

Strategic Plan

January 2014 – December 2018

Establishing a Civilised and Prosperous Society



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ACRONYMS

CMC	Community Mediation Committee
CRAG	Children Rights Awareness Group
DAO	District Administration Office
DDC	District Development Committee
GIZ	German Development Service
DEO	District Education Office
GoN	Government of Nepal
HURF	Human Rights Forum
INSEC	Informal Sector Service Centre
LANCAU	Lawyers' National Campaign for the Elimination of Untouchability
OHCHR	Office of High Commissioner for Human Rights
UNMIN	United Nations Mission in Nepal
VDC	Village Development Committee
WRG	Women Right Group

1. BACKGROUND HISTORY

Human Rights Forum (HURF), Ilam, was officially established in 1998 (BS 2055 Ashadh 23), and registered in District Administration Office, Ilam, under the chairmanship of Mohan Singh Thebe. HURF's aim was to raise awareness of grassroots people on human rights and democracy. It was affiliated with the Social Welfare Council (SWC), Kathmandu, in 1998 (2056 BS). Its first conference was held on August 10th, 1998. The organisation began its activities by carrying out a literacy class and opening a library for the jailors (jailors are prison guards / but maybe prisoners were meant) of Ilam's District Jail to promote their rights to education and information. In coordination with DDC and municipality, HURF provided a TV and volleyballs to the jailors. Thereafter, it was affiliated with Informal Sector Service Centre (INSEC), HURF got the opportunity to be INSEC's year book representative. HURF run a class on universal declaration on human rights in local language (*Rai Bantawa*) in Ilam.

Since its inception, HURF is devoted towards protection and promotion of human rights and has carried out regular activities against violation of human rights, like documentation of physical torture, press release, mediation, awareness raising programme for child rights & women rights etc. HURF has also worked on raising awareness against untouchability and it is carrying out capacity building of the Dalit community as well as ending gender discrimination and domestic violence against women and conflict management. By analyzing the changing scenario of the nation, HURF focus' on the institutional development of democracy, federalism, social inclusion, ILO convention 169, rights of Adibasi/Janajati communities/groups and minorities in addition to its focus areas like human rights and social justice. Now, it is moving ahead to achieve its organizational goal which has already been set as strategic direction.

HURF has also worked in collaboration with CIVICT and other national as well as international organisations like GIZ, Stiftung Umverteilen, SDC, Kindermissionswerk, DFID etc. and it has strong relations with stakeholders from local to national level.

HURF's first strategic plan (2010-014) was developed and executed which remained successful to carry out the planned activities and to meet the strategic goal. The 5 years strategic plan was implemented for 4 year. HURF realised the need of new strategic plan to consolidate the achievement in the current changed scenario.

2. FOCUS THEMES OF HURF

- Human rights and Rights
- Conflict, Peace and Justice
- Gender and Social Inclusion
- Governance and Democracy
- Research and Publication

2.1. PROGRAMS

- **Rights and Human Rights**
 - Promotion and protection of Human Rights*
 - Human Rights education*
 - Human Rights Monitoring and Documentation*

Civil, Political, Socio-cultural and Economic Rights

Networking

Child rights

Women rights

Rights of the Adibasi/Janajati & Minorities

Awareness raising and dialogue of the related laws and policies

- **Conflict, Peace and Justice**

Peace building

Conflict transformation

Social Justice

Transitional justice

Psycho-Social Support

Mediation

- **Gender and Social Inclusion**

Awareness, Campaign and Networking (gender based violence, domestic violence, caste based discrimination, gender equity, gender responsive budget/program and social inclusion))

Support for persons in need (legal & psycho-social support, shelter especially poor women, girls, sexual minorities)

- **Democracy and Governance**

Good governance

Federalism

Democracy

Public hearing, Social audit,

- **Research and Publication**

Research in thematic issue and social issues

Research support

Publication and dissemination

Learning and knowledge transformation

3. HURF STRATEGIC PLANNING PROCESS

3.1 Strategic Planning Process

The specific steps followed in the strategic planning of HURF:

1. The basic needs of the community were identified through discussions, observations, and interactions by listening to their views.

2. The past evaluations and recommendations were taken into consideration.
3. Planning workshops were held with stakeholders.
4. The draft strategic plan was prepared in consultation with staff at program management level and representatives from local implementers.
5. The executive Board of HURF finalized the strategic plan.

3.2 Methodology used in Strategic Planning

While developing the second strategic plan for the next five years, various methodologies were used for a maximum input from the HURF's board members, staff and funding partners. These methods were:

- Interaction and discussion within the organisation and with representative of the funding partners
- Analysis and synthesis of outcome of findings
- Participatory workshops (Board members, staff & representatives of the funding partners)
- Brainstorming
- Concept discussion
- Experience
- Small group work and feedback sessions
- Consultation with partner organisations
- Review of HURF's documents
- External and internal environment scan using PESTLE, SWOT & other tools
- Consultation with external consultants

4. THE PRESENT SITUATION OF THE COUNTRY

4.1 General Overview of Nepal

Nepal is a landlocked country. It is located in between China (north) and India (east, west & south). There are three main geographical areas: Mountain, hills and the Tarai (hill & mountain cover around 80 percent land).

The people's movement 2062/63 BS removed monarchy and declared a federal democratic republic of Nepal, a secular state and the end of Maoist's 12-years long armed conflict. Now, Nepal is in a transitional phase and in a process of establishing federal democracy through new democratic constitution to be written from constitution assembly, logical end of peace process, management of Maoist arms and armies. At the moment the management of Maoist arms and armies is over. The first constitutional assembly could not bring the new constitution for Nepal. Various ethnic groups, political parties and regional groups were agitating demanding separate state like Limbuwan, Ek Madhesh Ek Pradesh, Akhanda Sudur Paschim and the national political parties could not come in end for the constitution, the Constitutional Assembly was dissolved instead. there was a political deadlock. The government of Nepal was leaded by the then judge of supreme court announced the second CA election in November, 2013. The election was successfully held despite boycott of 33 political parties and groups. At the moment (2010) there is the polarization of political parties, and unification of different agitating groups is rapidly growing. The regional and ethnic conflict is seems passive and waiting issues to be escalated. The regional issues especially the issues of restructuring new Nepal and regional, ethnic identities and

demands of separate state as well as rights to self determination are still unaddressed. People's awareness is raising due to socio-cultural, political & economic change, and is as well influenced of international context. The contribution of the non-government sector is also significant in overall development of the country. At present, an integrated and rights based approach is very popular in Nepal. The Government as well as the non-government sectors are focusing on this approach. Human rights, sustainable peace, social justice, transitional justice, gender equity, social inclusion, federalism, environment conservation, reparation and reconciliation etc. are the mostly discussed national issues. International funding agencies are investing in these areas to ensure establishing peace and prosperity in Nepal.

4.2 Political Context

The second people movement – 2062/63 played a very important role in Nepalese politics. It established a democratic republic state and declared Nepal as a federal state. As per the mandate and spirit of the movement, a constitution assembly was formed. Some steps of the writing process of the new constitution were completed but due to a political deadlock, a misunderstanding among the major political parties and a halt in writing the constitution and reach the peace process in logical end. The constitutional assembly was unable to give new constitution though it was extended for 4 years and finally dissolved with political deadlock. At the moment, (2014) The second election of constitutional assembly was held and a body has been formed for writing constitution with the commitment of bringing new constitution within a year. But still the situation is not well enough to have hope to get the constitution in time. The regional & ethnic political issues are still exit which were not addressed. Polarization among political parties is increased. The need of local election for the democratic practice and socio economic development is realized by some political parties and demand of the local election is in increasing trend. The political awareness of general people has been rising. To some extent, political parties are ready to address the issue of social inclusion within the party from the bottom up level but they didn't succeed to be democratic in practice. Political empowerment is being improved regarding socially excluded communities and women and they got a little bit more access to decision making committees in comparison to the past experience. Instability, focus on power struggle, misunderstanding among major political parties, increasing insecurity & raise of criminal activities, politicisation of each issue, political disturbances, emerging regional as well as caste-base politics are the major challenges of the Nepal politics. Political parties are losing trust from the general public. Government and other political actors, in practice, are not fully committed to protecting and promoting human rights, rule of law, democracy, federalism, sustainable peace and fundamental rights.

