1. INTRODUCTION: GLOBAL AND NEPAL PROGRAM

IM Swedish Development Partner (IM) was founded in Sweden in 1938 by a young woman, Britta Holmström to stand against injustices and to spread compassion. In 1980s, IM started its work in Nepal by providing humanitarian support to Tibetan refugees. IM expanded its operations and formally registered as an INGO with Social Welfare Council in 2010. Through its strategic framework (2015-2017), IM Nepal’s work focuses on sustainable development approach to contribute towards national priority of poverty reduction and providing quality education. IM also supported with emergency response and reconstruction in the aftermath of 2015 Gorkha earthquake. IM in Nepal has grown over the years as a strategic development actor, contributing to sustainable development by connecting with diverse partners in five districts Kathmandu, Nawalpur, Gorkha, Dang and Kapilvastu.

2. EXECUTIVE SUMMARY

For the strategic period of 2019-2023, IM will work to empower civil society organizations, promote social and economic inclusion of the marginalized communities and support in creating enabling environment for civil society. The key target group will be women and youth from marginalized communities. By the end of the strategic period, we foresee that policies for economic and social inclusion will be applied and enforced to ensure inclusion of the targeted rights holders. In addition, civil society actors will have the capacity to amplify the voices of the marginalized groups and are working together to make legislators and government officials more open to dialogue with them. During this period, IM will focus on strategic approach to development, strategic advocacy and building models for societal change. These new initiatives will be built upon the results of the previous strategic period.

This strategic plan contributes to achieve the following long-term outcomes:
1. Target groups are socially included in society.
2. Target groups enjoy and defend their right to Economic Inclusion.
3. IM’s partners are diverse and have the necessary skills and resources to be a change agent and reach their objectives.
4. Civil societies have, in targeted areas, the necessary space, and conditions to take their different roles in the processes of societal change.
3. CONTEXT ANALYSIS

Nepal is a least developed country (LDC) that is highly dependent on remittance. The April 2015 earthquake has set back the country’s growth further. After decades of political instability, Nepal transitioned into a federal governance with three tier structure - federal, provincial, and local level. With decentralization of power, local and provincial governments have given high level of autonomy, and increased resources.

The country also has one of the highest poverty levels in South Asia. It is even higher within marginalized groups. Inequality, injustice and exclusion are the major root causes of poverty. Marginalized groups such as Dalits, ethnic minorities, Madhesis and Muslims don’t have access to and face discrimination to access productive resources such as land, government entitlements etc. Access of Dalit community to land is very low i.e. ranges from 36 % in hills to 41 % in Tarai have lands . Women face additional barriers such as regressive social norms and discriminatory laws.

The main problem for civil society is shrinking space that is restricting them to hold the governments accountable. The legislative and political environment has created a shrinking space for CSOs limiting their role. The lack of solidarity and strategic networking among the CSOs has also weakened their efforts of raising their collective voices for protecting the rights of marginalized and promoting democratic space.

In Numbers:
Social Inclusion

Our priorities:

• Empower women and youth by promoting gender equality and social inclusion (GESI), the rights to equal and meaningful participation, and their recognition in decision making processes.
• Challenge discriminatory social norms and practices child marriage, gender and caste based discriminations and violence etc.
• Advocate for equal access of targeted groups to social and economic rights. Focus will be on issues such as anti-child marriage schemes, rights to education, social protection/security etc.
• Contribution to SDGs: 1, 5, 10, 16

Our interventions:

• **Individual level:** Social mobilization of women and youth to increase their awareness on social rights and duties. Media mobilization to create critical awareness. Mobilize community members to join in the decision-making processes such as in local governance structures.
• **Organizational level:** Mobilize community members, CSOs and other actors to claim and defend social rights and inclusion of women and youth. Work collectively to make local governments accountable towards social and economic rights. Promote sharing and learning platform for communities, CSOs and other strategic actors.
• **Institutional level:** Focus on strategies for the effective implementation of existing policies and policy reforms for social inclusion. Challenge unequal and discriminatory informal structures and norms. Lobbying efforts together with advocacy, and media, partners.

**Expected outcomes:**

1. Non-discriminatory attitudes and norms prevail in society, and a non-discriminatory legislation is enforced.
2. Targeted groups (rights holders) work together to claim and defend their right to social inclusion.
3. Targeted groups (rights holders) claim and defend their right to social inclusion.
Economic Inclusion

Our priorities:
• Reduce social, economic, and policy barriers that prevent women and youth from accessing government entitlements, rights and productive resources
• Promote and protect the right to economic inclusion of women and youth from marginalized communities
• Empower women and youth through sustainable climate and fair trade friendly livelihood interventions, holistic package on entrepreneurship development.
• Advocate for replication of the models on inclusive sustainable livelihood development.
• Contribution to SDGs: 1, 5, 10, 17.

