



World Vision

Nepal



REVISÉD COUNTRY STRATEGY

FY 2018 – FY 2020

United for children, for change, for life



World Vision International Nepal
Revised Strategy FY 2018- FY 2020

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Executive summary

GOAL To address the causes of poverty and inequity for the
2016-2020 sustained well-being of 1 million children

IN 2017

National Office Area: **18 Development Programmes**
Earthquake Response: **3 District Offices**



National Office Area: **USD 9.3 Million**
Earthquake Response: **USD 13.4 Million**



National Office
• **Education**
• **Health**
• **Protection**
• **Resilience**

*Crosscutting themes:
Gender Equality and
Social Inclusion, and
Disaster Risk Reduction*

Earthquake Response
• **Livelihoods**
• **WASH**
• **Shelter**

*Crosscutting themes:
Gender Equality and
Social Inclusion, Disaster
Risk Reduction, and Child
Protection mainstreamed*



Sponsorship: 60% | Private and Grants: 40%

TYPES OF FUNDING



BY 2020

15 Area Development Programmes

USD 16 Million

• **Education**
• **Health**
• **Protection**
• **Resilience**

*Crosscutting themes:
Gender Equality and Social
Inclusion, Disaster Risk Reduction,
and Local Capacities for Peace*

Sponsorship: 40% | Private and Grants 60%

ROAD TO 2020

TARGETED CHANGES

Quality, safe and inclusive basic education is accessible for children



EDUCATION

25% increase in proportion of children who can read with comprehension

Improve child health



HEALTH

10% decrease in proportion of young children who are underweight

Increase community resilience to disasters and economic shocks



RESILIENCE

50% increase in proportion of caregivers able to provide well for their children

185 wards implementing local disaster risk management plans

50% increase in proportion of youth in employment, education or training

Increase protection for vulnerable groups



PROTECTION

50% children report a reduction in harmful practice (child marriage and gender based violence)

247 wards have local committees actively working to address child protection issues

GETTING THERE

RESOURCE

- Grow and diversify funding portfolios
- Demonstrate accountability towards communities, government, donors and other stakeholders

PROCESS

- Strengthen and develop strategic partnerships for child well-being
- Demonstrate measurable impact in strategic objectives
- Establish simple, effective, accountable and efficient systems and processes
- Ensure effective phase-out of the earthquake response

REVISED COUNTRY STRATEGY

FY 2018 – FY 2020



The revised strategy
2018-2020 has a strong focus
on positively impacting the
lives of the most vulnerable.

Introduction

World Vision International officially started to work in Nepal in 2001, following an agreement with the Government of Nepal. Since then, World Vision International Nepal (herein after WVIN) has worked in long-term development, relief, and rehabilitation. Long-term programming is focused on child well-being and community-based interventions, which are designed and implemented in close collaboration with communities, local government, and other local stakeholders. Currently WVIN is carrying out long-term development programme in 11 districts. With the close collaboration of communities, government, and NGOs and media partners, WVIN implements projects to provide support to the most vulnerable children and families. At present, WVIN is focused on Education, Health, Livelihood, and Child Protection. The organisation is also advocating child well-being and other important issues both locally and nationally.

In addition, the organisation has also been involved in relief and rehabilitation programmes in Nepal, including response to

the earthquakes of 2015, where WVIN carried out a response programmes. Over time, the response programme has been reduced to three districts. WVIN has helped more than 520,000 people during the relief and recovery phase by working alongside humanitarian stakeholders, government, and community partners.

WVIN created its 2016-2020 Strategy just before the earthquake on 25 April, 2015. Typically, strategy revision would not take place until FY 2018 but a number of factors contributed to an early revision of the existing strategy.

Why was the strategy revised?

First, in 2016 the Senior Leadership Team (SLT) re-evaluated the organisation's effectiveness in reaching Nepal's most vulnerable children; reaffirmed its commitment to reach the most vulnerable; and began the process of thinking through how best to achieve this in the current funding environment. Second, the



roll-out of World Vision International's (WVI) Learning through Evaluation, with Accountability and Planning 3.0¹ (LEAP3) framework, new way of operating required WVIN to consider which sectors, structures, and operating models would have the greatest impact.

Third, the phase-out of the earthquake response programme will have a significant impact on the organisation and this needs to be built into the strategy for the next three years. Finally, WVI rolled out its first global strategy, Our Promise 2030, to which WVIN seeks to align its own strategy.

This revised strategy FY 2018 - FY 2020 has a strong focus on positively impacting the lives of the most vulnerable, diversifying and increasing WVIN's funding portfolio, and improving organisational competitiveness.

The strategy review process underwent the following steps:

- Reflected on global landscape, including WVI's new global strategy
- Area Development Programmes worked closely with communities, local government, and other stakeholders to collect information and criteria for sector/Technical Programmes selection
- Assessed and analysed financial trends, challenges in reaching the most vulnerable, types of Technical Programmes, different operating models and strategic risk
- Formulated principles around the adoption and implementation of the Technical Programmes, grants and contracts, reaching the most vulnerable and operating models
- Conducted a Strategy Workshop, which included input and discussion with the Senior Leadership Team, representatives from different departments of WVIN, the South Asia and Pacific Regional Office, and National Planning Commission, Nepal
- Meetings and workshops to work on the details of strategic elements.

