

# Group of Helping Hands (SAHAS) Nepal

## Strategic Plan (2011-2016)



SAHAS-NEPAL

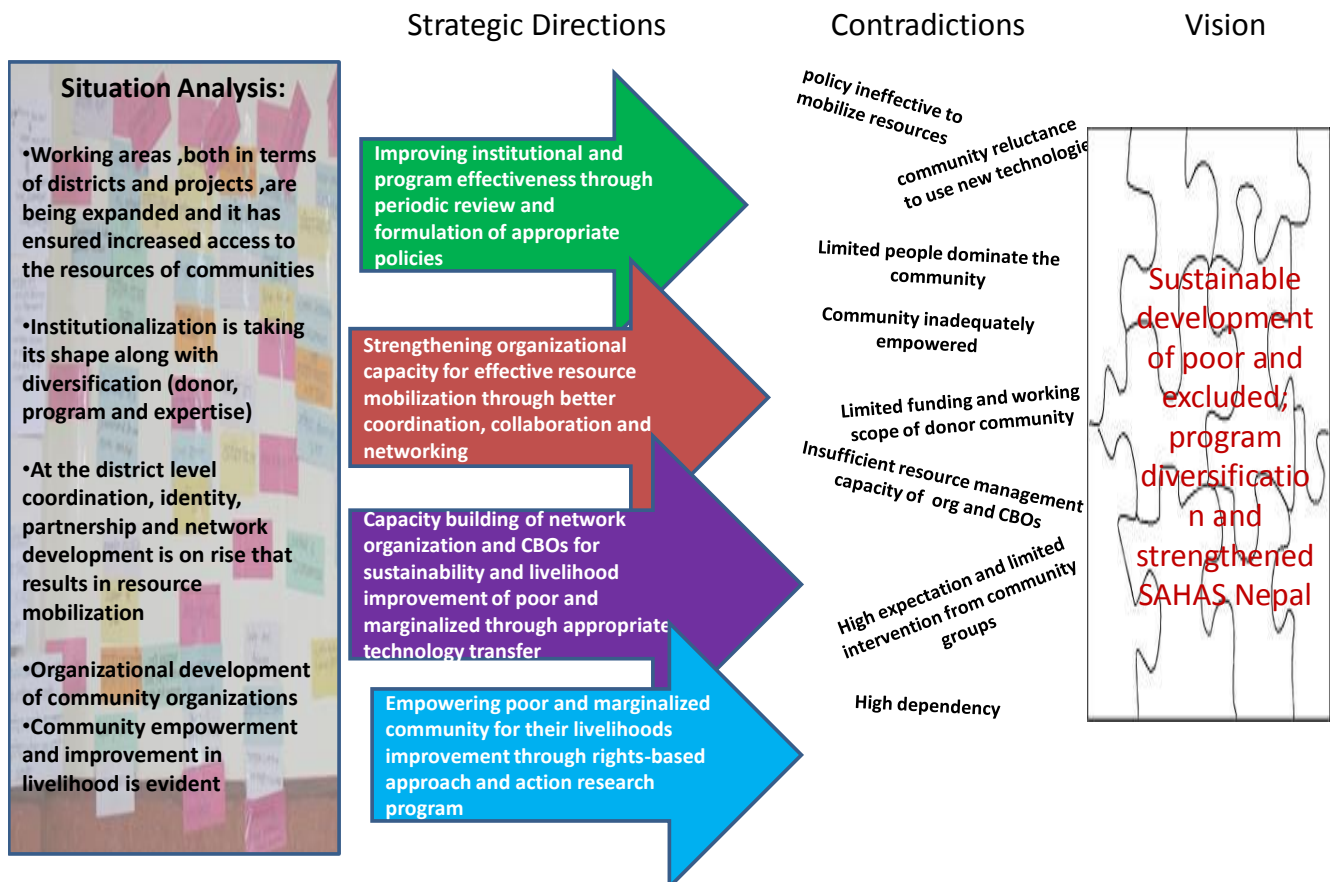


सहास-नेपाल

*SAHAS Nepal*  
*Sanepa, Lalitpur*

# Workshop Output

## SAHAS Strategy (2011-2015): A Glimpse



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## Foreword

The Strategic Plan developed for five years in 2006 was reviewed and new Strategic Plan is in our hand for another five years. The communicating vision is "Inclusion of marginalized community for sustainable development, Programme diversification and strengthened SAHAS- Nepal" with 7 strategic actions and 4 directions.

I am very pleased to mention that almost all activity targets planned by following the strategic directions to achieve the strategic objective were successfully accomplished in the last five years. Periodic review and a thorough review just before this strategic planning process showed that the four strategic directions identified in 2006 have helped SAHAS-Nepal to contribute in improving the livelihoods of poor and disadvantaged groups in the working areas. Similarly, the strategy guided the organization to be more professional with wider coverage through its services. I, on behalf of SAHAS-Nepal, would like to thank all stakeholders, donors, community and staff/members who supported and contributed in many ways to accomplish this strategic plan successfully.

We had a three day long residential participatory workshop to prepare this strategic plan. Unlike the previous one, it was not possible to include all staff members (because now we have 134 staff which is 7 times more than in 2006). So a preliminary review and planning process was organized at the district level and the representatives of the districts collected the views and issues from their working districts as inputs for the main planning workshop. There were altogether 21 participants representing executive committee, advisor, general members and its staff (irrespective of membership in SAHAS-Nepal). We are thankful to Mr. Uttam Uprety and Dammar Rai of SORECAT, who again facilitated the workshop and prepared this strategic document as they did in 2006.

