

Strategic Plan 2015- 2019

FINAL DRAFT



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Executive Summary

Legal Aid and Consultancy Centre (LACC) is one of the pioneer NGOs in Nepal working for justice, and human rights sectors in Nepal. It is working in Nepal since 1987 for promotion of human rights, and women empowerment through access to justice, community mediation and advocacy at national and local level. This five- year Strategic Plan, building on the LACC's past successful experience, achievements and learning reaffirms many of the key elements of the earlier Strategy 2010-14. Moreover it also acknowledges updated approaches considering new trends in development and human rights sector and socio-economic and political context of present Nepal. However, it does involve more than mere continuity and envisages the following main adjustments based on considering current and upcoming 5 years' socio-economic and political context of Nepal and needs of the targeted groups:

- This strategic plan focuses to consolidate mainly on access to justice, women empowerment, and promotion of human rights and good governance of women and marginalized groups as key priorities/pillars for upcoming five years 2015-19.
- It focuses on the consolidation of the LACC programmes and priorities to limited geographical regions (national, central, and regional level) for greater impact as well as improved synergy of work carried under each of the three priority pillars.
- It focuses on broad-based partnerships with all stakeholders ranging from targeted right holders to CSOs networks to government and private sector actors for increased sustainability and ownership of LACC works and reducing duplications with others.
- It considers Rights-based Approach (RBA) and is the key strategy of LACC for designing and implementation of its works. However it also considers needs based approach to a limited extent for vulnerable groups because LACC believes that access to basic services of survivors are also their basic human rights, and implementation system are still weak in providing these services due to poor governance and resource constraints.
- Organizational development of LACC and its partners/networks, capacity building of the staffs and partners/networks, and diversifying funding needs are some of the key organizational priorities under this strategic period.

1. Process of strategic planning

Since its establishment, LACC has been carrying out its programs and projects by developing periodic strategy plans. This is the second five-year long strategic plan 2015-19 of LACC which is developed based on the reflection of its 28 years of experience in the promotion and protection of human rights of women through access to justice in the country. Moreover, country's changing context, LACC's achievements, needs and demands from target groups (rights-holders) and stakeholders, and current development priorities of Government of Nepal (GoN) have been taken into consideration while drafting this document. Under the technical support and facilitation of an external expert on development management and organizational development, the two days strategic planning workshop was organized in August 2014 in Kathmandu where LACC's staffs, Board Members, and Advisors were actively participated and gave their inputs for future strategic priorities and new working strategies and approaches. Lively discussion on existing Strengths, Weakness, Opportunity and Threats (SWOT) of the organization, emerging challenges and strategic framework made the strategic planning process more practical and realistic.

In course of preparation of this Strategy, different stakeholders consultations were organized at all levels, inputs were collected from target groups and beneficiaries from the districts through field staffs. Similarly, learning and recommendations from past annual reports, external evaluation reports of various programs and projects, and last strategy plan were reviewed, and reflected the best practices in this strategic plan. The strategy is considered as live document and be reviewed and updated on an annual basis especially considering upcoming political changes e.g. Federal structures of Nepal within this strategic period.

2. Situation Analysis

2.1 National Context

Despite of small, and full of natural resources, Nepal is one of the least developed countries of world. Nepal still remains as one of the poorest countries in Asia with 27 million people, where more than 83% live in the rural areas and around 25% are surviving below the acute poverty line (CBS, 2011) in spite of positive efforts from govt. and non govt. actors for reduction of poverty and exclusion through social and economic development of vulnerable groups. The remnants of a decade-long war and political violence, lingering political uncertainties, and ethnic and social discriminations have led to weakening of the state, difficulties in ensuring public security and enforcing rule of law and delivery of public goods. Despite of this, Nepal's progress towards the achieving Millennium Development Goals (MDGs) on reducing poverty and improving education, gender equality and health, and progressing in overall HDI have been impressive. Similarly, Climate change is impacting Nepal with increase in climate risks such as variability in rainfall causing more droughts, floods, low productivity and negative impact on people's livelihood. In addition to this,

during April and May 2015 Nepal faced another natural devastating disaster situation due to powerful earthquake which killed around 9000 people with majority of women and children and ravaged physical, psychosocial, education and livelihood of people in worst affected 14 districts and more than 39 affected districts.

Due to the impact of earthquake, the socio-economic situation of the poor and vulnerable people further exacerbated which impacted women and girls badly including increased the additional risk of being trafficked, domestic violence, early child marriages, and work load for household chores. Both post-earthquake situation and deeply rooted poverty and exclusion situation have further been hindering their access to social, economic, cultural, civic and political rights and making them further vulnerable especially women and children and marginalized communities. According to UNDP's Human Development Report-2013, Nepal currently ranks 157/187 on the human development index with high-income inequality (Gini Coefficient = 0.46), gender based inequality and discrimination (gender inequality index = 0.485) including still high levels of violence against women. Nepal has literacy rate of 57.9 % (men 71.7 % and women 45.4%- CBS 2011) and high corruption index ranking 139/176 and the second most corrupt country in South Asia (TIN 2012/13 progress report).

2.1.1 Social, Economic and Political contexts of Nepal

Nepal comprises of 51% female out of its total population. Mainly religious morals govern the society blended together with the Laws and Policies. Nepal has been practicing patriarchal norms and values which is deeply rooted in society as custom and tradition. The political insurgency prevailing for almost a decade has been hindering the development of Nation. The long vacuum in political inconsistency is slowly wearing down the foundation of 'Rule of Law' and 'Impunity' is prevailing over and again.

Gender discrimination is rampant in Nepal with little understanding that such kind of discrimination leads to social problems. Male dominated family system provides very little scope for the female to assert their identity. The essential difference between men and women in Nepal is that although they are distinct, they do not relate as complementary equals. Domestic violence is not isolated or individual events. One battering episode builds on past episodes and sets the stage for future episodes. All incidents of the pattern interact with each other and have a profound effect on the victim. There is wide range of consequences, some physically injured and some not, but all are psychologically damaging.

Women are marginalized from economic and social opportunities due to illiteracy, poverty and conservative social taboos. Women and children have become the victims of such discrimination resulting in different forms like inaccessibility to opportunity, capability and safety. Further, gender discrimination is a complex issue that crosses cultural, economic and political boundaries.

