



# STRATEGIC PLAN 2010-2015

## SUMMARY



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# United Mission to Nepal

*Strategic Plan 2010-2015*

January 2011

*SUMMARY*

## **GLOSSARY**

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Throughout this document the following terms are used.

<b>Term</b>	<b>Definition</b>
AIN	Association of INGOs in Nepal
ASRH	Adolescent Sexual Reproductive Health
bandhs	Enforced public strikes
CBR	Community-Based Rehabilitation
CFP	Community Focused Programme
Dalits	Members of the low-caste community
DAWN	Discipling A Whole Nation: a strategy for discipleship based on the Great Commission
DDC	District Development Committee
DEO	District Education Office
DFID	Department for International Development (UK)
INF	International Nepal Fellowship
INGO	International Non-Governmental Organisation
lakh	One lakh = 100,000
LT	Leadership Team, UMN's management group
MDGs	Millennium Development Goals
MLE	Multi-Lingual Education
NFE	Non-Formal Education
NGO	Non-Governmental Organisation
Positive Deviance Hearth	This is the medical term for the current best practice approaches to tackling poor nutrition in children.
PTA	Parent Teacher Association
PWD	People with Disabilities
REFLECT Cycle	This is the current best practice participatory approach for community health and women's empowerment.
SMC	School Management Committee
SWC	Social Welfare Council
UMN	United Mission to Nepal
UNDP	United Nations Development Project
VDC	Village Development Committee

## **1. STRATEGIC PLAN OVERVIEW**

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United Mission to Nepal is a Christian INGO currently working in 10 districts of Nepal through 7 cluster offices. We have been working in Nepal since 1954 and our overall aim, as articulated in our strategic plan for 2010-2015, is to 'address the root causes of poverty leading towards fullness of life'.

We believe that through holistic transformation at an individual, group and community level the people of Nepal can bring about the change needed to ensure a long and lasting peace.

What does this look like in practice? For us it includes the following five commitments:

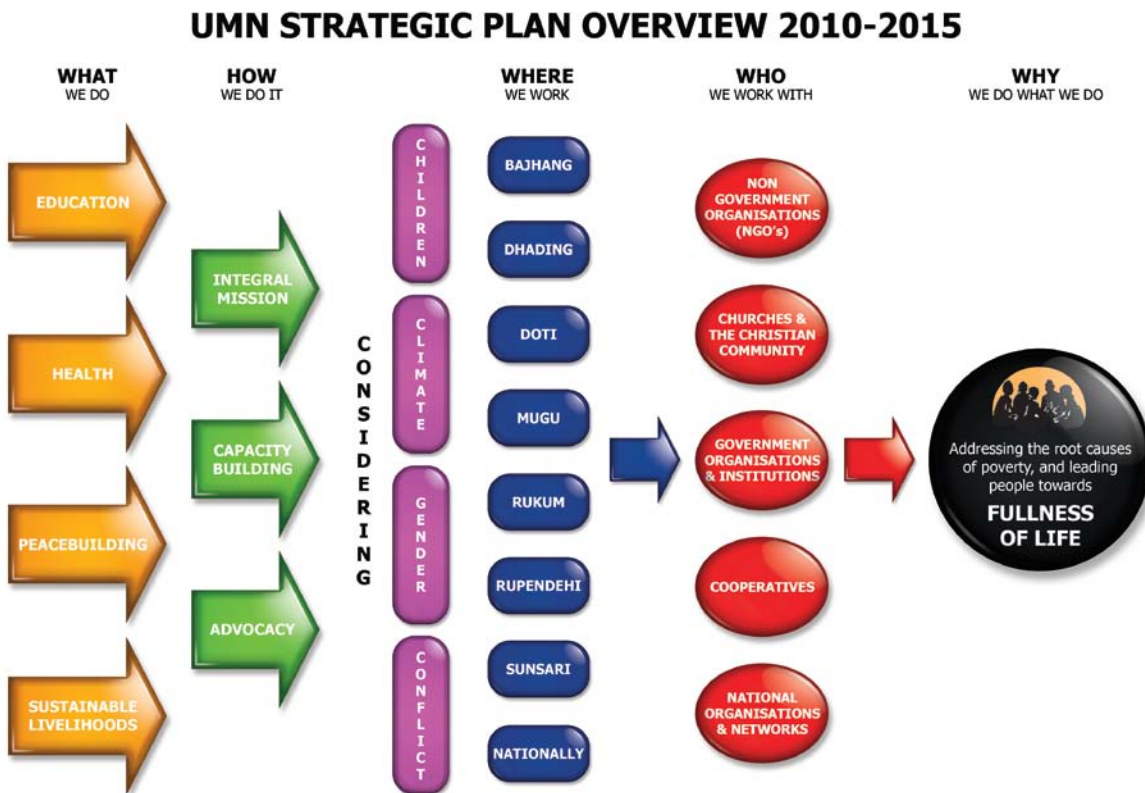
- We will apply our Christian understanding of poverty and integral mission to work for hope, freedom, peace and justice so that individuals, groups and communities can fulfil their God-given potential;
- We will focus on meeting the needs of the poorest and most marginalised communities we can reach through our partners specifically in areas relating to health, education, livelihoods and peacebuilding;
- We will work alongside our partners, learning and modelling the skills, knowledge and attitudes required to address community needs in a sustainable way;
- We will build capacity within our partners to recognise and respond to broader community needs thus multiplying their efforts either on new issues within their own community or similar issues in other communities;
- We will continue to influence policy discussions at a national level building on our experience at the grassroots.