Reflecting the experiences of last strategic plan period, we have decided to develop a broad plan including execution guideline in a joint meeting of executive committee and project management team. We also realized the importance of producing a brief note focusing major part of this strategy document mainly for wider communication.

Our strategic vision "Inclusion of marginalized community for sustainable development, Programme diversification and strengthened SAHAS- Nepal", the strategic actions and directions will remain same for the next five years but action plans will be reviewed periodically. Based on which, we will design activities that helps organization to move forward in the given strategic directions. As in the past, supports and contributions from donors, stakeholders and communities are inevitable. Furthermore, pro-active role of our members, advisor and staff is must to realize this strategy in actions and to bring the dream true. Finally, thanks to the facilitators and participants for their active participation in the workshop and to those colleagues who contributed in finalizing this document.

Thank You

Brahma Dhoj Gurung

Chairperson

November, 2011

## **Section 1 – Introduction**

### **1.1 Introduction of SAHAS Nepal**

The Group of Helping Hands (SAHAS) – Nepal is a non-governmental social development organisation. Established by a team of creative former staff members working with United Mission to Nepal's (UMN's) Okhaldhunga Rural Development Project in 1996 it is registered as a national NGO with District Administration Office, Lalitpur. Since then it has been building on its success and learning and gradually scaling up its programs, projects and quality of its work. Similarly, it has extended its geographical coverage and has strong with various development agencies.

SAHAS- Nepal works with the poor and socially excluded segment of society. It has thus directed development efforts towards strengthening the capacities of the communities/CBOs and local development partner organisations to build a culture of peace and create an enabling environment for sustaining the development by CBOs Network Organisations themselves. At present, the organisation has been working with 760 CBOs and serves 15000 households in 10 districts of Nepal. Of them, number of direct project beneficiaries are 90000 and SAHAS is partnering with 4 local CBOs network.

Major development thematic areas of SAHAS- Nepal include: community development, advocacy and action-research. The thematic activities under community development are: (i) livelihoods - agriculture, livestock, and income generation, (ii) education and training – civic and human rights education, training on education, community awareness, (iii) institutional development - leadership development, networking and alliance building, group facilitation, documentation, (iv) disaster mitigation and relief, (v) infrastructure development – irrigation system, micro-hydro-power scheme, suspension bridge, drinking water scheme, and (vi) health and sanitation- hygiene, women's health and nutritional education.

Similarly, the advocacy activities include: enhancement of capacity, lobbying together with communities for their pertinent issues/agendas (e.g. human rights, food sovereignty) addressing respective stakeholders, and support to communities for strategic planning and documentation of campaigns. Moreover, the research activity focuses on 'Hill Maize Research Project' and bio-fuel by conducting various trials with the involvement of the local farmers.

### **1.2 Vision & Mission of SAHAS Nepal**

#### **1.2.1 Vision**

SAHAS has a vision of an inclusive society that respects human rights, sustains the growth of life of all citizens in general, and the poor, marginalised and excluded in particular, and fosters their own initiatives in a just and equitable manner.

#### **1.2.2 Mission**

The organisation is committed towards creating an enabling environment for development by empowering the poor, marginalised and excluded people to improve and sustain their quality of life, and advocating for their human rights and contributing to the

national level.

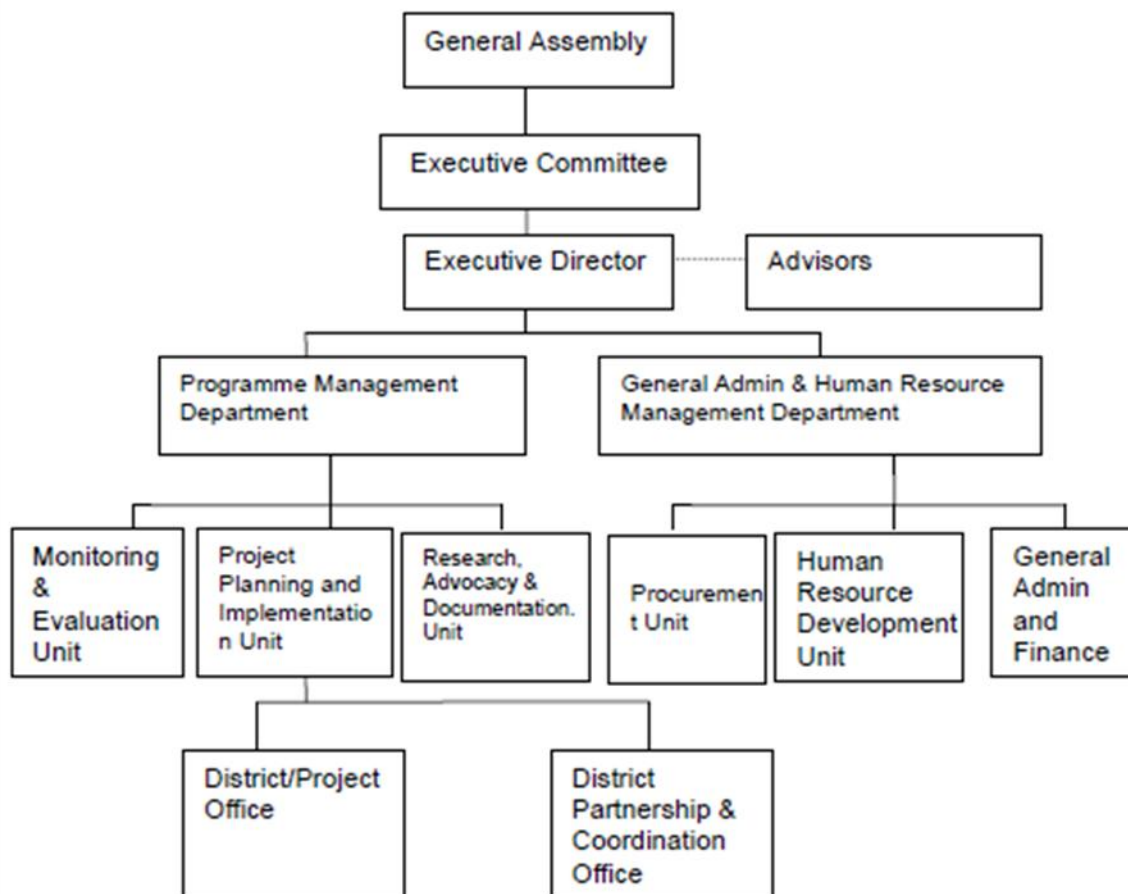
### **1.3 Organizational Structure and Management System**