The strategy focuses on child well-being, balancing a vast array of needs within communities in Nepal and the commitment to narrow our focus in order to ensure quality and impact in chosen areas.

Country Context

POLITICAL

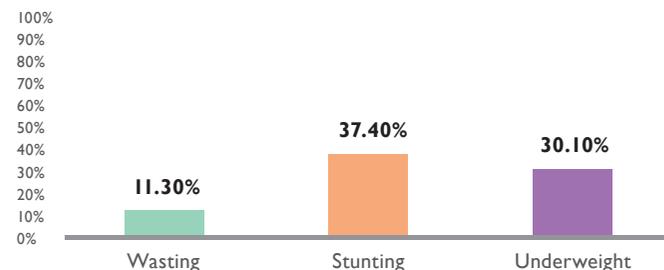
- Federal Republic
- The Constituent Assembly (CA) of Nepal promulgated new constitution on September 2015 with 90% endorsement from the CA members
- Local bodies restructured by the new Constitution: seven provinces and 753 local governments - *Municipalities and Rural municipalities*²
- 33rd Most fragile nation out of 178 countries³

ECONOMIC/ DEVELOPMENT LANDSCAPE

- Human Development Index (2015): 0.558 - 144th out of 188 countries⁴ (*categorised as: Medium Human Development*)
- Percentage of population living under the national poverty line: 25.2%⁵
- GDP per capita: \$730⁶
- Global Hunger Index (GHI): 21.9 (serious)⁷

SOCIAL AND CHILD WELL-BEING

Malnutrition amongst children under five in Nepal



Critical triggers, according to WHO/UNICEF (2014)

Children under five with acute respiratory infection

78.3%

Children that die before their first birthday

3.8%

School enrolment rate at primary level

98.7%

School enrolment rate at secondary level⁸

60.43%

2 Nepal Gazette (2017)
Research Institute (2016)

3 Fund for Peace (2015)
8 UNICEF (2015)

4 Human Development Report 2016: Human Development for Everyone (UNDP, 2016)

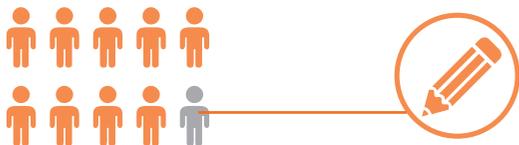
5 ADB (2017)

6 World Bank (2015)

7 International Food Policy

SOCIAL AND CHILD WELL-BEING

- 48% of school children aged 11-13 years are functionally illiterate in WVIN’s programming areas
- On the Terai/Madhesh, 9 out of 10 women from the Dalit community are illiterate⁹



- 12,000 – 15, 000 children are trafficked to India every year to work as a forced labour and commercial sex workers¹⁰

Global Slavery Index: 5th worst out of 160 countries

- 1.6 million children work as a child labour where 37% of them are in hazardous labour¹¹
- Suicide rate amongst women in Nepal is seventh highest in the world¹²

ENVIRONMENT

- Climate Risk Index: 7th in the world¹³
- Nepal lies along a number of fault lines in an area of high seismic activity. It is the 11th most vulnerable to an earthquake in the world
- Direct cost of current climate variability and extreme events: 1.5% - 2% of GDP per year (approx. \$270-360 million)¹⁴

NEPAL EARTHQUAKE 2015

Total fatalities

>8,790

Total injured

22,300

Houses completely destroyed

498,852

Houses partially destroyed

256,697

- Economic loss: Damage/ loss to infrastructure and assets of approximately USD 5 billion and Inflicted Income loss of USD 1.5 billion¹⁵

Population affected

8.1 million

Source: National Planning Commission (2015)

9 International Dalit Solidarity Network (2015)

10 Global Slavery Index (2013)

11 ILO (2014)

12 WHO (2015)

13 Germanwatch (2016)

14 Economic Impact Assessment of Climate Change in Key Sectors (2013)

15 National Planning Commission (2015)



Targeted beneficiaries: Most vulnerable children and families

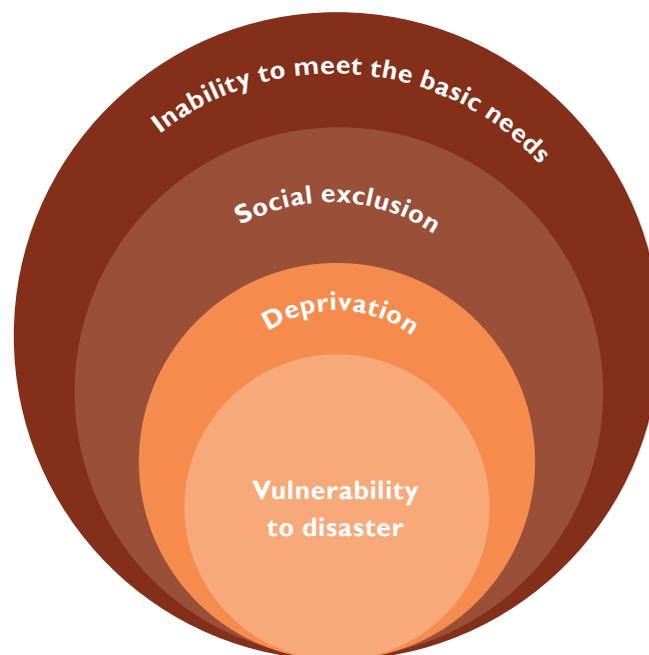
By FY 2020, WVIN envisages that two-thirds of beneficiaries will be from the most vulnerable groups.