4.3 Economic Context

Market prices are unexpectedly increasing. Especially low & limited income earner families are highly suffering from this problem. Real agriculture producers and consumers are extremely exploited from middlemen/businessmen and consumers' sovereignty is being violated. From the human rights point of view of, economic rights of the citizen are not protected nor is the government providing some welfare scheme or relief to the citizens. The production of food crops is in declining trend due to lack of manpower. This is due to increased youth motivation in foreign employment, which brought increasing economic dependency and created disturbance in the harmony of

the families which make the situation of children and senior citizen more vulnerable. Unemployment, poverty and exploitation of labourer exist as a national problem.

4.4 Social-Cultural Context

The traditional Nepalese society has been smoothly transforming into a modern and open society. The feudal structure and traditional beliefs, norms, values, traditions and customs are declining due to socio-cultural changes, awareness raising, economic empowerment and political movement. The number of Community Based Organisations (CBOs) is increasing, they are working for the community development and they have started to protect and promote their own identity (culture, history). Community people and the NGO sector have been significantly contributing to reduce social discriminations (like gender, caste/ethnicity, disability) and socio-cultural bad practices (like polygamy marriage, child marriage etc) but all these are not completely stopped. Nepal has been legally declared as a secular state and all religions should be treated equally. Citizens are able to maintain harmony in the society but it is being often disturbed due to misunderstanding about federalism. Inclusion policies are in practice and different groups like person with disabilities, third sex, are identified and started to develop their groups and organization for their rights. The government has also prioritized the inclusion and mainstreaming of the marginalized as its target groups.

Social security is getting weaker. Violence & crime are increasing day by day. Social harmony, honesty and unity are breaking steadily due to political issues, social exclusion, and non-consideration of rights. Western culture has been influencing our socio-cultural lifestyle. Human rights are being violated due to existence of various bad practices like discriminatory traditions, child marriage, polygamy, domestic violence and human trafficking etc. Rape cases especially child rape and divorce rate is in increasing trend. Similarly, psychosocial problem is increasing as result suicide rate is still high due to lack awareness and services in communities. Social crimes and domestic violence are still existing.

4.5 Technological Context

The trend of importing, adopting and using modern technologies (knowledge, skills & equipments) is rapidly increasing. Development of tourism is increasing. The trend of misuse of these technologies is also high (e.g. use of mobile phone for crime) some of the misuses are related to violation of human rights. More and more people are getting access to facilities like transportation, electricity, communication and so on. But still, a large number of grassroots people are not getting access to these services. There is an imbalance of development due to unequal distribution of resources, access, opportunities and rights. The criminals and gangs are increasing in development sectors. There still lack of transparency in economic activities that often create conflict in communities. Though the infrastructure development is rapidly increasing the quality development is still in vague.

4.6 Legal Context

People's concern on the writing process of the new constitution is increasing. Also the legal awareness and consciousness is increasing. The efforts of the NGO sector are very important in this regard. Mediation act 2068 is going to be effective very soon as

the government of Nepal has already passed the act. Similarly, Act against Domestic violence 2066 and Act against Caste Based Discrimination and Untouchability 2068 are effective. Various laws, government policies and guidelines are effective to end various kinds of discriminations and bad practices like gender discrimination, domestic violence, caste discrimination etc. Nepal has ratified a long list of international conventions/treaties (like human rights, socio-economic, political, civil rights and other rights and special rights for specific communities, groups e.g. women, children, indigenous people and so on). The parliament has started to expel discriminatory laws. In some cases, the government has been providing free legal service support to those people who cannot pay. the interim constitution is effective. Various laws are effective to ensure civic rights. But there is a lack of execution of judiciary's decision and laws. Political protection is one of the major crimes. There is a lack of rule of law and therefore impunity is increasing. Some laws are improved but people are not informed about it. The Nepalese government has not yet ratified the Rome Statute of International Criminal Court. There is lack of commitment of the political parties for implementation of international conventions & treaties. In short, neither there is adherence to the rule of law nor a real separation of power. Violation of human rights and of the rights of the citizen is common. The existing laws and acts are not effectively implemented. There is still lack of Fast Track Court for the cases of children and women violence.

4.7 Environmental Context

Focused has been given to the environmental development such as the concept of Green city, outdoor deification free program, community forest, plastic free zone, Ramsar Area and bio diversity etc are brought as campaign and program. Environment is degrading rapidly due to over-exploitation and polluted natural resources, over-use of industrial products and lack of environment-friendly technologies and due to pollution because of industrialization. Due to degradation of the natural resources and lack of awareness on the importance of environmental conservation and its procedure the condition of orthodox flora and funna, as a whole bio diversity is more vulnerable. From the perspective of environment justice, there are no strong laws, policies and initiation for conservation of bio-diversity and environment as a whole. Similarly, existing laws and policies are not effectively implemented.

4.8 Government's Policies and Priorities

There is a provision of several fundamental rights for the citizens in the present interim constitution- 2063 BS. Human rights, rule of law, social justice, democratic republic federal state, secularism, democratic norms and values, citizens' sovereignty, independent judiciary are the fundamentals of the preamble of the constitution. According to the constitution these norms are given priority Besides, government has made several policies and developed a three-years-interim-plan for promotion of human rights, gender equity, women empowerment, development & inclusion of socially excluded communities & groups. The government has formed some important national level commissions like the women commission, Dalit commission and the human rights commission which are constitutional organs. The government has ratified several international conventions & treaties related to human rights, women rights, child rights, indigenous people' rights, rights against all kinds of discrimination. The untouchability act 2068, Domestic violence 2066 are in practice, Similarly the

government has made a decision to bring the mediation act 2068 effective after a month. Government has developed and implemented policies in support of women, indigenous nationalities (*Janajatis*), Dalits, Madhesi, other minorities and geographically excluded.

5. Partners of the HURF

HURF's partners are as follows:

Types	Current Partners	Former partners
International	GIZ, ZFD, SDC, Kindermissionswerk, Stiftung Umvertailen	DFID/ESP, USAID, UNOHCHR
National	NHRC/Regional, INSEC, JuRI, DeFRI, NCARD, TPO, DV-Network, HR Alliance, Avian Nepal	INSEC, CVICT, CIF, PPR, MLD/LGCDP
Local	LPC, DDC, VDCs, Municipality, DEO, DAO, WCDO, DPO, Local NGOs, Media, CBOs	HURF has been working with Local Level partners

6. STAKEHOLDERS OF HURF

HURF's key stakeholders are as follows:

