



# Equitable Action for Social Justice

COUNTRY STRATEGY PAPER  
2024-2029





# Equitable Action for Social Justice

**COUNTRY STRATEGY PAPER 2024-2029**

## **Equitable Action for Social Justice: Strategy 2024-2029**

©ActionAid Nepal (AAN)

All rights reserved.

Published in 2024

Photo credits: ActionAid Nepal

No part of this publication can be reproduced or transmitted in any form or by any means, without written approval of AAN. However, readers are free to make use of it for non-commercial purpose with proper acknowledgement of AAN and with a receipt of a copy of any publication produced by its assistance.

References to particular geographical area are not intended to imply the expression of any opinion and/or make any judgments as to the legal or other status of the territory. Further, names of the firms or commercial products, if quoted do not mean their endorsement and failure to mention particular other is not a sign of disapproval.

# Equitable Action for Social Justice (2024 - 2029)

## Contents

ACRONYMS	2
GLOSSARY	2
FOREWORD FROM THE BOARD CHAIR AND EXECUTIVE DIRECTOR	4
1. STRATEGY: EQUITABLE ACTION FOR SOCIAL JUSTICE	6
2. VISION, MISSION AND VALUES	7
3. BARRIERS TO ACHIEVE OUR VISION	8
4. WORKING CONTEXT: SOCIO-ECONOMIC AND POLITICAL SITUATION	10
5. CORE ENGAGEMENT	16
6. STRATEGIC PROGRAMME PRIORITIES: THEMATIC INTERVENTIONS	17
<b>PRIORITY 1:</b> Advance rights and opportunities of women, informal laborers, and gig workers through improved governance systems and economic activities	17
<b>PRIORITY 2:</b> Advance quality public education as a basic right for children through enabling safe learning environment and improved education governance.	20
<b>PRIORITY 3:</b> Build resilience of vulnerable communities by advancing the agenda of climate justice, green livelihood and enhanced response system	22
7. KEY CAMPAIGN AREAS	24
8. THEORY OF CHANGE: PROGRAMME APPROACHES	26
9. PROGRAMME IMPACT FRAMEWORK: RESULT AREAS	29
10. ORGANISATIONAL DEVELOPMENT PRIORITIES	30
11. RISK MANAGEMENT PLAN	33

# Acronyms

<b>AAN</b>	ActionAid Nepal
<b>CSP</b>	Country Strategy Paper
<b>FY</b>	Fiscal Year
<b>GBV</b>	Gender Based Violence
<b>GDP</b>	Gross Domestic Product
<b>GoN</b>	Government of Nepal
<b>HRBA</b>	Human Rights Based Approach
<b>ICIMOD</b>	International Center for Integrated Mountain Development
<b>ILO</b>	International Labor Organisation
<b>LRP</b>	Local Rights Programme
<b>PLiP</b>	People Living in Poverty and Exclusion
<b>PTA</b>	Parent Teacher Association
<b>SHEA</b>	Sexual Harassment Exploitation and Abuse
<b>SMC</b>	School Management Committee
<b>UN</b>	United Nations
<b>VAWG</b>	Violence Against Women and Girls
<b>WHO</b>	World Health organisation

## Glossary

**Active agency:** Active agency is capacity of group of individuals to act independently/collectively and to make their own free choices, claim their rights and make their own decision to fight for social justice and equality.

**Agro-ecology:** Agro-ecology applies ecological principles and concepts to the design and management of sustainable agro-ecosystems; it draws upon traditional knowledge, alternative agriculture, and local food system experience. The ActionAid programme promotes a climate-friendly and sustainable agro-ecological approach.

**Alternative building:** Alternative building is the way of developing real solution for sustainable change and development that is different from the mainstream traditional and neo-liberal approach in the development diaspora. Alternative building provides an innovative idea and approach with credible evidence for the socio-economic transformation and policy advocacy at all levels.

**Chhaupadi:** A conservative social practice for women in certain district of Western Nepal, which prohibits a woman from participating in normal family and community activities during menstruation, as she is considered impure.

**Climate Justice:** A part of social justice movement that acknowledges that climate change exacerbate existing social and economic inequalities, disproportionately affecting marginalised communities who often have contributed least to the problem. It emphasises the fair and equitable distribution of the benefits and burdens of addressing climate change.

**Dalit:** Dalit refers to an economically, politically, socially and culturally marginalised and traditionally oppressed community that lived on specific skills and labor, such as tailoring, shoe-making, blacksmith etc., and were considered untouchable based on religious superstitions.



**Economic alternatives:** The term “economic alternative” refers mainly to income-generating activities and interventions, whether on- or off-farm, for people living in poverty and exclusion. By enhancing access to food and other basic needs, we hope to improve the lifestyles of PLiP by promoting small and medium enterprises (agro-based and non-agricultural).

**Feminist leadership:** Feminist leadership is not merely capacitating more women to play leadership roles, but to lead differently with feminist values and ideology, and to advance the agenda of feminist social transformation in a way that other forms of leadership do not and cannot. This also can enable to build feminist leadership capacity in non-feminist women and men.

**Gender-Responsive:** Gender responsive seeks to ensure that the collection and allocation of public resources is carried out in ways that are effective and contribute to advancing gender equality and women’s empowerment. It is not about creating separate budgets for women, or solely increasing spending on women’s programme.

**GIG Work:** Gig work is a short term, temporary, freelance job coordinated by digital platforms. It is different from traditional work where employees or workers usually have a longer term agreement with a single employer. As part of the gig economy, platforms facilitate connections between workers performing a wide range of tasks and jobs such as driving for rideshare companies, delivering food, and performing freelance work. In short, it is a way of earning money through the digital economy by way of the engagement of a platform.

**Green Livelihood:** is an approach of building resiliency of smallholder farmers and entrepreneurs, and the overall food and eco-system services, in the face of changing climate through agroecology and environmental-friendly enterprise and entrepreneurship.

**Intersectionality:** Intersectionality takes into account that oppression occurs in a variety of

forms and at different intensities for women, girls, and people we work with. There is no doubt that cultural patterns of oppression are interrelated, but they are also bound together and influenced by the intersectional systems of society. There are many factors that can affect this, such as race, gender, class, caste, ability, and ethnicity.

**Local Rights Programme (LRP):** Long-term programme supported by ActionAid Nepal in particular district or municipality based on funding from child-sponsorship.

**People Living in Poverty and Exclusion (PLiP):** We avoid talking about ‘poor people’ which has an element of condescension. ‘PLiP’ emphasises common humanity and poverty being a state that people are living in, ActionAid is trying to end this.

**Small holder farmers/small farmers:**

Smallholder farmers are those who cultivate a small piece of land and rely on it for their livelihood, mostly depending on labour for family income. In AAN, this includes the most historically excluded groups such as women, Dalits, highly excluded indigenous people, and people living in poverty and exclusion, whether they own the land or not. In this context, small farmers also include farm labourers working on others’ land.

**Social Justice:** Social justice is the promotion of a just society by challenging injustice, inequalities, and valuing differences. All people share a common humanity, which means that they are entitled to a dignified and equitable treatment, support for their human rights, and a fair allocation of resources. AAN envisages going beyond the realm of human rights by achieving social justice together with ecological justice and climate justice.