Most vulnerable families

The most vulnerable families are those families whose quality of life is most affected by inadequate resources to meet their basic needs; those who are socially excluded, deprived of basic health services and education, or are vulnerable to disasters.

WVIN has identified four key factors which underlie causes of vulnerability:

1. Inability to meet the basic needs: poverty, food insecurity, lack of assets
2. Social exclusion: caste, gender, disability
3. Deprivation: nutrition and illness, access to services, school participation
4. Vulnerability to disaster: living, working or schooling in environment vulnerable to disaster



Most vulnerable children

The most vulnerable children are those who have no caregiver, have a physical or mental disability, come from the most vulnerable families and are especially at risk of illness, dropping out of school, and violence, including but not limited to child marriage, child labour, trafficking, or abuse.

Working with the most vulnerable in urban areas: a new shift

In Nepal 19.4% of the population live and work in urban areas.¹⁶ At an annual rate of 7%, Nepal is rapidly urbanising and the Kathmandu Valley is one of the fastest growing metropolitan areas in South Asia¹⁷. This transition is occurring without adequate infrastructure, governance, or planning support. Rural migrants, particularly children, are vulnerable to a new set of risks. In addition to its rural focus, over the next three years WVIN will work in densely populated urban areas.

Protection issues for children in these areas include child labour, the sex industry, children living on the street, trafficking, substance abuse by children, and a high risk of sexual and physical abuse.

¹⁶ CIA Factbook (2017)

¹⁷ World Bank (2013)

Geographical footprint

WVIN will continue to work in the existing programme districts, in the Far West, West, Mid-West, and Eastern Regions, maintaining its focus on remote and rural areas, where the organisation has long-term commitments and the economic need is high. These correspond to the state (province) numbers 1,3,4,5,6, and 7. In addition, WVIN will continue the roll out of an urban programme in Kathmandu Valley (Central region).

In the initial Strategy FY 2016- FY2020, nine potential new districts were highlighted for future programmes. Based on the Strategy Review, WVIN will expand its geographic footprint to only two new districts before 2020. WVIN will seek fundings to implement programmes in two new districts: Kalikot and Mahottari.

Kalikot is a remote and deprived district located between WVIN's two working districts: Achham and Jumla. Similarly, Mahottari is situated in Terai (southern plain) but the indicators on women, children and overall development are very weak. The district is adjoining with Sindhuli district, WVIN's working district.

The basis for selection of these districts are:

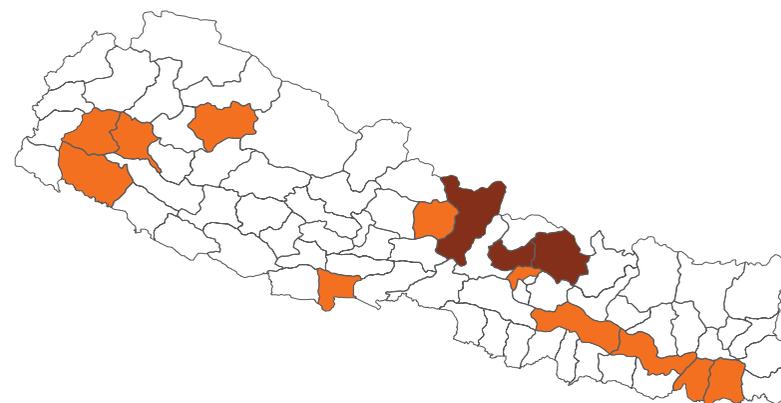
- a. HDI value
- b. Poverty level
- c. Malnutrition rate
- d. Presence of socially excluded groups
- e. Women's literacy rate

Expansion will depend on the availability of funding. Given the needs of some of WVIN's existing programming areas and the shortage of resources to address those needs, additional funds will first be focused in WVIN's poorest areas (Accham, Doti, and Jumla) before any new areas are added.

Kathmandu district is better off but WVIN is working with urban poor, whose situation is worse than rural poor. Exceptions to this will be if a funding opportunity in a new area is of particular strategic value. The extent of poverty in a programme area is a bit worse than the district average as the programme area within the district is relatively backward.

