

# Strategic Planning Workshop

(Dec 12-15, 2008)

## A Report

Prepared by:  
HURDEC  
P. O. Box – 158  
Phone – 5542065  
Email: [hurdec@ntc.net.np](mailto:hurdec@ntc.net.np)

## 1. BACKGROUND

Nepal Federation of Indigenous Nationalities (NEFIN) has been implementing Janajati Empowerment Project (JEP) with support of DFID/ESP, which is going to be phase out by December 2008. It is the first ever project being funded by a donor agency exclusively for the Janajati community. JEP is unique in the sense that it envisages to providing success to NEFIN work modality in order to demonstrate that Indigenous Peoples Organizations (IPOs) can be more result-oriented for Janajati causes. The project had adopted right based approach to enable IPOs to be better organized and thus better able to voice their demands and bring them into the mainstream of national development.

JEP contributed to raise profiles of Janajatis and NEFIN, and influenced policy at both national and regional level. Janajati issues are now included in government and donor agencies plan and policies. The Review of Achievements and Impacts, therefore, recommends continuation of donor funding to NEFIN with necessary reforms/improvements in light of JEP experience. With this backdrop, NEFIN organized a four days long "Strategic Planning Workshop" to prepare its long-term plan from December 12 to 15, 08. In this context, NEFIN contracted out Human Development Center (HURDEC) to design, facilitate and report the workshop outcomes. Twenty five official representing NEFIN, JEP, IPOs and Indigenous Intellectuals attended and provided input in the workshop. For details, please see **annex – 1: List of participants**. This report is the documentation of workshop process and outcomes.

## 2. Objectives

Main objective of the workshop is to prepare long-term strategic plan of NEFIN.

Following are specific objectives:

- Sharing of NEFIN review findings and JANSEEP status
- Identification of future working themes
- Analysis of NEFIN's stakeholders'
- SWOT analysis of NEFIN
- Prepare long-term plan (Logframe) which includes
  - ⇒ setting the hierarchy of strategic objectives
  - ⇒ formulation of success indicators and means of verification for tracking progress and achievements
  - ⇒ developing guiding principles
  - ⇒ analyzing and identification of risk factors

## 3. Methodology

NEFIN experiences were shared by using **presentation and discussion** method. SWOT analytical tool was used to identify the strengths, weaknesses, opportunities and threats of NEFIN. NEFIN stakeholders identified and analyzed

by using stakeholders' analysis, an analytical tool of Logframe. Moreover, **Logframe tools** were applied to prepare long-term strategic plan i.e. setting of objectives and indicators, guiding principles and identification of assumptions/risk factors. Information and related message were delivered through appropriate methods of **presentations** by using LCD projector. To develop a common understanding on major issues, **plenary discussions** were held. **Group exercises** were used to ensure inputs from participants on various stages of the workshop process.

Outcomes of the group exercises were presented in the **plenary** to build consensus, and to clarify queries. **Card and chart technique** used to visualize the outcomes.

#### **4. Workshop Outcomes**

At the end, following were the workshop outcomes:

- Identification of future working themes of NEFIN
- NEFIN stakeholders' identified and analyzed
- Thematic SWOT analysis of NEFIN was done
- Three years strategic plan of NEFIN prepared

#### **5. Broad Outline**

*In order to come up with expected outcomes following steps were followed:*

**Day one:** Sharing of experiences of JEP, JANSEEP and Identification of future working themes (Scoping).

**Day two:** Stakeholders analysis; SWOT analysis of NEFIN

**Day three:** SWOT analysis (continued); Brief discussion on focus of Plan; orientation on Vision and Mission; Review of NEFIN Vision and Mission; Orientation on strategic plan; Setting hierarchy of objectives (Goal, Purpose and Results); Orientation on indicators; Group work on indicators

**Day four:** Group work on outputs and purpose level Indicators.

For details of Schedule, please refer **annex – 2**.

