

Strategic Plan of Share and Care Nepal (SCN)

“Empowering Communities – Transforming Lives”

**The Years of Progress and Prosperity
2024 - 2028**

July 16, 2024

Forward

The strategic plan “**The Years of Progress and Prosperity 2024-2028**” of Share and Care Nepal (SCN) has been prepared with the aim to guide SCN formulate its strategic directions for the next 5 years. As a process in developing this strategic plan SCN has taken the time to analyse the country's scenarios and get input from its stakeholders to have maximum participation in the document.

The plan has been developed based on the learnings of the past **THREE DECADES**. The proactive responses that SCN has had to play to cope with the fast changing situation of the country i.e. geo-political, socio-economical, technical, legal, environmental, and natural disasters. The need for reviewing and modifying the program implementation modality, addressing priority needs of the communities, staff mobilisation, building the capacities, providing effective and efficient service has always been the focus.

As a way of looking towards the future the plan has been based to cope with the transition of country i.e. central administration to federal states and local governments. In anticipating the transition, the concept has envisioned the need for developing the capacity of the communities, duty bearers and also a need to bring about changes in the implementation modality of SCN.

In order to make the strategic planning process dynamic, proactive, transparent and implementable participation of all stakeholders has been solicited in various forms through direction and indirect interaction and sharing where inputs, clarifications, feedbacks, concerns and areas of interest were sorted and incorporated. The strategic plan will serve as a guiding document for the next five years i.e. 2024 to 2028.

On behalf of SCN, I would like to express my thanks for all those who have contributed directly and indirectly from their level in supporting SCN in the past. I look forward for the continuous support in the process of making the strategic plan a dynamic document that would be relevant and realistic in making a difference in the lives of the vulnerable communities in Nepal.

Ramesh Khadka
Founder and Executive Director

Background History

“Love your neighbor as you love yourself” is the Bible verse and common saying “prevention is better than cure” that inspired Ramesh Khadka, a young Nepali visionary, to start a movement. Share and Care Nepal (SCN) established in 1993 with the commitment to reach out to all without biases, was registered in the District Administration Office (DAO), Lalitpur on January 15 1994, and affiliated with the Social Welfare Council (SWC) on February 21, 1994. SCN thus became the first Christian Non Government Organization (NGO) to operate formally in Nepal.

In June 22, 1994 SCN kicked off with the takeover and management of a small MCH clinic at Seshnarayan, Pharping that was running under the Community Development and Health Program (CDHP) of the United Mission to Nepal (UMN).

In 1995, using the learning and experience of Comprehensive Rural Health Project (CRHP) Jamkhed, India, the entire program was reviewed and revamped. The organization’s working approaches shifted from **“Charity and Welfare”** to **“Change and Development”**. From then on, SCN has continued to grow and expand its activities focusing on empowering and transforming the communities.

In no time, a simple scripture verse, which had inspired one man, began to take root in the hearts of many others to reach out and make a meaningful difference in the lives of the people.

The tireless effort and dedication of Ramesh, the board members and the staff, they developed project and expanded and extended its programs and activities to many more districts.

SCN while developing its strategies has been taking 5 years as a benchmark: 1st five years - The Beginning of the Movement (1994-1998), 2nd five years - The Years of Growth & Expansion (1999-2003), 3rd five year - The Years of Enrichment (2004-2008), 4th five year - The Years of Attainment of Dreams (2009-2013), the 5th year plan - The Years of Hope and Joy (2014-2018), and the recent past the 6th year plan – The years of Opportunities and Hope (2019-2023). To move on to next stage as the problems of the vulnerable communities need urgent attention, using the learning and expertise SCN has developed this strategic plan for the next 5 years i.e. 2024 to 2028 as The Years of Progress and Prosperity.