Poverty and HDI value of existing and proposed district/ programme area

District	Existing or new	Geographical Region	Province no.	Poverty Prevalence (2011)	HDI Value (2014)
Morang	Existing	Terai	1	17%	0.513
Sunsari	Existing	Terai	1	12%	0.496
Udayapur	Existing	Hill	1	26%	0.475
Mahottari	Proposed	Terai	2	16%	0.388
Kathmandu	Existing	Hill	3	8%	0.632
Sindhuli	Existing	Hill	3	38%	0.44
Lamjung	Existing	Hill	4	17%	0.507
Rupandehi	Existing	Terai	5	17%	0.498
Jumla	Existing	Mountain	6	49%	0.409
Kalikot	Proposed	Mountain	6	58%	0.374
Achham	Existing	Hill	7	47%	0.378
Doti	Existing	Hill	7	49%	0.407
Kailali	Existing	Terai	7	34%	0.46



■ WVIN DEVELOPMENT PROGRAMME WORKING DISTRICT
■ WVIN EARTHQUAKE RESPONSE WORKING DISTRICT

While operations will be focused on the development programme areas over the strategic period, WVIN will remain open to operating outside the programme areas if:

- A relief situation arises
- The area is being considered for programmes in the future
- An advocacy role in the area where the work will have a direct impact on programmes
- Substantial new funding is secured and if it aligns with WVIN's country strategy.

Strategic objectives

Overarching goal

Our goal is to address the causes of poverty and inequity for the sustained well-being of 1 million children.

In doing so, WVIN will work with NGO partners, local and central government, private sectors, media, and community stakeholders.

WVIN has identified four major priorities for FY 2018-FY 2020: Education (with focus on literacy and school safety), Health (with emphasis on nutrition), Resilience (with special attention to agriculture and economic development, and disaster risk reduction) and Protection of the most vulnerable groups. Local and national level advocacy will be integral part of our strategy. Furthermore, disaster management is mainstreamed across all the Technical Programmes.

The revised strategy focuses on:

- Increasing the impact for the most vulnerable
- Increasing acquisition of resources to provide better coverage to the most vulnerable
- Improving organisational competitiveness

The strategic objectives and targets for the strategic period are stated below:

	Indicator and target	Scale – Minimum numbers reached	Measurement group
Overarching goal: To address the causes of poverty and inequality for the sustained well-being of 1 million children	Number of children report an increased level of well-being		
1: Quality, safe and inclusive basic education is accessible for children	25% increase in proportion of children who can read with comprehension 135 schools meet DRR criteria for safe learning environments	At least 8,550 children with improved reading over three years	Children in Grade 3 classrooms where WVIN implements Literacy programming Schools where WVIN is implementing Education programming
2: Improve child health	10% decrease in prevalence of underweight in children under-five	At least 25,000 children rehabilitated or prevented from developing malnutrition	Children of mothers participating in mothers groups where WVIN implements MCHN programming
3: Increase community resilience to disasters and economic shocks	50% increase in proportion of caregivers able to provide well for their children 185 wards implementing local disaster risk management plans 50% increase in proportion of youth in employment, education or training	At least 10,000 caregivers with increased income 200 wards have a functioning LDRMPs in place At least 5,000 youth actively engaged in youth economic empowerment activities	Caregivers who participate in producer or savings groups of WVIN AED programme All wards where WVIN implements sponsorship programming. NEET rate measured amongst young people participating in SKYE Clubs facilitated by WVIN AED Programme
4: Increase protection for vulnerable groups	50% children aged 10-18 report a reduction in harmful practice (child marriage and gender based violence) 247 wards have local committees actively working to address child protection issues	At least 3,600 children aged 10-18 participate in life-skills curriculum through youth clubs 200 wards have been trained on Child Protection	Children participating in <i>Rupantaran</i> life-skills groups where WVIN implements its Protection programme. All wards where WVIN implements sponsorship programming



**At least 25,000
children will be
prevented or
rehabilitated from
malnutrition**

Strategic initiatives and key results

TECHNICAL PROGRAMMES

1. Increase equitable access to quality education

WVIN will ensure that quality, safe, and inclusive education is accessible for children aged 3-8.

Anticipated end results:

- Children can read with comprehension
- Increased engagement in schools
- Children are better prepared for school and are learning in the home
- More equitable learning outcomes for girls and disadvantaged groups

Key interventions:

- Literacy Boost model for strengthening classroom learning environment, parents and community engagement/action, and system strengthening (Grade 1-3 and ECED specific)
- Citizen Voice and Action to ensure minimum standards
- Comprehensive School Safety Framework focusing on safe learning facilities, school disaster management, risk reduction, and resilient education

2. Improve Child Health

WVIN will ensure that children aged 0-59 months are well nourished.