Domestic violence is a widespread commonly accepted phenomenon in Nepal. Violence against women is often misunderstood as merely a problem of well-intentioned discipline getting out of hand. Violence against women violates fundamental rights and is an affront to women's inherent dignity. Physical, psychological and sexual violence against women and girls plague all societies and classes and pose tremendous obstacles to the achievement of equality, development and peace.

The higher illiteracy rate among women in rural areas has made it difficult for them to explore and understand the possible means of legal assistance and services. Further, the country lacks the required human expertise and institutional frameworks. Apart from laws, the justice system is very slow, cumbersome and expensive especially for those groups of women who are abandoned by their husband or family. Once left to fend for themselves, their main concern is to eke out a livelihood. The situation is even far worse for the women living in remote areas. The accessibility to a district court, extreme demographic conditions, cultural loyalty, political conditions, illiteracy and poor economic conditions are to be placed as factors that hinder easy access to justice for the poor and disenfranchised women. Moreover, the situation is appalling in the Terai Region where domestic violence, including rampant witch-crafty. Abroad labor migration of rural women and men for job is creating another injustice and vulnerability to especially women and domestic violence is increasing.

Politically, women and marginalized communities are even weaker as they access their basic rights to participation in public spheres and very poor representation (approx. 5 % for women) in governance structures of all levels despite of existence of so called inclusion laws. Implementation of laws is extremely weak in Nepal due to transitional politics, bad governance, and heavy politicization at all levels. All these, among others, have made women unsecured in terms of their rights of equality and social justice.

2.1.2 Policy context (Policy strengths, gaps, implementation status)

The Interim Constitutional of Nepal recognized Gender based violence encompasses all kinds of injustices, the Article 13(3) of the Interim Constitution of Nepal, 2063, states that nothing shall be deemed to prevent the making of special provision by law for the protection, empowerment or advancement of women. Article 20 of this Constitution has addressed rights of women as fundamental rights. The Article has made the provision that no woman shall be discriminated on the basis of gender. No physical, mental or other form of violence shall be inflicted on any women, and such as act shall be punishable by law.

Similarly, various laws relating to protection and promotion of rights of women and children have been enacted and promulgated by the Parliament and subsequent to these laws; the government has adopted various policies and action plans that serve to the need of women and

children. Furthermore, the judiciary in particular, the Supreme Court of Nepal has been judicially proactive and has been rendering landmark decisions and issuing directive orders pertaining to the rights of women and children. However, due to apathy on the part of the government and failure to comply with the directives and decisions of the courts the situation remains far from satisfactory.

The laws relating to women's rights are inadequate as well ineffective, and the implementation of the laws is very weak. Women's equal dignity and human rights as human beings are enshrined in the basic instruments of today's national and international laws. Nepal has become a party to various international instruments such as CEDAW, ICCPR, CRC, CERD and CRPD that relates to the protection and promotion of rights of women and children.

The rights of women are central to the vision of a democratic society. However, unfortunately the fine words of these instruments stand in sharp contrast to the daily reality of women in Nepal. Women and girl children are treated as commodities in cross-border prostitution rackets and are regular victims of domestic violence. There can be no peace, security or sustainable economic developments in societies that deny human rights, including the human rights of women.

Thus, above described situation and policy analysis confirm following gaps as well as need of following reforms to promote access to just to women and girls.

Need to Increase the punishment: Increase the punishment of following GBV cases such as; child marriage, polygamy, rape, incest, sexual harassment, domestic violence, witchcraft, Violence against women by use of fire or acid and human trafficking case.

Maintain Right to privacy: The Court, Police, administrative office should maintain right to privacy of victim in the process of FIR, statement of victim and other official procedure of GBV cases.

Camera hearing: Need to implement camera hearing system at police office, court, and administrative office for all legal procedure of GBV cases.

Continuing Hearing: Need to implement Continuing Hearing for speedy justice and access to justice for GBV cases.

Priority of court procedure: Following GBV cases should be given priority of court procedure such as; Rape, sexual violence, witchcraft, Violence against women by use of fire or acid, Child marriage, domestic violence, human trafficking and Polygamy.

Free Legal Aid: Ensure the free legal aid for the following cases; Rape, sexual violence, witchcraft, Violence against women by use of fire or acid. Child marriage, domestic violence, Human trafficking, Polygamy.

Special Services: Ensure the free health service, Counseling service, economy support to victim of any forms of GBV cases, need to increase accessibility of shelters.

Security: Victim of Rape, sexual harassment, witchcraft, Violence against women by use of fire or acid. Child marriage, domestic violence, Human trafficking Polygamy need of security. Above mention victim faced threat from offender. Need to improve the security system for victim and witness

Separate branch for investigation: Establishment of separate investigation unit for gender based violence cases at Police Office, Government Attorney office with trained human resources. For the process of investigation need to maintain the security of victim.

Family court and fast track court: For prosecution of GBV cases and speedy justice need to established the Family Court or Fast track Court. For the purpose of Fast Track Court or Family Court trained human resource are needed. It also increase women staff (police, court, administrative office) to handle GBV cases for Psycho- social counseling, legal Counseling and maintain the gender friendly environment.

Awareness Program: Need for massive awareness program and gender sensitive program for general public as well as government officials (police, court, administrative office, and local governance), political parties, media.

Below table further explains some examples of specific gaps of legal provisions for access to justice to women and girls in Nepal.

Existing Policies/ Acts/Laws	Policy Gaps
Country Code, Chapter on Rape	<ul style="list-style-type: none"> • 35-day long time limitation make barrier for filing the cases of rape, Punishment of rape is on the basis of age. Punishment of marital rape is discriminatory. Be deficient in provision of Compensation, medical treatment, safe house and security of victim and witness. Lengthy procedure makes threat and hostile of victim and witness. • Need to amendment on time limitation of rape, definition of sexual violence, increase punishment of marital rape, and incorporate legal provision of compensation, medical treatment, safe house and