The major achievement in the past THREE DECADES have been in the areas of

Beginning of the movement (1994-1998)

Share and Care Nepal (SCN) began the movement through a one-man back pack clinic, Ramesh Khadka. The movement slowly gain pace and was registered as the first faith based NGO in Nepal. SCN then took over the MCH Clinic of Seshnaryan, in Pharping from UMN to continue to provide free health service in the community and organized several health camps. The Founder, Ramesh Khadka participated in development training in Jamked, India and as an outcome of the training, changed the working approaches and strategy from **“Charity and Welfare”** to **“Change and development”**.

The years of growth and expansion (1999-2003)

Developed Pharping as a learning centre on community transformation and set up a computer literacy program. It also focused on influencing economic and cultural movement through women's groups and networks. Through the establishment of the "An Open Community School" SCN developed the professional identity of the community as a model of learning and development. The project was a catalyst in bringing about cordial coordination between duty bearers and rights holders in the project area.

The years of enrichment (2004-2008)

SCN created educational opportunity by upgrading schools and colleges in Sindhupalchowk. Developed and initiated model programs to minimize ensure safe migration and reduce social malpractices through community empowerment. Facilitated the communities to own the development process through group mobilization and encouraged small businesses and economic stability through introduction of the motivational basket fund. Developed and introduced the concept on *"thanks giving and community celebration events"*.

The years of attainment of dreams (2009-2013)

The dream of Jamkhed model realized through the development and launch of Community Development and Management (CDM) Course from the Transformation Centre, Badegau. The CDM course participants developed activities to apply their learning in their workplace i.e. the rural communities. SNC initiated a community empowerment and self-help strategy through SHG and promoted Women's Cooperative involvement in the projects.

The years of Hope and Joy (2014-2018)

Through the CDM program developed a total of 74 community development practitioners from 24 districts across the country. Expanded projects to Nuwakot and Makwanpur districts and partnered with local and international organizations to promote learning and development initiatives. Designed and implemented a program "Humanitarian Assistance and Rehabilitation Program (HARP)", which provided rapid response, transitional shelters, winterization and rehabilitation support to build back their livelihood.

The Years of Opportunities and Hope (2019 – 2023)

Apart from developing implementing wholistic development for communities in Nuwakot and Makwanpur districts, SCN in response to the COVID epidemic that struck the country developed and initiated immediate COVID response activities. The COVID response activities were able to save many lives. At a later stage SCN developed and implemented CORE (Covid – 19 Resilience in Education) program in 6 schools of Nuwakot district. Another highlight of SCN in this period is that SCN celebrated its 30th establishment day program in the communities.

The Years of Progress and Prosperity (2024-2028)

The envisioned 5 years "The years of Progress and Prosperity (2024-2028) strategy plan will move towards the future making the best use of the learning from the past THREE DECADES, based on the emerging needs of the communities, organization's capacity, experiences from managing disasters and epidemic, inputs from stakeholders and well-wishers, and adopting to the national scenario.

The focus during this period would be on:

- Continue with community empowerment and transformation
- Create community ownership and access to local resources
- Develop and strengthen local institutions to undertake wholistic community development initiatives
- Partnership with local NGO/CBOs, and churches for sustainable development
- Continue to promote social enterprises
- Producing and sharing best wholistic community development practises
- Continue to explore opportunities for new partnership national and international

Process

The strategic plan “Empowering Communities – Transforming Lives”, (**The Year of Progress and Prosperity 2024-2028**)” has been prepared with the aim to guide SCN develop programs and projects for the next 5 years. And it has tried to make the vision, mission, goals, objectives, strategies, core values, and the thematic pillars, community focused.

The Strategic Plan is envisioned to be a guiding document that is dynamic, proactive, responsive, and implementable with the participation of all concerned stakeholders.

In view of the current country situation, in a time when the country is going through a speedy transition i.e. political, socio-economical, technical, legal, and environmental. SCN in developing this strategic plan foresee its proactive role in continuing to design and manage projects based on its learnings, partner with local government agencies/NGOs/CBOs¹, develop the organizational capacity, best use technologies and innovations, advocacy and education, and Environmental protection. The ultimate aim would be to reducing poverty, increased access to resources, strengthen the capacities, develop knowledge and skills, foster social justice, strive for dignity, and increased participation. The projects would be developed based on the real needs of the communities and shall be carried out with appropriate approaches that will bring sustainable positive transformation in the lives of the vulnerable communities.

