

ADWAN'S STRATEGIC PLAN 2020 - 2024

BACKGROUND	Association for Dalit Women Advancement of Nepal (ADWAN) is a human rights organization for Dalit and Marginalized women, girls and children, funded in 2055 BS, 1998 AD and registered at District Administration Office Kathmandu with reg. no. 99/055/056) and is affiliated in Social Welfare Council (No.7515) with main objective, 'to empower Dalit and Marginalized women, girls and children'. It is working in rural Nepal promoting solidarity for women across caste lines and empowering them through education, skills development, micro finance, human rights and health trainings in REAL method'.		
LEGAL NAME AND	Association for Dalit Women's Advancement of Nepal (ADWAN)	LEGAL STATUS OF ORGANIZATION	Registered at Kathmandu Administration Office, Reg. No. 99/055/56 and Affiliation in Social Welfare Council Affiliation. No. 7515.
AFFILIATION OF ORGANIZATION	<ol style="list-style-type: none"> 1. Registered at Internal Revenue Department with PAN No. 302322569 and has Tax free certificate. 2. Affiliation in Social Welfare Council with No. 7515 and renewed. 3. Member of NGO Federation, Kathmandu. 4. Member of Dalit NGO Federation. 	GEOGRAPHIC REGION SERVED	<ol style="list-style-type: none"> 1. Gorkha, Tanahu, Arghakhanchi, Baglung, Chitwan and Sarlahi district of Nepal. The Gorkha, Tahanu, Arghakhanchi and Baglung are hilly districts, Chitwan and Sarlahi is Tarai district of Nepal. 2. Planning to reach 8 Tarai districts of province two, Dhanusa, Bara, Parsa, Saptari, Siraha, Mahottari & Rautahat.
TIME PERIOD IN EXISTENCE	ADWAN is registered in 13 th August 1998 and continues supporting rural Dalit & Marginalized girls and women from its establishment.	TARGET AUDIENCE	<ol style="list-style-type: none"> 1. Dalit & other Marginalized Girls 2. Dalit & other Marginalized Women 3. Extreme poor & deprived community people 4. Elected Dalit and Marginalized women.
VISION	ADWAN's vision is ' To establish equitable society free of caste, class and gender discriminations '.	MISSION	The mission of ADWAN is to bring Dalit & Marginalized Women into the mainstream of state governing mechanism by empowering and sensitizing them to establish human right, democracy, sustainable peace and equitable society.

<p>ENVISION OF ORGANIZATION</p>	<p>ADWAN envision 'To eliminate caste and gender based discrimination against Dalit and Marginalized women and to empower them socially, economically, educationally and politically'.</p>	<p>MAIN ACTIVITIES OF ORGANIZATION</p>	<ol style="list-style-type: none"> 1. To unite & organize Dalit & Marginalized women through self-help saving group. 2. To raise awareness against discrimination, exploitation and injustice over Dalit and Marginalized Women. 3. To make rural Dalit & Marginalized Women economically self-dependant by providing skill development and vocational trainings. 4. To develop Dalit & Marginalized women's leadership for politically participation.
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VALUES

<p>INTEGRITY</p>	<p>ADWAN set-up well-defined values and beliefs that guide the behaviors, systems, and practices of person that required to achieve the goals.</p>	<p>TEAMWORK</p>	<p>ADWAN believes in teamwork to increase performance, employee unity and organization's environment & culture. ADWAN applying teamwork to spring up ideas in design projects and its implementation.</p>
<p>PARTNERSHIP</p>	<p>ADWAN believes, the partnership with local government, like minded organizations and other related entities is major key to success of organization. ADWAN is built-up partnership with local government, NGOs, federations, and commissions in Nepal.</p>	<p>TRANSPARENCY</p>	<p>ADWAN recognizes; transparency means truth between organization, partnership, and goals. It means disclosing who is benefitting and precisely how and when funds are being received and disbursed.</p>
<p>HONESTY</p>	<p>Honesty is the best policy and the character of ADWAN. Being honest with people is real character of ADWAN and this helping us to build strong and trustworthy relationships with donors, stakeholders, beneficiaries and community people as well. Honesty is also a principle of ADWAN.</p>	<p>RESPONSIBILITY</p>	<p>ADWAN always devoted in its responsibility towards being accountable to funders, donors, government officials, political leaders, beneficiaries and community people. ADWAN always committed as an organization to responsible to answer to any queries of donors, funders, beneficiaries, stakeholders and community people.</p>