	security of victim and witness.
Country Code, Chapter On Intention of Sex (Sexual Harassment)	<ul style="list-style-type: none"> • The definition of sexual harassment need to amendment. Sexual harassment is not recognized as government case. Be deficient in provision of compensation, medical treatment, safe house and security of victim and witness. Lengthy procedure makes threat and hostile of victim and witness.
Country Code Chapter on Hurt or Battery (Violence against women by use of fire or acid)	<ul style="list-style-type: none"> • Complaint of grievous hurt to the body should be filed within three months and if additional harm is caused, it should be filed within thirty five days. • This is a monstrous crime but the law deficient in provision of Compensation, medical treatment, safe house and security of victim and witness. Lengthy procedure makes threat and hostile of victim and witness. • Need to make separate law on witchcraft and increase punishment of violence against women by use of fire or acid.
The Country Code, Chapter on Marriage	<ul style="list-style-type: none"> • Discriminatory legal provision on the basis of marital status. Daughters are deprived from inheritance property after marriage. • Need to amendment of existing legal provision of Child marriage, and null and void the provision of Polygamy.
The Country Code (Chapter marriage, Article 2)	<ul style="list-style-type: none"> • Child marriage is social evil. People are unaware on legal provision of child marriage. In case of committing child marriage, complaint mechanism and registration process make barrier. • If someone marries or causes to marry in ignorance and under the deceit of someone who lies about the marriageable age, no punishment is imposed.
Domestic violence (Crime and Punishment), Act 2066	<ul style="list-style-type: none"> • Domestic Violence cases are not recognized as government case. Deficient in provision of Compensation, medical treatment, safe house and security of victim and witness. Lengthy procedure makes threat and hostile of victim and witness.
Human trafficking transportation	<ul style="list-style-type: none"> • It has not explicitly mentioned about the educational

(Control and Punishment) Act 2007	<p>needs, psycho-social counseling, medical treatment and skillful training for trafficking victims. The Act also not clearly mention about reintegration and repatriation issues of victims of trafficking, deficient in provision of Compensation, medical treatment, safe house and security of victim and witness. Lengthy procedure makes threat and hostile of victim and witness.</p> <ul style="list-style-type: none"> •Need to make clear provision of compensation for victim. If the offender is poor and unable to pay compensation the government is accountable to pay compensation to victim. Otherwise offender should deposit compensation to government fund (MOWCSW) and the Govt. is liable to provide compensation to the victim. The court shall deliver the order to MOWCSW for dispense of compensation to victim.
Social Reform Act 2033 (Dowry),	<ul style="list-style-type: none"> • The complaint should be filed within thirty five days.
Citizenship Act, 2063	<ul style="list-style-type: none"> • Citizenship laws discriminate between man and women on the basis of marital status; Women cannot confer citizenship to her Children and husband. Arbitrary rules governing the acquisition of citizenship cannot be an appropriate means to address problems of open border. This would only result in Nepali children being prevented from enjoying their right to a nationality and punishing indirectly Nepal's own citizens. • Need to amendment citizenship provision on the basis of equality and non-discrimination. Citizenship provisions ensure substantive gender equality and equal right of children to acquire citizenship either through mother or father.

Some relevant International and national human rights instruments

There are numerous notable human rights instruments, treaty or human rights declarations that have been made by UNO so far for the promotion of human rights and fundamental freedoms for all. Among them Nepal is party to 24 international human rights instruments. Some of them are:

International Human Rights Instruments
The Universal Declaration of Human Rights 1948
International Covenant on Civil and Political Rights 1966 and its optional protocol to civil and political rights (ICCPR 1966)
The Covenant on Economic, Social and Cultural Rights 1966 (ICESCR)
Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), 1979
Convention on the Rights of the Child (CRC) 1989
The UN Declaration on the Elimination of Violence Against Women, 1993
The 1995 BPFA commits Governments around the world to take action to address VAW.
UN Security Council Resolution 1325 & 1820

2.1.3 Development priorities of Govt. and Donors

Since 2011, Nepal govt. is focusing mainly for hardware/tangible activities in development as their priority to reduce the poverty and increase employment of targeted marginalized communities through economic empowerment. Software interventions such as human rights, good governance, advocacy, capacity building, awareness etc. are least priorities of government despite of the fact that poverty and exclusion are high due to extremely poor governance and heavy politicization in development resources targeted for marginalized communities. This type of dilemma and discourses are going on in the development sector to balance both immediate needs and rights of people simultaneously. Donor's priority is more towards capacity building, advocacy and awareness mainly focusing to promote basic human rights of poor and vulnerable groups, improving governance and to some extent hardware/tangible activities such as food security, education, health, water and sanitation, disaster management etc. However good external funding opportunities are available for human rights, empowerment and advocacy types of interventions which could be opportunities for LACC. Moreover there is huge and unhealthy competition for raising funds from local and international donors due to presence of too many I/NGOs in Nepal. Current contexts demand both needs-based and rights based approaches as GoN is still under political transition and can't deliver the basic services to the poor and vulnerable groups which is their basic human rights as well. So this is both- the challenge and opportunity for LACC for developing its programmes a rights-based friendly.

From global perspective, development thinking and practice are changing fundamentally as a result of the current financial crisis and changing global and geopolitical trends. Some of them are: the rise of emerging economies, human made crisis, terrorism and natural disasters, South-South cooperation, changing technology and communication patterns,

interreligious challenges and opportunities, changing consumption patterns and lifestyle, growing inequalities and climate change impact. The changing development context has numerous impacts for people living in poverty. Most of these changes are unequally affecting the most vulnerable. The changing development context, with tight aid budgets among traditional OECD countries and in many places of the world, shrinking space for civil society, also means civil society organizations (CSOs) are left weakened. At the same time a multi-polar world provides opportunities for regional and global alliances of CSOs.

2.1.4 Working space for NGOs and civil societies in Nepal:

In Nepal, now CSOs' working space is getting difficult day-by-day due to demanding administrative requirements from authorities. Social Organizations Registration Act 2034 gives space to register and work as non-governmental organization and National Development Plan of GoN has foreseen a clear role of civil society and their role in promotion of social, economic, cultural, political and civic rights of marginalized and vulnerable groups. Social Welfare Council (SWC) is an authentic government body to regulate the activities of NGOs from central level. The NGOs need to be registered at District Administration Office at the beginning and annual plans and reports to be submitted to District Development Committee, District Administration Office for their annual renewal process. However, in the recent years there are more administrative hurdles and demands are imposed by the government after earthquake such as push for more and more hardware projects and less software projects. Moreover NGOs are compelled to coordinate and get approval from different line agencies at district levels instead of one door system. This kind of controlling practices and policies of government agencies will restrict rights of civil societies for their working space and freedom to inform and empower poor and vulnerable groups on their basic human rights, and people's issues and critical approach to government's works and policies.

