# Strategic Plan: 2023-2027

**JANAKI WOMEN AWARENESS SOCIETY (JWAS)**
**Janakpurdham, Dhanusha**

**December 2022**

## Introduction and Background

Janaki Women Awareness Society (JWAS) is a non-profit and non-governmental organization devoted to promote and uplift the economic, social, political, health and environmental status of women, girls and marginalized people and communities. JWAS was established in 1993 in Dhanusha district of Nepal by a group of local women activists and social workers. The organization being operated by the same as well as new groups of women activists and social workers in Janakpur Dham of Dhanusha district of Nepal.

The formation of a democratic government (Nepal constitution 1990) provided space to these women social workers who were terribly disturbed and concerned about the social evils of child marriage, women violence, sexual and reproductive health, HIV/AIDS, dowry system, conflict affected people, disabilities, discrimination against women and marginalized communities and caste groups.

In this context, they decided to pursue activities that could relieve their sufferings, promote the interest of the poor, women and marginalized groups; protect the environment; provide basic social services as well as undertake overall women empowerment and community development initiatives that could eventually lead to uplift their economic, health, social and political conditions among the poor and marginalised communities, particularly women and their children.

## Current Context and Developments

Many of the opportunities and challenges JWAS has envisaged in their vision, mission and goal as well as project plan for the organization still hold true even in the changing context. However, there have been some facts and developments that have changed in the past few years prompting in need of the organization to revise and devise the new strategic plan for the next 5 years.

Also, as an added factor that top strategic priorities are envisaged to lay on “capacity enhancement and leadership growth”, “exploring funding partners and fund raising”, and “ensuring organizational and programmatic sustainability”. Combined all these circumstances, this new strategic plan has come out in existence as a road map for the organisation towards fulfilling its vision for the following 5 years.

This section highlights all those key factors, developments, and need that have emerged in the past few years prompting this new strategic plan coming into action.

### Promulgation of the new Constitution of Nepal 2072

The Constitution of Nepal (2015) clearly envisions Nepal as an inclusive state and guarantees the right to equality for all its citizens. Nepal, being a signatory to various international conventions, is also legally committed to gender equality and social inclusion. The GoN GESI policies and guidelines adopted in seven sectors provide two key elements that are critical to transforming the promise of an inclusive state into a reality: 1) the demonstration of government commitment to GESI and 2) practical guidance on what to do to support GESI. It is encouraging that so far seven major sectorial ministries (Agriculture, Education, Forest, Health, Federal Affairs and Local Development, Urban Development, Water Supply and Sanitation) have issued and are implementing GESI policies and guidelines and, in many cases, have established dedicated units with specially trained staff and systems to monitor results.
Nepal Living Standards Survey (NLSS) 2011 found that the proportion of people living below the poverty line in Nepal had decreased from 31% in 2003-04 to 25% in 2010-11. Additionally, National planning commission says 18.7% in 2074/75(15th plan-NPC). Nepal Demographic Health Survey (NDHS) 2011 found that 40% of women in Nepal had no education (i.e. were illiterate), in comparison to only 14% of

men, and that 60% of Tarai women have no education, compared to 32% of women in the Hills and Mountains.

In the civil service, only 10.6% were women in 2014, with the highest majority in a non-gazette class. The NDHS and a recent Asia Foundation survey indicate that between 20% and 50% of Nepali women have experienced violence in their lifetime

**COVID 19 Pandemic Impacts**

The COVID-19 pandemic, while largely an issue of health is also an economic issue for Nepalese migrant workers as well as those depending on low wage earning inside the country. Many will be at the receiving end of the most severe impact of economic recession. As major industries close down, migrant workers are among the first to be let go. We have received information from different media of many workers deported to Nepal through Qatar airways, silk air and other different airlines through India open boarder denied their salaries and benefits.

COVID-19 has had immense economic and social impact on Nepal. Thousands of Nepalese who work abroad have lost their jobs as result of the COVID-19 pandemic and the economic slowdown in the destination countries. The Government estimated about 500,000 Nepali migrant workers in GCC and Malaysia will be affected by the COVID-19 Pandemic, most of them should have returned to Nepal in the past.

Since the start of the pandemic, more than 175,599 have returned via air and hundreds of thousands of migrants are estimated to have returned to Nepal from India. 7 Hundred of thousands of internal migrants and migrants in foreign employment are at risk of losing income that supports their families back home through remittances while also contributing to the multi-dimensional development. These circumstances put additional pressure to the local job market which is already constraint due to COVID-19.

Migrant workers who work in Domestic work are at the frontlines of this pandemic. As health systems in many countries get overwhelmed, migrant workers will bear a disproportionate burden. Migrant domestic workers who reside in-house with their employers will be spending their due non-work days and time in the same place. Imposed quarantines may force many workers to spend their entitled rest days and time working.

Primarily, it is in response to these emergent conditions created by COVID 19 impacts, other recurring local level disasters, and political crisis in the country, followed by other impacts resulting from the findings of external as well as internal factors and environments, JWAS Nepal has reviewed its strategic plan and devised strategic pillars to incorporate the emergent issues with the existing ones in their priority areas, as presented in the following sections.