STRATEGIC PLAN

SMART OBJECTIVES

S-Specific, M-Measurable, A-Achievable, R-Realistic, T-Time bound

THEMATIC AREAS	GOALS	OBJECTIVES	INDICATORS
Economic empowerment	<p>To decrease poverty level among Dalit and marginalized women</p> <p>To provide economic skills and resource to support their social, economic and political engagement.</p>	<p>Expand microfinance or small grant support to at least 2,500 poor Dalit & Marginalized Women who are living under poverty line.</p> <p>Increase entrepreneurial and vocational skills of 2,500 poor Dalit & Marginalized Women through life skills trainings.</p> <p>Lobby with Wards, Village Municipality, & Municipality for set up at least 5% of matching fund in each ward's budget.</p>	<p>2,500 poor Dalit & marginalized women's economic status will be improved.</p> <p>Enhanced the small entrepreneurial and vocational life skills of 2,500 poor Dalit & Marginalized Women.</p> <p>At least 5% of the Each ward's budget set aside for program as matching fund and ownership of the project.</p>
Equality and human rights	<p>To provide equal access to justice for all Dalit and marginalized community.</p> <p>To eliminate caste-class-gender based discrimination against Dalit and other marginalized women</p>	<p>Sensitized Dalit & Marginalized Women as well community people for register the case of human rights incidents to the law enforcement agency.</p> <p>Set-up and published a realistic supervising system for Dalit & Marginalized Women's human rights violation and sensitized CSOs, CBOs and community people.</p> <p>Provide legal support for at least 75 victimized Dalit & Marginalized Women's human rights to file case in the district court, court of appeal or supreme court.</p>	<p>The reporting rate of Dalit & Marginalized Women human rights incidents will be increased and get justice.</p> <p>Realistic monitoring system will be developed and CSOs, CBOs and community will be sensitized.</p> <p>The 75 cases of Dalit & Marginalized Women human rights will be supported.</p>
Violence against Women	<p>To eliminate all forms of violence against Dalit and marginalized women & girls.</p> <p>Obtaining legal, political and social consensus against all forms of VAW</p>	<p>Strengthen the capacity of Dalit and marginalized girls & women on provision of constitute of Nepal, new domestic violence law and procedures.</p> <p>Interaction with police and other stakeholders in the issues of violence against women in program districts.</p>	<p>The capacity of Dalit and marginalized women strengthened on provision of constitute new domestic violence law and its procedures.</p> <p>Police and stakeholders will be sensitized on violence against women in project districts.</p>