Similarly Government is imposing obstacles on the registration and renewal process of CSOs, questioning governance issues of NGOs/CSOs, imposing code of conduct etc. It is equally true that few NGOs/CSOs are working with their own agenda, in a non-transparent and uncoordinated ways. However Govt. is not serious and neither has capacities for quality monitoring of NGOs/CSOs works in Nepal. Government is just leveling every organization in the same parameter as non-transparent NGO and working only for software activities. In addition, current political, bureaucratic and media scenario are also constraints for NGOs works in Nepal. General perceptions towards NGOs/INGOs are not healthy and issues related transparency and impact of investments are questioned. Similarly, I/NGOs are also not able to showcase their good work and investments too by showing clear relevance and contribution to national development plan in front of these stakeholders with government and stakeholders. LACC as a responsible CSO/NGO of

Nepal, will use this as an opportunity to show case its good work and also advocate for NGO governance working closely with other CSOs networks.

3. Organizational Review, Gaps and Lesson Learned:

3.1 Review of Strength, Weaknesses, Opportunities and Threats (SWOT Analysis)

<p>Strengths</p> <ul style="list-style-type: none"> › Dedicated, experienced and capable human resource › Policy (HR, Financial, Constitution) and different guidelines › Members/staffs from diversified field › Implementation of good governance tools › Continuously leading as a most recognized legal service providing organization since its establishment (from central to district level) and working even beyond external support. › Office facilities, own office premises, basic equipment and infrastructure, Branch office/expansion to other district › National/International access/recognition, Network (National, district, grass-root level) › Team work/participatory decision making › Specialized department › Regular staff and management meetings › National and international award (N Peace Award, Search for Common Ground, Aus Aid awards, Millennium milestone maker) › Working experience with multi donors e.g. EU, UN, USAID, DANIDA, DED, CCO and INGOs › Consortium/networking and partnership with GOs, I/NGOs, CSOs, › Trained Pool of legal experts (Lawyer) › Goal and vision driven (continued legal aid even without donor support). › Homely working environment 	<p>Opportunities</p> <ul style="list-style-type: none"> › Women rights is prioritized in national and international forum such as new constitution, SDG, CEDAW, UPR, Beijing +20 and various national action plans › Enactment and amendment of gender friendly laws and policies › Different amendment bills related to women's human rights and GBVs › Legal cases are referred to LACC by government and NGOs › Engagement as well as collaboration with High level committees like ministries, women commission, Justice system coordination committee › Participation in national as well as international forums. › Expansion of working areas › Diverse area of intervention › National and international legal frameworks
<p>Weaknesses</p> <ul style="list-style-type: none"> › Inadequate opportunities for refresher training to strengthen human resource 	<p>Threats</p> <ul style="list-style-type: none"> › Inadequate NGO laws and policies of government

<ul style="list-style-type: none"> › Inadequate implementation of organizational plans/policies › Inadequate review, reflection of annual planning and budgeting › Inadequate implementation of systematic M&E System › Inadequate performance review of staff by organization › Inadequate functional monitoring/IT Department/Proper Dissemination. › Inadequate adoption of New IT Technologies, social media › Inadequate media visibility › Less competitive in comparison with other like-minded NGOs › No focus on economic empowerment support for survivors › No phase out strategy of projects › Lack of IT knowledge of employees including districts › Need to improve communication gap among staffs › Need to maintain professionalism and personal behavior › Weak on proper long term preservation of legal cases. 	<ul style="list-style-type: none"> › Security of staffs while dealing with perpetrators › Sustainability of services › Extension of political transition and poor governance, lack of rule of law › Donors priorities are changing to economic development, only short term funding avails › Lengthy court procedure › No diversified identity of LACC, visibility towards legal aid › Negative attitude of government towards NGOs › Duplication of interventions by other donors and NGOs › Limited funding (difficulties to continue working at districts, establish office set up in districts) › Bad Rumors – e.g. LACC takes money for case representations of its clients › Unethical competitive environment › Huge competition in raising funds for LACC programs/projects
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4. Strategic Frameworks- 7 pages

4.1 Vision, Mission, Guiding Principles, Values and Principles

Vision: Creation of an equitable and just society

Mission: LACC will be an active civil society organization in establishing rule of law, non-discriminatory society, and upholding rights and dignity of women, men, boys and girls through promotion of access to justice, women empowerment and protection of human rights.

Guiding Principles:

1. **Human Rights-based Approach:** LACC strategies and interventions will be focused and contribute towards protection, promotion and fulfilment of basic human rights of women, men, girls and boys from marginalized communities by legal duty bearers and moral duty bearers.
2. **Equitable Society:** LACC activities will be geared towards contributing to establishment of equitable society by addressing prevailing issues of gender, caste and ethnicity, race and religions discriminations.
3. **Policy Advocacy :** LACC will design and implement various advocacy programs and campaigns for the development of human right friendly policies focusing on rights of women and children based on international and national human rights instruments and laws.
4. **Protection of Rights of Specific Groups:** LACC will develop and implement programs to protect and promote rights of women and children from Dalits, people with disabilities, indigenous/janajatis, Madhesi, third gender and people from geographically remote areas.
5. **Reducing Domestic Violence:** LACC strongly believes that domestic violence is a part of human right violations and will develop and implement programs to reduce all forms of domestic violence to protect the rights of women and children.
6. **Livelihood and Life Skills:** LACC will also implement livelihood and life skills development programs to address immediate survival needs of helpless survivor women and children.
7. **Research and Development:** LACC will conduct researches to identify issues, underlying causes and recommend the possible domestic violence mitigating strategies, which is the basis for LACC's advocacy works.
8. **Transparent and Accountable:** LACC will maintain transparency of its policies, programs and budget to the stakeholders and be accountable to its activities undertaken.
9. **Mitigation of Impunity:** LACC will contribute to mitigate impunity by designing and implementing advocacy campaigns, legal aid services and other related activities against violation of women and children rights.
10. **Political Non- alignment:** LACC will develop and implement programs for the benefits of its clients without influence from and aligned with political parties to achieve the broader objective of the organization.
11. **Promotion of culture of peace:** LACC strongly believes that women and children can play important role in promoting the culture of peace. With this backdrop, LACC will design and implement activities related to promotion of roles of women and children in peace and social harmony.
12. **Promotion of human rights during disasters:** LACC strongly believes that due to different natural and human-made disasters, the most affected are women and children from marginalized communities. In the current context of post-earthquake situation, LACC works are relevant. It works and advocates for the rights of women and children,

and vulnerable communities from human rights and women's participation perspectives for the promotion and protection of their rights and access of affected people to state services and provisions.