The General Assembly is the highest body in the hierarchy of the organisation. Currently the organisation has 48 members representing diverse ethnicity, gender, geographical regions and professional backgrounds. The General Assembly elects the Executive Committee, which consists of nine members (5 women and 4 men) at present. The Executive Committee is responsible for leading the organisation and its key functions include the formulation of policy, strategy, and programmes and administer all of the administrative, financial and programmes/projects issues. The advisor(s) assist the Executive Director in policy related matters and linkage with the donor communities, while they also provide necessary inputs to the senior level staff for planning, implementation and monitoring of the organisation's development programmes and projects.

The Programme Management Department (PMD) looks after the planning, implementation and monitoring of the development programmes and projects, and research and advocacy activities of the organisation. The PMD also provides necessary guidance and supervision to the district level offices, namely, District/Project Office and District Partnership & Coordination Office. The General Administrative and Human Resource Management Department on the other hand, oversees the responsibility of management of general administration and financial transaction, including human resource development of the organisation.

The District/Project Office is responsible for implementation of the development programmes/projects at the district level in accordance with the programme/ project documents. Similarly, District Partnership & Coordination Office takes the responsibility of establishing and strengthening the relationships with the partner organisations and other relevant stakeholders at the district level.

## Organizational Structure of SAHAS- Nepal





## Section 2: Overview of SAHAS Strategic Plan (2011-2015)





## Section 3: Situation Analysis

### 3.1 SAHAS Journey for Last Five Years: A Brief Scan

| <b>Level of Intervention</b> | <b>2063 (2006/07)</b>  | <b>2064 (2007/ 08)</b>   | <b>2065 (2008/ 09)</b>   | <b>2066 (2009/ 10)</b>  | <b>2067 (2010/ 11)</b>   |
|------------------------------|--|--|--|---|--|
| <b>National</b>              | <ul style="list-style-type: none"> <li>• strategic planning</li> <li>• 17 staff members</li> <li>• New program agreement</li> <li>• Three new partner organizations</li> </ul> | <ul style="list-style-type: none"> <li>• New project (Civic Education Project)</li> <li>• 5 new partners</li> <li>• formation of new EC</li> <li>• Training materials development workshop</li> <li>• Amendment of bylaws</li> <li>• New members</li> </ul>        | <ul style="list-style-type: none"> <li>• International study tour</li> <li>• project upscaling</li> <li>• Farewell to Advisor</li> <li>• Association with networks</li> <li>• Central office well set-up in Kathmandu</li> </ul> | <ul style="list-style-type: none"> <li>• Work area expansion</li> <li>• CEP expansion to 3 districts</li> <li>• HR development</li> <li>• Media coverage</li> <li>• 6 new partners</li> </ul> | <ul style="list-style-type: none"> <li>• 14 partners</li> <li>• New EC formation</li> <li>• ED appointed</li> <li>• 128 staff</li> <li>• Formation of network organization</li> <li>• Project evaluation</li> <li>• Arrival of EED Advisor- Claudia</li> <li>• 5 new program area</li> <li>•</li> </ul>                          |
| <b>District</b>              | <ul style="list-style-type: none"> <li>• meeting with stakeholders</li> <li>• project orientation and annual review workshop</li> </ul>  | <ul style="list-style-type: none"> <li>• Program area expanded to Udayapur</li> <li>• SSMP phased out</li> <li>• Mid-term evaluation of Food Security Programme (FSP)</li> <li>• New staff hired</li> <li>• Millenium Development Goal 1-7 contribution</li> </ul> | <ul style="list-style-type: none"> <li>• Phase out of APPSP</li> <li>• Linkage and coordination</li> </ul>   | <ul style="list-style-type: none"> <li>• ELLEP extension to 3 new district</li> <li>• Midterm evaluation of FSP</li> <li>• CBO network org. establishment</li> </ul>                          | <ul style="list-style-type: none"> <li>• CEFALS extension to 3 districts</li> <li>• Appreciation of fair staff hiring process by stakeholders</li> <li>• Mostly local staff hired</li> <li>• IFCO extended to Dailekh</li> <li>• Promotion of SAHAS-Nepal working approaches</li> <li>• FSP completion in Okhaldhunga</li> </ul> |
| <b>Community</b>             | <ul style="list-style-type: none"> <li>• continued scholarship</li> <li>• support to IGA</li> <li>• relief aid</li> </ul>  | <ul style="list-style-type: none"> <li>• Continued work on infrastructure development</li> <li>• IG activities ongoing</li> </ul>  |  | <ul style="list-style-type: none"> <li>• Support to 6 new micro-hydro</li> <li>• Able to access resources from</li> </ul>   | <ul style="list-style-type: none"> <li>• 760 CBOs</li> <li>• 15000 HHs direct beneficiaries</li> <li>• 40 scholarships</li> </ul>  |