Anticipated end results:

- Well nourished and healthy children
- Children protected from infection and illness

Key interventions:

- Empowering pregnant women and mothers of children under two for maternal, infant and young child nutrition
- Positive Deviance (PD) Hearth to help malnourished children gain weight
- Community-led health promotion model toward access and improvement to the health services
- Creating enabling environment at home and in the community

3. Families can meet the needs of their children and cope with economic shocks	
WVIN will strengthen the livelihoods, economic prospects and resilience of the most vulnerable families and their communities.	
	<p>Anticipated end results:</p> <ul style="list-style-type: none"> • Increased household income • Increased ability of parents to meet the immediate needs of their children • Shift from subsistence to semi-commercial farming • Strengthened financial management of small businesses • Increased household savings and financial management
Agriculture and Economic Development (AED):	<p>Key interventions:</p> <ul style="list-style-type: none"> • Local value chain development: strengthening horizontal and vertical linkages for improved value return to producers • Savings groups: building financial literacy, family savings and improved financial management practices
Disaster Risk Management (DRM):	<ul style="list-style-type: none"> • Children feel safer and better prepared • Local disaster committees have the skills and plans in place to launch response to a disaster • Lives are saved in future disasters <ul style="list-style-type: none"> • Community- based disaster risk reduction: Development of local capacity to assess risks and implement Local Disaster Risk Management Plans (LDRMPs) • Engage local youths and CBOs in the identification and management of disaster risks • Advocacy through media: advocacy through networks to increase community awareness and action towards DRRM
Youth Economic Development (YD):	<ul style="list-style-type: none"> • Young people have a positive self- concept, and demonstrate employability or entrepreneurship <ul style="list-style-type: none"> • Skills and Knowledge for Youth Economic Empowerment (SKYE) Clubs, to strengthen adolescents and young adults economic prospects and ability to break cycles of poverty and provide well for their children in the future • Life skills, vocational skills and small business/enterprise support for youth groups • Local advocacy and mobilisation of youth as leaders for disaster risk reduction planning

4. Increase Protection for Vulnerable Groups

WVIN aims to protect vulnerable people especially women and children from violence and harmful traditional practices

Anticipated end results:

- Reduced incidence of child marriage
- Young people have life skills and confidence to be agents of change in the community
- Reduction in Gender-Based Violence (GBV)
- Reduction in child labour, trafficking and other forms of abuse

Key interventions:

- Child Protection Advocacy, to strengthen the child protection system and linkages from local to national levels, and strengthened community action to change harmful social norms and practices
- Men Care model, to build the capacity of men and women to address the issue of GBV and discrimination, and to improve positive relationships within the family
- *Rupantaran* (transformation) Life Skills, working with groups of vulnerable adolescents to equip them with improved confidence, resilience and life skills



WVIN will respond to disasters within and outside the programme area depending on scale, urgency, and an availability of the resources .



Operating principles and models

REDESIGNING OPERATING MODALITY: NATIONAL OFFICE TO FIELD STRUCTURE

In FY 2018 WVIN will redesign the operating model using the following principles:

1. Maximise diversified funding opportunities and minimise the funding risks.
2. Gain efficiency to manage funding fluctuations via scalability.
3. Reach the maximum number of the most vulnerable in the most efficient manner (staffing, time, and process).
4. Eliminate unnecessary duplication of layers, roles, and responsibilities.

With these principles, WVIN will design field structures to become more lean and efficient, with a greater delegation of responsibility to NGO partners. WVIN presence will be at regional level as opposed to current district/LPA level. Each regional unit, headed by a senior staff member, comprising functional staff, such as Technical, Support Service, MEALS, and Child Sponsorship, will provide oversight to the programmes/projects. The regional structure will be designed to oversee programmes/projects in the districts, and to establish rapport with the provinces in that region.

WVIN will also restructure National Office functions using the same principles. The changed field structure and current Earthquake Response Programme which will run through the third quarter of FY 2018, will be the determining factors in the national office structure.

URBAN PROGRAMMING

Nepal is one of the least urbanised country in Asia and yet it is also one of the fastest urbanising nation. Increasingly, poor rural families are migrating to urban areas in search of work. The urban environment offers new livelihood opportunities for the poor, but the cost of living is significantly higher, and livelihoods are often informal, seasonal, or unstable. This environment often exacerbates rather than relieves vulnerabilities. As a result, the number of vulnerable families and children are rapidly increasing in urban areas.



7 out of 10

working children of Kathmandu migrant families are currently trapped in bonded or forced labour.

In the urban environment, migrant families are over represented amongst the most vulnerable groups – they often lack capital, land, and other resources, and lack access to services. Migrant families who are not registered in the district of their urban home are not recognised, cannot take part in urban governance and are often unable to access services. Migrant families are particularly vulnerable to being engaged in child and bonded labour. A report found that 7 out of 10 working children of migrant families in Kathmandu are currently trapped in bonded or forced labour¹⁸. These families face different kinds of vulnerabilities and challenges than rural-based, and therefore require different kinds of programme interventions.

In order to reach the most vulnerable children in an urban context, WVIN is in the process of designing an interim urban strategy and new area programme to be implemented in the Kathmandu Valley, commencing FY 2018.

Through the implementation of the interim urban strategy, WVIN will focus initially only on Kathmandu Valley, with an aim to test, learn and develop its urban programme capacity to develop an expanded urban strategy from FY 2020.

FUNDING ACQUISITION

To improve funding stability and strengthen income growth, the development of grants, contracts, and other alternative forms of income is a priority of the WVIN Country Strategy.

Grants Acquisition and Management strategy focuses on building the enabling components for long-term success in acquisition – especially through building the evidence that complement WVINs value proposition.