**Unpaid Care Work (UCW):** The term “UCW” refers to those activities that nourish others (our family, our community) and the environment, for which family members are not paid, such as cooking, cleaning, collecting water and firewood, and caring for ill, elderly, and children. Voluntary community work also falls under unpaid care work.

# Foreword

## from the Board Chair and Executive Director

Our newly established federal republic is striving to establish a people-centered democracy for the larger benefit of the society and citizens' prosperity. Well-off or influential individuals in this fragile transition may grab resources and opportunities allocated to marginalised and deprived groups. At the same time, significant damages to the ecology and climate are evidenced in the pursuit of development that can pose a lasting danger to living beings. In such a complex socio-political context, where challenges often seem insurmountable, we have decided to extend our commitment to social justice to include ecological consideration as our guiding beacon. At ActionAid Nepal (AAN), our mission resonates with a renewed commitment to the principles of fairness, equity, and inclusivity leading to social justice.

In aligning our efforts with the United Nations' Sustainable Development Goals and the National Plan, we have charted a course that not only addresses the pressing issues of poverty reduction but also delves deeply into the intricate tapestry of gender-based violence, ecology, and climate justice. Our development endeavors must be ecologically sustainable, respecting nature's delicate balance, and safeguard our planet urgently.

A key part of our approach is promoting feminist leadership, which acknowledges its transformative power. Through our feminist lens, we aim to dismantle the structures that perpetuate inequality, championing the cause of gender equality and empowering women as change-makers and leaders. Our work is centered around this feminist perspective, not just a goal but an essential ethos.





**Dr. Nirmala KC**  
Board Chair



**Sujeeta Mathema**  
Executive Director

The human rights-based approach will remain our primary strategy, recognizing rights, redistribution, and resilience as the framework for examining the impact of our programme. Our commitment to human rights underpins everything we do. We advocate for the inherent dignity and worth of everyone, specifically of people living in poverty and exclusion, including women, children and youth. We strive to create a society where human rights are universally respected, protected and fulfilled. In this pursuit, we collaborate closely with civil society organizations, government agencies, and other stakeholders. We firmly believe that collective action and partnership can achieve lasting impact.

Looking forward, our Organizational Development strategy will be pivotal in enhancing our internal

capacities. This will ensure that our team is equipped with the necessary tools and skills to navigate the evolving challenges of our time. This strategy **'Equitable Action for Social Justice'** will be our guiding principles for 2024-2029. It is our commitment to creating tangible, positive change in the lives of the communities we serve. Thanks to all the partners, AAN staffs, Board and general members and our well-wishers who contributed to developing this strategy.

Join us on this transformative journey. Let us work together across borders and boundaries to shape a world where justice, equality, and human rights are not only ideals, but lived realities.

# Strategy:

## Equitable Action for Social Justice

ActionAid Nepal (AAN) has embarked on its new strategy - Equitable Action for Social Justice (2024-2029) after the successful completion of our fifth strategy - Action for Social Justice (2018-2023). This strategy is a dream of AAN as well as its commitment to go beyond social justice by embracing the agenda for climate justice and ecology. We have set our priorities, defined our approaches to achieve them and identified our results framework through this strategy paper. We also call all who believe in social justice to join hands with us.

This strategy has emerged from inputs provided by our working communities and partners, analysis of the emerging context, as well as lessons learned from our past experiences. It has been shaped through rigorous discussions among AAN board members and employees, partner organisations, communities, peers

and relevant stakeholders along with insights from external experts. We will remain responsive and adaptive to external changes that may impact our programming. Such adjustments are informed by our internal monitoring and evaluations, supplemented by independent reviews.

We will always prioritise women, children, youth and People Living in Poverty and Exclusion (PLiP) at the center of our programme in our fight against inequality, injustice and poverty. We will be attentive to the intersectionality of these PLiP to benefit the most marginalised sections of society. Our working approach embraces the framework of human rights standards and principles considering ecological and climate justice aspects, facilitating collaboration with the agencies of women, youth, feminist leaders and social justice movements. Additionally, we will actively engage with regional and global justice movements informed by ActionAid International strategies.

*Together, we build bridges of strength,  
resilience, and empowerment*



## Vision, Mission and Values

ActionAid Nepal is a non-governmental, non-denominational and non-partisan not-for-profit organisation. It is a social justice organisation working in different parts of Nepal being rooted in the communities. AAN is a member of ActionAid International Federation and part of various global and national social justice movements and other civil society networks, alliances and coalitions.

While implementing its programme activities in communities, AAN takes sides with the PLIP, particularly women and girls. It is their story and activism that inspire AAN and its work. AAN embraces feminist principles and approaches to its entire work. Driven by its vision, mission and values, AAN collaborates with like-minded organisations and individuals committed to equality, social justice and poverty eradication.

### OUR VISION

An inclusive, just and democratic Nepal, where every individual enjoys a life of dignity, free from poverty and exclusion.

### OUR MISSION

To achieve social justice, gender equality and eradication of poverty by empowering people living in poverty and exclusion and strengthening people's agencies.

### OUR VALUES

ActionAid is dedicated to the following values while carrying out its mission and achieving its vision-

- **Mutual Respect:** requiring us to recognise the innate worth of all people and the value of diversity
- **Equity and Justice:** requiring us to ensure equal opportunity for all, irrespective of gender, sexual orientation and gender identity, race, ethnicity, caste, class, age, disability or any physical condition, location and religion
- **Integrity:** requiring us to be honest, transparent and accountable at all levels for the effectiveness of our actions and to be open in our judgments and communications with others
- **Solidarity with people living with poverty and exclusion:** will be the only bias in our commitment to the fight against poverty, injustice and inequality
- **Courage of conviction:** requiring us to be creative and radical, bold and innovative - without fear of failure - in pursuit of making the greatest possible impact on the cause of poverty, injustice and inequality
- **Independence:** from any religious or party political affiliation
- **Humility:** in presentation and behavior, recognizing that we are part of wider alliance against poverty



# Barriers to Achieve Our Vision

AAN has recognised that the interlocking cycle of discrimination, inequality, injustice, and poverty stands as the primary impediment to realizing AAN's vision - a life of dignity, free from poverty and exclusion. To us, poverty is the result of a systemic violation of human rights. Systematic discrimination triggers inequality and exclusion, which, in turn, leads to injustice resulting in poverty.

We recognise that the non-fulfillment of human rights related to tangible necessities like food, water, shelter and education isn't the sole factor contributing to poverty. We also acknowledge that intangible principles of human rights, such as equality and non-discrimination, empowerment, participation and inclusion, transparency and accountability and the rule of law, when neglected, perpetuate poverty and injustice.

In the complex socio-cultural landscape of Nepal, ActionAid acknowledges rooted social norms as potent yet unseen sources of power, shaping individual experiences and community dynamics, hindering social cohesion. Addressing patriarchal structures, we empower rights holders through awareness and critical consciousness, aiming for positive transformations and an inclusive society.