This strategic plan outlines the specific focus of our work over the next five years and is the culmination of a year long strategic planning process within UMN. The primary outcome of this process is recognition that UMN's new way of working will continue with moderate changes. The strategy for 2010-2015 identifies opportunities for refining and consolidating the major changes made through the preceding strategy.

**Note:** For at least the first three years of this strategic planning period, UMN will still be involved in running its hospitals in Palpa and Okhaldhunga Districts, but this work is outside the scope of this strategic plan.

## 2. UMN STRATEGIC PLAN FOR 2010-2015

Our strategic plan for 2010-2015 can be summarised in the following diagram:



Our Mission and Vision are central to our work. In order to realise them while working through partners, we have learnt to put a stronger emphasis on our approaches, sharpen our technical focus and ensure that best practice development policies are embedded within our daily operations.

We will work alongside partners to address genuine community needs relating to health, education, sustainable livelihoods and peacebuilding. All our work will be guided by our approaches of integral mission, capacity building and advocacy and assessed against best practice policies for children, climate, conflict and gender to support sustainability over the longer term.

Our commitment to maintaining a local presence adds real value to what we do. In order to sustain cluster operations we will develop more efficient support services and results based management processes which support flexibility and enable contextualised programme delivery in each location.

### **3. OUR IDENTITY**

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Our identity is derived from our Christian perspective, the biblical principles which underpin our work and the reputation we have in Nepal. Through UMN's history we have developed a number of different statements which capture elements of our identity all of which come together to shape our strategic plan for 2010-2015.

#### **3.1. Mission & Vision<sup>1</sup>**

Our Mission statement, developed in 1972, states that UMN exists...

*'To minister to the needs of the people of Nepal in the Name and Spirit of Christ, and to make Christ known by word and life, thereby strengthening the universal Church in its total ministry.'*

Our Vision statement, developed in 1996 presents the following vision for Nepal...

*'Individuals and communities will be able to secure their basic needs in a sustainable manner through participation in effective and self-reliant Nepali organisations, including Nepali Christian organisations.'*

UMN considers basic needs to be:

- *Security, peace, and harmony resulting from right relationships of human beings with God, with each other, and the environment;*
- *Human dignity and rights with justice, including religious freedom, and equal opportunity in decision-making;*
- *Social structures and traditions which encourage initiative, hope, and a commitment to the common good;*
- *Good health and health practices, sufficient food and water, education, and a sound and just economy which can provide shelter, clothing, and other necessities to all citizens.'*

Everything we do must work towards UMN's Mission and Vision for Nepal so these core documents provide an important context to our strategic planning process.