**PESTEL Approach**

Particularly, the external context background was analysed using the PESTEL approach. PESTEL stands for political, economic, socio-economic, technological, environmental, and legal environment. This was analysed in relation to JWAS as an organization and the overall impacts of the external environment on the beneficiaries who are women in this regard, as a whole organisation.

According to the human development report, Nepal has made progress in raising living standards over the last 58 years, particularly since 1990. Yet the country's level of human development remains among

the lowest in the world. Development outcomes have varied inequitably, manifesting themselves in gender, caste, ethnic and geographic disparities".

While this is the case, the situation among women and people particularly from the Dalit caste group is worse. They lag behind men and other people from the upper castes in all aspects including socio-economic and political spheres. This, in part, is due to the feudal structure of the Nepalese society, which continues to perpetuate caste based and gender discrimination. The constitution assembly held in 2007 failed to bring new constitution. The second CA election is being held in 19th November 2013 has shown the rays of inclusion and the country has also adopted the positive discrimination approach for the inclusion of people of such group, which is really positive sign.

The central principle of the SDGs is to "Leave no one behind. "The SDGs demand that we go after the most difficult-to-reach groups, which often face not only poverty but disadvantages related to location, language, sex, gender identity, sexual orientation, physical or mental ability, caste, ethnicity, or age.

UN Resolution 70/1 "Transforming our world: the 2030 Agenda for Sustainable Development" has resolved to eradicate poverty in all its forms and dimensions, including extreme poverty, and has pledged that no one will be left behind. 17 Sustainable Development Goals and 169 targets seek to realize the human rights of all, to achieve gender equality and the empowerment of all women and girls and to reach the furthest behind first.

Sustainable Development Goal (SDG) 1 (elimination of absolute poverty and reduction of poverty by half) SDG 5 (gender equality and empowerment of women and girls) by 2030. By working towards SDG 10 on reducing inequality (within and between countries) and SDG 16 (promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. Nepal will also progress towards gender equality and social inclusion. The SDGs emphasize not only including the excluded, but also building and sustaining inclusive institutions and systems

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**Political**

Nepal has experienced an armed conflict for the past ten years, Terai conflict after the promulgation of interim constitution, citizenship certificate issue and violence from multiple Teri armed groups. The political environment, characterized by these, has impacted on the overall working of JWAS in various ways:

- It is difficult to work in the field due to insecurity
- Due to Nepal Banda, strikes it is difficult for the organization to implement the work plans on schedule
- The participation of women in the political process, political parties, and political leadership is still insignificant.
- The political situation and stability and the leadership of the country is fragile and shaky; this has particularly affected the pace of economic development negatively. Resultantly, overall governance of the country and its leadership is record high level poor.
- It is difficult to carry out advocacy programme or activities due to unfavourable political situation

All these factors have impacted on the political situation of women in Nepal. There has been little political will to improve women participation in decision making. Concrete steps to overcome women's inferior position have frequently come up against the argument that only rights that do not disturb the social harmony should be granted to women. The patriarchal norms of Nepalese society make political parties difficult places for women to work in. Women's involvement in politics is still viewed as being contrary to the acceptable role.

**Economic**

There is no doubt the economy of a country contributes significantly to the level of development performance. Due to the ongoing conflict and poor governance issues, Nepal's economy has not been performing well to the extent that it can support poverty eradication. On the contrary, the economy is getting worse due to an unfavourable growth environment. This has effects on JWAS

- JWAS low internal income (resources)
- Only few long-term partners
- Industries are facing problems due to conflict situation and load shedding
- Increased access to economic resources by women due to the changing roles of women in the current conflict

In Nepal, women ownership of resources is very limited. For example, less than 10 % of women own land but the size of such land is only 2/3 compared to that of men. Only around 5 % of the households have female ownership of both land and house. Marital status determines female access to land and other resources. Although husband may keep property in the name of the wife, she does not have authority to sell such property without the son's or husbands approval. Access to community resources such as forests devolves around men. All these limitations, along with household confinement and low education attainment, restricts women access to credit; both formal and village money lenders require collateral. UNDP report states, 70% of women workers are confined to self-employed, unpaid and low wage informal sector activities. They have few formal job opportunities.

Although this has happened, women are concentrated in low skill jobs because of their lack of education and training, the biases of their employers and their limited mobility. Overall, the problems that women face in the labor market stem from the following factors which have not changed significantly even today:

Stereotypical roles that confine women to the household, women's limited access to education and skill/ vocational training, discriminatory wage rates, legal discrimination and deprivation of the right of property, sexual harassment at work, exploitative and unsafe working conditions, discrimination in employment opportunities, lack of gender sensitive labor policies and inadequate laws on maternity and protection and childcare.