- International Agencies – GIZ, ZFD, SDC, Kindermissionswerk, Stiftung Umvertailen, Action Aid, Misseror, ESP, UN Women, UNDP, UNDP, Norwegian Embassy, Embassy of Netherlands, Embassy of Germany, Embassy of Finland, DANIDA-HUOGO, Lutheran World Federation (LWF), Kios, JICA, USAid, AusAID, UKAid/DFID, UNFPA, The Asia Foundation, Save the Children, ICIMOD, Oxfarm, ILO, International Court of Jurisdiction (ICJ), International Alert, IDEA, UNHRC, European Commission (EC), Carter Centre.
- National GOs, NGOs and Civil Societies – Nepal Federation of Indigenous Nationalities (NEFIN)/national & district level, Dalit NGO Federation (DNF), Maiti Nepal, F.N.J., Human Rights Alliance, INSEC, CVICT, WOREC, CWIN, Trans-cultural Psycho-social Organization (TPO), National Human Rights Commission, National Women Commission, National Dalit Commission, Eastern Network against Domestic Violence, Justice and Rights Nepal (JuRI), Creative International Forum (CIF) Nepal, Alliance for Social Dialogue (ASD), Advocacy Forum, DEFRI, Human Development and Research Centre (HDRC) Nepal, NCARD, Sankalpa, Mahila Shakti Bikas Kendra, World View, Antenna Foundation, WHR, Care Nepal, PPR, NGO Federation, Line Agencies (MOP, MFALD, MOE), Child Welfare Centre, National Election Observation Committee (NEOC), Aviyan Nepal.
- District/local level stakeholders: VDCs/Municipalities, DEOs, DCC/WDO, DDC, DAO, DPO, District Court, District and Appellate Bar Associations, Local Peace Committees, Media (local FMs, newspapers, TVs)
- Local NGOs - Mahila Jagaran Sang (MJS), Sungava Bikas Sanstha, Mahila Sirjana Samaj (MSS), Mahila Kalyan Samaj, Peace Action Group (PAG), Manav Adhikar Samrashan Manch, Sangathan, NGO Federation/District Level,

Single Women, Rights Forum of Oppressed Caste (RIFOC), Ilam Sahayog PaRISAD (icc), Namsaling Community Development Centre (NCDC), Juntara Bikas Sangstha, Nari Bikas Sangh.

7. KEY ACHIEVEMENTS OF THE ORGANISATION

- HURF is a highly reputed & leading Human Rights Organisation in the Eastern Nepal and working in the field of girls and women rights, child rights, gender & caste base discrimination, domestic violence, peace & conflict transformation, mediation, psycho-social counselling, good governance, Human rights education, monitoring & documentation.
- HURF has become an important Resource Centre for information related human rights and conflict transformation.
- Community trusts the HURF as the supporter to address their needs/rights.
- Established Community Mediation Committees, with trained community mediators, in 30 VDCs of Ilam (1 CMC in each VDC) and still actively functional.
- HURF is well known in Ilam for its services related legal counselling, psycho-social Counselling, Community Mediation, Emergency Shelter Centre for needy Women and Children.
- HURF is considered as an authentic institution for data, documentation and referral certification related to Human rights situation, conflict, strikes, closure. The GOs recognize these data, documents and referral certification as the valid and authentic sources and proofs.
- HURF is a member of local as well as of national level human rights networks (national level human rights alliance, Coordinator in district level alliance).
- Public, local institutions/organizations, political parties have trust to the HURF and recognized as the impartial human rights watch dog (HR monitoring organization).
- HURF's forum theatre (Chetana Natya Samuha) is renown in the eastern Nepal as a peace-building tool and an effective medium for awareness raising at community level and stakeholders. Stakeholders also demand and mobilize this theatre for these purposes.

8. KEY LEARNING OF THE ORGANISATION

- HURFs policy and practice should always be in favour and interest of the community
- Human rights' values and universal principles are mandatory aspects for human rights organisation to be trusted of the society.
- Clear strategic direction and leadership are needed for moving ahead the organisation even in unfavourable situation.
- Constant efforts of the team ensure the achievement of the organisation's goals.
- HURF has been established in the district to address the community needs
- Programmes succeed due to HURF's effective coordination with community and due to supporting them even in difficult situations.
- Community trusts and supports the organization and its projects/programs if these projects/programs are need-base, and it ensures the sustainability (own as their assets).
- Community people help the organisation and contribute in its programmes if organisation could make good impression.
- HURF is a highly reputed organization because its members are committed towards their profession of Human Rights.
- Information gathered by the organisation is one of the important resources that should be used properly as a property.
- Learning sharing among the organization's people should be practiced regularly for knowledge and skills transformation.
- Effective communication is essential within the organization/programs and with stakeholders for effective implementation of the programs and organization's regular activities.
- Empowerment and proper mobilization of the target groups ensures their meaningful participation at community level and that ultimately ensures the success of the programs.
- Cross-cutting issues like gender, caste, social inclusion should be considered and incorporated as a vital aspect of the programs/activities for achieving intended goals/objectives.
- Effective documentation and close & strong relationship with public and partners are very crucial aspects for the development and growth of the organization.
- Collaboration and coordination with local partners & community and their respect with priority for effective implementation of the projects/activities and exit with assurance of ownership of the community.

9. VISION, MISSION, VALUES AND APPROACH

9.1 Vision

HURF envisions a civilised and prosperous society.

9.2 Mission

HURF actively works for establishing sustainable peace and justice through protection and promotion of human rights

9.3 Values

As a human rights organisation, HURF's major values are as follows:

- **Neutrality:** One of HURF's core value is neutrality. We are always neutral and will be neutral while working. This is the first attribute of our professionalism.
- **Fairness: Another core value of HURF** is fairness. We always act and behave fairly and also promote this value.
- **Equality:** We are always committed to apply the principle of equality. Our policies and activities will be based on equality without any kinds of discrimination.
- **Democracy:** We always believe that human rights, justice and positive peace exist only in democracy. We also follow democratic rules and act to promote democratic values and principles everywhere.
- **Inclusiveness:** In favour of positive action, HURF aims to be inclusive within the organisation as well in our programmes and activities. We work with special focus on the socially excluded and discriminated groups and communities such as so-called Dalits, Adibasi/Janajatis, women and girls, sexual minorities and other minorities, differently able, senior citizens, poor, and those who are living in vulnerable situation.
- **Gender Equity:** We always respect and promote gender equity within the organisation, the programmes and in the community as a whole.
- **Accountability and Transparency:** We believe that we should be accountable, responsive and transparent to those we serve and to those who support us.

9.4 Approaches

- Rights based approach
- Priority to community needs and Local resource mobilisation
- Social mobilization and partnership with community and stakeholders
- Coordination, Collaboration, Networking and Lobby/Advocacy
- Gender, social inclusion and Conflict sensitivity.

10. PRIORITIES OF HURF FOR THE NEXT FIVE YEARS (2014 – 2018)

HURF's strategic direction for next five years (2014 -2018) will be as follows:

10.1 Thematic Priorities for the 2014 - 2018

HURF will focus on the following thematic areas as the priorities for the next five years (2014 -2018):

- Human rights and Rights
- Peace, Conflict and Justice
- Gender and Social Inclusion
- Governance and Democracy
- Research and Publication

10.2 Target groups

Following groups/communities will be the HURF's major target groups for the second strategic plan period .

- Women including single women, girls, children, conflict affected (injured, traumatize, victims of the 10 years armed conflict, disappears, abducted, and victims' families, and other) & violence affected (human rights violence, domestic violence, women violence, child, gender based, caste based), disaster affected (natural disaster, epidemic), persons with disability, sexual minorities, Adibasi/ Janjati and ethnic minorities, senior citizen, poor, vulnerable groups and youth.
- College/university students, scholars and researchers.

10.3 Intermediaries

Following groups/organizations and individuals will be the HURF's key intermediaries for the next 5-year:

- Resource groups (WRGS, HRCMCs, HREGs, CCs), social activists and rights activists.

10.4 Goal

- An increasing number of people, especially marginalized, minorities and poor people live in a just and human rights based society without any kind of discrimination, where they have better access to social justice and practice their rights.
- Increasing number of people who is aware and educated on their socio-cultural, economic and environmental rights, burning/contemporary issues/public concerns, GoN's policies and laws and enabled them to play significant role in effective implementation of the GoN's policies, programs, and procedures.
- Enhancing and mobilizing physical and human resource competencies of the organization to ensure the goals of its thematic programs through research, knowledge transformation, fund raising, relationship building and collaboration with existing and new partners and different level stakeholders.