<p>Education</p>	<p>To create environment for all Dalit children attend at least up-to secondary school.</p> <p>To eliminate discrimination between boys and girls education and create equal access to higher education.</p>	<p>Providing regular scholarship and educational stuffs will address to send the Dalit children up-to secondary school to both girls and boys.</p> <p>Provide financial assistance full or partial scholarship to at least 45 Dalit girls who wish to attend for higher education or technical school.</p>	<p>Number of none-schooling boys and girls are reducing with 45% and discrimination between boys and girls will eliminate.</p> <p>Partial or full scholarships are provided to 45 Dalit and marginalized girls who wish to attend higher education.</p>
<p>Health and Sanitation</p>	<p>To aware Dalit and marginalized women on SRH and ensure access to discrimination free, safe and affordable health services.</p> <p>Awareness training and set a habit to use WASH components.</p>	<p>Sexual and Reproductive Health training will provide to 600 Dalit and marginalized women in different locality. It will set baseline data of health issues.</p> <p>WASH orientation training will provided to every cluster of the project areas</p>	<p>600 Dalit and marginalized women trained on sexual and reproductive health and aware about the contraception. Baseline database will develop on the current health issues.</p> <p>Women became friendly to WASH and sanitation use and term.</p>
<p>Political empowerment</p>	<p>To empower Dalits & marginalized women and deprived people with for active participation on political parties at local level.</p>	<p>Increased capacity of Dalit and marginalized women to be participating as meaningful leaders in political parties at local level.</p> <p>Regular lobby with political leaders for proper implementation of provision of constitute toward Dalit and marginalize women.</p>	<p>Dalit and marginalize women and their children will registered as citizens of Nepal and voter list.</p> <p>Numbers of Dalit and marginalized women will capacitate on politically participant, human rights and personality development.</p>
<p>Organizational Development</p>	<p>To make organization, boards and staff more effective and professional.</p>	<p><u>Human resources:</u> Assess core-training needs of staff and Board, and provide training and development in these areas.</p> <ul style="list-style-type: none"> • Implement annual staff performance appraisal. • Develop and implement transparent and fair policies for staff recruitment. <p><u>Decision-making process:</u></p> <ul style="list-style-type: none"> • Develop a quarterly and annual program reporting system. • Improve communications from Centre to Local level. • Maintaining phone numbers for easy 	<p>The relevant and need based skills and capacity development trainings to boards and staffs provided.</p> <p>Annual boards, staff and volunteers performance appraisal conducted</p> <p>An event-wise, quarterly, half yearly and annual district reporting system developed and implemented.</p> <p>A clear communication system</p>

		<p>communication.</p> <p><u>Finance and budgeting:</u></p> <ul style="list-style-type: none"> • Annually planning finance policies & approve by the GA. • Ensure all staff are aware of finance policies • Prepare quarterly budget report. 	<p>from centre to districts or to project team will be improved.</p> <p>Financial, personnel policies and other organizational ToR reviewed and adjusted annually.</p> <p>All Boards, Staffs will aware about ADWAN's policies and ToR.</p>
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SITUATIONAL ANALYSIS (SWOT)

ADWAN's strategic planning session on 25 and 26 July 2018 carried out a SWOT (Strengths, weaknesses, opportunities and threats) analysis, which has been further developed by the strategic planning committee. The analysis focused particularly but not exclusively on ADWAN's activities in the previous year, and is reproduced below.

Program Area	Strengths	Weaknesses	Opportunities
Economic Empowerment	<p>More than 2,700 women are engaging in Self-Help-Saving Groups.</p> <p>More than 280 Women are involving in Saving and Credit Cooperative.</p> <p>More than 600 women are involving in registered Agriculture groups</p>	<p>The seed money and monthly saving money value is lower.</p> <p>Women are unaware about saving & credit cooperative</p> <p>Women are unaware about government policy and programs.</p>	<p>ADWAN is planning to provide higher seed money and suggest to group to increase in monthly saving amount.</p> <p>ADWAN is planning to organize the awareness program about cooperative.</p> <p>ADWAN is planning to organize awareness programs and make them able to receive local to province level's programs</p>
Human Rights Education for equality.	<p>More than 2,700 women are engaging in Self-Help-Saving Groups.</p> <p>More than 280 Women are involving in Saving and Credit Cooperative.</p> <p>More than 600 women are involving in registered Agriculture groups</p>	<p>ADWAN is not able to provide sufficient trainings to women.</p> <p>Lack in sensitize men toward women rights as human rights.</p> <p>Women are unaware to enjoy their social, political and economic rights from governments</p>	<p>ADWAN is continuing develop proposal and submission will increasing chance to get funding.</p> <p>ADWAN includes the men's awareness program and engagement in developing projects.</p> <p>ADWAN planning to organize awareness session on overall rights.</p>