#### **4.2 IDENTIFICATION OF FUTURE WORKING THEMES**

In this session participants discussed on future working themes of NEFIN. Considering the changed context of Nepal the participants came up with following themes to be focused:

1. Federalism and Autonomy: Right to self determination and ethnic autonomy; Land rights (Forest, water, Pasture, mine)
2. Secularism: Secularism; Effective implementation of ILO 169, UNDRIP, CEDAW, CBD and HR rights

3. Constitution making and Legal Issues: CA and constitution making process; Customary rights and indigenous knowledge; Ending discriminatory laws against IPs; Identity issues
4. Grass root level Democracy: Awareness raising; Claim making at grass roots level
5. Organizational Development of NEFIN: Institutional development; Capacity building; Monitoring of Govt., donors, and other activities; Preparing case studies; Communication; Research and publications; International linkage and networking
6. IPs Women Issues: Indigenous women and gender
7. Human Rights of IPs
8. Free Prior Informed Consent: Free Prior Informed Consent
9. Development Issues: Governance and development issues; MDGs; Indigenous cultural heritage; Mother tongue and indigenous education; Media

#### **4.3 STAKEHOLDERS ANALYSIS**

As decided by the organizers, participants were engaged to analyze the stakeholders of NEFIN. To assist the process the facilitator first made brief presentation on what is stakeholders' analysis? Why stakeholders' analysis? How to do stakeholder's analysis? He further provided a simple format to the participants as given below:

**Stakeholders Analysis: Format**

| Stakeholders | Characteristics of stakeholders | Problems of stakeholders | Areas of collaboration |
|--------------|---------------------------------|--------------------------|------------------------|
|              |                                 |                          |                        |
|              |                                 |                          |                        |
|              |                                 |                          |                        |

Then the participants formed three groups for group work on identification of stakeholders and carried out further analysis. Group work outcomes were presented in plenary for discussion and comments. For details of stakeholders' analysis, please refer **annex – 3**.

#### **4.4 SWOT ANALYSIS**

To review and identify the NEFIN's strengths, weaknesses, opportunities and threats (SWOT) first the participants were briefed with concept of SWOT. Then the participants were divided into three groups and assigned to work out thematic SWOT. Group work outcomes were presented in plenary for discussion and additional inputs and finalization of the analysis. For details of NEFIN SWOT, please refer **annex – 4**.

#### **4.5 REVIEW OF VISION, MISSION AND GUIDING RPINCIPLES**

In this exercise the facilitator first explained about vision and mission with some examples. Then one group of participants was engaged to develop the proposed

NEFIN's long term vision and mission. Proposed vision and mission were discussed in plenary and finalized as given below:

**Long term Vision**  
**Creation of Equitable, Just, Inclusive, Multicultural Nepal of Ethnic Autonomous Provinces with the Right to Self-determination**

**Mission**  
**To mobilize all kinds of resources to create Equitable, Just, Inclusive, Multicultural Nepal of Indigenous Autonomous States with the Right to Self-determination**

In this session guiding principles of NEFIN were also identified, which are documented below:

**NEFIN Guiding Principles**

1. **Rights Based Approach:** NEFIN activities and programs will be focused to protect and promotion of IPs rights which are guided by ILO 169 and UNRIP.
2. **Equitable Society:** NEFIN activities will be geared towards contributing to establishment of equitable society by addressing prevailing issues of all kinds of discriminations against IPs.
3. **Policy Advocacy:** NEFIN will design and implement various advocacy programs and campaigns for the development of Human Right friendly policies focusing on rights of IPs based on international instruments.
4. **Protection of Rights of Specific Groups:** NEFIN will develop and implement programs to protect and promote rights of engendered, highly marginalized, marginalized and poor section of IPs and IPs dwelling in remote areas of Nepal.
5. **Focus to Poor:** NEFIN will focus its activities to improve the condition of the poor IPs.
6. **Research and Development:** NEFIN will conduct researches on IPs issues and disseminate for public and government bodies act on them.
7. **Specific Needs:** NEFIN will design and implement programs addressing specific needs of IPs of the Mountain, Hills, Inner Terai, and Terai of Nepal.
8. **IPOs as implementers:** NEFIN's past experiences show that IPs develop programs implemented by IPOs were successful. With this backdrop, NEFIN strongly promote the idea of 'Partnership with IPOs" to all government, non-government and donor agencies for overall development of IPs.
9. **Engendering/Gender Mainstreaming:** NEFIN regards gender as a crosscutting theme and ensures engendering in all its policies, plans, programs and activities.