10.5 Objectives of the next Strategic Plan Period

1. Rights-holders get assistance from the concerned stakeholders to ensure their human rights and other rights (civil, political, socio-cultural, economic, legal, health & environmental rights etc. guaranteed by the international and national laws).
2. Rights-holders especially women & single women, girls, child, Dalits, conflict affected, persons with disability, sexual minorities, Adibasi/Janajati & ethnic minorities, senior citizen, poor and vulnerable groups get assistance to prevent and reduce violence and all kinds of discrimination, and get social justice.
3. Rights-holders are aware and able to get and practice their rights (guaranteed in the international and national laws, and GoN's policies) and concerned stakeholders are motivated and more accountable to ensure their rights through democratic practices.
4. Community people and stakeholders are aware on the burning/contemporary issues/public concerns and actively play role to address these issue in democratic way.
5. Along with sufficient infrastructures and equipments, HURF's Human resources are developed, managed and effectively mobilized to ensure its organizational and programmatic goals through revised existing polices, developing new policies (as required) and implementing effectively.
6. HURF's relationship with existing and new partners is well-developed (become stronger) in order to increase fund and technical supports for the programs and organizational development.
7. Issues related to the HURF's working areas are identified through research and knowledge transformation, and publication and dissemination to contribute and consolidate in achieving its organizational and programmatic goals.

1.3 Expected Impacts, Outcomes and Outputs for the Second strategic Plan Period 2014 - 2018

Impacts:

- Rights-holders *especially women* women & single women, girls, child, Dalits, conflict affected, persons with disability, sexual minorities, Adibasi/Janajati & ethnic minorities, senior citizen, poor and vulnerable groups of Nepal live in a just, peaceful and human rights based society without any kind of discrimination and violence, where they have better access to justice, exercise their rights, and concerned stakeholders are more responsible and accountable to ensure their rights and address their needs.
- HURF's existing and new programs are managed more effectively and efficiently with its well-equipped and well-managed physical and human resource competencies, and strong relationship with its partners, stakeholders, resource groups and target groups.

Expected Outcomes

Outcomes 1.1

Women including single women, girls, children, Dalits, conflict affected, persons with disability, sexual minorities, Adibasi/Janajati & ethnic minorities, senior citizen, poor and vulnerable groups get **assistance of legal and advocacy support, campaigning and network** from the HURF, concerned stakeholders to ensure their human rights and other rights (civil, political, socio-cultural, economic, health & environmental rights etc. guaranteed by the international and national laws).

Outputs:

- 1.1.1 Provided legal support for the needy women including single women, girls, children, Dalits, conflict affected, persons with disability, sexual minorities, Adibasi/Janajati & ethnic minorities, senior citizen, poor and vulnerable groups for getting their rights (Total 100 persons).
- 1.1.2 Conducted legal advocacy, campaigns and networking at national, regional and local level to advocate for ensuring the rights of the women including single women, girls, children, Dalits, conflict affected, persons with disability, sexual minorities, Adibasi/Janajati & ethnic minorities, senior citizen, poor and vulnerable groups (Total 50 events).

Outcome 1.2

Women including single women, girls, children, Dalits, conflict affected, persons with disability, sexual minorities, Adibasi/Janajati & ethnic minorities, senior citizen, poor and vulnerable groups **are aware** on their human rights and other rights (civil, political, socio-cultural, economic, legal, health &

environmental rights etc. guaranteed by the international and national laws), their duties, violence and all kinds of discrimination, the process and proceedings of getting assistance.

Outputs:

- 1.1.3 At least 4,000 community people especially women including single women, girls, children, Dalits, conflict affected, persons with disability, sexual minorities, Adibasi/Janajati & ethnic minorities, senior citizen, poor and vulnerable groups are aware on their human rights and other rights (civil, political, socio-cultural, economic, legal, health, information & environmental rights etc. guaranteed by the international and national laws), their duties, violence and all kinds of discrimination, the process and proceedings of getting assistance (through sensitization workshops, mass meeting, mass media, Forum Theatre, Information, Education and Communication (IEC) Materials).

Outcome 2.1

Reduced the number of cases of violence (domestic, gender-based) and all kinds of discrimination against the women including single women, girls, child, Dalits, conflict affected, persons with disability, sexual minorities, Adibasi/Janajati & ethnic minorities, senior citizen, poor and vulnerable groups.

Outputs:

- 1.1.4 Conducted at least 40 awareness and sensitization programs to raise awareness and sensitize the community people and concerned stakeholders about conflict and violence (domestic, gender-based).
- 1.1.5 Conducted at least 40 awareness and sensitization programs to raise awareness and sensitize the community people and concerned stakeholders about all kinds of discrimination.

Outcome 2.2

Persons who are affected from violence (domestic, gender-based) and any kind of discrimination, and conflict get different kinds of supports from the HURF (mediation, psycho-social support, legal support, shelter).

Outputs:

- 1.1.6 Provided mediation and facilitation support to the needy people who are affected from violence (domestic, gender-based) and conflict by conducting programs in new 60 VDCs through formation, empowerment and mobilization of the resource groups and persons (like CMCs).

- 1.1.7 Provided psycho-social support to the needy people who are affected from violence (domestic, gender-based) and conflict by conducting awareness programs (40 events), training to the resource persons (total 40 persons) and counseling (to 100 needy persons).
- 1.1.8 Provided legal support to the needy persons who are affected from violence (domestic, gender-based), conflict and all kind of discrimination (total 100 persons/cases).
- 1.1.9 Provided shelter support to the needy women, girls and children who are affected from violence (domestic, gender-based) and conflict (total 40 persons).

Outcome 2.3

Reduced number of cases of violence (Domestic & gender based) and all kinds of discrimination in the community.

Outputs:

- 1.1.10 Conducted awareness and sensitization programs to raise awareness and sensitize the community people (total 60 events) and concerned stakeholders (total 20 events) about violence (domestic, gender-based) and all kinds of discrimination (10 districts).
- 1.1.11 Formed a district level network of Human rights and community mediation committee of VDC & municipality level HRCMCs for raising awareness, sensitization, campaign, advocacy and support to the needy persons who are affected by violence (domestic, gender-based) and all kinds of discrimination.
- 1.1.12 Formed, updated and mobilized existing and new resource groups (like HRCMCs, WHRGs, CCs) and volunteer individuals/activists.
- 1.1.13 Enhanced and updated capacity of the existing and new resource groups (like HRCMCs, WHRGs, CCs) and volunteer individuals/activists.
- 1.1.14 Updated and mobilized existing resource groups (e.g. HRCMCs-30, WHRGs-8, CCs-25) and volunteer individuals/activists as necessary, and enhanced their capacity.
- 1.1.15 Formed and mobilized 100 new resource groups (like HRCMCs, WHRGs, CCs) and at least 20 volunteer individuals/activists and enhanced their capacity.

Outcome 2.4

Increased access to social justice of the women including single women, girls, children, Dalits, conflict affected, persons with disability, sexual minorities, Adibasi/Janajati & ethnic minorities, senior citizen, poor and vulnerable groups through democratic practice and conflict resolution.

Outputs:

- 1.1.16 Provided mediation support to the needy community people, and legal support to the needy persons like women including single women, girls, children, Dalits, conflict

affected, persons with disability, sexual minorities, Adibasi/Janajati & ethnic minorities, senior citizen, poor, and vulnerable groups of the 100 VDCs including existing 30 VDCs of Ilam.