#### **3.2. Re-emphasising our Christian Identity**

UMN is a Christian organisation and as such we recognise that living out our values is an intrinsic part of our work in Nepal. These values are:

- Special concern for poor and marginalised people;
- Love and service;
- Integrity;
- Innovation and creativity;
- Equity and social justice;
- Care for the environment.

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<sup>1</sup> The wording of these statements is currently being reviewed by the UMN Board and will change during this strategic period.

Our Christian faith perspective recognises the need for spiritual well-being in order to bring about holistic transformation within individuals, groups and communities. We believe that a focus on right relationships is key to our work enabling individuals to develop right relationships with themselves, with others, with the environment and with God.

As part of this strategic plan we have deepened our understanding of poverty recognising the multi-faceted barriers to development for poor and marginalised communities and our biblical mandate to respond. We have developed a 'Fullness of Life' model which presents our view of development so that individuals and partners appreciate the broader context of development interventions to ensure that programmes do not negatively impact other aspects of community life.

The Fullness of Life model is illustrated below:



- **Well-being & Security** - Able to access and develop the knowledge, skills and resources to progress towards exercising full physical and mental capacity / potential including having a secure livelihood with good, productive work;
- **Environmental Sustainability** - Living within and nurturing a healthy and resilient environment, and ensuring resources are used fairly in the present and are maintained for the future;
- **Hope and Freedom** - Living without fear and experiencing cultural and spiritual life as a gift that gives freedom and hope for a better future;
- **Justice and Equity** - Working within and building just and responsive local, national and international political and economic systems which respect the rights of others and specifically address the rights and needs of the poor;
- **Peace and Reconciliation** - Experiencing just and peaceful relationships at the household, community and national level that respect and celebrate diversity, and acting as agents of peace in times of conflict;
- **Dignity and Respect** - Empowered and living with respect for self and others, and acknowledging everyone as made in the image of God with something to contribute.

Through this strategic period we will re-emphasise the need for holistic transformation. We will encourage our partners and communities, including the Christian community, to recognise and effectively address needs within and outside their communities so that poor and marginalised people have the opportunity to increasingly live life to the full.

See Strategic Plan, Section 4, pages 19-20.

## **4. OUR APPROACHES**

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Working in partnership requires a stronger emphasis on 'how' things get done in order to realise the type of transformation we desire at individual, community and group level. Our strategic plan for 2010-2015 therefore includes the following approaches:

### **4.1. Integral Mission**

*Promoting the concept of holistic transformation to encourage individuals and communities to fulfil their God-given potential.*

The purpose of our integral mission approach is to practice and demonstrate integral mission in order to support and enhance the transformational engagement of Nepali Churches and Christian organisations with local communities.

Our Integral Mission team in conjunction with our technical areas will promote the principles and practice of integral mission, encouraging staff, partners and individuals in community to live out our values in their everyday context. In particular we will:

- Support Christian groups to practice integral mission in their communities as well as challenge others to adopt a more holistic approach to development;
- Provide training and leadership development for Nepali Christians;
- Support the teaching of integral mission theology and practice;
- Strengthen and support Christian organisations and church groups to serve their communities in a holistic and transformational way;
- Strengthen and support all partner organisations to serve their communities in an integrated way for sustainable social, material and spiritual change.

See Strategic Plan, Section 5.2.1, page 24.

### **4.2. Capacity Building**

*Intentionally facilitating the development of organisations, individuals, groups and communities to better achieve their goals and objectives in a sustainable way.*

We will build capacity in good governance, management, technical skills and servant leadership behaviours with an emphasis on modelling the required skills and attitudes.