VALUES & PRINCIPLES

- › Good Governance
- › Professional commitment
- › Partnership & Collaboration
- › Rights based commitment
- › Service oriented
- › Democratic
- › Non-partisan
- › Integrity & Ethical
- › Participatory & shared leadership
- › Decentralized approach
- › Respect for Human Dignity
- › Gender Equality and Social Inclusiveness

4.2 Strategic Directions and Programmatic focus

4.2.1 Prioritized Issues/Problems for strategic period 2015-19

1. Inaccessible, lengthy, and expensive legal service for poor and marginalized people
2. Existing patriarchal norms and values/attitude causing gender based violence.
3. Ineffective implementation of existing laws and court decisions, and discriminatory laws for women, girls and marginalized communities

4.2.2 Strategic Priorities/Thematic Areas

- 1) Access to Justice
- 2) Women Empowerment
- 3) Human Rights and Good Governance

4.2.3 CROSS CUTTING ISSUES

- › **Gender and Social Inclusion (GESI):** LACC believes and promotes GESI during design of its policies, plans and strategies to design of its specific project intervention by involving all stakeholders especially women and other socially and economically excluded communities of the targeted locations in all phases of project cycle and addressing their basic human rights and needs.
- › **Conflict Sensitivity Programming “Do no harm” :** Being a civil society organization, LACC respects the rights and role of everybody in the society and engage peaceful approach of implementation so that targeted programs/interventions will not promote conflict in the community and harm to other concerned stakeholders.

- › **Psychosocial Support :** LACC provides basic psychosocial support and counselling to all survivors of human rights abuses and disaster affected people. Psychosocial support is mainstreamed in all the interventions of LACC while dealing with justice seekers.
- › **Poverty Reduction:** Based on the past experience, poverty has been one of the core issues to promote victimisation and exclusions. So, LACC promotes and links the economic empowerment related activities by networking with other like-minded organizations to reduce poverty of its targeted groups.
- › **HIV /AIDS:** LACC does respect the right of individuals affected by HIV/AIDS and does not practice any discriminatory behaviour during implementation of its services and rather it mainstreams HIV affected people through its projects and programs.
- › **Good Governance:** LACC promotes good governance policies and practices at organizational level and project/program level by organizing social audit, transparency of its activities and budget with all concerned stakeholders.
- › **Promoting rights of disaster survivors:** LACC promotes disaster friendly development strategies in its works. LACC also advocates for the economic social and cultural rights of disaster survivors and disaster resilient development strategies by participating in various government, donors and CSO forums.

4.2.4 Targeted Rights Holders & Geographical Focus

Primary Target groups (Rights Holders)	Secondary target groups (legal and moral duty bearers):
<ul style="list-style-type: none"> • Women, men, boys, girls affected by Domestic Violence and Sexual and Gender Based Violence, human rights violations and social discriminations; conflict and disaster affected, returnee/potential migrant workers, trafficking affected persons; • Social activists, and HRDs (men and women) from marginalized community 	<ul style="list-style-type: none"> • Govt. officials from judicial and quasi-judicial bodies, law enforcement agencies such as police, lawyers, judges, school teachers, para-legal workers • Policy makers and parliamentarians; Govt. officials from line ministries and departments; Officials of local govt. and line agencies; • Representatives from likeminded CSOs networks

4.2.5 Geographical focus:

National level with focus on Central, and 5 development regions of Nepal or upcoming different federal provinces.

LACC can intervene all over Nepal based on needs and requests. These locations will be selected based on the needs and problems of the target groups especially of marginalized

communities identified while implementation of its various projects, needs assessment and baseline data, secondary information from govt and non-govt agencies and media highlights etc.

4.2.6 Strategic Goals, Objectives, Indicators and Activities

Goal: Contribute towards rule of law through promotion of access to justice, human rights and good governance and women empowerment.

Strategic/Thematic objectives:

1. ACCESS TO JUSTICE

Promote access to justice of women and men, girls and boys and marginalized communities through providing legal services, awareness raising and capacity building of formal and informal justice system actors, and policy advocacy for legal rights.

Outcome Indicators:

- ✓ Increased access to justice to approx. 70% of the total targeted groups of project districts.
- ✓ At least 40 % of total targeted survivors have access to emergency support (medical, shelter, psychosocial, food/livelihood, safety security etc.) through coordinated efforts with government and non-government service providers
- ✓ Increased number of reported cases on human rights violations such as Gender Based Violence (GBV), child abuse and other human rights abuses of targeted groups by 50 % in the working districts
- ✓ Increased awareness on human rights and duties, legal rights, and legal procedures among targeted groups and moral and legal duty bearers by 50 %.
- ✓ Increased capacity and positivity among legal and moral duty bearers on legal rights of women, girls and marginalized communities, human rights issues and speedy justice delivery processes
- ✓ Contributed for increased realization and need for formulation process of “victims and witness protection act” among all stakeholders

Key Strategic Interventions and activities

1. Legal aid and legal support services

- » Provide legal and Para-legal support to the survivors of human rights violations
- » Provide psychosocial support and care to the survivors

- » Referral services for survivors to other government and non-government organizations for medical, shelter, food/livelihood, and other specialized care and services.
- » Engage actively on Writ Petition and Public Interest Litigation on the cases of human rights violation of women and girls.

2. Awareness Raising

- » Organize legal literacy courses for community level men and women, community level leaders and social workers and human rights activists.
- » Develop and disseminate awareness raising materials for wider awareness of people in regard to the women rights, existing policies and entitlements, and legal processes.
- » Conduct outreach programs through mobile legal clinic, mobile van and similar innovative approaches.
- » Design and disseminate public service announcement through FM radios and Television channels.