- 1.1.17 Raised awareness and sensitized community people and concerned stakeholders (from VDC to national level) about values and norms of democracy, rule of law, federalism, equity and inclusion, good governance, citizens' rights and responsibilities, conflict resolution & transformation etc. (220 events in 100 VDCs of 10 districts).
- 1.1.18 Raised awareness and educate the community people/service seekers and sensitized the concern stakeholders about the GoN's existing laws, policies, programs, guidelines, citizen charters, their rights and duties, delivery process and proceedings of the services provided by the government/public intuitions (200 events in 100 VDCs).
- 1.1.19 Advocacy and campaign to the government/public sector service providers to make them more responsible and accountable for delivering the services more effectively (total 20 events in 10 districts).
- 1.1.20 Provided technical supports and motivation to the service providers (government, public and private sectors) to conduct social audit, public hearing, gender responsive budgeting and planning, planning in rights based approach and Corporate Social Accountability (in all 48 VDCs and municipality of Ilam, and 20 VDCs of other districts).
- 1.1.21 Raised awareness to the community people/service seekers about the need, importance and process of social audit, public hearing, gender responsive budgeting and planning, planning in rights based approach and corporate social accountability (in all 48 VDCs and municipality of Ilam, and 20 VDCs of other districts).

Outcome 3.1

Increased number of rights-holders who are **aware and able to get and practice their rights (guaranteed in the international national laws, and GoN's policies) and increased number of concerned **stakeholders who are motivated and more accountable** to ensure these rights through democratic practices.**

Outputs:

- 1.1.22 Raised awareness and sensitized the rights-holders about their rights (guaranteed in the international national laws, and GoN's policies), duties and process to get their rights in democratic way (total 100 events in 10 districts).
- 1.1.23 Advocate, campaign and sensitized the concerned stakeholders about rights of the citizens (guaranteed by the international national laws, and GoN's policies), their duties and motivated them to ensure the rights of the rights-holders and to promote democratic practice (total 100 events in 10 districts).

Outcome 4.1

Increased number of community people and stakeholders who are aware on the burning /contemporary issues/public concerns, and actively playing their own role to address these issues in democratic way.

Outputs:

- 1.1.24 Raised awareness and sensitized the community people and concerned stakeholders about the burning/contemporary issues/public concerns and motivated them to address these issues in democratic ways (regional and local level as per need and demand at least 10 events).
- 1.1.25 Advocate and provide facilitation support to address the burning/contemporary issues/public concerns (regional and local level as per need and demand - at least 10 cases).

Outcome 5.1

Increased and improved infrastructures and equipments as required to run and manage the organization and its programs more effectively and efficiently.

Outputs:

- 1.1.26 Sustained the existing 3 field offices (in 3 districts of Mechi zone) and established 3 field offices in 3 new districts and 1 liaison/contact office in Kathmandu valley (central level).
- 1.1.27 Acquisition of land for building of HURF's central office and started to construct the building having well-equipped and sufficient infrastructures.
- 1.1.28 The number of essential infrastructures is increased by purchasing new equipments such as Motorbike-1, Laptop-10, Desktop Computer-8, Printer-8, Photocopy Machine-1, Scanner -1, Power Inverter-1, Digital and Movie camera -1/1, Digital Audio Recorder-7, Internet service & Internet Network, and Furniture for new and existing Offices, Training Hall, Resource and research Centre, and Information Centre.
- 1.1.29 Established at least 1 equipped shelter-home for needy women, girls and children, at least 1 counseling room with basic infrastructure.
- 1.1.30 Increased both internal and external funds through mobilization of internal resources, along with program and organizational development supports from the existing and new partners.
- 1.1.31 Established 1 museum and upgraded library in the HURF's existing office at Ilam.

Outcome 5.2

Increased quantity and quality of the HURF's Human resource that is managed and effectively mobilized to deliver quality services and improved performance in both organization and program/project management.

Outputs:

- 1.1.32 Provided capacity enhancement programs/opportunities to the existing and new staffs (both program and administration), executive board members and management team to upgrade their knowledge and skills competencies for improving their performance in the assigned tasks and responsibilities (in different subject matters) (at least 20 persons).
- 1.1.33 Conducted internal learning-sharing sessions for knowledge transformation among the HURF's people (at least 5 programs/sessions every year).

Outcome 5.3

HURF's existing policies are revised and regularly updated, and new policies are developed as required and implemented effectively.

Outputs:

- 1.1.34 Developed new policies (e.g. good governance, service delivery, partnership/collaboration, HURF's charter and other based as & when required), revised HURF's existing policies and regularly updated.

Outcome 6.1

Increased HURF's fund and technical supports for the programs and its organizational development from its internal activities, existing and new partners.

Outputs:

- 1.1.35 Increased HURF's internal fund through mobilization of its human and other resources, and internal fund raising activities (like membership fees, selling its publications, equipments & hall in rent, resource person's fees).
- 1.1.36 Increased HURF's external supports (both financial and technical) for programs and its organizational supports through partnership, collaboration, and institutional and individual donations.

Outcome 7.1

HURF's research programs are developed and executed to support in its thematic programs and social issues, policy advocacy, and supporting in academic knowledge generation, sharing and transformation.

Outputs:

- 1.1.37 Developed and executed research programs/projects (individually, and/or in collaboration with individual and institutions) in the field of its thematic areas and social

issues for policy advocacy, academic knowledge generation, sharing and transformation (also as a consultancy service) (total 5 projects).

- 1.1.38 Developed and executed research support programs to assist the researchers (individuals, institutions and both academic and non-academic purposes) of HURF's similar fields and research areas (annually at least 1 in HURF's own effort and other as per request).
- 1.1.39 Developed and delivered at least 10 learning/training programs/packages related HURF's thematic areas for empowering people and organizations working in the similar field of the HURF (annually at least 4 in HURF's effort, and tailor-made).
- 1.1.40 Published and disseminated information, data, documents and publications related to HURF's activities, programs, research and knowledge (at least 2 publications annually, and through media and e-publications).

Outcome 7.2

Increased trained and motivated human resource in the HURF's thematic areas and issues.

Outputs:

- 1.1.41 Provided training to the 20 persons who are interested and motivated to work in the field of human rights, peace and conflict, gender, psycho-social counseling, mediation and HURF's other thematic areas/issues.

Outcome 7.3

Established HURF as the resource centre for mediation, human rights, mediation and psycho-social supports.

Outputs:

- 1.1.42 Established an equipped room for mediation, psycho-social counseling in HURF's central office at Ilam and operated.
- 1.1.43 Motivated and mobilized at least 4 resource persons/experts to provide mediation and psycho-social supports for the needy persons by utilizing internal and external resources.
- 1.1.44 Collection, compile, produce/reproduce, and manage the essential data, documents and resources (both in digital and hard copy forms).

11.4 Addressing Common (Cross-Cutting) Issues

While addressing the seven specific objectives, HURF commits itself to a number of crosscutting considerations in all the programmes. These considerations include:

11.4.1 Gender Equity, Social Inclusion and Conflict Sensitivity

Gender equity and social inclusion are very important issues in Nepal from national level to grassroots level. The government of Nepal has ratified several international conventions related to women, socially excluded groups/communities and developed some policies in national level. These policies have been documented in the existing Thirteen Three Year Plan (TYIP), Annual Budget (Plan & Programme) and other. These with issues related rights have been addressed in the Interim Constitution, 2007 as fundamental rights and incorporated in the proposed draft of the New Constitution. NGO sectors and civil societies have also been working on these issues of empowering the socio-economic and politically excluded people and for mainstreaming GESI in every state's sector and level. The government, political parties & civil societies have also realised these issues but until now results are weaker than the concerned parties expected. This is due to the lack of effective mechanism, pro-active action and commitment of government & political parties.