Our interventions:
• Individual level: Improve access to information, resources and services for economic inclusion and empowerment. Support with building development models on economic empowerment. Reduce economic, social, cultural and political barriers by applying strategies of empowerment – awareness and capacity building.
• Organizational level: Capacitate, network, and mobilize local CSOs to help them work collectively with other CSOs on economic and social inclusion. Promote local governments’ accountable towards marginalized groups on economic and social rights.
• Institutional level: Conduct strategic advocacy on prioritized issues by mobilizing rights-holders and their representatives, and strategic networks at local and provincial levels. Issues such as non-enactment of marginalized women, youth friendly policies for entrepreneurship development, non-discriminatory practices will be prioritized.

Expected outcomes:

1. Targeted rights holders are economically self-sufficient/self-sustained.

2. Targeted rights holders are working together with others to claim and defend their right to Economic Inclusion.

3. The rights to Economic Inclusion are applied, protected and enforced in national legislation and public policy.
Capacity Development

Our priorities:

• Provide (Organizational Capacity Development) OCD support to partners.
• Provide OCD grant funds for 2-3 partners each year starting from 2020 to develop their capacity from a long term and strategic perspectives.
• Develop partners’ capacity in IM’s specific development areas based on partnership assessments, audits and evaluation recommendations. Examples could be IM’s mainstreaming areas, financial management, strategic advocacy on social and economic inclusions/rights etc.
• Contribution to SDGs: 5 and 10, 16, 17.

Our interventions:

• Facilitate capacity building process through partners’ Network Meeting and feedback and learning visits. Support to conduct exchange and learning visits amongst partners’ ecosystem. This will help them to be responsible CSO actors to promote rights or marginalized groups.
• Encourage partners to plan OCD initiatives for their local CSOs and networks for sustainability of their work and thereby contributing to societal change.

Expected outcomes:

1. IM and partners are trusted, appreciated and influential in their communities/societies.

2. IM and partners work strategically together with like-minded CSOs with an accountability framework.

3. IM and partners have solid references for their internal governance and feasible for Core funding.
Civic Space

Our priorities:

- Support to partner eco-system (PES) via legal research, and analysis, capacity building initiatives and leading the strategic advocacy initiative on civic space
- Play catalytic role for partners and CSOs to promote civic space issues from local to national level and vice versa.
- Provide technical support to partners in devising advocacy strategies, legal analysis etc.
- Facilitate partners and strategic networks to facilitate exchanges and network amongst themselves within national and international level advocacy spaces e.g. Concord, EU, UN levels and their local entities in the country.
- Support partners to form Partners’ Advisory Forum that advises, and influences IM’s policies and strategies and strategic advocacy
- Support human rights defenders and activists on civic space or CSOs rights (journalists, human rights defenders,) with grants for innovative work of CSOs or activists.

Expected outcomes:

1. Legislator/government is open to dialogue with the civil society’s own chosen legitimate representatives, on the situation for civil society.

2. IM and Partners work strategically together with like-minded partners to protect and defend their legal and normative right to act for societal change.

3. IM and partners are implementing a long-term work to protect and claim their right to act for societal change.
5. THEORY OF CHANGE:

IM believes that every individual has equal human rights and the innate power to contribute to changing the situation that the individual is in. It is the obligation of legal and moral duty bearers to respect, protect and fulfil these rights. The intervention logic is described that IM provides support to civil society organizations and to other partners in a wider partner ecosystem, with the purpose of strengthening rights holders to demand their lawful rights.

IM believes that societal change will take place when you work with different strategies at three different levels: individual, organizational and institutional. For instance, empowerment of individuals through increased knowledge and capacities leads to changes in attitudes and behavior. Mobilization and organization of people helps them function as a collective voice and advocacy at local, regional, national and international levels leads to challenge and change structures and norms that are impediments to equal rights.

6. TARGET GROUPS

IM will work with women, girls and youth from marginalized and poor communities such as Dalits, ethnic minorities, Madhesis etc. Within these groups, we will give priority to sexual, religious, social minority groups such as Muslim community, persons with disability etc. For our on-going education program, we will work with girls and boys as students until we phase out the programs in 2020.