**Socio-Cultural**

Nepalese women suffer from the three-fold constraints faced by most south Asian women. The dominant patriarchy, the socializing process and the discriminatory laws and education system has resulted in Nepalese women lacking the skills, self-confidence and assertiveness to become involved in decision making. Religious, social and cultural restrictions prevent their participation in decision making. Locally, these restrictions vary between caste and ethnic groups, and between rural and urban setting with women's participation higher in urban areas and among hill origin communities. Marginalized Madhesi and People with Disabilities are equally prevented in the decision-making process of the community. The literacy level of marginalized madhesi people is almost non to some marginalized people i.e. Mushahar, Dom, Dalits and other rural Dalit girl child. The 2001 report of ESP is still similar as:

| **Personal constraints** | **Family constraints** | **Community constraints** |
|---|---|---|
| Illiteracy or bare literacy | Over-burden of household work | Overlooked women's ideas |
| Lack of knowledge and responsibilities | Lack of family support | Lack of equal treatment |
| Lack of self confidence | Large family size | Male domination |
| Lack of resources and finance | Caste status | Lack of legal clarity |
| Dependency on others | Family status (rich or poor) | Insensitivity of political parties |
| Poverty | | |

*Table 1: Three-fold constraints on South Asian women including Nepal (ESP: 2000)*

Though there has been a significant increase in female literacy from a mere 12% in 1981 to 57.4% in 2011 (census, 2011), women still lag behind men in literacy and educational attainment. Despite significant improvements in educational attainments, inequality persists in literacy rates across all regions, castes, ethnic groups and by gender. Among women 15 - 49 years, less than quarter of Madheshi "Other Caste" groups could read or write, whereas more than four fifths of Madheshi Brahman and Chhetri women were literate. The inequality is higher in the Terai /Madheshi group than the Mountain/Hill group. These relative inequalities deepen beyond the primary level.

Although, women's life expectancy has improved significantly, infant and child mortality rates remain one of the highest in south Asia. Women as well as girls suffer from inadequate diet intake, perform excessive labor, and have limited access to health and family planning services.

**Legal**

Although the law in Nepal prohibits all kinds of caste-based discrimination, there is very little evidence of legal implementation. As such Dalits and women continue to be victims of discrimination. It is also felt that the existing laws are not sufficient to address inequality and discriminatory environment is also not very favourable towards the civil society and other social development organizations that include JWAS. Specifically:

- It is difficult to follow the SWC policy which keeps on changing
- Registration process /system at the District Administration Office is the same for both non-profit making and profit-making organization, which makes the community suspicious of the intentions of all the organizations.
- Women are not involved in making of local or national policies
- There are no strong laws against women violence
- No affirmative action for women in government jobs

Violence against women is widespread in Nepal. Among these include traditional violence, violence based on superstition, such as torture for alleged witchcraft, sexual violence, family violence and dowry-related violence. Violence and exploitation against women vary with religion, caste, class and geographical location. Dalit women are particularly vulnerable to exploitation because it is culturally acceptable.

Lack of specific legislation to deal with sexual harassment at work has resulted in non-reporting of incidents. Though human trafficking is unlawful in Nepal, the practice continues due to poverty. Each year women are trafficked through the Indian border; approximately 20% of them are under the age of 16. The Badi women carry the label of prostitutes due to cultural practices and this is acceptable to the society.

***Information and Technology***

Information technology has affected the working environment of JWAS severally. It is extremely difficult and expensive to cope with the ever-changing technological front. In order to empower beneficiaries, it seems a lot of investments have to go to IT at the grass root level. However, IT development in Nepal is poor. In the rural areas, some places do not even have telephone lines. Lack of electricity or any other form of power makes it completely to invest in IT. As a result, most of the beneficiaries will remain IT literate for a long time. Regardless of the shortcomings, JWAS has found information technology important in a number of ways:

- Computer makes work easier
- Telephone /fax; this is a reliable media of communication
- photocopy machine: This has made documentation easy

- Email/internet: This has enable JWAS to network with and become affiliated to some organizations worldwide.
- T.V/deck: These have enabled awareness campaigns convenient
- T.V/ Radio These have enabled the rural community access information easily, however there is no access to telephone, computers, email, or internet facilities
- The laptop, projector and mobile phones are also useful to disseminate the clear information to the community.

**Environment**

Though the physical environment might not have direct impact on the implementation of JWAS projects, it certainly contributes to the quality of project outcome. The continued drought means decreased agricultural outputs, water shortages and rapid spread of airborne diseases. Deforestation increases soil erosion and interferes with rain catchments areas. The following are the concerns on the physical environment.

- Deforestation
- Soil erosion is increasing and difficult to control
- There is a lot of pollution due to dust, sound, fire
- Sanitation is very poor e.g. no latrines/ toilets in rural areas
- No access to improved cooking stoves & alternative energy
- Increasing population exerting more pressure on resources

## The Way Forward – Future Strategy of JWAS Nepal

Many of the opportunities and challenges JWAS has envisaged in their vision, mission and goal as well as project plan for the organization still hold true even in the changing context. As earlier or more than ever, top strategic priorities are envisaged to lay on “capacity enhancement and leadership growth”, “exploring funding partners and fund raising”, and “ensuring organizational and programmatic sustainability”.

Hence, this new strategic plan is culmination of series of participatory workshops and meetings with active participation of board members, management and staff, and relevant partner and key stakeholders within JWAS team.

As an outcome, the new Strategic Plan serves as a road map for JWAS for the next 5 years (2023 – 2027), which describes how JWAS will position ourselves to continue to create better and favorable results and shape up anticipated results and impacts as envisaged by its vision, mission, goals, and organizational and strategic priorities.