DISASTER MANAGEMENT

WVIN will respond to disasters within and outside the programme area depending on scale, urgency, and need. WVIN will preposition relief items in order to ensure immediate response. Pre-disaster agreements will be completed with suppliers in Nepal, India, and other countries in order to ensure the speedy purchase of relief materials. In addition to the excellent experience staff are receiving in the response team, additional training will be provided to enhance their capacity.

WORKING IN PARTNERSHIP

WVIN is committed to strengthen partnerships with bi-lateral donors, community-based organisations, private companies, district and national government, district and national level NGOs, INGOs, multi-lateral donors, and UN agencies. WVIN will continue its presence and leverage at the central level through the Association of International Non-government Organisations (AIN) Steering Committee, Clusters and with line ministries. This will mean contributing, where possible, through policy debate and dialogue, demonstrating impact by linking evidence from the field to national level discussions, advocacy on key issues, engagement with various ministries on issues affecting child well-being, and a commitment to bring the voice of the most vulnerable to national level forums.

With change in field structure, WVIN will devolve more responsibility for implementation to NGO partners. Through robust monitoring and evaluation, WVIN field staff will ensure NGO staff deliver good quality of work in the project activities.

In addition, WVIN has a formal working relationship with government agencies at the district and village development committee level which will be further expanded to province and rural/municipality level.

The revised strategy aims to align WVIN's key activities around Sustainable Development Goals (SDGs) in order to complement the Government of Nepal's commitments toward the sustained well-being of every Nepalese citizen and the nation as a whole.

In collaboration with WVI Regional and Global Centre, ensuring that it shares in the broader mandate of the WVI Partnership by engaging in specific global and regional campaigns, WVIN will choose major advocacy issues based on the national and local context. WVIN will aim to help communities, particularly children, raise their concerns with relevant government agencies, giving preference to working in partnership and through coalitions.

WVIN will invest in the following key capabilities of the implementing partners:

- Ability to deliver, measure, and communicate impact, so that the government, partners, donors, and communities trust and value our work
- Technical and Partnering Capability for excellence in sustainable development
- Management Capability to drive high performance and accountability

ADVOCACY

WVIN is taking an integrated approach to advocacy, which means that advocacy happens across sectors and it is designed to either complement or supplement transformational development programming at the local, provincial and federal levels. Advocacy will support the sectors to maximise their positive results through rolling-out nationwide advocacy methodology such as Citizens' Voice and Action. Moreover, through the means of advocacy, WVIN will support, contribute to and hold the Government of Nepal accountable towards its commitment on implementation of policies and frameworks. By advancing Child Friendly Local

Governance (CFLG) initiative, WVIN's advocacy work will partner with the Government of Nepal to help ensure the local governance prioritises children's issues.

Advocacy will be pursuing for empowering and promoting people (including children and youth) from the poorest and the most marginalised families and groups and thereby maximising the positive impact amongst the lives of these groups. WVIN will seek to actively engage and influence government bodies at all government levels, to influence policy making and implementation of the existing policies relating to sectorial issues, including maternal and child health; inclusive quality education; violence against children; and disaster risk reduction and skill-development of youths. WVIN's contribution to achieve the SDGs will be communicated to the government. Moreover, the organisation will also provide technical support to the government to monitor the achievements against the SDGs.

COMMUNITY SPONSORSHIP MODEL: A PARADIGM SHIFT

The Community Sponsorship Model is a new model that aims to empower local communities to assess, plan, implement, and reflect initiatives to address the root causes of the problems affecting the well being of children. It envisages child-well being through sustainable development work with an ownership of families and communities.

This model is characterised below:

1. WVIN facilitates a community-led development where local ownership, the relationship between officials and those they serve, and the empowerment of children and families is emphasised.

2. WVIN facilitates direct engagement between communities and sponsors, where communities generate evidence, real time progress, and share with sponsors.
3. A shared understanding amongst stakeholders on optimising the impact on the most vulnerable children: with simple and result-based monitoring, the model aims to bring changes in the target groups. Outcome monitoring gives opportunities to adjust activities to address the barriers.

Success indicators of the model:

1. Changes in the quality of life of target groups (most vulnerable families and children), as observed in the metrics
2. Increased support to target groups from government
3. Engage donors/ sponsors

MONITORING, EVALUATION, ACCOUNTABILITY AND LEARNING (MEAL)

WVIN will strengthen and streamline its existing monitoring systems (outcome monitoring, activity tracking, and beneficiary tracking). Quality Benchmark (QBM) will be developed for each of the Technical Programmes. The QBM will be based on the principles of WVI's new way of operating in order to monitor the programme activities. This approach will enable WVIN to ensure the minimum quality of the work is attained.

Outcome monitoring will be carried out or analysed six monthly or annually, depending on the nature of the indicators.

A robust monitoring and evaluation system will be developed to ensure the smooth implementation of the new programme and that sustainable values are added to communities by new Technical Programmes. The evaluation system will be improved by introducing Randomised Control Trials, which gives a basis for assessing the contribution of WVIN.