Within this strategic framework, SCN recognizes the role that it would play in terms of transformation stewardship, being accountable, promoting good governance and demonstrating the core values with integrity. In order to bring efficiency and effectiveness into the program the organization structure would be streamlines, policies and guidelines reviewed and up-grading has been envisioned, and the need for developing mechanism for MEAL² is recognized.

The document has been prepared analyzing the assumptions and scenario of the country i.e. socio-economic, political, legal, technical, and SCN’s own resources and capacity. The other factor that this document is based on the participatory analysis of the situation, what is seen to be

¹ Community based organizations (CBO's) are non-profit formal/informal groups that immerged out of peoples own initiatives and work at a local level to improve their lives i.e. user groups, School Management Committee (SMC), Health Facility Management Committee (HFMC), cooperatives, women’s network, etc.

² MEAL (Monitoring, Evaluation, Accountability, and Learning)

prevailing, what are the aspirations of the communities and their programs that is envisioned in addressing their immediate needs.

The major assumptions that are based while developing this concept are:

- a. The country would continue to work in the current structure of three tier government i.e. central, provincial, and local bodies. The central could be controlling most resources with very little powers at the lower levels.
- b. The local bodies will need to strengthen its capacities to provide effective and efficient services to the communities
- c. SCN needs to work in partnership with national and international likeminded organizations
- d. SCN needs to develop its staff and pool of expertise
- e. Socio-cultural situation will be fragile and need be managed carefully
- f. Complex laws and policies would be introduced
- g. Ecological changes will take place swiftly
- h. Social Welfare Council (SWC) will be decentralised into provinces
- i. Increasing trend in migration and brain drain of productive youth

Our Vision

Envision a transformed and prosperous society

Our Mission

Empower the communities for their overall well-being and foster sustainable development

Goal

Develop progressive communities with abundant opportunities for growth and prosperity

Objectives

- a. Create tangible transformation in the lives of vulnerable people
- b. Foster ownership and participation of communities in the development process
- c. Create livelihood opportunities for the vulnerable people
- d. Promote best practices in holistic community development and empowerment
- e. Ensure safe migration and combat malpractices
- f. Continue to provide a social entrepreneurship platform

Strategic Priorities

- 1) Continue to develop and implement the wholistic development projects
- 2) Strengthen partnership for leverage resources and expertise
- 3) Undertake institutional capacity strengthening initiatives
- 4) Develop and implement MEAL mechanisms

Thematic pillars

1. Wholistic community empowerment
2. Economic empowerment and livelihood
3. Governance and institution strengthening
4. Safe migration and social malpractices
5. Environmental protection and disaster mitigation

Mainstreaming cross-cutting issues

- a. Gender equity and social inclusion
- b. Safeguarding fundamental human rights³
- c. Use of technology and innovation

Geographical Focus

The focus area for the period would be Bagmati province⁴.while developing partnership and strengthening the capacity of NGO/CBOs to reach out to other areas within the country.

Beneficiaries

SCN would continue to work with the most vulnerable⁵ members of the communities, both urban and rural, with special focus to women, children and youth.

Our Core Values

We are committed to work with individual, family and communities with concern for their well being through:

- **Love:** Sharing and Caring
- **Respect:** Honoring every being
- **Integrity:** Aligning thought, speech and action
- **Accountability:** Answerable to one's action

³ Fundamental Human Rights as defined by the Constitution of Nepal 2015

⁴ Nepal, officially the Federal Democratic Republic of Nepal, is divided into 7 provinces

⁵ Low-income household, indigenous groups, dalits, disaster affected, survivors of trafficking, people with disabilities, single women.