We are also aware that natural calamities, often intensified by human activities carried out in the pursuit of development, can push individuals





and communities into a poverty trap. Certain development activities can inadvertently contribute to environmental challenges, giving rise to various forms of vulnerability and disasters, including crop failures, erratic rainfall, droughts, environmental pollution.

The devastation caused by these activities manifests itself as landslides, floods, and diseases, leading to loss of life and property. These consequences propagate poverty, disproportionately affecting deprived and marginalised people. These people are forced to reside in vulnerable areas, and they are often deprived of the benefits of development. The oversight of the rights of this disaster affected people further perpetuates poverty.

Thus, we believe that poverty is a human creation, and absolute poverty can be eliminated by addressing issues such as discrimination, inequality and injustice in our society and governance systems. Therefore, we are resolute in our commitment to advocate for human rights of people living in poverty and exclusion.

We employ human rights standards as a means to achieve people's entitlements, upholding human rights principles as the cornerstone of our approach. AAN is dedicated to combating poverty and advancing dignified lives, especially for the PLiP, striving for transformative and structural changes through people's active agencies.



# Working Context:

## Socio-economic and Political Situation

### Political Context

Nepal is a multicultural and multiethnic country, home to diverse caste, ethnic and language groups. According to the 2021 census, Nepal claims 124 spoken languages representing 142 caste and ethnic groups. The settlements across Nepal tend to be heterogeneous. The introduction of Nepal's federal structure was designed to address this diversity, among other objectives, by granting law-making authority to all three tiers of government within the realms of exclusive and concurrent powers. However, the federal government is yet to make several laws to regulate the division of powers.

The second general elections held in November 2022 once again resulted in a hung parliament, contributing to fragile political stability. Similarly, all seven provinces also ended up with hung parliaments. However, the local governments have not been significantly affected by such fragility, as they cannot be dissolved under any circumstances. Although local governments have limited capacities to address the wide range of development issues under their jurisdiction, the provincial and federal governments have not provided significant help in this area.

Development is frequently impacted by political discord. The parliament has not been able to pass important bills related to education, civil service, provincial powers etc. There is a lack of proper



*Awareness on tax justice for gender responsive public education*

coordination between the three tiers of government in planning and implementation. Capital expenditure continues to pose challenges across all tiers of government. Many local governments and other levels of government struggle to spend the allocated budget as planned. A significant proportion of the budget is expended in the final quarter of the year basically in construction which even compromises quality.

The increasing political patronage to their cadres is exacerbating the challenges faced by PLiP, resulting in limited opportunities for them. Although Nepal made slight progress in the corruption perception index in 2022 with a score of 34, again after 2019, the exposure of big corruption scandals in recent days has shaken confidence in the traditionally prominent political parties.



## Social Context

Nepali society is undergoing an awakening. People are becoming more aware of their rights and identity, actively reshaping social structures. In pursuit of better opportunities, including improved health and education services, individuals are moving to urban centers, larger cities, and even foreign countries. Notably, movements for justice and change are gaining significant attention, especially in the capital city.

Caste-based discrimination remains a deeply rooted social issue in Nepal, affecting various aspects of individuals' lives. Despite legal frameworks and efforts to promote social equality, discriminatory practices persist in both rural and urban settings. Discrimination based on caste influences access to education, employment opportunities, and social interactions, perpetuating social hierarchies and inequality. Marginalised groups often face exclusion and limited resources, exacerbating the cycle of poverty and reinforcing societal divisions. Addressing caste-based discrimination requires a comprehensive and sustained effort, encompassing legal reforms and enforcement, educational initiatives, and community awareness campaigns to foster a more inclusive and just society in Nepal.

As a result of numerous movements, Nepal has achieved remarkable strides in gender equality through its policies and laws. The constitution guarantees equal lineage rights for women without gender-based discrimination. Moreover, the

Constitution has also paved the way for obtaining citizenship with gender identity, accommodating individuals beyond the binary male-female classification. The right to safe motherhood and reproductive health, freedom from all forms of violence, and the right to equal inheritance for daughters in patriarchal property and equal rights to property and family matters for spouses are also safeguarded by the Constitution.

However, in practice, equal patriarchal property shares are not commonly observed in society. Daughters often face difficulties in claiming their rightful share or may be hesitant due to the fear of family backlash. Obtaining citizenship solely in the mother's name is both challenging and undignified, as the label 'father not identified' is tagged on the citizenship certificate. Similarly, acquiring citizenship for individuals not identifying with the male or female gender is bothersome, expensive, and discriminatory. Unlike male or female individuals who are not required to produce evidence, those of other genders are subjected to obtaining costly medical certificates to prove their gender.

Despite several legal provisions and efforts to eliminate it, gender-based violence remains prevalent in Nepali society. Digital means are widely used today and have a greater influence on a person's life as well as affecting the socio-political scenario across society. According to a factsheet published by Nepal Police, reports of GBV have significantly increased over the past decade, which could also be attributed to heightened awareness

and empowerment of women. In the FY 2011/12, Nepal Police recorded 2,250 cases of GBV that escalated to 17,000 cases in 2021/22.

Child marriage stands as a significant obstacle to upholding the rights of women and girls, reducing their power dynamics within households. The 2021 census discloses that 34.4% of the married population had their first marriage between the ages of 18-20 years. The average age of first marriage for males was 21, while it was 18 for females. However, the legal age for marriage for both male and female is completion of 20 years

in Nepal. Notably, a total of 22.3% (Male: 12.3 %; Female: 30.4 %) were married between the ages of 15 to 17, and 7% (Male: 3.0 % and Female: 10.2 %) were married between the ages of 10 to 14.

Traditions of dowry and Chhaupadi, trafficking of women and girls for sexual exploitation are other major forms of Violence Against Women and Girls (VAWG). Similarly, polygamy, female infanticide and witchcraft accusations and unequal pay in the informal sectors are other common gender-based violence issues in Nepal.

*Say no to child marriage, and let every  
child dream, learn and grow*



## Economic Context

Unemployment and joblessness are the major problems in the country, although the country is in a historical era of having a significant youth population. The 2021 census revealed that 34.3% of individuals within the working age group are economically inactive. Among the economically active population, 29.65% are engaged in economic activities for less than 6 months in total.

There is a notable migration of youth from the country for foreign employment. The scale of migration is highlighted by Nepal Rastra Bank's report, stating that 482,475 youths left the country for foreign employment in just seven months of FY 2022/23. Similarly, internal migration from villages to city areas has also increased significantly in search of better education, health and other facilities. The recent census revealed that 6.3% of the houses in the villages are left without anyone looking after them.

Simultaneously, the number of people engaged in agriculture is diminishing significantly. According to the 2021 census, only 57.3% of the population is involved in agriculture, forest and fishery professions. Likewise, Nepal Rastra Bank report indicates the share of remittances in Nepal's national GDP increased to 21.2% in 2022/2023. In the same fiscal year, the agricultural sector contributed 23.95%, while the industrial sector contributed only 14.29%.



*Empowering communities through sustainable poultry farming as a livelihood alternative*

Nevertheless, the country is scheduled to graduate from least developed country to middle-income developing country by 2026, despite its low productivity in the agriculture and industrial sectors. Nepal has made significant advancements in human assets and has reduced economic and environmental vulnerabilities, when compared to per-capita income. Likewise, the government has also made remarkable strides in reducing multidimensional poverty. According to the National Planning commission, the incidence of multidimensional poverty dropped from 30.1 percent in 2014 to 17.4 percent in 2021.