Programme accountability will be an integral part of Technical Programme implementation. Beneficiary selection criteria; system of information sharing, consultation, participation and feedback handling will be a crucial aspect of the Technical Programmes. WVIN will integrate programme accountability in all sectors to share information and promote consultation and participation. Feedback is an important part of operations. Addressing the concerns and feedback of the key beneficiaries establishes a common understanding between the communities and WVIN, as well as partner NGOs by seamlessly integrated accountability in the organisation will ensure the quality of the programme and enhance transparency to the community. WVIN has shown the importance it attaches to community accountability by creating a specific department reporting to the National Director, whose primary task is to monitor the quality of implementation and give feedback to Senior Management about programmes from communities, with the aim of addressing community concerns and improve programmes.

Recommendation Tracking System (RTS), a management response tool will be used to ensure the effective implementation of the corrective measures recommended by the stakeholders at various level for better quality programming. The core purpose of the RTS is to ensure the quality of the programmes.



GENDER EQUALITY AND SOCIAL INCLUSION (GESI)

WVIN will seek to prioritise children/people from socially excluded ethnic groups and people with disabilities. WVIN aims to empower girls and women so that they can attain their potential. Likewise, it intends building capacity, accountability, and work culture around the ethos of GESI.

LOCAL CAPACITIES FOR PEACE

In programme areas, WVIN desires to see harmonious relationships within or between the communities. Given Nepal has the potential for more horizontal (geo-cultural, ethnic) rather than historic vertical conflicts (political), Nepal is becoming a more religiously sensitive country. WVIN will apply Local Capacities for Peace approach to assess and monitor the connectors and dividers and devise an appropriate work approach to harness local capacities for peace. Local stakeholders will be sensitised about the beneficiary selection criteria through discussion on the importance of WVIN's new selection guidelines. Moreover, this will enable the influential people in the community to become positive and work towards the well-being of the most vulnerable groups.

INNOVATION

WVIN combines knowledge, passion, and creativity to generate new value for child well-being. WVIN, as a learning organisation, welcomes the innovative potential of new ideas.

Promoting WVIN for funding opportunities and making WVIN more competitive, the Community Sponsorship Project Model provides ample opportunities to demonstrate impact in the community, donors, and local government. Equipping WVIN for Grants Contract opportunities is a relatively new concept but a more innovative way of achieving the desired goal. Establishing Innovation Lab under Earthquake Response demonstrates WVI's willingness to use new approaches. Technologies learnt in Earthquake Response will be replicated in development, for example activities tracking systems.

Aligning WVIN's strategy with global and local priorities

WVIN's current national strategy has been revised in order to accommodate WVI's Global Centre strategy. The revised strategy will integrate the new Technical Programmes by aligning the components of Nepal's SDGs to WVIN's new technical programme approach.

PRIORITY OF GOVERNMENT OF NEPAL

The Government of Nepal (GoN) is committed to the Sustainable Development Goals (2016-2030), by setting KPI targets for each goal and realigning resources to achieving those SDGs. Besides, the 14th plan, GoN has been oriented “towards building a prosperous Nepal by reconstructing the damage caused by the devastating earthquake of April 25, 2015 and building a self-reliant and independent economy in the near future by learning lessons from the disruption to the national supply provision due to the obstruction on the Southern border and the impact it had on various sectors of the economy. Similarly, the GoN recognises that the new plan

is an opportunity for Nepal to achieve the SDGs adopted by the UN General Assembly by 2030 according to the expressed commitments along with Nepal's target of reaching the level of middle-income countries by the same time.” (NPC, 2017)¹⁹

ALIGNMENT WITH WVI GLOBAL STRATEGY: OUR PROMISE 2030

WVI's new global strategy focuses on the well-being of vulnerable children and aspires to lead in that area. WVI focuses its programme for greater impact by establishing Child well-being Objectives which align with the SDGs with a narrow focus on four sectors –Education, Health, Resilience, and Child Protection. WVI seeks to collaborate and advocate with several state departments and civil societies, advocacy groups, and local youth to attend its objectives in the area of child well-being by exploring new sources of funding and efficiently using the resources at its disposal to deliver high quality programmes in the areas in which it operates.

¹⁹ The statement is derived from the presentation material from Dr Kiran Rupakheti, Member of National Planning Commission during the strategy review workshop by WVIN

Strategic risk and mitigation strategy

The following key risks and their respective mitigating strategies are identified by WVIN:

1. Inadequate funding

Given a backdrop of declining sponsorship funds and cuts in Western international development budgets, WVIN's current target to increase the budget to \$16 million by 2020 poses a challenge to the desired budget scenario. Any insufficiency of income is likely to trigger organisational restructuring, delegation of functions or operations to implementation partners, and redundancy programmes.

In order to address these risks, WVIN has an effective grants management system in place to ensure that staff are responsible and are accountable for the delivery of the grant targets at all levels. Grant acquisition Management System is in place to ensure that it can meet its funding objectives. The organisation has established rapport with consortium members to secure funding for its programme. WVIN has also been working to put in place the right mechanism to produce and disseminate evidence-based reporting to meet the needs of its donors.