## **4.4 Development of Strategic Plan**

**4.4.1 Orientation of strategic plan:** To develop the common understanding the facilitator first provided brief orientation on Logframe based important elements of strategic plan i.e. strategic plan and its environment, vertical logic, hierarchy of plan objectives, assumptions/risk factors and preconditions, objectively verifiable indicators (OVIs), means of verifications (MOVs).

**4.4.2 Setting Hierarchy of Objectives (Goal, Purpose and Outputs):** Based on orientation the participants discussed in plenary and came up with following goal, purpose and results of strategic plan of NEFIN:

|  |
|--|
| <b>Goal: IPs of Nepal will have full control over their collective and individual lives.</b>   |
| <b>Purpose: All forms of discrimination and inequality against IPs reduced.</b>  |
| <b>Output 1: Capacity of NEFIN Improved</b><br><b>Output 2: Socio-economic status of IPs improved</b><br><b>Output 3: Representation and Claim making of IPs Improved</b><br><b>Output 4: Free, Prior and Informed Consent (FPIC) of IPs implemented</b><br><b>Output 5: Human rights of IPs guaranteed by the state.</b><br><b>Output 6: Status of IPs women improved.</b><br><b>Output 7: Conducive constitutional and legal environment for overall development of IPs created.</b><br><b>Output 8: State is restructured into autonomous federal system encompassing demand of IPs.</b><br><b>Output 9: Secularism in Nepal consolidated</b> |

**4.4.3 Orientation of Level of Indicators and Risks:** In order to clarify about the success indicators the facilitator made brief presentation on level of indicators i.e. input level indicators, output level indicators, effect level indicators and impact level indicators.

**4.4.4 Setting Indicators and Risks:** Based on the orientation provided above the participants were assign in the groups to set output indicators and risks for results. The process was guided by the facilitator. Finally the group work outcomes were presented in plenary for discussion and finalization of indicators and risk factors. For details of three years strategic plan, please refer annex – 4.

## 1. Observations and recommendations

Following observations are based on interactions with NEFIN central and district level officials before and during strategic planning workshop:

- NEFIN is a renowned organization committed to protect and promote Rights of IPs of Nepal through advocacy. NEFIN has gained good national and international level reputation for its excellent works in Nepal. However, NEFIN needs to improve its institutional capacities to implement expected activities i.e. advocacy for policy change. To meet the challenges of changed context NEFIN must develop and implement organizational policies, systems, clear roles and responsibilities to improve institutional efficiency and effectiveness.

- NEFIN has contributed meaningfully in the movement of IPs in Nepal. But documentation and dissemination part of NEFIN activities seen as weakness. Documentation of good practices and success stories and publication will certainly provide reference materials for IPs activists.
- NEFIN has worked successfully for more than decades. For this the members and staffs are proud of themselves. However, now the time has come that NEFIN must focus on developing second generation of leadership. It was observed that group of second generation leaders have emerged and ready to take leaderships with some guidance from NEFIN's higher level personalities.