*Empowerment begins with awareness: Youths promoting awareness on basic public services for a stronger community*

## Basic Public Services

The literacy rate of citizens aged five years and above has increased to 76.2%, compared to 65.9% in the last census. Although women's literacy rates remain lower than those of men, female literacy has significantly improved over the past ten years, rising from 57.4% to 69.4% whereas, male literacy increased from 76.1% to 83.6%. Among the literate population, the population of female completing higher secondary education is more than the male (13.2% F: 12.3% M), however the male population completing bachelor's degree and above is higher than female population. Total 4.7% male and 4.3% female have completed bachelor's level, whereas 2.6% male and 1.7% female have completed master's degree or above.

Despite these progresses in education indicators in Nepal, the quality of education remains a major concern. Factors such as the shortage of teachers and inadequate training for existing teachers, along with insufficient budget allocation for public schools significantly impact the quality of public education. Additionally, due to the decrease in population in rural areas and the growth of private schools, public schools are being merged in most

places. Although there is a significant increase in the urban population, new public schools are not being established in urban areas. Unfortunately, the repercussions of such mergers and the lack of public schools in urban areas on educational accessibility for children from impoverished families have been largely overlooked.

Similarly, Nepal has made a significant progress in health indicators as well. The neonatal mortality rate, infant mortality rate and under-5 mortality rate have been reduced to 21, 28, and 33 deaths per 1,000 live births, which was 50, 78, 118 respectively in 1996. But teenage pregnancy prevails among 14% of girls aged 15 to 19 and very few young women and men have given birth or fathered a live birth before the age of 15 according to Nepal Demographic and Health Survey 2022.

A factsheet on sexual and reproductive health services issued by GoN in collaboration with WHO and several other UN agencies reveals that 20% of births are still delivered in the absence of a skilled birth attendant. Furthermore, only 43% of women use modern contraceptives and only 48% of the respondents were aware of safe abortion locations.




## Disasters and Climate Change

Nepal is prone to disasters due to both its geophysical situation and human-induced reasons. Situated on the boundary of Indian and Eurasian plates, Nepal is prone to earthquakes. The country has a network of major rivers and their tributaries, totaling around 6,000 rivers that claim hundreds of lives and cause massive damage to property every year.

The hills and mountains of Nepal are relatively new and thus fragile, making the country prone to landslides that claim numerous lives and cause extensive property damage each year. Nepal is home to more than three thousand glacial lakes, some of which are at risk of bursting due to climate change and rising temperatures. Climate change has emerged as a significant issue, contributing to crop failures and disasters such as floods, unpredictable rainfall, and snowfall. According to an assessment, ICIMOD

has projected the Hindu Kush region to be severely affected by the consequences of climate change. Notably, Nepal encompasses over a third of the Hindu Kush Region, spanning more than 800 kilometers.

The effects of extensive excavation of pebbles, stones and sand from rivers and Chure hills, deforestation and concretization in the name of development and businesses have already started to manifest. These actions have led to water level depletion, potable water scarcity, flash floods in urban areas, and a rise in temperatures. Likewise, the construction of road networks in hilly areas by local governments without proper environmental impact assessments and technical expertise has exacerbated vulnerabilities to landslides and the drying of water sources. All these factors indicate the urgent need to advocate for climate justice and take actions to address the effects of climate change.



*Yuwa Bakheri, a grassroots youth hub go door to door in their community to raise awareness about fire control and disaster risk management*

## Core Engagement

We have experienced that certain group of individuals and communities are more excluded and marginalised than others. We are concerned about the marginalization of socially discriminated groups such as Dalits and other minority groups. Within such groups, women are further suppressed and marginalised in the patriarchal context of Nepal. However, they are gradually gaining visibility in the political sphere and, to some extent in employment as well, due to mandatory legal provisions for their political representation, social security, and reservations in jobs. Similarly, children are voiceless, and their rights are being ignored massively under the cover of protection and poverty.

Young people are groups that are vibrant and potential change makers, but they are ignored by the state and forced to migrate for employment and studies. Economically poor people, including landless poor, smallholder farmers and people living in geographically difficult places are equally vulnerable to violation of their rights.

We will center our programme activities on women, children, and youth, and work with their agencies to drive transformation in the lives of people living in poverty and exclusion (PLiP). While working with any socially marginalised or economically deprived groups, our primary focus will remain on women, children and youth.



*Auto rickshaw an alternative for livelihood as well as break the gender stereotype of labour*



# Strategic Programme Priorities: Thematic Interventions

Drawing upon our strengths and legacy, within the socio-economic-political context, we have chosen to contribute to basic human needs and fundamental rights. Our firm belief in the principle of equality and non-discrimination and our understanding of the undeniable importance of sustenance and livelihood, quality education and the critical role of climate justice to the survival and thriving of all human beings, we want to achieve the following three major priorities in our programme areas through our concerted interventions:

- Advance the rights and opportunities of women, informal laborers, and gig workers through improved governance systems and economic activities;
- Advance quality public education as basic rights for children through enabling safe learning environment and improved education governance; and
- Build resilience of vulnerable communities by advancing the agenda of climate justice, resilient livelihood and enhanced response system.

**Our work will align with and support the achievement of the Sustainable Development Goals 2030 and 16th periodic plan of the country in relevant areas of our contribution.**

## 1 Priority

**Advance rights and opportunities of women, informal laborers, and gig workers through improved governance systems and economic activities**

AAN believes that gender justice lies in securing freedom for women and girls from social or family control over their bodies and minds. Violence against women and girls serves as a central tool for control. Women's subjugation and gender-based inequalities, rooted in deep-seated patriarchal mindsets, persist in various forms in Nepali society, including unequal treatment across sectors such as politics, administration, society, and even within households.



*Campaigners applying face paint to support the anti-rape campaign*

Gender inequality is closely tied to the care economy. Women are disproportionately burdened with unpaid care due to unequal distribution of care responsibilities hindering women's access to economic activities, decent work, basic rights to education, health and other public services whereas also hindering political and decision-making participation ultimately vulnerable to poverty, perpetuating violence and subject to gender-based inequality & unequal treatment.

Gender-based violence is the result of unequal power relations and finds formal expression in laws, policies and norms that entrench these unequal power relations and perpetuate violence that includes dowry demand, wage inequality, child marriages, female feticide, persistent practices like Chhaupadi, oppression under the guise of witchcraft accusation and the overall lack of reproductive health services in general healthcare institutions. The Sustainable Development Goals Report 2023 said that without dedicated investment in scaling up prevention programme, implementing effective policies and providing support services to address violence, countries will not achieve the target of eliminating violence against women and girls by 2030. The core emphasised during this CSP VI period also advocated for system strengthening, including the implementation of the Response mechanism and investments in GBV funds.