Our Organisational Development team in conjunction with our technical areas will ensure that our work is delivered in ways which stimulate partner growth and encourage the transfer of knowledge, skills and attitudes so that partners, individuals, groups and communities are better equipped to serve their target groups. In particular we will:

- Use modelling as a practical way to build capacity;
- Recognise the longer term nature of building knowledge, skills and attitudes at partner and community level;
- Focus on good governance;

- Build understanding and practice of servant leadership;
- Support knowledge transfer and appropriate use of advisory skills.

See Strategic Plan, Section 5.2.2, page 25.

### **4.3. Advocacy**

*Speaking out for and with poor and marginalised groups in order to influence policy, decisions, attitudes and behaviours of decision makers.*

In particular, we will build accountable and effective governance, enhance community voice, campaign against injustice, and enhance the policy impact of our technical work.

We take our lead from our God, who loves justice. We share God's concern that governments of all kinds govern with due care for the rights and needs of the poor and marginalised. We want God's people to be encouraged and equipped to speak up for those whose voices are regularly ignored or silenced through injustice.

Our Advocacy team will work alongside our technical areas to identify areas of injustice and support partners to develop effective advocacy campaigns for local, regional and national development needs. In particular our advocacy work will focus on:

- Building accountable and effective governance – through work with VDCs, DDCs as well as community and media engagement;
- Enhancing community voice – enhancing the ability of local communities to identify specific injustices, administration failures, or resource misallocations and to engage in non-violent, targeted advocacy to address these. Supporting community engagement in local planning and budgeting processes;
- Campaigning against injustice – supporting partner advocacy and enhancing its impact by taking up selected issues for higher-level engagement. This will include engaging with churches and the Christian community to build their capacity and willingness to speak out on issues of equity and justice.
- Enhancing policy and political impact of our technical work.
- Budget analysis, monitoring and influencing – operating at local levels (communities and VDCs) as well as at district and national levels, UMN will seek to influence planning and budgeting processes to ensure adequate allocation and effective implementation of pro-poor budgeting and planning.
- Developing advocacy champions – developing (through coaching, mentoring, and support) at least one partner in each district as an advocacy champion who is able to innovate in advocacy and campaigning and effectively influence decision-makers and policy implementation on issues of strategic importance.
- National and international level campaigning and advocacy – on the basis of locally-identified priorities and experiences (this could include climate change, hunger, illiteracy or other issues).

See Strategic Plan, Section 5.2.3, page 26.

## **5. OUR TECHNICAL AREAS**

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Over the course of the next strategic plan we aim to simplify our technical focus to promote better integration at the community level. Our strategic plan for 2010-2015 therefore includes the following technical areas:

### **5.1. Education**

*Ensuring that poor and marginalised individuals, groups and communities are equipped with better knowledge and skills through quality formal and relevant non-formal educational opportunities.*

This will include the following objectives:

- School support in the form of curriculum development in MLE, social mobilisation and building the capacity of partner schools;
- Non-formal education support in the form of curriculum development, social mobilisation and building the capacity of facilitators;
- Supporting the development of curriculum for early childhood education, social mobilisation and building capacity;
- Involvement and encouragement of vocational training;
- Sustainable scholarship programmes which demonstrate good governance.

All programmes will be implemented through partners applying the following modalities and technical approaches:

- Capacity building partner school management committees, teachers, SMC/PTA and feeder schools in the formal sector and NFE facilitators, management and community in the non-formal sector.
- Curriculum development in MLE, Contextual Education, Inclusion of all, specific local curriculum, and functional skill development in formal and non-formal sectors;
- Social mobilization of parents, children with disabilities, people who are poor and marginalised, DEO and resource centres;
- Working in innovative and creative ways so that experience and learning is shared regularly in Nepali and English and used for publication and networking.

See Strategic Plan, Section 5.3.1, pages 28-29.

