and data on different dimensions of disaster in particular to gender and disability.
5. To ensure that disaster response programming takes into account the existence and impact of gender relations, gendered roles, and disability issues in the society and within communities.
6. To ensure that re-settlement and livelihood programmes do not strengthen and perpetuate only able-bodied male control over economic resources during a reconstruction phase in post-disaster situations.
7. To ensure the involvement and participation of women and people with disability in disaster response planning programmes at every level for a sustainable reconstruction after disasters.

Impact statement for 2022: Communities in particular to women, children, senior citizen and people with disability will be more resilient and well prepared to face the natural disasters and to bounce back from it.

THEME 5. LIVELIHOODS

Nepal has made great strides towards gender equality in recent years and has relatively high levels of women participating in the labor force. However, opportunities for improvement remain. Nepal has been categorized by the World Bank as one of the poorest countries in the world. It was ranked 145 in the 2014 Human Development Index of 187 countries. As in many other cultures, Nepal

remains a patriarchal society.

There are a huge number of economically active women in Nepal who have no access to economic resources. Three-quarters of the unpaid family labor force is comprised of women. A larger proportion of women (76 percent) than men (50 percent) are engaged in agricultural work, household-based extended economic activities and household maintenance work. A lack of formal employment or alternative livelihood opportunities restrains women's participation in the country's economic growth, as well as discounting their contributions to it. Gender norms mean that women continue to undertake a disproportionate level of unpaid care tasks, which in turn, constrains their choice, including type and location, of paid work. Women and people with disability experience greater poverty and economically disadvantaged than others.

Similarly in the case of Nepalese youth, reasons for discontent and unrest are mainly attributed to lack of economic opportunities. There exists a huge mismatch in the skills demanded by the market and that which the youth possess. Therefore, while the industries struggle to hire qualified workers, majority of the youth faced with bleak career options in the country opt for foreign employment, their lack of education and skills increasing their vulnerability to exploitation

Goal Statement: All women, youth, senior citizen, and people with disability, especially those who are economically poor and socially marginalized, have sustainable livelihoods and dignified life.

OBJECTIVES FOR 2018-2022

1. To empower communities, especially the economically poor, women, youth and people with disability, through enhanced livelihood options and support of equitable institutional arrangements
2. To support and formulate evidence-based policies for sustainable livelihoods, improved equity, and reduced poverty
3. To promoting diversified livelihoods for women, youth, and people with disability through ensuring their access to different financial services, business skills, and vocational training.

4. To promote the establishment of community organizations to provide financial and marketing services for economic activities in local level through cooperatives and income generation groups.
5. To promoting micro-enterprises for income and entrepreneurship.
6. To enhance food security of ultra-poor households.
7. To promote the establishment of efficient and equitable market linkages for product and services produced by the community people.
8. To coordinate and collaborate with service providing agencies for joint planning on livelihood promotion intervention
9. To advocate and address the socio-economic issues of women, youth, people with disability and marginalized groups through local and national planning process.
10. To ensure the inclusion of women, youth and people with a disability in all livelihood approaches, including formal employment, income generation projects, skills development and access to loans and financial services.

Impact Statement for 2022: More women, youth, and people with disability will have easy and equal access to better livelihood opportunities to live a self-sustaining and dignified life.

ORGANIZATIONAL GOALS

The socio-economic and political context of Nepal has been changing from time to time and there is always a driving force for change. For Prerana to play the most effective role possible in the national and global movement for change, it should also change, by building on past experience, to seize future opportunities.

Prerana has recognized four (4) major organizational goals to effectively deliver its programs and for its overall development.

1. CREATING A NATIONWIDE INFLUENCING NETWORK AND ENHANCING THE ORGANIZATION'S NATIONAL VISIBILITY

Prerana aims for transformational change, and this means that Prerana will strengthen its visibility and reputation nation-wide. To do so, Prerana will continue to influence policies and practices to address political, economic demographic, social and development threats and opportunities. Additionally, Prerana will continue building collaboration and coordination with like-minded government and nongovernment organizations to address all issues in solidarity.

OBJECTIVES FOR 2018-2022

1. To start a communication revolution: Social Networking is driving mass population, especially among the young. Therefore Prerana will share information, ideas and engage in solidarity building through the use of digital tools.
2. To extend the geographical reach of its network and to strengthen the existing networks to address the issues and try enhance visibility at national and global level.

3. To develop and create a definite stand and expertise on the issues that will take the organization's profile to next level where like-minded organizations and network will themselves look for opportunities to become associated with Prerana.

Impact statement: Creating and collaborating network will demonstrable amplify the impact of the project, bolster national influence and support the progressive movement at all levels.

2. ENHANCING ACCOUNTABILITY

Prerana's vision of a just world without poverty will be realized by promoting active citizenship, equality, gender equity, and by being more accountable in the ways we govern ourselves and treat each other. Accountability towards communities living in poverty and to our supporters, donors, and other external stakeholders, is an ethical and effective basis for our relationships and will contribute significantly to greater program impact.

OBJECTIVES FOR 2018-2022

1. Prerana's governance bodies, leadership, and staff adopt a culture of mutual accountability within and beyond the organization.
2. Prerana demonstrates transparency and honesty in order to strengthen legitimacy and integrity; open information policies, independent stakeholder feedback, and user-friendly complaints mechanisms.
3. Prerana will develop and strengthen reporting mechanisms and tools for reporting to key stakeholders.
4. Prerana will develop robust, confederation wide community accountability methodologies through partnerships; collecting evidence, testing assumptions conducting community accountability pilots.
5. Prerana will create and implement policies, guideline, and tools to enhance accountability and learning processes, including complaints handling, open

information policies, communications, socio-economical issues and mutual internal accountability.