In Nepal, as per the CBS national database 2018, more than 62.2% of the total work force i.e., around 4.4 million Nepalese are engaged

in the informal sector. The report also shows a growing involvement of women (66.5%) in the informal employment in Nepal. However, women are reported to be devoid of minimum wages, decent working conditions and any kind of social protection coverages as compared to 59.7% of male informal workers (Source: Nepal Labour Force Survey III, 2018, CBS). As per ILO 70% of economically active Nepalese are in the informal economy facing challenges due to limited government regulation and specially women are highly vulnerable to experiencing exploitation, lacking fundamental labour rights and suffering from low wages, safety issues and violence. Hence, AAN will focus its efforts on strengthening women's agency in combating discrimination and violence against women and girls, manifesting in various forms. This involves enhancing their capacity to assume leadership roles on different fronts. Learning from its extensive experience, AAN will work towards the economic empowerment of women and creating opportunities for the PLiP. AAN will mobilise labor women to address issues in the informal sectors, particularly concerning equal wages, social security, safety, and freedom from exploitation.

Moreover, AAN will support the creation of alternatives that enable women to become economically active and productive. These measures aim to allow women to invest saved time in economic activities and engage more actively in social and public affairs and also allow for their self-care including health and wellbeing. Additionally, AAN will contribute to safeguarding women's and girls' reproductive rights through education, awareness, and advocacy.

The country's digital economy is rapidly growing, particularly in urban areas, following the COVID-19 outbreak. However, there have been no studies conducted on the social security, exploitation, and occupational health and safety of informal and gig workers in this sector. AAN plans to conduct a comprehensive study in this area and will take necessary steps to organise and mobilise gig workers, advocating for their concerns and social security.

While advancing the rights of women and PLiP and creating economic opportunities for them, AAN will also focus on improving governance and accountability. AAN will support in raising awareness among community members, especially women and PLiP, about the fair distribution of public services, social security, and various incentives provided by the government to farmers and workers.

**The strategic actions and focus under this priority will be as follows:**

### **Key Strategic Actions:**

#### **1. Addressing care work and Violence against women and girls.**

- Create community-based alternatives to reduce women's care work and create economic opportunities.
- Strengthen the violence response system and address underlying structural factors contributing to diverse forms of violence against women and girls.

#### **2. Advancing rights and justice of informal and gig workers through people's mobilization.**

- Facilitate community mobilization in addressing women's issues in informal sector labor through REFLECT sessions and labor monitoring.
- Advance the agenda of GIG workers through evidence generation and create platforms in urban settings.

*Discussing unpaid care work with women*







*Child Learning Center's support brings positive impact on academic and personal growth of children*

# 2 Priority

**Advance quality public education as a basic right for children through enabling safe learning environment and improved education governance.**

Education is an enabling right; it plays a vital role in the realization of other human rights. Education not only imparts knowledge but also shapes young minds, nurturing compassion and cultural values. Furthermore, we acknowledge that education serves as the cornerstone of individual empowerment, providing the means to break free from the cycle of poverty and injustice.

The Constitution of Nepal guarantees the right to education by ensuring free education up to the secondary level and establishing compulsory basic education. It further commits to providing free

education up to the secondary level for students with disabilities and economically disadvantaged students, and free higher education with scholarships for Dalit students as per the law. Moreover, it promises free education in Braille script for visually impaired citizens and in sign language for students with speech or hearing impairments. However, such laws are yet to be promulgated to materialise these constitutional rights.

The education sector has not received sufficient attention and resources from governments. Most of the public schools are grappling with shortages of teachers, teaching materials, and teacher training. As a result, the quality of public education has become a significant concern, compelling individuals to opt for private schools despite their hardships. Many public schools are facing challenges in attracting enrollments and have been merged or are being merged into various municipalities. Many public schools lack basic facilities such as drinking water, toilets, adequate water for toilet cleaning, etc.



*Remedial classes offer a glimpse of hope for children who faced learning setbacks*

AAN will direct its efforts towards transforming barriers to providing quality education and enhancing learning achievements while ensuring children's rights within schools and Early Childhood Development Classes. AAN's major emphasis will be made on the safe school environment to enable us to achieve quality learning facilities by providing learning aids/materials, safe school infrastructure & classroom facilities, teacher's capacity as well as advocate with governments to enhance accountability and governance system of public school, allocate adequate budgets, and elevate the quality of education in public schools.

AAN recognises that achieving quality education requires not only government efforts but also equal contributions of school governing instruments e.g school management, teachers, parents, and students themselves. Hence, AAN will invigorate Schools Management Committees (SMCs) and Parent-Teacher Associations (PTAs), while also strengthening Child Clubs to enhance the teaching and learning environment. Additionally, AAN will contribute to improving safe and resilient physical infrastructures in schools as needed.

Disasters have consistently impacted schools and hindered children's ability to access education. More specifically, these events diminish students' overall academic achievements by causing damage to school infrastructure, disrupting academic calendars and compelling children to discontinue their education. Those issues can be mitigated through safe school concept integrated into the development actions.

**The strategic actions and focus under this priority will be as follows:**

### **Key Strategic Actions:**

- 1. Enabling safe learning environment in public school.**
  - Provide physical and non-physical support to develop safe school facilities.
  - Invest in capacity of Child Club and Young Peoples groups / agencies on child rights through training, exposures, and support on their plan.
- 2. Strengthening education governance to promote child rights and quality learning outcome in public schools.**
  - Organise municipal level education forum and facilitate the agenda of learning outcome, learning assessment / quality education, school governance and accountability.
  - Advance the agenda of education financing for public education.

# 3 Priority

**Build resilience of vulnerable communities by advancing the agenda of climate justice, green livelihood and enhanced response system**

The right to life is the foremost instinct of any living being. Hence, AAN firmly upholds importance of working on livelihood sector as a tool to empower its working communities. Our experience has shown that when women have their own income and are able to contribute to household needs, they are respected more and instances of violence against them are reduced.

While Nepal's soil is generally fertile, the trend of abandoning the agriculture profession persists due to the absence of proper incentives and timely availability of agricultural inputs. This has led to a decline in agricultural production over time. Similar is the situation in industries. According to 2021 census, only 9.4% of economically active populations are engaged in cottage industry without employing external worker and 3.8% are engaged in the industrial sector, while 12.5% are engaged in wholesale and retail businesses.

In such a situation, AAN will mainly concentrate its efforts on supporting smallholder and landless farmers, focusing on agroecology. This will involve enhancing their knowledge and skills with relevant technologies and agricultural inputs. To elevate the income levels of PLiP, AAN will provide the necessary



*Yuwa Bakheri, a grassroots youth hub in Rajapur Municipality carry out a disaster management drill with the community*

expertise, skills and support to capitalise on value chain enhancements and safe marketing systems. Additionally, these farmers will be encouraged and supported through revolving funds and grants, facilitating the establishment of agro-based cottage industries and businesses that align with AAN's overarching mission. The efforts made by AAN will mainly focus on promoting green livelihood options so as to hamper the environment less and respect people and the planet.