### **5.2. Health**

*Improving the health of people living in Nepal primarily through Community Health Programmes and working in collaboration with the government health system to strengthen community health services.*

This will include the following objectives:

- Communities are able to address issues in order to improve their health;

- People have equitable access to good quality and sustainable health care services;
- Our partner organisations will implement, monitor and evaluate interventions to improve health in their target communities;
- Christian communities engage in activities to improve health within their surrounding communities;

All the programmes will be implemented through partners and focus on community health and strengthening the government health system. Our working approach will be relevant to the situation. We will adopt methods/techniques from the following best practice modalities:

- Child to Child;
- Peer Education;
- Christian Family Life Education;
- Women Empowerment for Community Health through group mobilisation and empowerment using Participatory Learning Action, REFLECT cycle and Peer to Peer approaches;
- Nutrition mainly through Positive Deviance Hearth;
- Health System strengthening at district level through Female Community Health Volunteers and Health Facility Operation Management Committees;
- Community based home based care for people living with HIV and AIDS.

See Strategic Plan, Section 5.3.2, pages 30-31.

### **5.3. Peacebuilding ~**

*Contributing to peaceful, harmonious, just, safe and secure communities for women, men, girls and boys in Nepal.*

This will include the following objectives:

- Partners and their communities are enabled to, and are contributing towards a just, safe and peaceful society, through healing of relationships and past trauma, by building social harmony and restoration of hope;
- UMN will contribute at national levels, to support, influence and initiate peacebuilding, through networks and forums for peace, faith and gender and rights of the children;
- Socially inclusive (gender, children, disability) and conflict sensitive principles and policies are developed and applied across all UMN programmes;
- Adults are being enabled to meet children's needs and to uphold their rights;
- Children are being enabled to directly access services that meet their needs and uphold their rights;

- UMN and its staff capacity will be enhanced to better contribute to peacebuilding in relevant technical ways.

Our peacebuilding work will be delivered through our partners using the following approaches and methods:

- Community mediation;
- Interfaith dialogue through networks and forums for peacebuilding;
- Forgiveness and reconciliation ministry;
- Trauma healing, along with sustainable livelihood;
- Social Reconciliation through income generation;
- Child-centred community development;
- Child rights facilitators;
- CBR/Rehab Ambassadors;
- Community peace education.

See Strategic Plan, Section 5.3.3, pages 32-34.

#### **5.4. Sustainable Livelihoods**

*Improving the overall wellbeing of the poorest and most vulnerable people in Nepal, by enhancing their ability to make a living in an economically, socially and environmentally sustainable manner.*

This includes the following objectives:

- Increased household food security;
- Increased disposable household income;
- Enhanced capacity to identify disaster related risks and skills in reducing them;
- Improved utilisation and distribution of food within households;
- Increased awareness and capacity in realisation of livelihood rights.

These programmes will be delivered alongside our partners and will use the following livelihood approaches and methods:

- Building access of poor and marginalized to micro-finance services;
- Promoting small animal (goats, pigs) raising, poultry farming, bee keeping and fishery;
- Creating small infrastructure development, promotion of services and developing market for rural product;

- Enhancing employability;
- Initiate interventions on disaster risk reduction and climate change adaptation;
- Promoting improved crop vegetable production;
- Improving food distribution and utilisation within households;
- Strengthening food sovereignty networks.

See Strategic Plan, Section 5.3.4, page 35.

## **6. OUR KEY ISSUES**

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We recognise the need to mainstream key issues and development best practice across all our work. We will develop tools and methods to ensure that priority development issues are addressed throughout the programme cycle. Our strategic plan for 2010-2015 therefore highlights the following key development issues:

### **6.1. Children**

We will ensure that development programmes adequately respond to the needs of children within the target community. In particular we will adopt child-centred community development principles and continue our work on promoting attitudes and practices that value children.

### **6.2. Climate**

We will ensure that all our programmes take account of climate change and environmental degradation in order to improve the environmental resilience of community development programmes. In particular we will develop tools and methods to assess and monitor environmental risks throughout the programme cycle.