- capacity development
- postponed some activities temporarily
- Training on institutional development
- Program on livelihood, agriculture and IG
- Lobby and advocacy initiated
- community empowerment
- 4 VDCs in Udayapur (1219 HHs and 55 groups)
- Community-based research (HMRP, Biofuel)
- development agencies as well as VDCs

**Each year had typical focus as named:**

|                |                                |
|----------------|--------------------------------|
| 2063 (2006/07) | Strategic planning year        |
| 2064 (2007/08) | Partnership Development year   |
| 2065 (2008/09) | Community Empowerment year     |
| 2066 (2009/10) | Working area expansion year    |
| 2067 (2010/11) | Institutional development year |

**Level specific reflection:**

- National level
  - Working areas both in terms of districts and projects are being expanded
  - Institutional development of SAHAS- Nepal is taking its shape
  - Diversification (donor, program and expertise)
  - Increased partners and financial volumes
  - Well set-up of central office
  - More senior staff including ED
  - New advisor seconded by EED
- District level
  - At the district level coordination, identity, partnership and network development is going on
  - Appreciation of fair staff hiring process by stakeholders
  - Mostly local staff hired
  - Promotion of SAHAS- Nepal's working approaches
- Community level
  - Organizational development of community organizations
  - Resource sharing from the community and partnership with different networks
  - Community empowerment and improvement in livelihood
  - Able to access resources from development agencies and VDCs

**Cross-analysis (Diagonal)**

- Policy review has led to staff motivation and no discrimination, which finally has increased commitment and ownership of the staff resulting in work effectiveness.
- Based on the strategic plan 2063, working area has been expanded along with increased identity and human resources. It has further increased employment opportunities and benefits
- Expansion of working area (programme) has increased beneficiaries HHs and their

access to the resources has been increased. They have even come up with demand for new intervention

- Donor has extended their support to expand program while at the same time community based organizations have also shared the resources
- Community groups are able to mobilize resources at local level and implement programs
- Community Based Organisations Network Organisations (initiated and supported by SAHAS- Nepal) are able to mobilize resources from local government such as DDC and others to implement programs
- Community groups have participated at various forums including national level handicraft competition
- Diversified programmes and projects

### 3.2 SWOT Analysis for SAHAS Nepal

#### SWOT Analysis for Group of Helping Hands, Nepal

|  |  |  |
|--|--|--|
| <p><b>Central Level</b></p>  | <p><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>• Work-force diversity (board members and staff)</li> <li>• Bottom-up working approach and long-term commitment (long term partnership)</li> <li>• Community focused programs</li> <li>• Networking and linkages</li> <li>• Team approach</li> <li>• Long experience on Food Security and development sector</li> <li>• Committed staff</li> <li>• Good governance and decentralization</li> <li>• Well set up central office</li> </ul> | <p><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>• Donor dependency</li> <li>• Poor documentation and communication (external)</li> <li>• Insufficient human resource</li> <li>• Weak monitoring system (Human Resources /Programme )</li> <li>• Less visible at national level</li> </ul>   |
| <p><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>• Working area expansion</li> <li>• Resource sharing</li> <li>• Internationalization of visibility</li> <li>• Donor trust and diversification</li> <li>• Donor interest to support on FSP</li> </ul> | <p><b><u>S-O Analysis</u></b></p> <ul style="list-style-type: none"> <li>• Possibility of receiving more new projects (Food security) from different donors</li> <li>• Organizational development</li> <li>• Influence at policy level</li> </ul>  | <p><b><u>W-O Analysis</u></b></p> <ul style="list-style-type: none"> <li>• Donor diversification to reduce dependency on limited donors</li> <li>• Proper mobilization of organizational fund to develop project proposals</li> <li>• Quality documentation and effective communication/dissemination</li> <li>• Strengthen monitoring system</li> </ul> |
| <p><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>• Staff turn-over</li> <li>• Limited funding</li> <li>• Political instability and influence</li> <li>• Too many NGOs working in the same area</li> </ul>   | <p><b><u>S-T Analysis</u></b></p> <ul style="list-style-type: none"> <li>• Explore of potential donors for HRD</li> <li>• Review of organisational rules and regulation in the present context</li> </ul>  | <p><b><u>W-T Analysis</u></b></p> <ul style="list-style-type: none"> <li>• Incentive package</li> <li>• Mobilization of own resources for project hunting</li> <li>• Improve documentation and media coverage through success story</li> </ul>   |