According to a report on 'Disaster Risk Reduction in Nepal: Key Challenges and Ways Forward', produced by the Ministry of Home Affairs, Nepal ranks 4th in vulnerability to climate change, 11th in vulnerability to earthquakes, and 30th in vulnerability to floods. The country also faces critical challenges from landslides, fires, and epidemics. Unfortunately, disaster preparedness appears to be a weak aspect of governance in this sector. While GoN introduced the Disaster Risk Reduction and Management Act in 2017 and relevant Regulations in 2019 and many municipalities have also promulgated their disaster management laws, proper implementation of these laws remains a substantial issue in Nepal. As the same time Nepal is full of laws and policies, overlapping with each other which seems to be harmonized.



Experience shows that disasters disproportionately impact women, children and PLIP and women are often the initial responders during humanitarian crises. However, their capabilities and invaluable contributions have regrettably remained unnoticed. It is imperative to enhance community resilience comprehensively, necessitating the disruption of the poverty cycle that perpetuates their vulnerability.

Therefore, AAN will focus its efforts on strengthening local capacity especially the partners' and first responders' capacity to mitigate disaster risks and the impacts of climate change. This includes enhancing effective humanitarian responses led by women and youths, promoting humanitarian signatures, and advocating for safe school campaigns through disaster prevention and mitigation measures.

Furthermore, AAN will give special attention to advancing the agenda of climate justice. This will involve facilitating action research on the effects of climate change and mitigating measures, disseminating this information within working areas and beyond, and providing support to enable people, especially in agriculture and disaster contexts, to implement mitigating measures.

The strategic actions and focus under this priority will be as follows:

### Key Strategic Actions:

#### 1. Advancing the rights and opportunities of women, deprived and small holder farmers through green livelihood options.

- Capacitate small holders' farmers on their rights and resilient on on-farm and off-farm income generation opportunities.
- Support households-initiated climate adaptive on-farm and off-farm income generation activities with enhanced financial access.
- Establish/develop women-friendly market promoting women smallholder farmers' leadership in market management.

#### 2. Harnessing women and young people's power to advance the agenda of gender and climate justice through youth-led activism and response actions.

- Capacitate and mobilise youth and women on Climate Justice Campaign.
- Support organisational preparedness of community organisation, partner organisation and local government for humanitarian response.



Youth advancing the issue of Climate Justice



*Linking Hands for Change: A human chain united in the fight for climate justice and a sustainable future*



## Key Campaign Areas

ActionAid Nepal will launch several campaigns for raising awareness of different issues or to advocate for a change in the course of implementing its programme activities. However, the following are our flagship campaigns during this strategy period.

### Climate Justice Campaign

The world is experiencing the effects of climate change, including rising temperatures, depletion of water levels, flash floods and more. These changes are altering seasons and cropping patterns, leading to droughts and floods, and causing the presence of disease vectors across the globe. The climate justice campaign aims to promote climate justice by employing effective organizing, mobilizing, and communication strategies to demand social and political transformation. ActionAid recognises the crucial role of youth and women in addressing climate change and has already launched the campaign simultaneously in all working districts of Nepal and in the capital city.

The campaign's primary goal is to raise awareness about the impact of climate change, particularly

on women and marginalised communities. It will empower and mobilise local organizations and communities, including vulnerable and impoverished women and young people, to advocate for climate justice that addresses their specific needs. The campaign will focus on developing a collective response to the climate crisis, fostering solidarity across different groups and communities, and influencing decision-makers to act on climate change while prioritizing the needs of vulnerable and marginalized communities. As ActionAid federation is targeting through this campaign especially the private sector funding in fossil fuel divestment to the green regenerative energy and agroecology. ActionAid Nepal has also been providing solidarity to this campaign and localizing the campaign strategy as per country context. Our target for this campaign will be basically the public (government) funding to green alternatives and more focus to implement the Nationally Determined Contribution (NDC) and National Adaptation Plan (NAP) and strategy. So that our target to public money will ultimately contribute to the global target of climate financing from the divestment of bad investment to good investment either through private money or public money divestment.

## Decent Work Campaign

With the significant migration of young men to foreign countries, more women are entering the labor force, especially in the informal sector. However, women face various forms of discrimination, including unequal pay and lack of protection against different kinds of abuse, including those of a sexual nature. Even those working in the formal sector encounter challenges such as job security, fair wages, and a safe working environment. The government has introduced contribution-based social security schemes for informal workers as well. However, insufficient income and a lack of government commitment to contributions make it difficult for informal sector workers to participate in these schemes.

AAN will further enhance its efforts regarding decent work and the rights of women laborers by raising awareness about the issues faced by women and other impoverished labourers. AAN will empower and mobilise informal sector workers, including farmers, with a specific focus on women workers and their safety. The goal of the campaign will be to the creation of dignified work environments, where laborers receive fair wages, proper social security, and work in discrimination-free and safe conditions.

*Campaign for the recognition, redistribution, representation, and reduction of Unpaid Care Work*





# Theory of Change: Programme Approaches

Poverty is no longer an intangible concept, and its elimination is not solely a matter of charity. Different facets of poverty are linked to clearly defined standards and principles of human rights, which are claimable. The State holds accountability for ensuring the promotion, protection and fulfillment of human rights. Nepal is a party to seven of the 'big' international human rights treaties out of nine. Furthermore, Nepal has acceded or ratified over 40 human rights instruments established by the UN and ILO.

These aspects collectively provide a solid foundation to assert the rights and entitlements that PLiP have been deprived of. Therefore, we will continue to adopt human rights-based approach (HRBA) in our mission to achieve social justice, gender equality and eradication of absolute poverty. As a feminist organisation we will keep women and girls at the center of our work while working in these thematic areas. We advocate for equality and non-discrimination in all of our endeavors, and we are dedicated to advancing the principles of just and democratic governance within our respective sectors. Our approach extends to challenging and reforming discriminatory behaviors in the course of our work through the mobilization of youth, women and PLiPs.

We believe that the protection of the planet and the environment forms the cornerstone of sustaining human rights to generations. Hence, while implementing our HRBA, we will also be mindful of ecology. Guided by this HRBA, we will implement the following theory of change, aiming for transformative impact on the lives of PLiP.

*Weaving Dreams, Building Futures: Empowering marginalized communities through bamboo basket crafting as a sustainable livelihood alternative*

STRATEGY 2024- 2029

## Enhancing the capacities of PLiP and their agencies

Confident, well-informed and organised individuals form the foundation of transformative change for social justice. Therefore, AAN will support individuals in comprehending the root cause of poverty and injustice as well as their rights and entitlements. The support includes recognizing the corresponding duty bearers, learning the avenues to assert those rights, and assisting them in realizing their rights.

AAN will also contribute to the establishment and strengthening of people's agencies enabling them to seek pertinent information, effectively assert and advocate for their rights, as well as to seek accountability from duty bearers. Simultaneously, AAN will underscore the significance of the responsibilities held by PLiP as they advocate for and realise their rights.

Additionally, AAN will also help in building the technical capacities of individuals in achieving success in their endeavors in relevant areas of economic justice, gender responsive public services and climate justice. This encompasses areas such as the promotion of livelihoods, quality education, GBV response and reduction, improving gender responsive health services with a focus on reproductive health, disaster response and mitigation, as well as the development of women and girls' leadership. Support will also be extended in the form of goods or cash in order to achieve the objectives.





Community members engaging with local government, fostering transparency and accountability for better governance.