### **6.3. Conflict**

We will ensure that all our programmes promote conflict sensitivity. We will apply conflict sensitive approaches to our work and develop tools and methods which encourage conflict sensitivity during programme planning, monitoring and evaluation.

### **6.4. Gender**

We will adopt gender best practice so that we actively promote and demonstrate the importance of gender sensitivity across all our programmes. We will develop tools and methods to embed better gender practice throughout the programme cycle.

Our social accounting process will be enhanced to actively track progress made in relation to the above issues. Staff, partners and key stakeholders will be invited to comment about the quality of our work on these issues.

See Strategic Plan, Section 5.4, page 36.

## **7. OUR CLUSTERS**

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We believe that our commitment to a strong local presence differentiates UMN from other INGOs in Nepal and adds real value to our work. By operating through cluster offices we better understand local issues and are able to develop strong relationships with partners, communities and local development actors. Our strong local presence assures that development projects are appropriate, fully owned by partners and communities, and delivered in ways which are better co-ordinated and minimise duplication.

During this strategic plan we will continue to work within our current 7 cluster offices however we will also explore opportunities to work in new locations as the need arises and our own capacity grows. In five years time, in our target areas within each cluster we hope to have to achieve the following goals and objectives.

### **7.1. Bajhang**

*Poor and marginalized individuals will be able to live dignified, healthy and economically productive lives in harmony and security.*

By supporting partner and community development in our technical areas:

- Poor and marginalized communities will have improved health services, sanitation, drinking water, and nutrition status, making better use of available resources;
- Women and children will have access to quality formal and non-formal education;
- Women, youths and dalits have increased income, agricultural productivity, and ability to cope with risks and disaster;
- Target communities will be able to effectively respond to and prevent domestic violence, communal conflict, and discrimination against women, dalits and people living with disability, aiding in fulfilment of their rights.

### **7.2. Dhading**

*People who are poor and marginalised will be able to meet their needs in a sustainable manner and live in a healthy, peaceful society.*

By supporting partner and community development in our technical areas:

- Targeted people will practice healthy behaviour, accept people living with HIV & AIDS without discrimination and have increased access to quality health services;
- Women and children will have relevant quality education including promotion of child-friendly behaviour;
- Targeted households will be equipped to increase their income and food production, reduce risk of disaster and practice sustainable agriculture;
- Individuals, particularly women, will be able to live and participate in their communities in peace without discrimination.

### **7.3. Doti**

*People who are poor and marginalised will have capacity to live dignified, prosperous, healthy and harmonious lives in their communities in a sustainable way.*

By supporting partner and community development in our technical areas:

- Communities will practice healthy behaviour for better sanitation, nutrition and be sensitive to the risks of HIV/AIDS. Also people living with HIV & AIDS and their families will live with dignity and be able to access appropriate care and treatment;
- Poor and marginalised groups including Dalits, women, children and people with disabilities will have access to relevant quality education;
- Poor and marginalized families will have capacity to access sufficient food, have adequate income while sustaining their environment, and be better prepared for natural disasters;
- Women, children and people with disabilities will be able to claim their rights to be protected, accepted and live in a cohesive community.

### **7.4. Mugu**

*Poor and marginalised people will live hunger free, healthy lives with dignity and mutual respect.*

By supporting partner and community development in our technical areas:

- All individuals will have access to quality health care and demonstrate behavioural changes relating to health sanitation and nutrition;
- All children and excluded individuals will have increased access and community support to relevant, practical and quality education;
- Poor and marginalized individuals will utilize relevant knowledge, skills and resources for sustained food security and better income;
- Communities will be working to promote non-discriminating, violence-free environment especially for women, children and excluded individuals.