Target groups: 43,927 HHs (1,85,544 individuals).
Economic Inclusion/Empowerment: Direct 5,821 HHs and Indirect 26,195 persons
Social Inclusion/Empowerment and Education: 38,106 persons/HHs and Indirect 159,349 persons
7. MAINSTREAMING AREAS

i. Gender equality:
- Strengthen capacity and add a technical partner with expertise in this area on board.
- Support partners to conduct gender analysis and use the findings to develop their strategies on the area.
- Support partners to conduct gender analysis with local government and help devise participation of women in local governance and political institutions based on it.

ii. Environment and climate resilience
- Strengthen capacity on environment and climate resilience and add a technical partner on board.
- Integrate "resilient development approach to cope both the impacts of natural and human-made disasters" in IM’s program.
- Support partners to advocate for mainstreaming this area with project stakeholders, local governments etc.
- Integrate environment lens in every aspect of IM’s work such as procurement process, advocacy for resilience development etc.

iii. Mainstreaming conflict sensitivity
- Strengthen capacity to ensure proper analysis and mitigating measures for potential conflicts at all stages of the intervention.
- Identify potential conflict creators, involve them from the beginning and garner their support to reduce potential conflicts during program implementation.

8. PARTNER ECO-SYSTEM

IM’s Partnew Eco-System (PES) comprises of IM and its three different kinds of partners. All will add different sets of values and complement each other to achieve a larger goal. By forming this eco-system, IM envisions the work of connecting for societal change.

IM’s role

i. Donor/funding partner: IM will manage adequate funding as well as ensure compliances while managing funding from individual and back-donors.

ii. Capacity builder: IM will develop partners’ capacities for their organizational development and in building development models that are sustainable and scalable.

iii. Connector: IM will play the role of a connector for promoting partners eco-system, and bring in the complementary roles of different partners.

iv. Facilitator: IM will promote learning and exchanges of best practices between agreement partners, among partners of eco-system and cross board between Nepal and India.

Partner’s role

i. Agreement partners: IM will work with six agreement partners who will receive funding from IM to implement programs in line with their own strategies, which are also relevant with our own strategic plan.

ii. Leverage partners: IM and its agreement partners will foster relationship with local and provincial governments and private sector actors while implementing development models who will be our leverage partners.

iii. Dialogue partners: IM will work with CSO networks, and thematic CSOs, technical (research or academic) institutions, media, journalists, private sector actor, and human rights defenders etc. as dialogue partners. Some of the dialogue partners are Beyond Beijing Committee for gender equality and SDG-5, Human Rights Alliance for civic space and human rights issues etc.
## 9. AID EFFECTIVENESS:

1. **Support partners for their donor coordination for promotion of aid-effectiveness principles.**

2. **Supporting few partners for setting up their planning, monitoring, evaluation and reporting (PME-R) system.**

3. **Results focused approach for societal change.**

4. **Ownership of partners and Rights-Holders.**

5. **Promote few partners with sizeable grants through core funding.**

6. **Promote for multi-year funding and strategic partnership.**

7. **Joint programming and advocacy with like-minded donors.**

8. **No sole donorship approach.**

### 10. PARTNERS’ LIST

**List of IM’s Agreement Partners (Sida/IM funded):**

- Siddhartha Social Development Center (SSDC)-Kapilvastu | [www.ssdc.org.np](http://www.ssdc.org.np)
- Indreni Rural Development Center (IRDC)- Kapilvastu | [www.irdcnepal.org.np/kapilvastu](http://www.irdcnepal.org.np/kapilvastu)
- Multi-dimensional Action for Development (MADE) | [www.madennepal.org](http://www.madennepal.org)
- Society Welfare Action Nepal (SWAN)- Dang | swandang2051@gmail.com
- Society for Environment Education Development (SEED)- Dang | [www.seeddang.org.np](http://www.seeddang.org.np)
- Fair Trade Group Nepal (FTG) | [www.fairtradegroupnepal.org](http://www.fairtradegroupnepal.org)
- Justice and Rights Institute Nepal (JuRI-Nepal) | [www.jurinepal.org.np](http://www.jurinepal.org.np)
- Jagaran Media Center (JMC)- Rupandehi, Province-5 | [www.jagaranmedia.org.np](http://www.jagaranmedia.org.np)

**List of EU Funded Consortium Partners (co-financed by IM and Tdh):**

- Sahakarmi Samaj (consortium lead)- Jajarkot and Kalikot | [www.sahakarmisamaj.org](http://www.sahakarmisamaj.org)
- Centre for Dalit Women Nepal (CDWN)- Kathmandu | [www.centerfordalitwomen.org.np](http://www.centerfordalitwomen.org.np)
Address:
IM Swedish Development Partner
Bakhundole, Lalitpur, Nepal
Tel. No. +977-1-5551419
www.imsweden.org