3. Undertaking Fact Finding missions

- » Collaborate with and contribute to National Human Right Commission, Nepal Police and related agencies in fact findings of human rights violations.
- » Establish organizational structure to identify and report the human right violation cases to concern authorities.
- » Lobby and advocacy initiatives for identifying and following the cases of human rights violations

4. Policy Advocacy

- » Advocate, lobby and networking for realization of “victims and witness protection act” among all stakeholders and formulation and implementation processes
- » Develop and implement evidence-based and issue-based advocacy plans/strategies/guidelines for access to justice and human rights promotion
- » Conduct National/District/VDC level workshops/ consultations and interactions among survivors of HR violations, government stakeholders and CSOs
- » Organize regular coordination, collaboration, and networking with Women Commission, National Human Rights Commission, and other relevant govt. and non-govt. agencies at national and district level for respecting, protecting and fulfilling human rights of women and other vulnerable groups

- » Conduct lobby visits and regular discussion with policy makers and key stakeholders for promotion of access to justice issues
- » Media Mobilization on access to justice and legal rights of women and marginalized people
- » Strengthen linkage, coordination and networking with national and international human rights organizations and collective actions for promotion of justice for survivors etc.
- » Undertake policy review and research, and find out gaps for policy advocacy

2. WOMEN EMPOWERMENT

Empower and sensitize women, men, girls and boys especially from marginalized communities for their economic, social, cultural, civic rights, and duties through awareness, capacity building, mobilization, and policy advocacy, and access to basic economic and social services.

A. Outcome Indicators

- At least 40% of targeted women and girls aware of and access their social, economic and cultural rights and government entitlements/services provisioned for them.
- At least 70 % of targeted women, and men and families of girls, and boys confident in accessing and applying right legal procedures for access to justice
- Approximately 75 % of GBV and human rights violations cases related to women and girls and vulnerable communities reported to government authorities
- Number of women, women activists, HRDs at community level are capacitated with knowledge and skills to deal against violations of human rights, GBV from individuals, their family members or any institutions.
- Increased capacities and sensitivity of local and national level government and non-government stakeholders, HRDs, CSOs, networks and political parties from working districts on women's socio-economic empowerment and human rights issues.
- Enhanced networking and advocacy efforts at national and local level for women's socio-economic empowerment and respect, protection, and fulfilment of their human rights

B. Key Interventions and Activities

2.1 Awareness Raising

- › Organize street dramas on the issues of women rights, legal processes and image of women friendly society.

- › Develop and disseminate IEC materials, and publications for mass awareness about women empowerment, legal rights and human rights.
- › Media mobilization (both electronic and print media) including social media and networks for mass awareness.
- › Conduct mobile outreach programs and mobile legal literacy programs for targeted groups at community level.
- › Jointly organize and participate in civil society's campaigns (e.g. rallies, national and international days) related to women rights, and human rights involving targeted women, men and concerned stakeholders.

2.2 Social Mobilization of rights-holders

- › Formation of women groups representing women and men from marginalized communities in the targeted project locations
- › Organize awareness sessions for targeted groups, women, men and human rights activists/HRDs on women empowerment, human rights, ESC rights, government programmes and entitlements.
- › Capacity building trainings to women leaders, human rights activities, HRDs, local political leaders and local CSOs on women empowerment issues and processes, ESC rights, legal rights, government programmes and entitlements, leadership, advocacy and networking skills.
- › Organize regular social mobilization of the women groups through organizing regular monthly meetings of groups, saving credit schemes, organizing basic services (e.g. legal literacy classes, income generating schemes support for vulnerable women, linkages to service providers)
- › Support for implementation of women groups' advocacy action plans for promotion and access of their ESC rights.
- › Organize advocacy and lobby efforts to promote women participation in local governance structures and decision making processes

2.3 Capacity building of moral and legal duty bearers

- › Organize capacity building and sensitization programs for district level government law enforcement and judicial officials, social and political leaders, women activists, HRDs, local CSOs, and media persons on human rights provisions, rights-based approach, gender equality, government policies and entitlements, Economic, Social and Cultural (ESC) rights, rights to participation and rights to equality etc.
- › Develop capacity of law students (women and men), lawyers, police officials and media (men and women) on women rights and sensitize them towards their role and contribution for women empowerment and human rights.

- › Organize field monitoring visits of duty bearers to share good results and best practices

2.4 Policy Advocacy

- › Organize regular coordination and collaboration with local, district and national level duty bearers
- › Develop joint advocacy plans for women empowerment in line with other like-minded organizations and including women and human rights commissions
- › Develop networking, close collaboration, and carry out joint advocacy with like-minded national and international organizations including women commission and human rights commissions and media
- › Organize regular lobbying, meetings and interactions with government authorities, judicial bodies, political leaders, and media persons.
- › File Writ and Public Interest Litigation on economic, social, cultural, civil and political rights of women and marginalized groups
- › Conduct advocacy campaigns, meetings and interactions with parliamentarians, government agencies and political parties for endorsement of gender inclusive laws and provisions, amendments, women friendly new constitution and their effective implementation.
- › Organize lobby and advocacy and workshops to parliamentarians and political leaders for political inclusion and inclusive political manifesto.

3. HUMAN RIGHTS AND GOOD GOVERNANCE

Promote human rights and good governance through advocacy, networking and capacity building of moral and legal duty bearers, and mobilizing CSOs as watch dog.

A. Outcome Indicators

- Improved culture of respecting human rights and practice of good governance at concerned national and districts level law enforcement agencies and judiciary for speedy justice and women empowerment.
- Strengthened national level networking with like-minded national and international level civil society organizations to promote and advocate for human rights and good governance.
- Improved situation of policy formulations/reforms and effective implementation of existing policies related to ESC Rights of women and marginalized groups
- Enhanced promptness, transparency, accountability and quality of the services from duty bearers to rights holders
- Reduced lengthy processes for accessing access to justice and government services and entitlements

B. Key Interventions and Activities

3.1 Research and Publication

- › Undertake research and study on human rights and good governance with focus to impact and situation of women's ESC rights, access to justice and human rights
- › Identify the policy gaps and issues for advocacy and disseminate with concern stakeholders.
- › Publish the findings and best practices on human and good governance, women empowerment and access to justice issues through publication and newsletters

3.2 Networking - National and International

- › Strengthen existing national networks, and their institutional capacities for promotion of human rights and good governance for women empowerment and claiming ESC rights of the marginalized communities.
- › Strengthen networking efforts and linkages among relevant district, national and international networks on human rights and good governance
- › Formation or strengthening of new CSO watch dog groups to monitor good governance situations
- › Organize regular meetings and learning and sharing forums among relevant networks
- › Participate in and linkages with south Asian and international forums and networks.
- › Participate and contribute in international human rights promotion and protection processes such as shadow report, Universal Periodic Review (UPR), human rights and good governance monitoring mechanisms (e.g. with UN-OHCHR, Transparency International) and others.
- › Jointly organize and participate in civil society's advocacy campaigns at national level (e.g. rallies, national and international days) related to women rights, and human rights days.
- › Undertake and/or participate joint fact finding missions of CSO networks on human rights violations cases and lengthy processes of government agencies while accessing access to justice, ESC rights of women and marginalized communities.