<p>Health and Sanitation</p>	<p>85 Female Community Health Volunteers and 450 Dalit & Marginalized Women have been trained on Sexual & Reproductive Health & Rights.</p>	<p>Health programs require significant resources, which have been difficult to secure.</p>	<p>International donors are interested in funding this area and the government of Nepal also focusing on health-care and SRHR.</p>
<p>Education</p>	<p>75 Dalit and marginalized girls were received higher education.</p> <p>3,200 Dalit and marginalized children received ADWAN's School Uniform stipend.</p> <p>2,700 Dalit and marginalized women benefited from adult literacy classes and 1,023 children benefited from child education program in the past.</p>	<p>ADWAN discontinued its scholarship program from past two years.</p> <p>Lack of records and monitoring we cannot assess the full scope of our achievements.</p> <p>There are not sufficient education awareness programs as well as a lack of coordination with educational institutions.</p>	<p>Education is an area that donors are keen to support,</p> <p>The government is focusing strongly on primary and secondary education.</p> <p>The government has begun to provide scholarship for poor Dalit students.</p>
<p>Political Empowerment</p>	<p>More than 2,700 women are engaging in Self-Help-Saving Groups.</p> <p>More than 25 women from ADWAN women groups are elected in local level.</p> <p>ADWAN has close relationship with political leaders of local to province level.</p>	<p>Unwillingness of women in political parties.</p> <p>Unawareness of elected women on their duty, responsibilities and power.</p> <p>Gap in relationship building between women and political parties and leaders.</p>	<p>ADWAN is planning to empower women to actively participation in political parties.</p> <p>ADWAN is planning to delivery training session to elected women.</p> <p>ADWAN plan to build up connection between women and political leaders.</p>
<p>Organizational Development</p>	<p>125 women groups are established around the program district.</p> <p>ADWAN has more than 2,700 women members.</p> <p>5 qualified staffs in central and 12 staffs in field level.</p>	<p>There is huge communication gap between ADWAN central office and Field workers and they are dependent to central office.</p> <p>There is low professionalism in some aspects of work.</p> <p>There is lack of thematic expert</p>	<p>ADWAN is planning to arrange capacity development training to Field staffs to cover the gap of communication.</p> <p>ADWAN is planning to provide training in professional development as require.</p> <p>ADWAN is Planning to appoint 3 thematic experts in central office.</p>

MEASUREMENTS OF SUCCESS	MEASURABLE COMPONENT DESCRIPTION	WHEN TO MEASURE	HOW TO MEASURE
Scope of the project	<ul style="list-style-type: none"> • Scope of project is related directly with its objective. If the objective of project is achieved within the given framework, it is measured as successful. It is to deliver the agreed upon functionally. • The objective, goal of project is achieved as expected within the given framework is measurable component. • Project includes all items within scope 	<p>The measurement frequency may be different for each status dimension. Thus, the decision about measurement frequency is a tradeoff between the cost of taking measurement and the value of information. The value of having information on daily and weekly does not make any difference if activities have been going in line with objectives. The measurement of success is an ongoing evaluation. It depends on the project delivery system. It is in depth measured in the end term evaluation. Sometime it is to measure in impact evaluation/ assessment. But for better result, refinement and correction, it is performed weekly.</p>	<p>The measurement mechanism for scope is project change requests. Schedule. It is delivered in terms of variance in schedule and budget due to functionally change requests. Schedule and budget show the impact of that change to the project t measurement.</p> <ul style="list-style-type: none"> • See Outline tasks that has to complete deliverables • Check Estimated time required to complete each task
Schedule	<p>Needs to see the time frame; the project completion on time. Its measurable components are work estimation, external dependencies (such as equipment, technology), speed of risk and issue resolution including mean time of resolving issues.</p> <ul style="list-style-type: none"> • Project is completed on time 	<p>Its measurable component is delivery of its completion on expected time line. Generally, it is measured at least weekly.</p>	<ul style="list-style-type: none"> • Formally, it is measured through its expected timeline that has been set before launching the project. • Percentage of task completed • Overdue project tasks • Missed milestones
Budget	<p>The completion of project within budget is greatest indicator of success. It needs to meet financial project cost agreed upon by stakeholders. Generally, it includes hard ware, software, labor cost, travel etc</p> <ul style="list-style-type: none"> • Project is completed within budget 	<p>It is measured weekly for better performance and match the allocated budget.</p>	<p>It needs to see variance between target cost / allocated cost and forecast cost. It needs to be checked if the budget was over or under. If so, how much was the difference.</p> <ul style="list-style-type: none"> • Planned value. • Actual cost • Earned cost
Team Satisfaction	<p>Their experience, interest towards work and overall team work spirit helps to achieve the goal of projects successfully.</p>	<p>Team satisfaction is depended on involved individual's behavior, communication skill,; so team spirit to</p>	<p>Regular monitoring by the line manager, feedback collected from the field worker and internal employees</p>