### **7.5. Rukum**

*People who are poor and marginalised will live hunger-free, productive, dignified and peaceful lives.*

By supporting partner and community development in our technical areas:

- All individuals in target areas will practice healthy behaviour and live in communities that promote and have access to quality health care;
- All targeted children and marginalised individuals will have access to relevant education and live in communities that promote and provide inclusive, quality education;

- Targeted women and poor individuals will have the capacity to utilise available resources for better income, employment and food security;
- All targeted individuals and families will have hope, capacity to transform local disputes and live in social harmony.

## **7.6. Rupandehi**

*People who are poor and marginalised will have capacities and resources to live dignified, productive and peaceful lives in their communities.*

By supporting partner and community development in our technical areas:

- All individuals in target areas will practice healthy behaviour and live in communities that promote and have access to quality health care and safe water;
- All targeted girls and excluded individuals will have access to relevant education and live in communities that promote and provide inclusive quality education;
- Targeted individuals are able to make sufficient resources to meet their family needs in a sustainable way;
- All individuals in target areas will live in non-discriminatory, peaceful and stable communities capable of preventing and responding to local conflict.

## **7.7. Sunsari**

*People who are poor and marginalised have the capacity to live dignified and peaceful lives in a sustainable manner.*

By supporting partner and community development in our technical areas:

- Targeted people will practice healthy behaviour for community health, HIV/AIDS & ASRH with increased access to good quality health services (including CHBC for PLHA);
- Girl drop out rates at schools will decrease and there will be increased access to alternative and vocational education for marginalised communities;
- Targeted households will have better economic opportunities and increased capacity to reduce disaster risk and adapt to climate change;
- Targeted communities will experience reduced discrimination and violence by actively promoting dignity, justice, equity and peace.

See Strategic Plan, Section 5.4, pages 37-40.

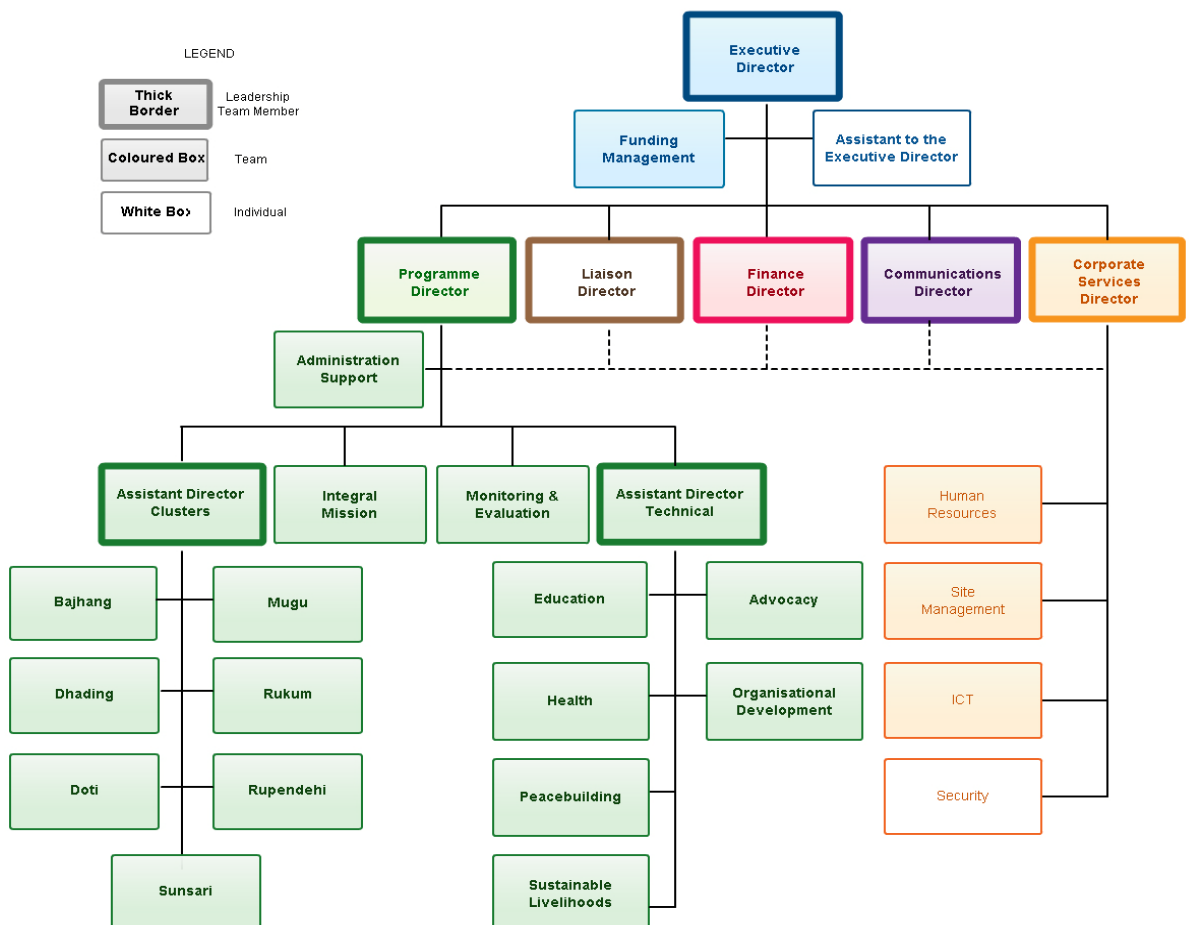
## 8. OUR SUPPORT STRUCTURES AND MANAGEMENT PROCESSES