11. 4.2 Federalism, Democracy, Positive Peace, Rule of Law and Social Justice

As a result of the people movement-2, Nepal has been declared a federal democracy. The state is moving ahead for establishing sustainable peace, ensuring social justice & rule of law, promoting positive peace and the logical end of the comprehensive peace process. A high level political mechanism was also formed for making high level understanding among the large political parties. Unfortunately, peace process and constitution making process are deadlocked due to controversy and misunderstanding among the major political parties. Their commitment is limited only on words. There is debate, different opinions and stands about these issues. People could not observe social justice or rule of law. Civil societies are enforcing the government and political parties to find a consensus and to be committed in behaviour. NGO sectors are also advocating to the government and making the people aware but it is not sufficient.

11. 4.3 Promoting Peace and Reconciliation

UN agencies including the Office of High the Commissioner for Human Rights (UNOHCHR) and other bilateral & multilateral donor agencies have been supporting this process by providing funds/relief programme packages for peace promotion, reconciliation and reconstruction programmes. Civil society and government have also been working for peace promotion. GoN has been working through Fact Finding Commission (commission's work is not effective), Ministry of Peace and Reconstruction, and peach initiatives Mechanisms. GoN's activities are more politicized and political parties do not seem committed and supportive of the process.

11.6 Major Strategies of HURF for Next 5 Years (2014 -2018)

To achieve the expected outputs within coming five years, HURF will follow the given strategies in overall as per need and with flexibility:

Strategy 1: Thematic Programs/Project Development and Implementation

Strategy 2: Capacity Building

HURF's first will focus in the coming years on enhancing capacity of its staff and board members in order to improve their work performance. The organisation will carry out regular activities and provide opportunities to the board members and staff to

enhance their capacity for effective management of the organisation and of its existing and new programmes. It has strategies to enhance capacity through trainings, learning sharing, knowledge, skills and technology transformation by mobilising internal & external human & other resources in regular basis. HURF will develop an internal learning process and learning culture. It will also provide learning opportunities to the staff and board members according to their needs and interests: Trainings, workshops, seminars, exposure visits to other NGOs. It will use and coordinate with its networks, stakeholders and partners and will develop required infrastructures for supporting capacity building of the board members and staff. Besides, organisation will take a policy to retain and motivate the staff to continue working for HURF.

Strategy 3: Infrastructure Development

HURF has also a strategy to develop its infrastructure for sustainability of the organisation. The organisation will utilize internally available resources and improve the quality of the existing infrastructure as much as possible. It will develop a strategy to seek external funds for adopting and purchasing required new infrastructures and develop them gradually.

Strategy 4: Local and Internal Resource Mobilization

HURF will give high priority on mobilization of local resources and own internal resources (both physical and human) for strengthening, daily operating and sustaining the organization and its programmes. It will focus on identification, improving qualities and promotion of internal and local resources cost effectively. The mobilization of these resources contributes in capacity building, infrastructure development and external resources which can be used for programmatic activities.

Strategy 5: Partnership Development

HURF will develop a partnership strategy to work with communities and stakeholders for effective results and the sustainability of the programmes, and for local resource mobilisation. It will enhance and strengthen partnership relation for programme implementing purpose, fundraising purpose and learning-sharing purpose. Since it has partnership relationship with only the NGO sector, HURF will follow a strategy of partnership with the government, non-government and private sector (e.g. development consultancy) as well as with local media, with international, national and local level organisations as well as networks/alliances. It will apply both personal and organisational relation to develop and maintain partnership. For new partnership development, HURF will enhance capacity of the board members & staff and mobilise them, and also use its networks, stakeholders and existing partners.

Strategy 6: Fundraising

HURF will execute an effective fundraising strategy for its institutional sustainability and programme expansion in other districts including Ilam. The organization will form an internal fundraising team, develop a fundraising policy & carry out fundraising activities by mobilizing local as well as internal resources. It will apply self-marketing, social marketing, mobilize external individual volunteers, use networks and former donor organizations. Besides, the organization will focus on capacity building of the board members and staff to support fundraising activities. The organization will motivate staff & board members, and request external consultants/volunteers to develop project proposals which then are submitted to existing, former and potential donors. It will use former and existing donors to seek new donors. HURF will also

endeavor to get re-fund from former donors and large-size grant or fund for new and long term programmes.

Strategy 7: Lobby, Advocacy, Networking & Coordination

As a programmatic approach, HURF will continue to lobby, to advocate and to network while working on its own focus HURF is going to expand its existing programmes and develop new thematic programmes (such as institutionalisation of federal democratic republic, social inclusion, transitional justice and so on) in other mountainous and hilly districts of Mechi and Koshi zone. Strategically, HURF will apply these approaches from local level to national level for good results of the programmes and its efforts. HURF will primarily focus to the very close stakeholders of the particular issues and act accordingly.

Strategy 8: Research, Training, Documentation, Publication and Dissemination

HURF will focus on research and documentation particularly on human rights and rights based development approaches. It will also develop program based on research if possible. It will focus on research to identify the effective measures for achieving its strategic goals and establishing rights of all communities and groups. It will materialize its documentation policy to document of all its organization, programme and general information of its thematic issues in appropriate means (electronic, printed or both versions).

11.7 Proposed Activities

HURF will carry out the following activities to get the aforementioned expected outputs:

Output 1.1.1:

Activity-1.1.1.2:

To provide legal support for total 100 needy community people like women including single women, girls, children, Dalits, conflict affected, persons with disability, sexual minorities, Adibasi/Janajati & ethnic minorities, senior citizen, poor and vulnerable groups.

Output 1.1.2 :

Activity 1.1.2.1:

To conduct total 50 events (at national, regional and local level legal advocacy, campaigns and building networks and its mobilization) to advocate for ensuring the rights of the women including single women, girls, children, Dalits, conflict affected, persons with disability, sexual minorities, Adibasi/Janajati & ethnic minorities, senior citizen, poor and vulnerable groups.

Output 1.1.3:

Activity 1.1.3.1:

To conduct awareness and sensitization programs [like workshops, mass meeting, mass media, Forum Theatre, Information, Education and Communication Materials]

on human rights and other rights (civil, political, socio-cultural, economic, legal, health, information & environmental rights etc. guaranteed by the international and national laws) duties, violence and all kinds of discrimination, and process and proceedings of getting assistance for at least 4,000 community people especially women including single women, girls, children, Dalits, conflict affected, persons with disability, sexual minorities, Adibasi/Janajati & ethnic minorities, senior citizen, poor and vulnerable groups.

Output 2.1.1:

Activity-2.1.1.1:

To conduct at least 40 awareness and sensitization programs to raise awareness and sensitization of the community people and concerned stakeholders about conflict and violence (domestic, gender-based).

Output 2.2.1:

Activity-2.2.1.1:

To conduct at least 40 awareness and sensitization programs to raise awareness and sensitize the community people and concerned stakeholders about all kinds of discrimination.

Output 2.3.1:

Activity-2.3.1.1:

To provide mediation and facilitation support to the needy people [like affected by domestic, gender-based violence and conflict] of 60 new VDCs [of Ilam and other districts] through formation, empowerment and mobilization of the resource groups and persons (like HRCMCs).

Output 2.4.1:

Activity-2.4.1.1:

To conduct at least 40 awareness programs for the community people about violence (domestic, gender-based) and conflict.

Activity-2.4.1.2:

To provide or organize psycho-social problem and solving (Basic & ToT) trainings for 40 resource persons.

Activity-2.4.1.3:

To provide psycho-social support to 100 needy community people who are affected from violence (domestic, gender-based) and conflict.

Output 2.5.1:

Activity-2.5.1.1:

To provide legal support to 100 needy community people who are affected from violence (domestic, gender-based), conflict and all kind of discrimination.

Activity-2.5.2.1:

To provide shelter support to those 40 needy persons like women, girls and children who are affected from violence (domestic, gender-based) and conflict.

Output 2.6.1:

Activity-2.6.1.1:

To conduct 60 awareness programs in 10 districts for the community people about violence (domestic, gender-based) and all kinds of discrimination.