3.3 Advocacy and Lobby

- › Facilitate and/or participate social audits of the government programmes and policies related to economic, social and culture rights and own organizational social audits
- › Undertake study on policy gap analysis in the areas of access to justice, women empowerment and ESC rights.

- › Develop advocacy plans in collaboration with other relevant CSO networks, media and women rights and other human rights commissions based on gap analysis and social audits of government programmes.
- › Carry out joint advocacy initiatives together with like-minded national and international organizations, and media including women commission and human rights commissions
- › Conduct regular national level dialogues/lobby visits/interactions with government officials, judicial officials and law enforcement agencies to promote justice to the survivors of women rights and human violations.
- › Conduct advocacy campaigns, meetings and interactions with parliamentarians, government agencies and political parties for endorsement of gender inclusive laws and provisions, amendments, women friendly new constitution and their effective implementation.
- › Organize lobby and advocacy and workshops to parliamentarians and political leaders for political inclusion and inclusive political manifesto.
- › Media mobilization and advocacy through print, social and electronic media, updated press release, mobilizing academia for advocacy through policy discourses and articles in media.
- › Monitor the performance and governance practices of judicial, law enforcement and development ministries by CSO watch dog group.
- › Participate and influence human rights and good governance monitoring committees of government and independent and constitutional commissions.

3.4 Sensitization and capacity building of duty bearers

- › Conduct human rights and good governance workshops with national level law enforcement agencies, judicial bodies, women and human rights commissions and CSOs networks
- › Organize training on principles and laws of good governance, anti-corruption and transparency to CSO networks.
- › Organize capacity building and sensitization programs for national level government law enforcement and judicial officials, social and political leaders, and media persons on human rights provisions, gender equality, government policies and entitlements, Economic, Social and Cultural (ESC) rights, rights to participation and rights to equality, rights to information act etc.
- › Develop capacity of law students, lawyers, police officials and media on human rights and good governance issues.

4. Organizational development and institutional strengthening

Strengthen organisational capacity of LACC and its local partners/networks for continuous learning and improvement on thematic and organizational management aspects for promotion of human rights, justice and women empowerment.

Outcome Indicators:

- Improved accountable and transparent governance system (management systems, human resource development, policies and strategies, long term advocacy plans etc.) of LACC and its networks in place and their effective implementation
- Improved thematic and management capacities of the staffs of LACC and its networks' staffs
- Improved coordination and synergy among 3 thematic programmes of LACC
- Improved coordination, collaboration, and communication among different units of LACC and its board members and advisors
- Increased visibility and branding of good development works of LACC

Key Activities and interventions:

Capacity building

- › Training on Organizational Assessment and OD training to all board members and staffs
- › Strengthen technical skills on finance, procurement, grants management, project cycle management, fund raising, proposal and report writing, outcome monitoring, advocacy skills and rights-based approach
- › Develop technical/thematic capacities on human rights and governance, gender equality and rights based programming, update on national and international laws
- › Provide training on participatory leadership, management, and negotiation skills to the executive board members and senior management team.
- › Capacitate the personnel on IT system, impact documenting skills and English Language skills.

Organizational Development and Institutional Strengthening

- › Update and/or update, and effectively implement organizational policies of LACC and its partners in line with latest trend of development sector such as Human Resource, Gender and Social Inclusion, Administration, Procurement, Finance, Fund Raising, Communication strategy, Anti-corruption, Partnership, Resource mobilization, monitoring and evaluation policies and procedures, program management, IT systems, and online database management etc.
- › Enhance staffs' and partners' capacity on implementation of organizational policies
- › Develop code of conduct of staffs and board members

- › Develop and implement complaint handling mechanism
- › Organize social audits of LACC periodically etc.
- › Organize partners' learning and sharing platforms on LACC's thematic sectors and OD aspects
- › Organize annual staffs retreat workshops for staff and board members for learning and sharing and review/update strategic plans.
- › Organize annual partners and networks' platform meetings
- › Institutionalize annual planning and budgeting, quarterly reviews and mid and end term evaluation processes at organizational level.

Visibility and branding:

- › Develop and update and implement communication strategy.
- › Develop and disseminate IEC materials (e.g. brochures, publications) and regularly update organizational webpage with success stories and press releases.
- › Develop and disseminate documentaries on success stories of LACC past best practices via website, print, electronic and social media.
- › Mobilize all types of media effectively for organizational branding.
- › Impart effective communication training to the staff members.

Organizational studies/research/documentation

- › **Thematic Programme baselines:** Develop 3 baseline studies of each of the 3 sectors (Access to Justice, Women Empowerment and Human Rights & Good Governance) with baseline and indicators and targets that support for implementation, and monitor progress and be able to document outcomes during the end-of-programme or strategic period.

Synergy and coordination among three thematic sectors/programmes

- › Organize joint learning and sharing on principles and approaches on programmatic management, targeting, gender, diversity among 3 thematic sectors.
- › Joint action plans, joint monitoring visits, reviews, and attending learning and sharing forums by each other thematic programmes' staffs.

4.2.7 WORKING APPROACHES/STRATEGIES

› **Programmatic/Thematic Approach**

LACC through its past interventions realizes that small project based interventions can't make great impact for social and economic empowerment of women and marginalized communities. LACC therefore promotes programmatic or thematic interventions with its 3 themes so that its interventions will be integrated and holistic from both rights-based and needs-based perspectives and the results of different projects will contribute to achieve thematic broader goal. This will also create synergy among 3 inter-related themes and contribute each other for great impact at all levels.

› **Human Rights Based Approach (HRBA)**

LACC perceives development works should be carried out from sustainable development perspective. Therefore LACC adopts right based approach (RBA) as a key approach for its programming. RBA reduces dependency of rights holders to external agencies and promotes accountability of the legal and moral duty bearers. This will ultimately empower rights holders to access and claim their ESC, civic and political rights and entitlement from their government. LACC works closely with duty bearers and rights holders from the design till sustainability phases so that results of LACC interventions are sustained.