**I**n the process, this 2-days participatory workshop was conducted also by using PESTEL approach and SWOT analysis; thus, the findings from PESTEL and SWOT contribute to refining and consolidating the Vision, Mission, Goal, Objectives/Purposes, Core Values and Principles, Target Groups and Geographical Focus, that are documented in the following sections becoming core strategic plans for the next 5 years.

The process eventually set up Goal and Objectives, Strategic Priorities for 2023 – 2027, which have also been documented in the following sections becoming the part of this strategic plan.

**Vision, mission, goal, purpose, values and principles**

**Vision**

JWAS Nepal envisions a community where women lead, enjoy, and live in **Dignified Women**: **Prosperous Society.**

**Mission:**

To Organize and Empower women and marginalized people for enjoying their rights and inspiring their engagement to achieve a dignified and prosperous society and to ensure the rights of women and marginalized people for facilitating their engagement to achieve a prosperous society

**Goal:**

To promote economic, social, political and environmental development through rights-based approach, participatory and democratic process to eliminate social evils, illiteracy, ignorance, ill health, undemocratic norms, immorality, discriminatory practices, and environmental degeneration.

**Organization Objectives**

- Ensuring the rights of women and marginalized people
- Promote Rehabilitation for women, children and people with disabilities at risk and vulnerable
- Promoting Peace, harmony, democracy and governance
- Ending harmful Gender and social norms against women, children and marginalized people
- Research and Advocacy for ensuring the rights of women, children and marginalized people
- Livelihood Promotion through Income Generation and capacity Building
- Safe migration and remittance management
- Promote Climate Change Adaption and disaster management
- WASH Promotion
- Capacity Enhancement for organizational sustainability

**Core values & Principles**

JWAS is committed to ensure rights and access to justice of Nepalese Women and their families through a united voice of the affected groups. The organization believes in "leadership by the actual affected group of people" (Jasko Sawal usaiko Netritwo) to bring about sustained changes in the rights of women. JWAS stands against any discriminatory, exploitative and exclusionary policies and practices that affect women's right.

Thus, we believe in:

- Mobility rights of women through informed choice
- Right to choose of occupation by women
- Right to Decent work
- Participatory & Rights Based Approach
- Ensuring Transparency, Accountability and overcoming corruption.
- Non-discrimination
- Mutual Respect

JWAS will continue to practice these core values and principles and systematically integrate into organizational and project program works.

**Target Group:**

In general, Women, Children and Marginalized Communities are core stakeholders of the target group.

JWAS Nepal works with marginalized communities particularly women, children and other disadvantaged and indigenous sections of the population in 30 districts of Southern regions of Nepal.

Although its headquarter will continue to remain in Janakpurdham, the new strategy aims to expand its work areas keeping in mind the needs and priorities articulated in this strategic plan and availability of funds and resources.

**PESTEL Approach**

The context background was analysed using the PESTEL approach. PESTEL stands for political, economic, socio-economic, technological, environmental, and legal environment. This was analysed in relation to JWAS as an organization and the overall effects of the external environment on the beneficiaries who are women in this regard.

**SWOT ANALYSIS**

The JWAS strengths and weaknesses were identified in order to access the internal capacity and its fit in the external environment. This made it possible to set realistic strategic objectives for the next five years to utilize existing opportunities and mitigate the external threats. The findings of SWOT analysis are presented below in the four respective boxes.