|  |   |   |
|--|---|---|
| <b>District Level</b>  | <b>Strengths</b> <ul style="list-style-type: none"> <li>• Coordination</li> <li>• Multi-disciplinary team</li> <li>• Resource sharing (Flexibility to spend some resources beyond pre-determined project activities)</li> <li>• SAHAS working approach</li> <li>• Majority of the staff are local people</li> </ul> | <b>Weaknesses</b> <ul style="list-style-type: none"> <li>• Limited monitoring</li> <li>• Limited funding</li> <li>• Staff turnover</li> </ul> |
| <b>Opportunities</b> <ul style="list-style-type: none"> <li>• I/NGOs Matching fund</li> <li>• Compulsory community contribution as provisioned by the Government of Nepal</li> <li>• Implement other small projects in same working areas and districts</li> </ul> | <b>S-O Analysis</b> <ul style="list-style-type: none"> <li>• Need identification through partnership /participatory approach</li> <li>• Community facilitation for matching fund</li> </ul>   | <b>W-O Analysis</b> <ul style="list-style-type: none"> <li>• Raise morale of staff and funds</li> </ul>                                       |
| <b>Threats</b> <ul style="list-style-type: none"> <li>• Political situation</li> <li>• Stereotype View of GOs and morale</li> <li>• Increase in dependency</li> <li>• Youth/seasonal migration</li> </ul>  | <b>S-T Analysis</b> <ul style="list-style-type: none"> <li>• Flexible planning/budget (allocate fund to address unplanned activities that is emergent needs)</li> <li>• Awareness raising</li> <li>• Entrepreneurship development</li> </ul>  | <b>W-T Analysis</b> <ul style="list-style-type: none"> <li>• Annual review and planning by field monitoring</li> </ul>                        |

|   |   |   |
|---|---|---|
| <p><b>Community Level</b></p>   | <p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Working in remote villages/areas</li> <li>• Working in close coordination with community</li> <li>• Working to address community needs</li> <li>• Integrated approach in program design and management</li> <li>• Participatory approach</li> <li>• Committed and inclusive staff</li> <li>• Transparency</li> <li>• Reaching out to the poor and socially excluded communities</li> </ul> | <p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Resources not enough</li> <li>• Low number of package programme for livelihood improvement at household level</li> <li>• Poor documentation of the program implemented at community level</li> <li>• Poor information flow and sharing of success stories and information among communities</li> <li>• Community support policy is not updated and made relevant in the changed context</li> <li>• Limited resources to address community need/demand in changed context</li> </ul> |
| <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Community has range of needs that need our support</li> <li>• Common grounds between donors and SAHAS for collaboration and partnership</li> <li>• Community is curious and enthusiastic</li> <li>• Mobilization of local resources</li> </ul> | <p><b>S-O Analysis</b></p> <ul style="list-style-type: none"> <li>• Identify real needs of the community groups and mobilize local resources</li> <li>• Increase effectiveness in program implementation so as to increase donor's interest</li> </ul>  | <p><b>W-O Analysis</b></p> <ul style="list-style-type: none"> <li>• Provide package programme for those communities who need more services</li> <li>• Increase community interest to the program with amendment of community support policy</li> </ul>  |
| <p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Political influence</li> <li>• Influence from elite groups</li> <li>• Poor managerial capacity of network organizations</li> <li>• Insecurity</li> <li>• Price hike, strikes</li> <li>• Climate change and natural disasters</li> </ul>              | <p><b>S-T Analysis</b></p> <ul style="list-style-type: none"> <li>• Gain more interest of community group to counterbalance the interest of elite group</li> <li>• Provide space and make flexible plan and program</li> <li>• Provide continuous support for sustainability of network organization</li> </ul>   | <p><b>W-T Analysis</b></p> <ul style="list-style-type: none"> <li>• Design relevant program</li> <li>• Review program (half-yearly and yearly)</li> </ul>   |



## Section 4: Vision for Next Five Years

**What would be the characteristics of 'sustainable development of poor and marginalized community' and 'strengthened SAHAS' we wish to see in five years from now?**

| Program & Donor Diversification  | Gender, Equity and Social Inclusion   | Program & Area Expansion   | Empowerment of CBOs  | Livelihood of the community Improved   | Institutional strengthened   | Identity of the organization is developed   |
|--|---|--|--|--|--|---|
| <ul style="list-style-type: none"> <li>• Partnership with at least 5 long-term donor</li> <li>• Fund received from 5 additional donors</li> <li>• Two regional offices/ support units of SAHAS-Nepal established</li> <li>• Program diversification</li> <li>• (climate change, social security, action research)</li> </ul> | <ul style="list-style-type: none"> <li>• Increased participation of wider stakeholders in development work</li> <li>• Active participation of women &amp; marginalized group in leadership roles</li> <li>• 55% of leadership roles taken by women and dalit</li> </ul> | <ul style="list-style-type: none"> <li>• Expansion of program in at least two districts</li> </ul> | <ul style="list-style-type: none"> <li>• CBOs network org will be functional &amp; have identity at district level</li> <li>• 7 CBOs' Network Organisation are capacitated to work independently</li> <li>• increased access &amp; control to local resources</li> <li>• Increased availability of competent HR</li> <li>• Increased capacity in identifying issues and resource mobilization</li> </ul> | <ul style="list-style-type: none"> <li>• Increased food sufficiency reached to 9 months for those having 3 months food security</li> <li>• (access to infrastructure, health, sanitation, education)</li> <li>• Improved in basic infrastructure and hygiene in community</li> </ul> | <ul style="list-style-type: none"> <li>• Specialized Human Resource Development and Monitoring and Evaluation mechanism</li> <li>• Effective and systematic documentation, reporting, case study preparation and dissemination</li> <li>• Increased assets of organization (building &amp; vehicle)</li> <li>• Increased media coverage of SAHAS- Nepal</li> <li>• Increased in competent and committed staff</li> <li>• Formulation and implementation of effective policies</li> <li>• Yearly publication of journal of Food Security</li> </ul> | <ul style="list-style-type: none"> <li>• Food security as SAHAS-Nepal's specialization area</li> <li>• International/ National workshop on Food Security</li> </ul> |