As a learning organisation we recognise the need to implement a number of strategic internal initiatives in order to help us achieve this strategic plan. Work is underway relating to the following initiatives:

- Improving our understanding and practice of integral mission and the outworking of our values;
- Using our capacity to strengthen leadership development opportunities both internally and externally;
- Improving the quality of our reporting and communication systems to share best practice and further organisational learning;
- Increasing our efficiency to ensure that a greater proportion of our resources reach the community level.

### 8.1. Organisational Structure

The following organisational structure has been developed and agreed. This structure will continue to be reviewed throughout the life of the strategic plan to ensure that we continue to be effective and efficient in realising our Mission and Vision.



[online diagramming & design] [creately.com](http://creately.com)

## **8.2. Working in Partnership**

We are still committed to working in partnership in ways that foster participation and sustainability. This strategic plan incorporates learning from working in partnership over the past five years and we expect to strengthen our partnership strategy in two ways:

- At a cluster level our partnership process will be streamlined to encourage tangible community focused programmes sooner in the process;
- At a national level we will encourage looser partnership structures to encourage flexibility and opportunistic mobilisation to address specific programme goals / objectives.

We value our partner organisations and recognise the challenge of balancing the need for community focused programmes with the potential to create dependency. We are confident that our strong working relationships, understanding of the context and commitment to capacity building enables us to ensure that community programmes are appropriate and delivered in ways which support sustainability and community ownership over the longer term.

## **8.3. Valuing our staff**

We recognise that implementing this strategy requires the hard work and commitment of our staff, especially those working in the poorest and most inaccessible districts. Over the next five years we aim to strengthen the management and support of our staff. We want to build stronger inter-team relationships and strengthen ownership of UMN values, vision and goals. We want to motivate staff appropriately and will explore opportunities to improve career development, reduce attrition and build resilience around key roles.

## **8.4. Tracking our progress**

Implementation of the strategic plan will be monitored by the UMN Leadership with support from the Monitoring and Evaluation team. High level indicators will be developed to track progress towards the goals and objectives identified during cluster level planning. These will be embedded within reporting processes to streamline data collection where possible.

See Strategic Plan, Sections 6, 7 & 8, pages 41 to 49.

## **9. CONCLUSION**

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Psalms 127:1 says: "Unless the Lord builds the house, the builders labour in vain." Throughout this strategic planning process, we have tried to hear from God. As we start the next phase of our work, we are excited by the road ahead, yet aware of the challenges.

We hope that you are encouraged by the direction outlined in this strategic plan and will join us on our journey.