› **Partnership, Networking and Collaborative Approach**

LACC believes that development problems can't be solved with efforts of one NGO or few organizations. This is a collaborative efforts of all concerned stakeholders i.e. rights holders, moral duty bearers and legal duty bearers. LACC works closely with duty bearers (government agencies), right holders, like-minded organizations and networks in the sector of human rights and good governance and women empower as these are huge sectors where LACC can contribute little but if we work together then impact is achieved faster. LACC promotes effective partnership with target groups, local partners and likeminded CSO networks, private sector actors and effective collaboration with local government agencies to achieve its strategic objectives as rights holders and moral duty bearers have their rights as well as duties to fulfil. LACC involves these stakeholders in all phases of its programming from needs assessment, design, to sustainability of the projects/results.

› **Men-Engagement Approach**

LACC always focus both men and women for women empowerment and rights of women. It works with men in this endeavour of establishing women's right in every walk of life by engaging them all the phases of the project e.g. making them aware through legal literacy courses and human rights awareness sessions etc. During the course of implementation, LACC has witnessed some success cases that men are the most important change agents and supporters to create women friendly home and society. Women's issue not only a women's issues that why LACC believes that men are must be the change agent in creating inclusive society. This is a key strategies while designing and implementing all projects of LACC.

› **Evidence Based Advocacy Approach**

LACC uses proven evidences of its pilot or development model interventions from the community in its advocacy plans. Without evidence at grassroots it is difficult to have result-oriented advocacy. This helps to convince govt agencies as well as other non govt agencies to replicate the best practices and most importantly to reform the existing polices and their effective implementation.

› **Gender Equity and Social Inclusion Approach**

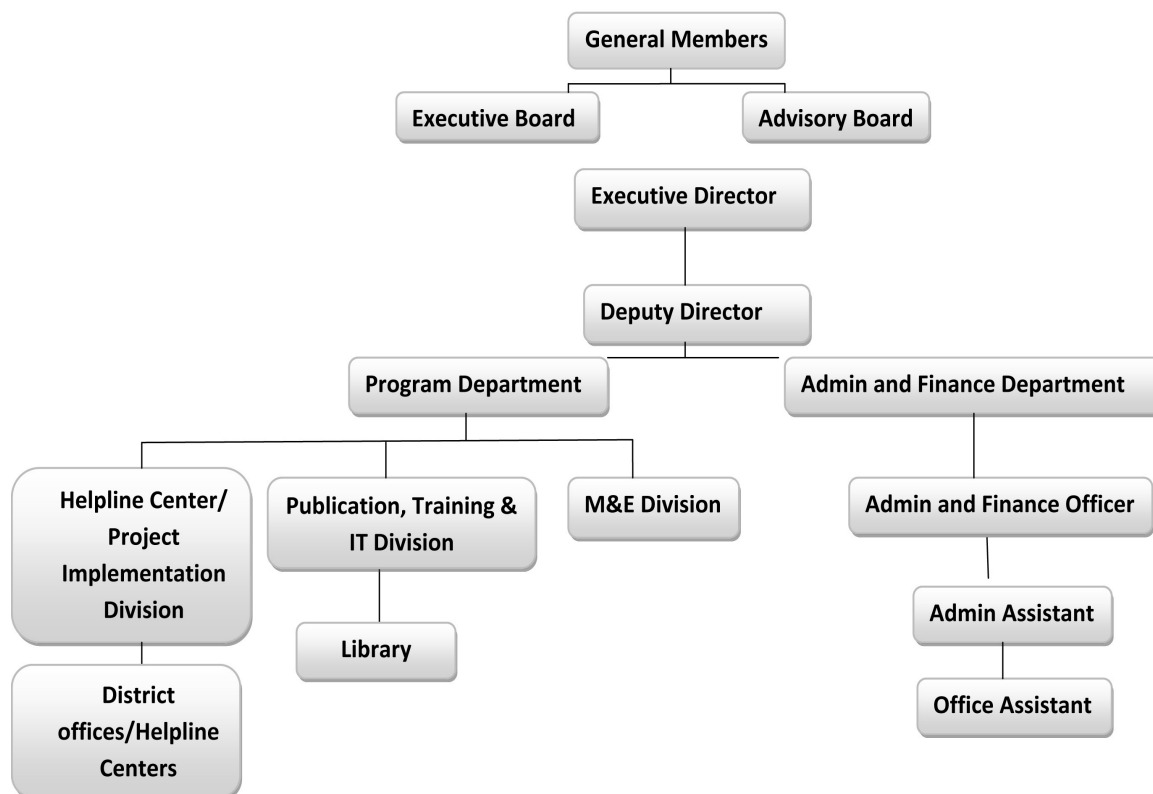
LACC has strong commitment for gender equity and social inclusion as GESI is one of the cross cutting issues of LACC. It always promotes inclusion of women and men and socially, and economically excluded marginalized communities such as Dalits, ethnic minorities, madhesi and people with different sexual orientations etc. in its programming and always promote gender equality within marginalized communities too. This is the guiding approach for our every activity as well. Without this approach, LACC believes that development benefits are not distributed equitably to the neediest rights holders.

› **Conflict Sensitive Approach/Do No Harm**

Conflict sensitivity planning is now considered an essential approach to ensure conflict sensitivity in development and humanitarian activities. LACC programmes are conflict sensitive and will promote “Do No Harm” strategy while implementing its 3 sectoral programmes and projects in the community so that our programmes do not escalate further conflicts in the family, and community. And promotes social harmony and peace, thereby human rights of all communities is respected.

5. Organizational Governance Structure

LACC's Organizational Structure



6. Strategic Budget Plan:

Tentatively foreseen strategic budget based on current and future fund raising potentialities are described as follows:

Budget in NPR

Budget heading/ program	2015	2016	2017	2018	2019
Access to Justice program	1,000,000	1,200,000	1,440,000	1,728,000	2,073,600
Women Empowerment	5,000,000	6,000,000	7,200,000	8,640,000	10,368,000
Human rights and governance	5,000,000	6,000,000	7,200,000	8,640,000	10,368,000
Administration	5,000,000	6,000,000	7,200,000	8,640,000	10,368,000
Total	16,000,000	19,200,000	23,040,000	27,648,000	33,177,600