## Section 5: Five Year Strategic Direction for SAHAS Nepal

### STRATEGIC ACTIONS

Review and formulate appropriate policies



Improving institutional and program effectiveness through periodic review and formulation of appropriate policies

Strengthening linkage and networking for effective resource mobilization

Lobbying & Develop Link with Multiple Donors



Strengthening organizational capacity for effective resource mobilization through better coordination, collaboration and networking

Capacity building and entrepreneurship development

Capacity building of network organization

Extension of new technology



Capacity building of network organization and CBOs for sustainability and livelihood improvement of poor and marginalized through appropriate technology transfer

Promote rights-based approach and action research



Empowering poor and marginalized community for their livelihoods improvement through rights-based approach and action research

## Section 6: Milestone Activities for Year One

| Strategic Directions  | Quarter One  | Quarter Two   | Quarter Three  | Quarter Four  |
|---|--|---|--|---|
| Improving institutional and program effectiveness through periodic review and formulation of appropriate policies   |  | <ul style="list-style-type: none"> <li>Policy Review</li> <li>Policy formulation on IGA (Income Generation Activities) for groups</li> </ul>  | <ul style="list-style-type: none"> <li>Submission of bylaws for approval</li> <li>Draft policy on network organization</li> </ul>                          | <ul style="list-style-type: none"> <li>Network policy approval and implementation</li> <li>Draft Fund mobilization policy</li> </ul>  |
| Strengthening organizational capacity for effective resource mobilization through better coordination, collaboration and networking                               | <ul style="list-style-type: none"> <li>SAHAS newsletter publication</li> </ul> | <ul style="list-style-type: none"> <li>Interaction program of network organization in Okhaldhunga</li> <li>National level interaction with donors and stakeholders</li> <li>Proposal writing training to SAHAS staff</li> </ul> | <ul style="list-style-type: none"> <li>Updating SAHAS flyers and flex print etc.</li> <li>Effective documentation training to field level staff</li> </ul> | <ul style="list-style-type: none"> <li>SAHAS day celebration planning</li> <li>Publication of SAHAS success stories</li> <li>Preparation of District project profile</li> </ul>                         |
| Capacity building of network organization and CBOs for sustainability and livelihood improvement of poor and marginalized through appropriate technology transfer |  | <ul style="list-style-type: none"> <li>Farmer Led Experiment (FLE)</li> <li>Home gardening approach extension</li> <li>Proposal &amp; report writing training to network organization</li> </ul>                                | <ul style="list-style-type: none"> <li>Exposure visit to FLE site</li> <li>Organization management training to CBOs</li> </ul>                             | <ul style="list-style-type: none"> <li>Organizational development training to network organization</li> <li>Participatory Review and Planning Workshop at VDC and network organization level</li> </ul> |
| Empowering poor and marginalized community for their livelihoods improvement through rights-based approach and action research                                    |  | <ul style="list-style-type: none"> <li>Develop advocacy policy of organization</li> </ul>   | <ul style="list-style-type: none"> <li>Orientation and interaction on Local Self-Governance Act</li> </ul>   | <ul style="list-style-type: none"> <li>RBA (Right Based Approach) training to staff</li> </ul>  |

## Section 7 – Annexes

### 7.1



## **Introduction**

SAHAS-Nepal has been implementing various programmes and projects in various development regions of Nepal since 1996 and its working area has been expanded significantly for last five years. Its guiding vision is to work for improved living standard of marginalised, neglected community with high socio-economic vulnerability and ensure their access to equal opportunity in advanced knowledge, skills and resources in a sustainable way. To realise its vision, it has set various objectives, values and working principles such as equality and neutrality, special concern and service to the neglected and the poor, forgiveness, good character, morality, professional competency and training, participation, cultural sensitivity, environment-friendly and nationalism.

After successful implementation of earlier five-year strategic plan (2006-2010) that achieved all the results as envisaged by the plan SAHAS-Nepal EC decided to review its vision, strategies and objectives along with analysis of its organisational capacity in the changed context. In this regard, Group of Helping Hands, (SAHAS) Nepal organized a Strategic Planning Workshop in Hillside Resort, Kirtipur on September 18-20, 2011.

The main aim of the workshop was to develop a five-year strategic plan of SAHAS- Nepal that ensure the organisational development as well as the effectiveness of its programme. Furthermore, the workshop aimed to achieve its experiential objectives of improved commitment and enhanced ownership of SAHAS- Nepal members and staff enriching the plan with their valuable experiences.