## Engaging with duty bearers to enhance their governance accountability

Numerous municipalities have not yet formulated laws, procedures and strategies within their jurisdiction to effectively regulate relevant sectors. These areas include agriculture, education, health, disaster risk reduction and management, and the reduction of GBV. AAN recognises the opportunity to contribute by assisting in shaping relevant laws, procedures and strategies to benefit the PLiP and all citizens fairly and equitably.

Furthermore, AAN will work to enhance the understanding of duty bearers regarding people's rights and the corresponding responsibilities of duty bearers that arise from these rights. Additionally, AAN will support municipalities in their planning processes by encouraging active and meaningful participation of PLiP during consultation processes at the settlement level, and also assist in promoting their accountability towards citizens.

## Building rights-based alternatives

AAN is committed to devising alternatives while advocating for and proposing the replacement of existing practices. This commitment extends to the continuous development and promotion of community-led, pro-poor, and gender-responsive development initiatives to its efforts. Employing a feminist research approach, we aim to generate evidence and factual insights and to enrich our understanding.

We will also share the knowledge and evidence-based alternatives generated by the community with government entities at all levels, policy makers and purpose-driven individuals, and organisations. Furthermore, we will also integrate these alternatives across our programme areas. We trust that this approach can lead to the transformation of public policies and development priorities aligning them with people's experiences and aspirations.



Empowering communities through inclusive development initiatives



## Advocacy, campaigns and movement mobilizing broader solidarity and support

AAN centers its efforts on people-centered advocacy, drawing strength from its extensive experience in long-term programming and its deep-rooted connections with the PLiP. Our policy advocacy targets the creation of pro-poor policies where they are lacking, reforming those that are detrimental, and ensuring proper implementation of just policies.

Our advocacy extends beyond government policies to include those of private sectors and addresses the transformation of social malpractices. We engage in critical and constructive dialogues, presenting clear and progressive alternatives wherever feasible. This collaborative effort, in coordination and collaboration with the broader civil society forms an integral component of AAN's theory of change.

To enhance the advocacy efforts of the PLiP, it is imperative to secure the solidarity and support of a diverse range of citizens and civil society organisations, spanning from local to global levels. These supporters may come from diverse walks of life, including farmers, teachers, rights activists, media, and laborers. The collaboration with larger civil society and their solidarity and support will further strengthen accountability towards PLiP, ensuring gender responsive, high-quality public services.

Our advocacy for reform and transformative change will be in various forms ranging from campaigns for awareness to local, provincial and national

*Cultivating a Sustainable Future: Advocating for agroecology, a transformative path towards sustainable farming and a greener future*



movements as required. We will continue to contribute and play an active role in national social justice movements as a part of civil society networks, alliances and coalitions. Likewise, AAN will continue to contribute to global movements as well, as a part of ActionAid International Federation and various global and regional social justice movements.

In essence, we believe that change is possible when the PLiP are informed and assertive about their entitlements, and when duty bearers exhibit responsiveness and accountability to the rights of citizens. The effectiveness of transformative change is amplified when advocacy is reinforced by robust alternatives, and when it takes place in collaboration and support of diverse segments of civil society.



# Programme Impact Framework: Result Areas

By adopting HRBA in our work, our programme frame will include the promotion of respect for human rights, as well as ensuring the protection and fulfillment of the rights and entitlements of the PLiP. We recognise that continuous fulfillment of the rights requires a shift and redistribution of power and resources, while also building the resilience of PLiP. Hence, our programming agenda will emphasise the promotion, protection and fulfillment of rights, redistribution of power and resources, and the enhancement of community resilience. We will also evaluate the impact of our work within this 3R framework: Rights, Redistribution and Resilience.

## Rights

Human rights framework provides the benchmark to attain our mission to achieve social justice, gender equality and eradication of absolute poverty. Therefore, our programming will be directed towards the fulfillment of identified rights and the achievement of relevant entitlements to live a dignified life. We will support the movements of individuals and their active agencies to claim relevant rights and resist all forms of discrimination.

Our programming will entail challenging all forms of opposing powers, visible, invisible and hidden, through the PLiP and their active agencies. In this context, the 'visible power' refers to direct decision-making authority, while the 'invisible power' encompasses socio-cultural norms and values that mold individual consciousness. The 'hidden power' denotes the influence wielded by actors such as corporate sectors or other forces that shape visible decisions behind the scenes.

Our programme impact framework will evaluate how our work has promoted respect for relevant human rights and to what extent they were successful in the protection and fulfillment of those rights. Thus, our result areas or programme impact framework will also be based on HRBA.

## Redistribution

Our programming will consciously influence decisions and monitor the progress related to equitable redistribution of resources, particularly in terms of the access for PLiP to productive resources, public services, and other entitlements. Equitable access to productive resources encompasses opportunities to utilise land on fair terms of tenure and access to water resources and forests. Access to public services will entail health services, education, water supply and sanitation services among others, while access to entitlements will encompass benefits such as social security allowances, subsidies, grants, and concessions which are promised through the law or government programmes.

Redistribution will also be pursued by analyzing the imposition, collection and distribution of taxes to enhance the wellbeing of PLiP. Particular focus will be placed on influencing gender responsive public services that acknowledge the unpaid care work of women. At household and community levels, the objective of redistribution extends to sharing care work and power, such as control over financial resources, determination of dignified labor terms and wages, and promoting decent work opportunities.

## Resilience

The unbreakable enjoyment of people's rights can sometimes be disrupted by natural disasters or human errors, such as economic crises and conflicts. Our communities, with a special focus on PLiP, will be equipped to respond to such disasters and supported to develop resilience to withstand, recover from and to transform the systems that increase their vulnerabilities.

Our efforts will be focused on shifting the power to the first responders, who are generally women and people's organisations at the frontline of emergency response. Climate justice will remain our focus to reduce the effects of climate change that disproportionately affect PLiP, especially women and children. We will also evaluate the progress against these factors as part of our programme impact framework.

# Organisational Development Priorities

ActionAid Nepal is committed to maintaining the quality of work in both its programme activities and within the organisation itself. It believes in continuous organisational development based on the learning from the past and considering the present context. The context includes the socio-political and economic situation of the country, the external factors influencing them, our thematic priorities and our working approaches.

Our organisational development priorities will enable us to extend our services to a broader population more effectively and efficiently. These efforts will help us strengthen our capacity to deliver services, improve our learning processes, and modernise the organisation. AAN will aim to establish as a center of excellence in providing support to rest of the ActionAid federation. We have identified the following organisational development priorities during the strategy period:

## Strengthening Funding Base

We will prioritise diversifying our funding base and strengthening our fundraising strategy. These efforts aim to expand and strengthen our work in programmatic priority areas. We will fortify our child sponsorship funding base, while accessing other institutional and private & philanthropy funding for specific projects or programmes. Local fund-raising opportunities and partnerships with the private sector will also be explored during the strategy period.

In order to diversify funding, we will develop our visibility and branding, improve the quality of our communication materials & proposals, and invest more in fund raising initiatives. We will also expand our partnerships and network to identify donor interest in our programme priorities and strengthen relationships with donor organisations. We will also partner with commercial contracting companies and CSOs to collectively bid for contracts and grants respectively.