***The generic SWOT model is also pictured below for reference.***

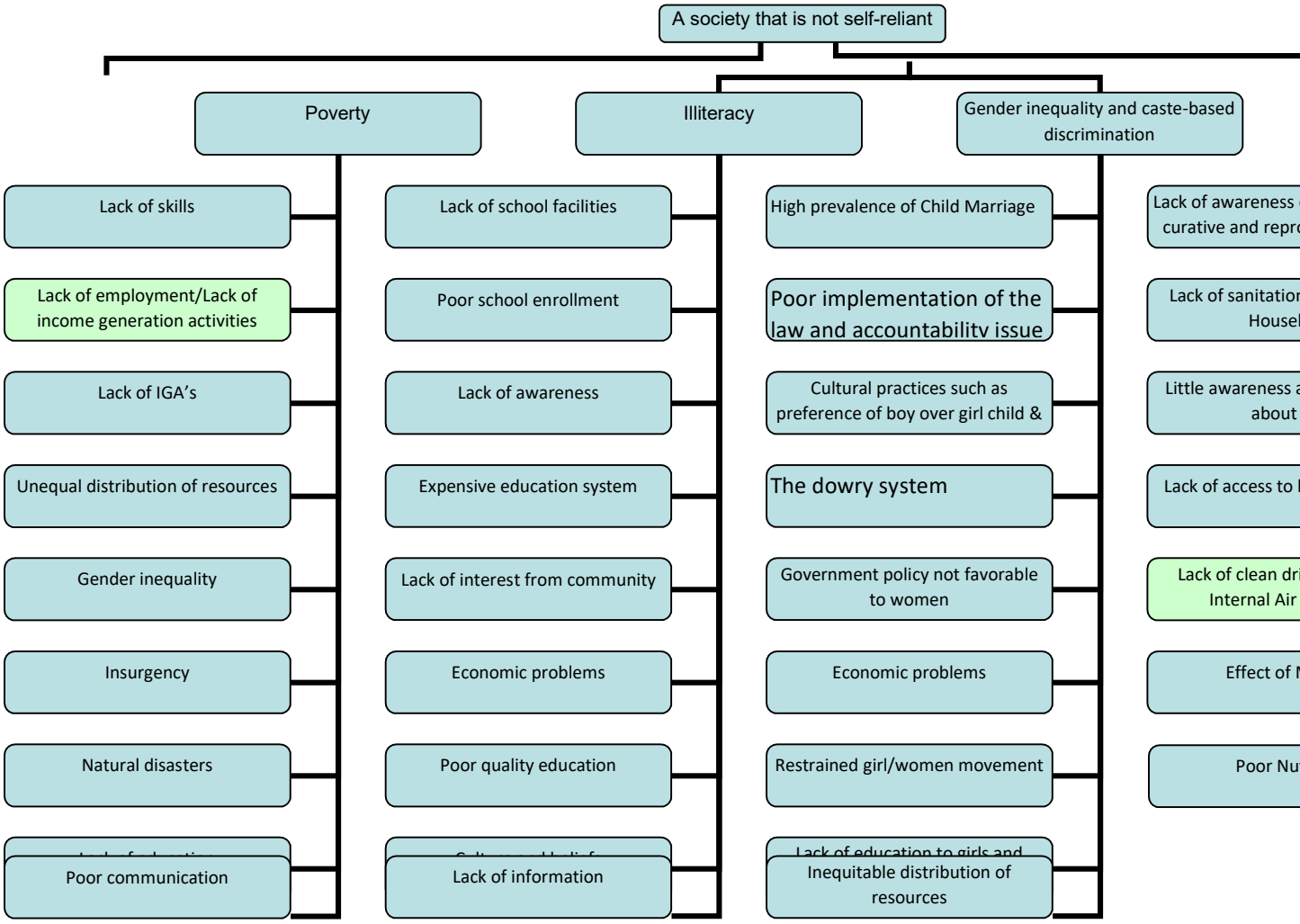


| ***STRENGTH*** | ***WEAKNESS*** |
|---|---|
| • Proper focus on female workers from managers to field workers<br>• Equal behavior to all<br>• Program targeted to the targeted beneficiaries.<br>• Organization is increasing its activities day by day<br>• Family environment in the organization.<br>• Responsible for community and organization<br>• Understanding and staff friendly.<br>• The organization with the culture of respect, cooperation and coordination.<br>• Dedicated to the responsibility.<br>• Recognized for livelihood, capacity building and protection.<br>• Inspiring and encouraging office environment with diverse working staffs.<br>• Cordial relationship with ex-staffs and financial provision from internal source in need.<br>• Use of experienced manpower in the program.<br>• Interpersonal communication/Reporting and data management.<br>• Capacity of timely completion of activities.<br>• Effective financial regulation and management.<br>• Adequate resources.<br>• Working capability in province no 2 with local government and donor agencies.<br>• Women in priority in program and community.<br>• Working with women rights.<br>• Staffs from the marginalized community<br>• Cordial relationship with local government.<br>• Working against the child marriage.<br>• Promoting the Maithili through the participation of women.<br>• Priority to the ex-staffs in the new program<br>• Capacity building to the staffs.<br>• Have an ability of cooperation and coordination among to district level stakeholders. | • Weak Monitoring on the field posing a doubt in timely completion of the program.<br>• Person oriented in decision taking instead of organization.<br>• Lack of analysis of relationship between organization and staffs.<br>• Not able to increase the participation of the executive committee members in the organization.<br>• Unable to carry out the women targeted programs.<br>• Inability for the effective partnership with provincial and local government.<br>• Not providing the capacity building training to the staffs by organization.<br>• Lack of internal fund to operate program.<br>• No incorporation of government staffs in the district level program.<br>• Staffs are unable to perform honesty and quality performance.<br>• Weak Data base management system.<br>• Financial crisis be reviewed for a solution.<br>• Lack of social media and other mobilization.<br>• Lack of documentation on its overall database achievements. |
| ***Opportunity*** | ***Challenge*** |
| • Presence of familiar persons in the local bodies.<br>• Local bodies have guaranteed to address the predefined issues.<br>• JWAS is recognized in the district.<br>• Opportunity to work with provincial and local government.<br>• Coordination with more donors inclined to the province no 2.<br>• Working with local government. | • Patriarchal society hinders working women freely.<br>• Possibility of not being supported by local government.<br>• Difficulty to maintain a skilled worker at local level.<br>• More expectation of the local bodies forms JWAS.<br>• Empowered HR retention. |