## Annex – 1: List of participants.

| S.N. | Name                    | Organization             | Contact N. | Email Address              |
|------|-------------------------|--------------------------|------------|----------------------------|
| 1    | Pasang Sherpa           | NEFIN                    | 9851085574 | pasang_nefin@hotmail.com   |
| 2    | Janak Rai               | TU                       | 9851109803 | janakrai2007@gmail.com     |
| 3    | Jyoti Danuwar           | JEP                      | 9841431401 | jyoti@nefin.org.np         |
| 4    | Naresh Tamrakar         | JEP                      |            | naresh@nefin.org.np        |
| 5    | Ramjee Kongren          | JEP                      |            | kongren@nefin.org.np       |
| 6    | Soma Rai                | NIWF                     | 9841557487 | mrs.somarai@gmail.com      |
| 7    | Tashi Shanmo Gurungseni | NEFIN                    | 9851100754 | tashi_gurung@yahoo.com     |
| 8    | Yasso Kanti Bhattachan  | Thakali Sewa Samiti      | 9841818159 | kchan@wlink.com.np         |
| 9    | Bimala Sunuwar          | Sunuwar Sewa Samiti      | 9841602666 | bimkoich@hotmail.com       |
| 10   | Phulmati Chaudhary      | Tharu Kalyankarini Sabha | 9841345239 | phulmati45@yahoo.com       |
| 11   | Mohan Singh Lama        | ANIJ                     | 9851070344 | mohansingh.lama@gmail.com  |
| 12   | Mingma K. Sherpa        | Tokpegola                | 9851014494 | lakpha2002@hotmail.com     |
| 13   | Khim Ghale              | ANIJ                     | 9841068994 | khimghale@gmail.com        |
| 14   | Krishna B. Bhattachan   | NEFIN                    | 9841295855 | kchan@wlink.com.np         |
| 15   | Raj Kumar Lekhi         | Tharu K. Sabha           | 9841437400 | tharusabha@gmail.com       |
| 16   | Dhan Man Gurung         | Gurung National Council  | 9851037494 | dhanamn@wlink.com.np       |
| 17   | Jitpal Kirat            | NEFDIN                   | 9841854873 | nefdin@infoclub.com.np     |
| 18   | Wangda Bi Bhote         | NEFIN                    | 9841566802 |                            |
| 19   | Chaitanya Subba         |                          | 9851089413 | dapans@gmail.com           |
| 20   | Prakash K. Mandal       | NEFIN                    | 9803583879 | pkmganghai@yahoo.com       |
| 21   | Suresh Pd. Singh        | Nepal Ganghai Parisad    | 9804353162 |                            |
| 22   | Bijay K. Danuwar        | NEFIN                    | 9841590718 |                            |
| 23   | Dhan B. Majhi           | Nepal Majhi Utthan Sangh | 9841667541 |                            |
| 24   | Sumaya Rai              | Kirat Rai Yayokkha       | 9841227339 | anamnagar32@yahoo.com      |
| 25   | Bom Kumari Budha Magar  | Former Advisor of NEFIN  | 984105091  | magarat_18@yahoo.com       |
| 26   | Bikram Subba            |                          | 9851072965 | ingwaba2005@gmail.com      |
| 27   | Kamala Gurung           | JEP/NEFIN                | 9841510404 | orchid_gurung@yahoo.com    |
| 28   | Mina Bhujel             | JEP/NEFIN                | 9841185281 | bhumi_bhp@yahoo.com        |
| 29   | Rikam Rai               | JEP/NEFIN                | 9849008718 | daffodil_angle03@yahoo.com |
| 30   | Jyoti Rai               | JEP/NEFIN                | 9841336573 |                            |
| 31   | Dan Singh Raute         | JEP/NEFIN                | 9841184132 |                            |
| 32   | Kumar Pradhan           | JEP/NEFIN                | 9841264895 |                            |