Impact Statement: Prerana will be able to demonstrate that the organization is committed to strengthening accountability, which contributes to greater impact.

3. EMPOWERING AND ENHANCING HUMAN RESOURCES

OBJECTIVES FOR 2018-2022

1. Prerana will demonstrate a fair, equitable and sound recruitment processes to attract higher caliber staff and volunteers from diverse backgrounds.
2. Prerana will build the capacity of the staffs through training, orientation and exposure to make them well equipped to work in a national network of organizations. Also, staff will be working collaboratively within and across the team.
3. Program staff within the organization will develop new skills required to conduct themselves, to deliver their best and for the organizational development. Some of these new skills can be - advocacy and campaigning, influencing and negotiating across sectors; increase engagement with the private sector, liaison with local and national level stakeholder; building resilience and integrated programming, alertness, and innovation.
4. Prerana will demonstrate a shared culture that reflects delivery through accountability, trust, honesty, role models and leadership from higher to lower levels of staff
5. Prerana will maintain the environment where staff and volunteer feel part of Prerana Team with mutual respect and accountability. Also, it will invest in systems and process to enable people to collaborate, share and learn together.
6. Prerana will value and encourage innovation and alertness to respond to opportunities in the external environment for greater impact. This will also require faster decision-making and support for calculated risk-taking.

Impact Statement: Prerana will be an agile, flexible organization with more skilled and motivated staff and volunteers delivering for the organization and to achieve desired goals.

4. DEVELOPMENT OF A CONCRETE FUNDRAISING STRATEGY

Prerana has huge potential for fundraising success in the long term if it takes an early step. Prerana for many years of working at grass root and national level, the organization has maintained goodwill and trust among its partners, stakeholders, and community, which is a major requirement for fundraising. However, in this upcoming period, Prerana needs to be more agile and proactive towards responding to external financial changes and develop its fundraising base.

OBJECTIVES FOR 2018-2022

1. To develop capacity and technical expertise to increase new funding partnerships, including consortium approach, competitive bidding, fundraising staffing, exercise to improve donor partner relationship
2. To open up towards new avenues of fundraising at a national and international level, which might include public-private partnership-fundraising through CSR approach, crowdfunding, online donation, individual sponsorship or donation and accessing local and national government budget.
3. To be always ready with a handful of publication to communicate and outreach potential donors for funding. Documents might include good practice document, success stories, concept notes on each specific theme, organizational profile, updating websites etc.
4. To investigate new funding opportunities, which means continuous tracking of funding opportunities through online research, public relations, formal/informal meetings

5. To strengthen and continue collaboration with existing and new potential donors for long-term partnership and engagement.
6. To initiate self-funding practices for sustainability of the organization (e.g. fundraising through materializing assets).

Impact Statement: Prerana will be able to rise as a technical expert in a specific theme with the capacity to raise and manage the small and big amount of funds in a gradually rising trend.

MONITORING AND EVALUATION (M&E)

Monitoring Systems will be strengthened to monitor performance and progress of the Strategy and of interventions under the executive board of Prerana, which comprises representatives from the board, executive director, and project leads. A progress report will be submitted to the full board annually. A comprehensive evaluation of the strategy will be undertaken at the midterm mark.

The **goals** of the monitoring and evaluation framework is as follows:

1. To create evidence for informed decision-making for concerned right holders, partners, and members, and to provide information for accountability and performance improvement.
2. To established sustainable M&E system for tracking progress and demonstrating the result of the programme.

The **objectives** are:

1. To develop a mechanism that allows for an understanding and monitoring of the progress made by project staff, members and board members in the implementation of specific actions of the organizational strategy.
2. To help different programmes under Prerana to build their own M&E system that can be used to measure their progress.
3. To give programme implementers the possibility to evaluate long-term changes produced by the strategy on relevant issues, such as innovation and access to health services, equitable and dignified life of women, sustainable resource mobilization for wellbeing of right holders
4. To outline specific activities required for strengthening the organizational capacity to conduct effective M&E

Prerana will be guided by national and international rules, regulation and standards and align its work to programmatic indicators whenever applicable and possible. In addition, four key guiding principles will guide Prerana's monitoring and evaluation activities.

These **Guiding principles** are:

Partnerships

Transparency

Mutual Accountability

Quality Standards

KEY INTERVENTIONS UNDER M&E

In order to develop the M&E activities under the Prerana's five-year strategy, the following four key interventions will be implemented:

1. Strengthen M&E coordination among the programmes conducted under Prerana.
2. Carry out annual performance reviews at regular basis.
3. Compulsion on data quality assurance mechanism
4. Build capacity among staff on M&E

MAJOR IMPLICATIONS ON THE ORGANIZATION

Prerana will establish robust M&E policies and consistent reporting mechanisms and tools for transparency and accountability towards beneficiaries and key stakeholders.

1. Organization will establish a robust accounting system to maintain transparency, accountability and work efficiency
2. Prerana will create and implement policies, guideline, and tools to enhance accountability and learning processes, including complaints handling, open information policies, communications, socioeconomic issues and mutual internal accountability.
3. The organization will build the capacity of staffs through relevant training, orientation and exposure to make them well equipped to work in a national network of organizations.
4. Prerana will initiate to establish a business development or fund-raising unit to be open up towards new avenues of fundraising at national and international level.
5. Organization will invest to create many types of publications to communicate and outreach potential donors for funding.

6. Prerana will invest its resources towards sustainability of the organization through utilizing available existing resources and generating innovative ideas for fundraising and socio-economic growth of the organization.
7. The organization will make plans to make the Executive Board more engaged and accountable towards its programs and operations.