| | |
|---|---|
| • Working with security and legal bodies in direct cooperation.<br>• Maithili art has a market.<br>• Possibility of fundraising from the staffs.<br>• Easy in having a land for shelter house because of local employees.<br>• Work against the VAW in collaboration with local bodies.<br>• Can establish as an organization for access to the justice for victim (women, children)<br>• Women shelter home in district level<br>• Standing JWAS in international level.<br>• Entertain the 3 states of government, Central, Federal and local government in the respective of their thematic agendas and working areas<br>• Entertain the covid-19-post & pre-period and accelerate the activities in regards of the relevant time and situation.<br>• Have an opportunity in work with disability.<br>• Working in collaboration with legal committee for awareness and campaigning for VAW and other social evils.<br>• Working with deputy mayor for women related issues.<br>• Forming of network at palika level among the sister organization.<br>• Make a plan for sustainable development of organization.<br>• Ground level experience and expertise on the issue of girls and women.<br>• JWAS is recognized for the issue of women and girls.<br>• Journalist is in the staff's team of JWAS. | • Marketing and quality reporting and documentation.<br>• Hiring the expert manpower.<br>• Convincing donor agencies for long term partnership.<br>• Force to follow the government directives in local level.<br>• Influencing the local bodies.<br>• Stopping the child marriage<br>• Stopping the violence against the women.<br>• Instability of government, political disputes.<br>• Rapid transfer of government officials, not harmonious relationship between officials and public representatives.<br>• Social, cultural and religious attitudes, tendency, prevailing norms and ethics due to economic and political structure.<br>• Tough competition with other NGOs.<br>• Purely donor dependent.<br>• Difficulty in changing attitude towards NGO.<br>• Difficulty in market management of Maithili art, Development of resource person and fund.<br>• Working against with culture of society.<br>• Working only in one theme.<br>• Working till last with not expected result.<br>• Establishment of commission culture at local level.<br>• Possibility of shrinking donor financial assistance because of COVID-19 |

## PROBLEM ANALYSIS

A thorough Problem Analysis was conducted during the workshop and the findings of which are presented below in the d



## STRATEGIC Priorities of JWAS

**GOAL**: The overall goal is to ensure a self-reliant society where women, girls and marginalized population are empowered politically, socially and economically and their rights are secured in state and community as well.

The strategic direction for the next five years, in order to strengthen the functions of JWAS and improve the quality of service delivery to intersectionality of women is captured in the following strategic priorities. It addresses each of the core programme areas of JWAS and is based on the strengths and weaknesses of the organization and the opportunities and challenge in the environment.

Strategic priorities:

1. Livelihood Promotion& Capacity enhancement
2. Education and Empowerment
3. Climate change and DRR
4. Peace, Governance and Democracy
5. WASH
6. Social Mobilization & Awareness
7. Prevention, protection and prosecution
8. Research and Advocacy
9. Organizational Development
10. Sexual and Reproductive Health and Rights
11. Disability Rehabilitation

**JWAS Major Strategic Priorities from 2021-2025**

| Strategic Priority: | Outcome | Output | Major Activities | Remarks |
|---|---|---|---|---|
| **Research and Advocacy** | Local knowledge produced on JWAS priority areas for use in Nepal and in the global context | • Research articles, book, and book chapters published<br>• Peer reviewed articles published in national and international journal<br>• Effective local, national, and international level advocacy system in place for advocating on JWAS priorities areas | • Development of a research protocol Formation of ethical approval board<br>•Establishing partnership with universities and research organization<br>•Conducting researches/studies<br>•Share the findings through publications (book, journals and book chapter)<br>•Conducting meetings, seminar, workshops, rallies, dialogues, exposures, and interactions for advocacy purpose<br>•Either separate research department or sister organization established within JWAS | More effective, efficient, and impactful Programs of JWAS |
| **Climate Change & DRR** | Climate change and DRR effects have reduced at local level through effective implementation of plan & policies | Trained Community leaders are engaging to Develop Plan, Policies, Guideline and start practicing on Vulnerable capacity assessment with Adopted coping strategies at local level | • Early warning training on natural disasters<br>• Installation of the hazard mapping in the vulnerable community<br>• Organize Mock drill for promoting preparedness on forecast disasters<br>• Community based disaster risk response group formation<br>• Support to relief packages for victims' family<br>• Establish shelter house to the vulnerable people | Adopted means Targeted beneficiaries and local government agreed on strategies |

| | | | | |
|---|---|---|---|---|
| | | | • Strengthen community response mechanism<br>• Social campaign on Earthquake<br>• Deliver sensitization orientation<br>• Development of community preparedness plans<br>• Coordination and lobby with local government to integrate in government planning | |
| **Livelihoods** | • Develop and executed livelihood improvement plan<br>• Strengthened saving credit groups and recognized by local government<br>• Increased utilization of financial and marketing services for enterprise development and income generation activities | • Developed livelihood improvement plan of families<br>• Delivered skilled based vocational trainings<br>• No of families received off farm and on farm support for business development<br>• Established and strengthened saving credit groups<br>• Saving credit groups collaborated with micro finance institutions<br>• Received regular support and guidance from the local government<br>• Established and strengthened Income Generation groups<br>• Formed and strengthen cooperative in the community<br>• Sensitized farmers on insurance program and its benefits<br>• Established and strengthen market centers | • Develop comprehensive livelihood assessment<br>• Preparing a pictorial livelihood Improvement Plan through participatory process<br>• Skills based vocational and entrepreneurship development trainings<br>• Provide off farm and on farm support<br>• Saving credit group mobilization<br>• Support in access to micro finance institutions<br>• Coordinate and lobby to respective local government units for the collaboration<br>• Income generation group formation and logistic support<br>• Strengthen & merged with existing cooperative<br>• Cooperation formation and registration<br>• Logistic support to cooperative<br>• Awareness campaign to farmer about insurance<br>• Business literacy class for potential micro entrepreneurs | |