Activity-2.6.1.2:

To conduct 20 sensitization programs in 10 districts for the concerned stakeholders about violence (domestic, gender-based) and all kinds of discrimination.

Output 2.7.1:

Activity 2.7.1.1

Formation and mobilization of a district level 'Human rights and community mediation committee' [HRCMC] - a network of the VDC & municipality level HRCMCs of Ilam and Mobilization of this network to raise awareness, sensitization, campaign, advocacy and support.

Output 2.8.1:

Activity 2.8.1.1

Update and mobilization of existing resource groups (e.g. HRCMCs-30, WHRGs-8, CCs-25) as necessary and volunteer individuals/activists.

Activity 2.8.1.2

Formation and mobilization of 100 new resource groups (like HRCMCs, WHRGs, CCs) and at least 20 volunteer individuals/activists.

Activity 2.8.1.3

Capacity building of the existing resource groups (i.e. HRCMCs-30, WHRGs-8, CCs-25) and 25 volunteer individuals/activists (2 times).

Activity 2.8.1.4

To provide 2 times support or conduct program for capacity building of the 100 new resource groups (i.e. HRCMCs, WHRGs, CCs) and at least 20 volunteer individuals/activists.

Output 2.9.1

Activity 2.9.1.1

To provide mediation support to the needy community people, and legal support to the needy persons especially women including single women, girls, children, Dalits, conflict affected, persons with disability, sexual minorities, Adibasi/Janajati & ethnic minorities, senior citizen, poor, and vulnerable groups of the 100 VDCs including existing 30 VDCs of Ilam.

Output 2.9.2

Activity 2.9.2.1

To carry out 200 awareness and sensitization programs for the community people and VDC level stakeholders of 100 VDCs of at least 10 districts level about values and norms of democracy, rule of law, federalism, equity and inclusion, good governance, citizens' rights and responsibilities, conflict resolution & transformation etc.

Activity 2.9.2.2

To carry out 20 sensitization programs for different level's concerned stakeholders (district level-10, regional level-3 & national level-2) s level about values and norms of democracy, rule of law, federalism, equity and inclusion, good governance, citizens' rights and responsibilities, conflict resolution & transformation etc.

Output 2.9.3

Activity 2.9.3.1

To carry out 200 awareness/sensitization programs for the community people/service seekers and local level's concern stakeholders of the 100 VDCs of 10 districts about the GoN's existing laws, policies, programs, guidelines, citizen charters, their rights and duties, delivery process and proceedings of the services provided by the government/public intuitions.

Output 2.9.4

Activity 2.9.4.1

To conduct 20 advocacy and campaign (events) in 10 districts to the government/public sector service providers.

Output 2.9.5

Activity 2.9.5.1

To provide technical supports and motivational activities to the service providers (government, public and private sectors) of all 48 VDCs and 1 municipality of Ilam district and 20 VDCs of other districts for conducting social audit, public hearing, gender responsive budgeting and planning, planning in rights based approach and Corporate Social Accountability.

Output 2.9.6

Activity 2.9.6.1

To carry out 20 awareness programs in whole Ilam [all 48 VDCs and 1 municipality] and 20 VDCs of other 10 districts for the community people/service seekers about the need, importance and process of social audit, public hearing, gender responsive budgeting and planning, planning in rights based approach and corporate social accountability.

Output 3.1.1

Activity 3.1.1.1

To carry out 100 awareness and sensitization programs in 10 districts for the rights-holders about their rights (guaranteed in the international national laws, and GoN's policies), duties and process to get their rights in democratic way.

Output 3.1.2

Activity 3.1.2.1

To carry out 100 advocacy, campaign, sensitizations programs and motivational activities in 10 districts for the concerned stakeholders about rights of the citizens (guaranteed by the international national laws, and GoN's policies), their duties and to ensure the rights of the rights-holders and to promote democratic practice.

Output 4.1.1

Activity 4.1.1.1

To conduct 10 awareness and sensitization programs and motivational activities at regional and local level for the community people and concerned stakeholders about the burning/contemporary issues/public concerns to address these issues in democratic way.

Output 4.1.2

Activity 4.1.2.1

Advocate and provide facilitation support to the regional and local level needy partners and stakeholders (for 10 events/cases) to address the burning/contemporary issues/public concerns.

Output 5.1.1

Activity 5.1.1.1

To carry out internal and external fund raising activities (submitting at least 5 grant proposals and 5 internal activities) to establish and sustain 1 liaison/contact office in Kathmandu valley (central level) and sustain the existing 4 offices (1 central office in Ilam & 3 field offices - Jhapa, Panchthar & Taplejung).

Activity 5.1.1.1

To carry out external fund raising activities (submitting 20 proposals for new projects) to establish 3 field offices in 3 new districts (outside of Mechi zone).

Output 5.1.2

Activity 5.1.2.1

Formation of an Infrastructure Development and Management Committee (IDMC) of HURF and mobilize for acquisition of land, other physical and non-physical resources for office/program building of HURF's central office (with concept and clear defined plan).

Output 5.1.3

Activity 5.1.3.1

To conduct internal fund raising activities (regular activities & 5 extra activities) and submit proposals to the existing and new partners for raising funds to purchase new

equipments [Motorbike-1, Laptop-10, Desktop Computer-8, Printer-8, Photocopy Machine-1, Scanner -1, Power Inverter-1, Digital and Movie camera -1/1, Digital Audio Recorder-7, Internet service & Internet Network, and Furniture] for new and existing Offices, Training Hall, Resource and research Centre, and Information Centre.

Output 5.1.4

Activity 5.1.4.1

To submit at least 5 proposals (separate or a component of other new projects) to establish 1 equipped shelter-home and 1 counselling room and effectively run for needy women, girls and children.

Output 5.1.5

Activity 5.1.5.1

To submit at least 20 grant proposals for new projects and 10 internal activities (plus regular activities) for thematic programs and organizational development.

Output 5.1.6

Activity 5.1.6.1

To develop and execute a plan to establish 1 museum and upgrade existing library of HURF's central office at Ilam (submitting at least 4 proposals either separate or as a component of other new projects).

Output 5.2.1

Activity 5.2.1.1

To provide capacity enhancement programs/opportunities (trainings/workshops on different subject matters) to at least 20 persons out of the existing and new staffs (both program and administration), executive board members and management team.

Output 5.2.2

Activity 5.2.2.1

To conduct at least 5 internal learning-sharing programs/sessions every year for knowledge transformation among the HURF's people.

Output 5.3.1

Activity 5.3.1.1

To develop new policies especially good governance, service delivery, partnership/collaboration, HURF's charter, risk management and other as per need.

Activity 5.3.1.12

To conduct annual policy review meeting and update regularly.

Output 6.1.1

Activity 6.1.1.1

To review existing fund raising strategy and plan, and execute effectively for raising HURF's internal fund.

Output 6.2.1

Activity 6.2.1.1

To develop a guideline and plan related to partnership, collaboration, and institutional and individual relations building, and implement it to raise external supports (both

financial and technical) for programs and its organizational development. Also execute existing fund raising strategy and plan for this purpose.

Output 7.1.1

Activity 7.1.1.1

To develop 5 research projects (either in collaboration with individual and institutions, or HURF itself) in the field of its thematic areas and social issues.

Output 7.1.2

Activity 7.1.2.1

To develop and execute a plan for research support programs to assist the researchers (individuals, institutions and both academic and non-academic purposes), and conduct at least 1 support program annually by HURF and other as per request.

Output 7.1.3

Activity 7.1.3.1

To develop at least 10 learning/training programs/packages related HURF's thematic areas and other relevant areas/issues and conduct at least 4 programs annually in HURF's effort and tailor-made.