2. Implementation of Technical Programmes

The new technical programmes are relatively new to WVIN, to the majority of its employees, and to its partners. WVIN is increasingly relying on NGO partners to implement activities with right quality and at the right time. To mitigate that risk, WVIN will make sure capable NGOs are contracted, highly competent staff are hired, NGO staff are paid competitive salaries, and that WVIN's regional structure is designed to provide excellent support, oversight, and monitoring.

3. Operating under political change and instability

Due to the volatile, rapidly changing, and highly unpredictable political landscape in Nepal, WVIN will have to be prepared for political transitions, strikes, protests and security threats.

WVIN will also adhere to the "Local Capacities for Peace" approach to promote peace and harmony in the community. WVIN's emphasis will be to build and maintain relationship with the central government, local government including newly elected bodies, and provincial governments as and when they come into being.

Annexes

ANNEX I: ACRONYMS

AED	Agriculture and Economic Development	INGO	International Non-Governmental Organisation
ADP	Area Development Programme	KPI	Key Performance Indicators
CBO	Community Based Organisation	LDRMP	Local Disaster Reduction Management Programmes
CFLG	Child Friendly Local Governance	LNGO	Local Non-Governmental Organisation
CPI	Corruption Perception Index	LEAP	Learning, Evaluation, Accountability and Process
CWB	Child Well-Being	LPA	Local Programme Area
CWD	Children With Disability	MCHN	Maternal, Child Health and Nutrition
DAP	Development Assets Profile	MEALS	Monitoring, Evaluation, Accountability, Learning and Strategy
DPO	Disabled People's Organisations	NER	Net Enrollment Rate
DDC	District Development Committee	NPC	National Planning Commission
DPA	Development Programming Approach	PNS	Private Non-Sponsorship
DRR	Disaster Risk Reduction	SO	Support Office
ECED	Early Childhood Education and Development	TA	Technical Approach
EGRA	Early Grade Reading Assessment	UN	United Nations
FBO	Faith Based Organisation	VCPPC	Village Child Protection and Promotion Committee
FLAT	Functional Literacy Assessment Tool	VDC	Village Development Committee
FY	Fiscal Year	WASH	Water, Sanitation and Hygiene
GC	Global Centre	WVI	World Vision International
GoN	Government of Nepal	WVIN	World Vision International Nepal
HDI	Human Development Index		

ANNEX 2: OVERVIEW OF PROGRESS AGAINST THE CURRENT STRATEGY

WVIN has been working in 11 districts of Nepal in long-term development programmes. WVIN has been able to reach out to 394,455 beneficiaries (71,019 girls, 67,261 boys, 169,742 women and 86,433 men) through projects such as Education, Health, Livelihood, Child Protection, and DRR in its 18 area development programmes.

Programme impact (in the area development programme)

- Reduction in the percentage of malnourished children in the MCHN Project areas: 4% per year

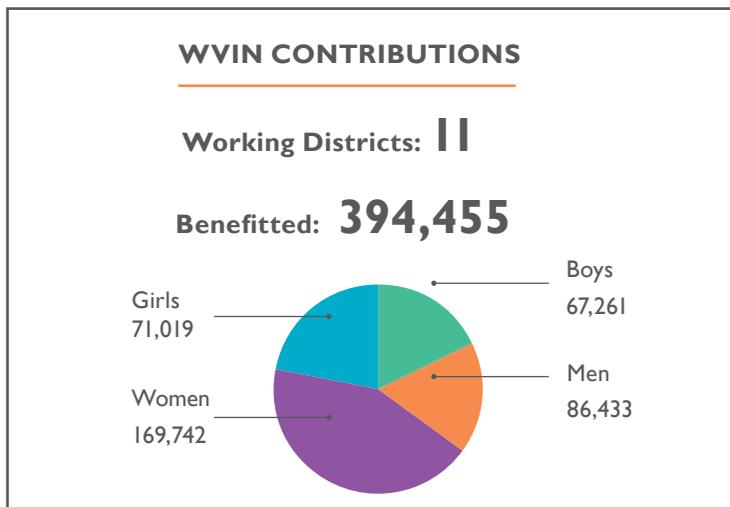
- Increase in the proportion of children reading with comprehension (11-13 years) in the Education Project areas : 8.5% per year (including one Literacy Boost Project for Grade 1-3 years)
- Increase in Household Food security in the Livelihood Project areas: 6.5% per year
- Increase in the percentage of children who articulated a reduction of harmful practices, such as child marriage, in Protection Project areas: 6% per year

Programme monitoring and evaluation

In order to ensure a positive impact on the well-being of children, a system of monitoring outcomes and impact has been established to track changes and make necessary adjustments to programming. The monitoring system will be changed for Technical Programmes. The outcome monitoring combines a mobile-based and manually-updated datasheet (Beneficiary tracking system). Similarly, the development of a quality assurance monitoring system is under-way.

Risk-Based Internal Auditing (RBI-A)

The primary purpose of the RBI-A, a new approach to internal auditing, is to support WVIN in its operations and to accomplish its goals. It enables WVIN to conduct an independent, an objective and a systematic evaluation of its risk management process, control mechanism and the governance system. Moreover, it also provides appropriate recommendations to increase the effectiveness of the aforementioned systems.







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