## **Annex – 2: Workshop Schedule**

### **Day – 1 (December 12, 08)**

|           |  |
|-----------|--|
| 0800-0830 | Arrival of participants and checking in                              |
| 0830-0900 | Break fast   |
| 0900-0930 | Welcome, opening remarks   |
| 0930-0945 | Introductions of participants  |
| 0945-1000 | Agenda and workshop methods  |
| 1000-1015 | Tea/coffee break   |
| 1015-1115 | Presentation and discussion on NEFIN evaluation findings             |
| 1115-1145 | Presentation and discussion on SAMARTHYA                             |
| 1145-1230 | Presentation and discussion on JANSEEP                               |
| 1215-1300 | Presentation and discussion on DFID/ESP                              |
| 1300-1400 | Lunch  |
| 1400-1430 | Identification of future NEFIN working themes                        |
| 1430-1500 | Brief presentation on stakeholders' analysis                         |
| 1500-1530 | Formation of groups and thematic stakeholders' analysis (Group work) |
| 1530-1545 | Tea/coffee break   |
| 1545-1700 | Group work (Continued...)  |

### **Day – 2 (September 22, 08)**

|           |  |
|-----------|--|
| 0900-1030 | Presentation and discussion on group work outcomes |
| 1030-1045 | Tea/coffee break                                   |
| 1045-1100 | Brief presentation on SWOT Analysis                |
| 1100-1300 | Group work on thematic stakeholders' analysis      |
| 1300-1400 | Lunch  |
| 1400-1530 | Presentation and discussion on group work outcomes |
| 1530-1545 | Tea/coffee break                                   |
| 1545-1630 | Introductory presentation on strategic plan        |
| 1630-1730 | Identification of Goal, Purpose and Results        |

### **Day – 3 (September 23, 08)**

|           |   |
|-----------|---|
| 0900-0945 | Finalizations of Goal, Purpose and Results                        |
| 0945-1030 | Brief presentation on indicators and group work to set indicators |
| 1030-1045 | Tea/coffee break  |
| 1045-1300 | Group work on Indicators  |

|           |                           |
|-----------|---------------------------|
| 1300-1400 | Lunch                     |
| 1400-1530 | Group work (Continued...) |
| 1530-1545 | Tea/coffee break          |
| 1545-1700 | Group work (Continued...) |

**Day – 4 (September 24, 08)**

|           |  |
|-----------|--|
| 0900-1030 | Presentation, discussion and finalization of group work outcomes |
| 1030-1045 | Tea/coffee break   |
| 1045-1130 | Presentation, discussion and finalization of group work outcomes |
| 1130-1300 | Group work on areas of interventions                             |
| 1300-1400 | Lunch  |
| 1400-1545 | Presentation and discussion on areas of interventions            |
| 1545-1600 | Next steps   |
| 1600-1615 | Closing remarks  |
| 1615-1630 | Tea/coffee   |
| 1630      | Departure  |