Altogether there were 21 participants attending the workshop. The participants of the participatory strategic planning workshop were Chairperson, EC members, general members and some of the staff members including advisor. (Participant list is annexed)

## **Workshop Process**

The workshop method was highly participatory. To encourage full participation, facilitators used varieties of tools and methods such as brainstorming, group discussion, code, presentations, stories, games and energizers as well as lecture. Various technologies were used to make the session livelier. All the sessions were focused and participatory throughout.

The workshop began with an inaugural remark of Mr. Brahma Dhoj Gurung, Chairperson of SAHAS Nepal, who welcomed all the participants and highlighted the workshop objectives. After the introduction session the floor was handed over to the facilitating team, Mr. Uttam Uprety and Mr. Dammar Rai.

While introducing the concept the facilitators highlighted that strategic plan incorporates the characteristics of all of three different types of plan- long range, periodic as well as action plan. After thorough discussion on Strategic Plan, the facilitators highlighted the process framework for participatory strategic planning (PSP) and explained how the strategic planning process is different from other planning process with the process flow chart (see right).

### Situation Analysis

The next session was on Situation Analysis. Environmental Scanning Method was used to analyse the situation. While brainstorming on a key workshop question “What are the major events in last five years to shape the current situation of SAHAS Nepal?” participants reflected various events from the last five years. Individual brainstorming was followed by small group discussion and then participants further organised these issues/events based on the time frame and their level of influence. The plenary discussion went through three levels of reflections: firstly, on the basis of time frame, secondly, based on the level of influence and thirdly going diagonally.





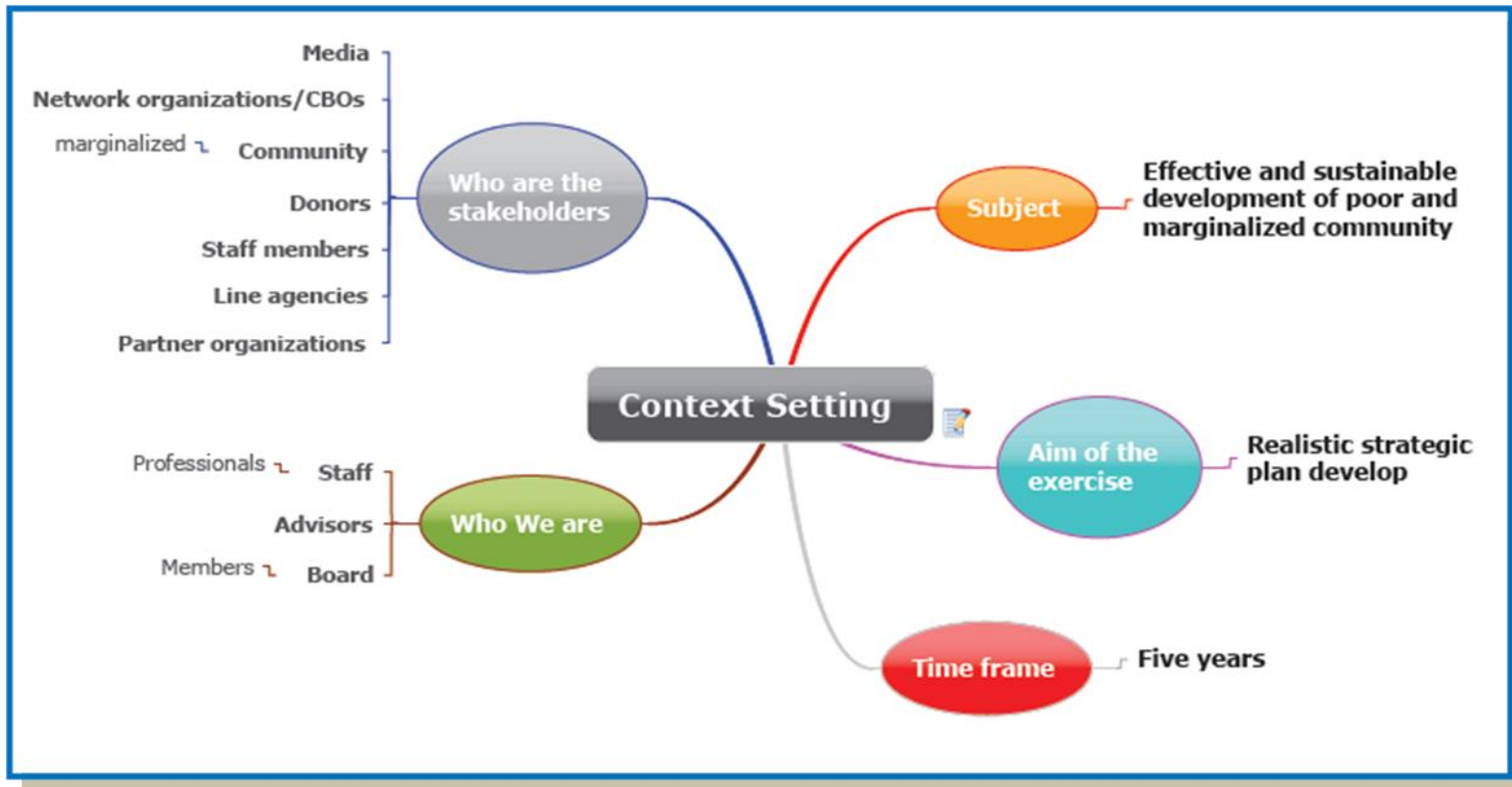


After trend analysis, the facilitators introduced another exercise to reflect and analyse the internal as well as external situation of SAHAS Nepal. In order to make the analysis systematic and focused, three groups of participants were asked to use SWOT tool and focus on central, districts and community level. Once identified with strengths, weaknesses, potential opportunities and threats they were asked to analyse it further and see what strategies should be adopted to overcome the threats and weakness in order to get strengths and opportunities mobilised better.