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| | | • Increased micro enterprise-generated profit and employment | • Market center establishment and support (outlet, collection center, hat bazaar)<br>• Support to participate in trade fair, exhibition | |
| **Disability Rehabilitation** | Promoted access in rehabilitation services | People accessed in rehabilitation services at the nearest location | • Disability survey<br>• Organize mobile outreach camps (feasibility, assessment and fitment/service delivery) | |
| | Regained functional mobility and promoted daily living activities | People received the quality and appropriate rehabilitation services/treatment | • Assessed by qualified rehabilitation professionals for potential people with disabilities for services<br>• Technical assessment and measurement of assistive devices<br>• Deliver Physiotherapy sessions and appropriate assistive devices<br>• Deliver mobility and gait training to devices users | |
| | | Repaired deformity/disability through corrective and reconstructive surgeries from the specialized hospitals/service centers | • Refer the beneficiaries in specialized hospital for corrective/reconstructive surgery<br>• Deliver surgery treatment as per the diagnosis<br>• Fitted orthopedic devices/plasters for prognosis purpose<br>• Provide follow up treatment and services until the positive result come | |
| | Increased equitable access to and participation of children in education | • Increased enrollment and retention in quality education by children with disabilities<br>• Students have basic materials needed for school attendance | • Organize the school welcome /enrollment campaign focusing for children with disabilities<br>• Deliver parenting education/orientation on disability and inclusive education<br>• Support educational and learning materials | |

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| | | • Appropriate assistive devices provided to the students with disabilities<br>• Coaching/extra-classes are conducted | • Delivered appropriate and quality assistive devices to continue education<br>• Deliver Coaching/extra-classes to the needy students | |
| **Prevention, Protection and Prosecution** | Victims/Survivors centric Approach are in practice through reduction of GBV and referrals promotions for gender justice | •Reporting increase<br>•Community get access in security and justice<br>•Minimum cases of violence<br>•Functional safe house and rehabilitation center | •Dialogues, Interaction, training on Prevention and protection.<br>•Installation of Stakeholders Mapping Board at the vulnerable community<br>•Awareness campaign about Child marriage, Dowry system<br>•Radio broadcasting on GBV, prevention, Protection and rehabilitation services<br>•Hooding board installation in different community.<br>•Publish IEC materials.<br>•Workshop, Training and orientation about Referral system and safeguarding | |
| **Sexual and Reproductive Health and Rights** | A comprehensive strategy addressing the specific needs of young women in the area of SRHR exists and is implemented. | • Develop policies, national strategy and action plan to address critical SRHR needs<br>• Support operational research in order to develop a solid evidence base on unmet needs in SRHR<br>• Build consensus on policy and program implications and advocate for articulation of appropriate policies and program interventions, | *Knowledge development and policy dialogue – Facilitating a comprehensive agenda and policies related to SRHRs:*<br>• Conduct research in partnership with relevant institutions<br>• Develop national strategy and action plan and promote policies addressing SRHR<br>• Conduct lobbying and advocacy program<br>• Establish and support national and subnational coordination body | |

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| | | • Mapping of institutions and NGOs working on SRHR with particular concern on those working with young girls.<br>• Developing policies, national strategy and action plan to address critical SRHRs needs of young people. Building on results and knowledge stemming from the operational research, JWAS will engage in advocacy towards articulation of policies and strategy addressing identified needs. Key institutions that will be engaged in this advocacy program, media, youth institutions, religious entities, human rights institutions and parliamentarians.<br>• Conduct lobbying and education aiming at raising national awareness about SRHR needs of women in terms of services and rights in support of developing policies and strategies. This will include public awareness | | |

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| | | campaigns, high policy level meetings and dialogue at the level of legislative council and regional councils advocating for women's rights in general and SRHR in particular. | | |
| **Organizational Development** | • Strong, Transparent & supportive organizational board which provides strategic oversight and monitors operations and outcomes.<br>• Participatory, transparent, effective and efficient decision making | • Well informed board members and increased regular board meetings<br>• Increased participation of board for operations and monitoring<br>• Increased capacity & skills of board members | • Create organizational core fund to organize capacity development activity like Leadership development etc. for board members & manage board meetings<br>• Organize and promote regular meeting of the board members<br>• Engagement of board members in monitoring & evaluation of organizational programs/ project<br>• Periodic event (at least bimonthly) for sharing progress update and challenges faced by the organization<br>• Exposure visits and learning sharing events with other organizations | |
| **Social Mobilization & Awareness** | Capacity development trainings for Social Mobilizers and community groups and forums.<br><br>Mobilize and participate local groups like CBOs, | ..... numbers of Social Mobilizers and Social Influential Leaders capacitated on different issues<br><br>Mobilized and capacitated……. numbers of CBOs, Drama troupes, cultural groups, Maithili artists, saving credits, youth and child clubs, women groups, FCHVs etc. | • Capacitated HR can work for social mobilization and run awareness campaign<br>• Improved quality of community sensitization and mobilization work Capacitated different formal and informal groups,<br>• Developed decision making power of such groups,<br>• Employment generation, | • Availability of trained HR for Social Mobilization and Awareness Campaign at local level<br>• Social transformation<br>• Increased employment,<br>• Maximum utilization of local knowledge, skill and experiences |