## Enhancing Organisational Culture, Capacity and Systems

We have so far achieved an excellent organisational culture, where everyone feels safe and encouraged to work. However, drawing from our values, we will reinvigorate our culture of mutual respect and humility with a sense of equality in dignity and justice, irrespective of our gender, sex, age, physical condition, disability status, caste, ethnicity, religious or other beliefs. We focus on fostering trust, respect, and a sense of community among all members of the organisation.

ActionAid Nepal is committed to preventing any form of sexual harassment, exploitation and abuse (including child abuse and adult at-risk abuse) and responding robustly when these harms take place. We will further strengthen our mechanisms and systems to ensure safety and security all who comes in contact with AAN and commit to zero tolerance in cases of sexual harassment, exploitation and abuse (SHEA) and any violence against child safeguarding. We adopt a democratic culture, where we openly put forward opinions and decide collectively on our ways ahead. We will organise refresher training and revitalise our grievance handling team and orient all staff on issues of gender equality and social inclusion and our zero tolerance policies on SHEA. We promote a culture where transparency and accountability are enshrined in each of our activities.

Additionally, we will invest in ongoing learning and capacity building initiative that advance feminist leadership skills, encouraging a collaborative and intersectional approach to decision-making. By

embedding feminist leadership principles ActionAid aims to set a standard for transformative change within its organizational culture, contributing to a more just and inclusive workplace for all.

Skilled and well-informed staff members are crucial to achieving the mission and objectives of an organisation. AAN will focus on capacity enhancement of its human resources so that they are able to see their responsibilities in a broader framework, fulfill their respective obligations effectively and efficiently, and be able to draw concise learning from engagements at various levels. AAN will strategically invest in the ongoing pursuit of organizational excellence, making sustained efforts to enhance and maintain high standards. Our focus on continuous improvement is driven by the aspiration to maximise impact and effectively fulfill our mission. By prioritizing ongoing enhancements, we aim to position ourselves as a center for support within the ActionAid Federation, contributing valuable insights, expertise, and collaborative efforts. This strategic approach not only underscores our dedication to achieving operational excellence but also underscores our commitment to becoming a crucial resource within the broader ActionAid federation.

Besides investing in enhancing specific thematic or technical knowledge and skills, we will invest in enhancing capacities of the employees on application of HRBA in programming, developing feminist perspectives and facilitation skills. The capacity enhancement will specially focus on developing understanding of power, human rights, accountability, governance mechanisms and people's mobilization for nurturing social justice.



We will also prioritise enhancing the systems within the organisation that foster in-house learning and sharing of information. The system will include storing, using and management of information by individuals and broader improvement of the system to enhance internal governance and accountability.

We will plan to foster digital transformation during the strategy period to enhance our performance and learning. We will adapt digitalization to our programme and internal functions by using modern technologies, improving data management capabilities to collect, analyze, and use data for decision-making. We will also promote digital campaigns, including social media campaigns, to increase outreach and engage with a wider audience, and also to enhance AAN's visibility.

In order to foster teamwork and communication within and outside our organization, we aim to use the most innovative and user-friendly digital tools and platforms. As well as ensuring that the technology we use is easy to operate and appropriate for both our staff and our beneficiaries, we will also train our staff on how to protect our data and systems from cyber threats. Our digital transformation strategies will be monitored and improved as technology and organizational needs change.

## **Strengthening Organisational Governance**

ActionAid Nepal is an affiliate member of ActionAid International Federation, hence guided by its global vision and mission while enjoying its independence as a Nepali organization governed by its governing bodies. It is imperative that the organizational structure, processes, and systems be improved to ensure effective decision-making, accountability, transparency, participation, and overall efficiency in an organization. We will emphasise maintaining diversity within our governing structures focusing on gender and social inclusion as well as a variety of professions and skills. As a feminist organization, we will always prioritise women's membership within the organization. We will also prioritise enhancing the capacities of both existing and potential board members so that they can actively and effectively support the organisation within their respective jurisdictions.

As a full-fledged affiliate member of AAI Federation, we will focus on building our capacity to support other associate members and country programme in strengthening their governance. AAN will concentrate on developing second-generation leadership, promoting youth and women's leadership, and enhancing the capacities of governing bodies to contribute effectively within the organization and on the international stage.

## Knowledge Management

AAN will put a systematic effort into strengthening knowledge management within the organisation. Such effort will comprise of the development of a clear and comprehensive knowledge management strategy that aligns with our vision and mission. It will outline the vision, objectives, and key performance indicators for knowledge management efforts. We will consistently review and update the knowledge management strategy to adapt to the changing needs and technologies and monitor the effectiveness of knowledge management initiatives.

Similarly, we will invest in creating knowledge contents, as well as strengthening knowledge management tools and technology platforms.

Such tools and technology will include document repositories, intranet portals, collaboration software, and data analytics tools to capture, store, organize, and disseminate knowledge effectively. We will also promote their use within the organisation.

Additionally, we will reinforce a knowledge-sharing culture within the organisation and promote it externally using development partners' forums. We will also collaborate with like-minded organisations, research institutions and individual experts to bring in external knowledge, fresh perspectives, and insights. We will further strengthen our monitoring, evaluation and learning processes and encourage team members to document their experiences, lessons learned, best practices and programme/project outcomes.

# Risk Management Plan

ActionAid Nepal's senior management will ensure the assessment of internal and external risks related to the implementation of this strategy and the achievement of the organisation's mission. Depending on the types of risks identified, comprehensive risk mitigation measures will be developed, prioritizing the risks. AAN's Senior Management Team will also determine the level of risk the organisation is willing to undertake for its development, as we uphold 'courage and conviction' as our core values.

Review of risks will be a regular process during the programme implementation in the field. However, the risks in the implementation of this strategy and in achieving the mission will be reviewed on a regular basis in participatory review and reflection processes. Separate risk matrix along with corresponding mitigation plans will be prepared at local rights programme (LRP) level and projects implemented by AAN.









## ABOUT US

ActionAid Nepal is an anti-poverty, human rights-based organisation established in 1982. ActionAid Nepal is a non-governmental national social justice organisation rooted and working locally in different parts and regions of Nepal. It is a member of the ActionAid International Federation. ActionAid Nepal is also part of both the national and global social justice movement and other civil society networks, alliances and coalitions.

### COUNTRY OFFICE

Apsara Marga, Lazimpat  
Ward No. 3, Kathmandu, Nepal  
P.O. Box. 6257  
Tel.: 977-1-4002177  
Email: [mail.nepal@actionaid.org](mailto:mail.nepal@actionaid.org)



[www.nepal.actionaid.org](http://www.nepal.actionaid.org)



[www.facebook.com/actionaid.nep](https://www.facebook.com/actionaid.nep)



[www.twitter.com/@actionaidnep](https://www.twitter.com/@actionaidnep)



[www.instagram.com/actionaidnepal/](https://www.instagram.com/actionaidnepal/)



[www.linkedin.com/company/actionaid-nepal](https://www.linkedin.com/company/actionaid-nepal)



[www.youtube.com/c/actionaidnepal1982](https://www.youtube.com/c/actionaidnepal1982)