## Designing Workshop Question

Following the thorough analysis of the situation SAHAS is working on, the facilitator took the group to entry level exercise of participatory strategic planning. The first issue the group discussed was 'Designing Workshop Question'. The group discussed five key aspects while designing workshop question as follows:



Considering all of these five aspects, group set a focus question for the strategic planning process as *"How can 'strengthened SAHAS' achieve 'sustainable development of the poor and the marginalized community' in five years from now?"*

## **Vision Workshop**

Following the overall focus question setting, facilitator led a vision workshop. Highlighting the focus question “As a strong and effective SAHAS, what do we want to see in place five years from now?” facilitator asked participant to brainstorm their vision. Individual ideas were organised in different clusters based on the similar accomplishment and participants gave appropriate name to the cluster thus identifying key vision components.

After completion of vision workshop facilitator then assigned a group of participant to set a communicating vision comprising all the components of vision workshop. Each group proposed a communicating vision, later approved by the workshop as *"Inclusion of the marginalised community for sustainable development, Programme diversification and strengthened SAHAS- Nepal"*

## **Contradiction Workshop**

After setting communicating vision, facilitator led a contradiction workshop. Though the workshop procedure was same with vision workshop, the contradiction workshop was different in some respects. The focus question for the workshop was “What are the underlying contradictions blocking us in realising our vision?” Furthermore, participants were encouraged to focus their contradictory thinking for specific vision components from previous workshop. Following the individual brainstorming and card writing facilitator led the group in organising and naming the contradictions. Participants then named underlying contradictions based on the similar root causes.

## **Strategic Action Workshop**

Third stage of participatory strategic planning process was a strategic action workshop. The focus question for this workshop was "What practical action would deal with the contradictions and realize our vision?" Participants individually brainstormed innovative and practical actions to deal with the contradictions and shared in groups. They were encouraged to identify at least one action to deal with one contradiction. All of the actions were then organised based on similar intent.

## **Strategic Direction**

When the participant agreed on the strategic actions, facilitator led a discussion on how to develop a strategic direction. He explained how to organise different strategic actions that can go together contributing towards the broader area to

identify strategic direction for next five years. With some illustration, he described the process of setting strategic direction. Participants identified four major strategic directions to be followed to realise the vision.

### **One Year Systematic Actions**

As there were four strategic directions, participants were divided into four groups voluntarily. The group then identified specific actions for the first year. Group presentation was followed by plenary discussion and approval of proposed activities.

### **Quarterly Action Plan**

Participants identified 27 key activities first and organised these activities in various quarters. Once the rational of these activities and their order was agreed by the group, the facilitators led the final session of the strategic planning –known as Action planning. Facilitator presented the format for the action plan to be organized. Participants were grouped and were given a task to complete action plan format for the activities they were assigned with.

## 7.2 Workshop Participants

| Name                 | Designation                               | District                                       |
|----------------------|---|--|
| Brahma Dhoj Gurung   | Chairperson, SAHAS- Nepal                 |  |
| Sunil Shakya         | Treasurer, SAHAS- Nepal                   |  |
| Devika Shrestha      | EC member, SAHAS- Nepal                   |  |
| Saban Kumar Shrestha | Acting Executive Director, SAHAS- Nepal   | Kathmandu                                      |
| Tanka Gautam         | Project Coordinator                       | Okhaldhunga, Udaypur                           |
| Bikash Khatiwada     | Project Officer                           | Okhaldhunga                                    |
| Jit Bal Rai          | District Team Leader                      | Lalitpur                                       |
| Desindra Rai         | District Team Leader                      | Okhaldhunga                                    |
| Tej Kumar Rai        | District Team Leader                      | Okhaldhunga                                    |
| Chuda Mani Pahadi    | Partnership Capacity Building Facilitator | Okhaldhunga                                    |
| Surya Bahadur Thapa  | Project Officer                           | Udaypur  |
| Megh Jit Rai         | Overseer                                  | Okhaldhunga                                    |
| Mabin Ghale          | Project Coordinator, CEP                  | Okhaldhunga, Udaypur, Dhading, Gorkha, Tanahun |
| Kashi Nath Chiluwal  | Project Coordinator, ELLEP                | Dhading, Gorkha, Tanahun                       |
| Debindra Karki       | District Team Leader                      | Tanahun  |
| Mina Shakya          | District Team Leader                      | Gorkha   |
| Hari Ram Lohani      | District Team Leader                      | Dhading  |
| Dr. Sulav Shrestha   | Project Officer                           | Kalikot  |
| Jayeswor Mahato      | Project Officer                           | Mugu   |
| Claudia Maheneke     | Advisor                                   | Kathmandu                                      |
| Bineeta Gurung       | Documentation Officer                     | Kathmandu                                      |