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| | Drama troupe, cultural groups, Maithili artists, saving credits, youth clubs, child clubs, women groups, FCHVs and other forums for social change in different programs and projects run by the organization | | • Strengthened socio-economic aspects, health, education, livelihood, human rights, social responsibilities etc. | • Empowered community<br>• Better living standard<br>• Healthy and well-aware society<br>• Maximum utilization of local resources etc. |
| **WASH** | Availability of workable WASH plans, guidelines and policies at district and Local Level Governments | numbers of WASH Plans, Policies, Guidelines, Procedures developed, endorsed and shared | Support in formulating WASH Plans, Policies, Guidelines and Producers at district and Local Levels | |
| | Availability of WASH database at district and Local Levels, use of database while designing WASH related activities, plan, program, budget etc. | Maintained database of actual WASH status of the working area | WASH Database Management (baseline data collection, analysis and share) | |
| **Peace Governance & Democracy** | Improved Financial condition of Women | Local government have started to allocate Budget to Address Needs of Women at Local level | •Peaceful demonstrations & Advocacy Campaign _Issues Women Right, Wages, Economics<br>•Audit (Social, GESI, Safeguarding, Sexual Exploitation)<br>•Interaction & Dialog Program Women Right, Budget, Wages, Livelihood | |

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| | | | •Conduct Meeting_ Local & Province Governance<br>•Conduct Meeting_ Local & Province Governances Body_ Women Right, Budget, Wages, Livelihood | |
| | Local Community people have start Practicing and realized about Peace, Democracy and Good Governance | Local Government have initiated and provide Orientation/Meeting/workshop that resulted at least 5% of working area population have received information/orientation/skill about Peace, Democracy and Good Governance | •Orientation about Good Governance, peace building and democracy with Local Government & with Community People<br>• Interaction & Dialog Program with Local & Provincial Government and Government body | |
| **Education & Empowerment** | Ensured Quality Education to Children's & Adolescents | • Schools have maintained minimum standards that includes at least, Child club, Playground, sick room, extracurricular activities and Toilets<br>• Children dropout rate will be reduced<br>• Availability of Trained teachers those have rich knowledge and practice in Child rights, Psychosocial advice, sex and reproductive Health<br>• Schools are child friendly and Gender sensitive | • Formation/review in child club and organize meetings<br>• Infrastructures development/Repair/Maintenance of Playground, sick room and Toilet<br>• Orientation / Meeting with parents/Guardians and counseling<br>• Recruitment of qualified teachers<br>• Joint Monitoring by Local government, officials and child club representatives | |

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| | Effective Implementation of Existing Law and Policies /Review/New Policy formulation | Ensured Every Law and Policy related with Children's are child friendly and Maintained based on International Treaty/Law/provision | • National and provincial law will be reviewed based on Human right perspective, Child sensitive and gender responsive.<br>• Meeting/workshop/seminar with NHRC, National women commission, departments, and concerned different level of stakeholder at National, Provincial and Local level. | |
| | Information management and use of Latest Technology | Province level Integrated data management system will be developed and roll out that ensured about children population, drop out, Management mechanism etc. and Local government have facility to access and update | • Data management system development work, Piloting, check and roll out<br>• Information about children's & School status update on regular basis<br>• Training/Meeting /Workshop<br>• Exposure Visit to children's and Teacher | |

## Key Concluding Highlights

JWAS Nepal will focus on projects to implement evidence-based advocacy through stronger alliance and network building for reintegration and assimilation of women, and for them to access justice. In order to implement these strategies, we realize that we also need to develop an enabling environment in which our human, financial, and physical resources are in place. So, the focus will be on strengthening organizational capacity through the design and implementation of various organization development and capacity development interventions.

These strategic priorities documented in this strategic plan attest to JWAS Nepal's commitment to achieve a safe, orderly, regular and decent work environment for Nepalese women. Hence, it is anticipated to ensuring the collaboration of management and staffs, board members, supporters and donors, and build strategic alliances with stakeholders to advocate collectively for the systemic changes in the women rights and development process.

Apart from other priority areas, there are three other priority areas that should be considered to target and achieve during this period.

- **Skills and Capacity within Governing Body and Management Structure of JWAS Nepal**
- **JWAS Funding Strategy**
- **Organizational Sustainability**

### Funding Strategy

In relation to fundraising and working with donors, JWAS Nepal will invest in building relations with its donors (internally as well as within the country), INGOs and national NGOs. JWAS Nepal will work with donors in furthering reconstruction, governance and democratic practices and eliminating discrimination and exclusionary practices that are common in the country. Finally, JWAS Nepal will pro-actively write and approach potential supporters and donors advocating for funding JWAS Nepal's core priority areas considering best utilization of funds and resources in a more transparent and accountable manner.