Output 7.1.4

Activity 7.1.4.1

To conduct 1 internal workshop on documentation, knowledge management and dissemination for the staff and members of the HURF, and develop and execute a knowledge management & dissemination guidelines (including action plan).

Activity 7.1.4.2

To publish and disseminate information, data, documents and publications related to HURF's activities, programs, research and knowledge (at least 2 publications annually, and through media and e-publications) by mobilizing internal and external resources.

Output 7.2.1

Activity 7.2.1.1

To provide or conduct training for the 20 persons who are interested and motivated to work in the field of human rights, peace and conflict, gender, psycho-social counseling, mediation and HURF's other thematic areas/issues.

Output 7.3.1

Activity 7.3.1.1

To establish an equipped mediation room and a psycho-social counselling room in HURF's central office at Ilam by mobilizing internal and external resources (submitting 5 proposals separately or as a component of the new projects), and bring into operation.

Output 7.3.2

Activity 7.3.2.1

To mobilize at least 4 resource persons/experts for providing mediation and psycho-social supports to the needy persons.

Output 7.3.3

Activity 7.3.3.1

To conduct a workshop on knowledge management & dissemination for collection, compilation, production/reproduction, and management of the essential data, documents and resources (both in digital and hard copy forms).

Activity 7.3.3.2

To execute knowledge management and dissemination guidelines (including action plan) for collection, compilation, production/reproduction, and management of the essential data, documents and resources (both in digital and hard copy forms).

11.8 Assumptions, Risks and Mitigation Measures

11.8.1 Assumptions

It is assumed that the present level of peace prevails in the country so that the programmes can be continued. Interest and priority of both national and international donors will remain the same with respect to support the promotion of human rights, peace, social justice and institutionalisation of federal democratic republic. HURF will be able to mobilize both local and internal resources for strengthening organisation and building capacity of the human resources and they will continue to work with HURF.

Community/target groups will be positive and will support in implementing HURF's projects and its growth and development. It is assumed that transitional justice initiatives undertaken in Nepal will gain interest, and could carry out in coordination as well as in collaboration with other stakeholders. It will be effective to have greater outreach and local level of advocacy and lobbying to implement transitional justice mechanism, institutionalisation of federal democracy, social inclusion, gender equity etc. in Nepal. HURFs' existing donors will continue their partnership and new donors will be interested to provide funds and partnership with HURF.

11.8.2 Risks

In general, the political scenario in the country has changed for the better since the April 2006 people's movement but there are still political instability and misunderstanding among the large political parties. There is chances of potential conflict at regional and local level, and still national and local level issues like federalism, rights, social exclusion/inclusion, ethnic and regional conflicts might

escalated. Constitution making is being delayed and public could not feel secure or peace because the environment does not promote peace, human rights and rule of law in Nepal. Relationship, social harmony and unity are being declined in the society due to national issues especially social inclusion and federalism. All these situations may affect the execution of HURF's strategic plan and the achievement of its goals within the defined time period.

11.8.3 Mitigating Measures

HURF will mitigate the risks by coordinating with local human rights defenders, civil society organizations, activists and local level committees/units of social groups/communities and local cadres of the political parties. HURF prefers to mobilise local resources and carry out demand based as well as community need base programmes HURF will develop and maintain close relationship with community people, stakeholders and use its local and regional level networks to implement effective what sometimes is lobbying, sometimes advocacy, sometimes campaigning, sometimes awareness raising and so on. Besides, HURF will strictly materialise its own intuitional values such as transparency, accountability, inclusion, neutrality and impartiality which will support to act effectively. HURF will develop and effectively execute the risk management strategies (safety and security); review HURF's strategic plan, analyze the context, issues, stakeholders and conflict dynamics. Based on which appropriate measures will be adopted.

11.9 Implications of the Strategic Plan in the Organisation

As a result of execution of this second strategic plan, following implications will be brought in HURF:

11.9.1 Expansion and Extension of HURF's Program

The strategic plan has ensured existing and some new thematic projects to be launched in existing project areas as well as new districts in this plan period. This plan has given mandate and way out to work throughout Nepal. Program activities and organization's regular activities will be increased and for which the plan has ensured efforts to strengthen the organization and enhance capacity of the existing and new staff, as well as organization's board, management and members.

11.9.2 Additional Funds

The strategic planning has financial implications and a big effort has to be made to mobilize the own available resources and local resources wherever possible. HURF will develop proposals for new projects. Extensive marketing will need to be done through various existing and new channels for promoting and fundraising activities nationally.

11.9.3 Institutional Strengthening

HURF's staff and board members will be clearly aware about its vision, mission, strategic goals and objectives. Knowledge, skills and competencies of the staff and members will be enhanced. HURF will have essential policies, guidelines, rule and regulations that will guide the organisation to achieve its goal. Besides, the organisation's operation and management system will be more effective and their performance will be more result oriented. Organisation will be strengthened and

sustained.

11.9.4 Partnership for its Sustainability

HURF's stakeholders and donor agencies will recognise HURF's role in human rights protection & promotion and other rights based issues particularly in eastern development region of Nepal. HURF's partnership with existing funding partners will be shifted to a strategic or long term partnership. HURF will rejoin with previous partners and develop new relationships with national and international funding agencies. This strategy plan has some specific objectives related to programmes and activities for the coming five years. A development and formalisation of a partnership strategy, a revisited working modality and a better performance of the management system is needed to change the performance of HURF.

11.9.5 Human Resource Management

The shift of the focus of HURF will result in the increased workload and effective task division of existing staff. The need of human resources for new programmes and existing programmes will be fulfilled from human resource development strategy through capacity building and internal learning activities by using internally available resources. There is an apparent shortage of competent staff with project management, organisational development, fundraising and documentation & reporting skills and development of programmes within the organisation. So there is need to develop a long term human resource management strategy to guide the employment, training and development of staff to as well as developing criteria for assessing their performance.

11.9.6 Support to the Communities

HURF has clearly defined the areas of programme to launch in future. So, community people of other districts of Nepal including Ilam will be benefited from its programmes. In addition to human rights, women rights and peace, HURF's contribution will be seen in institutional development of federal democratic republic, establishment of social justice & sustainable & positive peace, ensure rights, gender equity & social justice, transitional justice, environment conservation and promotion. HURF also requires to develop competitive human resources within the organisation and to get fund from the donor agencies. Since its focus on rights, HURF cannot support directly social-economic empowerment of the community people.

11.9.7 Increased Community Trust towards HURF

As a result of execution of the strategic plan that has HURF's programs directly and intensively focuses for the community need and interests, will ensure to increase their trust towards the HURF and provide essential support to its programs.

11.10 Implementation, Monitoring and Evaluation of the Plan

This strategic plan will be implemented after its finalisation. HURF will communicate this plan to all board members, members and staffs (including new staff). A 3 members' monitoring and evaluation team (which constitutes a board member, an Executive Director and an M&E Officer) will be formed for monitoring of implementation of the strategic plan and for giving feedback and recommendations too. The team will constantly monitor the activities and outputs of the plan. Besides, the team will review its progress periodically (mid-term and annual) by organising

review workshop. Then the board of HURF will revise the plan based on the review's feedback and recommendations. Eventually, final evaluation will be done and based on its learning next strategic plan will be developed.

11.10 Future Thought (after this plan period)

This strategic plan will be implemented after its finalisation. HURF will communicate this plan to all board members, members and staffs (including new staff). A 3 members' monitoring and evaluation team (the team constitutes of a board member, a Programme Director & a programme staff) will be formed for monitoring of implementation of the strategic plan and for giving feedback too. The team will constantly monitor the activities and outputs of the plan. Besides, the team will review its progress periodically (mid-term and annual) by organising review workshop. Then the board of HURF will revise the plan based on the review's feedback. Eventually, final evaluation will be done and based on its learning next strategic plan will be developed.