### Annex – 3: Stakeholders’ Analysis

#### Analysis of Stakeholders related to Federalism and Autonomy

| Stakeholders  | Characteristics of stakeholders   | Problems of stakeholders   | Areas of collaboration with the stakeholders   |
|---|---|--|--|
| <b>Political Parties</b>  | <ul style="list-style-type: none"> <li>Authorized body of CA members to draft the constitution</li> <li>Play a role as a coordinator between the citizens and the government &amp; in the formation of the government</li> <li>Presence of Indigenous Janajatis at the leadership position</li> </ul>   | <ul style="list-style-type: none"> <li>Negative views towards right to self-determination, federalism, ethnic autonomy and self-governance including issues raised by the indigenous Janajatis</li> <li>More influenced by political motive rather than public sovereignty, the indigenous Janajatis including women &amp; actual mandate</li> </ul>   | <ul style="list-style-type: none"> <li>For the establishment of caste based federal republic state</li> <li>To pressurize the government to receive support for obtaining the right to self-determination, establishment of caste based autonomy including issues raised by indigenous Janajatis.</li> <li>In the area of programs to ensure the right to self-determination including caste based autonomy in the new constitution</li> </ul> |
| <b>Indigenous Organizations and other related Organizations from the Central to Village Level</b> | <ul style="list-style-type: none"> <li>Propose and demand the caste based Autonomous Federal State with right to self-determination</li> <li>Organize indigenous Janajatis by creating awareness for right to ethnicity</li> <li>Warn the political parties, government and related agencies on the issues of right of indigenous Janajatis</li> <li>Having an organized structures from national to village level</li> <li>Able to raise effective movement when needed</li> </ul> | <ul style="list-style-type: none"> <li>Absence and inadequate interactions and discussions</li> <li>Lack of resources</li> <li>Lack of awareness</li> <li>Inadequate institutional development</li> <li>Political parties keep the Indigenous Janajati cadres capable of raising ethnic issues under their control</li> <li>Increasing disagreements due to the 'Separate and rule' policy followed by political parties</li> <li>Rise in conflicts and disagreements about the structure of caste based autonomy</li> </ul> | <ul style="list-style-type: none"> <li>Can collaborate with all types of activities of the movement related to indigenous Janajatis issues</li> <li>Can collaborate by creating solidarity for special issues related to indigenous Janajatis</li> </ul>   |
| <b>CA Members, Constitutional Commissions &amp; Committees including</b>                          | <ul style="list-style-type: none"> <li>Are the persons authorized to draft the constitution</li> <li>Are the elected representatives</li> <li>Able to coordinate between government, political parties and</li> </ul>   | <ul style="list-style-type: none"> <li>Not aware and insensitive towards the issues of indigenous Janajatis</li> <li>Limit &amp; control the CA members under the motives and assurances of the political parties</li> </ul>   | <ul style="list-style-type: none"> <li>Can collaborate in different issues by forming caucus of the indigenous Janajatis CA members</li> <li>Disseminate information about the ongoing activities within the CA</li> </ul>   |

|  |   |  |   |
|--|---|--|---|
| <b>other Policy Makers</b>                         | <p>citizens</p> <ul style="list-style-type: none"> <li>• Constitutional commissions and policy makers capable of influencing the drafting of the constitution</li> </ul>  | <ul style="list-style-type: none"> <li>• Inadequate study on subjects related to federalism &amp; caste based autonomy</li> <li>• Only Brahmins and Chhettris have major &amp; decision making roles of the leadership positions in other agencies of policy making body</li> </ul>  | <p>regarding ethnic issues in order to share and exchange ideas with organizations &amp; institutions related to indigenous Janajatis and actors of the movement</p> <ul style="list-style-type: none"> <li>• Can collaborate independently for the pre informed &amp; including permitted activities</li> </ul>  |
| <b>Experts on Constitution &amp; Legal Experts</b> | <ul style="list-style-type: none"> <li>• Are the experts of national &amp; international constitutions &amp; laws</li> <li>• Capable of analyzing the policies and practical aspects</li> <li>• Capable of providing concrete suggestions to the CA members &amp; political parties</li> </ul>  | <ul style="list-style-type: none"> <li>• Inadequate presence of indigenous Janajatis among experts on constitution &amp; legal experts</li> <li>• Absence of roles for indigenous Janajatis in different organizations of the experts on constitution and legal experts</li> <li>• Experts on constitution &amp; legal experts from Indigenous Janajatis background are insensitive towards the indigenous Janajatis issues</li> </ul> | <ul style="list-style-type: none"> <li>• Share &amp; exchange consultancies from indigenous Janajatis on issues of international values related to constitutions</li> <li>• ILO 169, UN DRIP, CBD &amp; CD including international treaties on the rights of indigenous Janajatis &amp; for the implementation of declarations &amp; drafting of the laws</li> <li>• Can collaborate in the process to repeal &amp; to amend the discriminatory laws towards indigenous Janajatis</li> <li>• Can collaborate to take national &amp; international legal aids against the abuse of human rights of the indigenous Janajatis</li> </ul> |
| <b>Media Personnel</b>                             | <ul style="list-style-type: none"> <li>• Create public consensus by disseminating immediately &amp; efficiently the activities of constitution drafting process to the public</li> <li>• Create public consensus by propagating the activities of the state to the public and taking the voices of the public to the state</li> </ul> | <ul style="list-style-type: none"> <li>• Inadequate representation of indigenous Janajatis among media personnel</li> <li>• The major media bodies either have negative views or are insensitive towards the indigenous Janajatis issues</li> <li>• Absence of bases for media in local places of indigenous Janajatis</li> <li>• Extinction of traditional means of communication of indigenous Janajatis</li> </ul>                  | <ul style="list-style-type: none"> <li>• Collaborate in the areas of disseminating awareness regarding the issues of indigenous Janajatis</li> <li>• Can collaborate in the development of indigenous Janajatis media personnel</li> <li>• Can collaborate in the establishment of bases for media in the areas of indigenous Janajatis</li> <li>• Can collaborate in areas of actions to create public consensus in the favor of human rights of indigenous Janajatis</li> </ul>   |