	Team satisfaction will work in next project adventure because of their deeper insights.	be encouraged regularly	
Customer /Client's satisfaction	It refers to the degree to which project results meet or exceed expectations. This encompasses the quality of deliverables, service, and communication between internal and external throughout the project life cycle.	Depends on the manager. Whenever he thinks needed seeing the overall project activities,	Feedback taken from the client, social media, open field responses
Quality of work	Its measurable component is delivery of project with no unresolved defects	Generally, it is measured weekly. Different people may want to see daily trends over an extended time period to track the defect. He may also want to see a weekly trend to determine if the product quality is heading in the right direction.	By testing the expected objectives, goal with the real status of the project result, <ul style="list-style-type: none"> • Percentage of resolved defects • Percentage of requirements with test cases
MANAGEMENT PLAN	HOW COMPONENTS WILL BE ASSESSED	HOW OFTEN TO ASSESS	WHO WILL ASSESS
	The above mentioned components will be assessed through key performance Indicators (KPI) in line with Collection of data and reporting frequency, verification, validation, presentation, targets and thresholds	The measure data will be collected and reported usually monthly, weekly, daily or continuously in the whole project period	The line manager / project officer will assess these components
ACTION PLAN	FIRST QUARTER: Livelihood program		
BEGIN & END DATES	ACTION	RELATED OBJECTIVES	RESOURCES - COST, TIME, TEAM MEMBERS
2020 - 2024	Provide training to Dalit and marginalized women with seed money for better agricultural products	<ul style="list-style-type: none"> • To reduce poverty ; • To be independent 	Related to project fund, the estimated genuine cost for expenses, active board members, project related employees
	Educational support for deprived girls and boys through scholar ship, sponsorship, ambitious girls' fund program	<ul style="list-style-type: none"> • To enhance and upgrade their education level • To empower educationally so 	Sponsorship, scholarship provided by Individual,

		that they can stand by their own	Cost as per the standard set for their actual need Time- for secondary , higher secondary and bachelor level students as of their interest
	Human Rights education, constitutional arrangements for inclusion and equality through awareness training	<ul style="list-style-type: none"> • To make them aware of human rights • To be empowered for retaining their own rights 	Resources, cost will be included in the project budget Time period is within the project time frame Board members and project associated employees will be team members
BOARD STRUCTURE	<ol style="list-style-type: none"> 1. Chair person 2. Vice Chair 3. Secretary General 4. Secretary 5. Treasurer 6. Members 	STAFFING STRUCTURE	<ol style="list-style-type: none"> 1. Executive Director 2. Assistant Director 3. Admin & Finance Officer 4. Project Manager 5. Project teams