|                                     |   |  |  |
|-------------------------------------|---|--|--|
| <b>International Donor Agencies</b> | <ul style="list-style-type: none"> <li>• Can influence the occurrence of any kind of series of incidents in the nation</li> <li>• Able to provide financial and technical support to the state and the related community</li> <li>• Able to provide assistance to internationalize all types of issues of indigenous Janajatis</li> </ul> | <ul style="list-style-type: none"> <li>• Prejudiced of the false information conveyed by the state and the non-indigenous Janajatis about the issues of the indigenous Janajatis</li> <li>• Using the resources by the non-indigenous organizations in the name of indigenous Janajatis</li> <li>• Lack of transparency in the management of the resource distribution</li> <li>• The presence of the indigenous Janajatis are less in the donor agencies</li> </ul> | <ul style="list-style-type: none"> <li>• In the programs to eliminate false information spread about the issues of the indigenous Janajatis</li> <li>• In the area of financial and technical assistances to ensure the rights of the indigenous Janajatis</li> <li>• In the area of sharing &amp; exchanging of experiences, study, research including visits</li> <li>• In the area of implementation of the provisions of human rights of the indigenous Janajatis</li> </ul> |
| <b>Governmental Bodies</b>          | <ul style="list-style-type: none"> <li>• To implement all the programs of the state including policy and decision</li> <li>• To influence the life of public including the life of the indigenous Janajatis and women</li> </ul>  | <ul style="list-style-type: none"> <li>• Negative views towards right to self-determination, federalism, ethnic autonomy and self-governance including issues raised by the indigenous Janajatis</li> <li>• More motivated towards single caste based system and oriented towards party motive than the real mandate of the people</li> </ul>  | <ul style="list-style-type: none"> <li>• For the establishment of the caste based autonomous state</li> <li>• To get necessary support on the issues about the rights of the indigenous people including the right to self determination, for the establishment of the caste based autonomy</li> <li>• To collaborate to make plan, policy and strategies, programs and projects indigenous people friendly</li> </ul>   |
| <b>Civil Societies</b>              | <ul style="list-style-type: none"> <li>• To pressurize the state by showing solidarity to all types of voices and taking public opinion and get the result</li> <li>• To raise strong voices against the violation of human rights by the state</li> </ul>  | <ul style="list-style-type: none"> <li>• Absence of uniformity</li> <li>• Priority not given to the ethnic issues</li> <li>• Influenced by the party's ideology</li> <li>• Inability to raise effective civil movements</li> <li>• Civil movement could not be inclusive and proportional on the basis of the caste, language, religion, gender, region etc.</li> <li>• Having negative views and insensitive</li> </ul>   | <ul style="list-style-type: none"> <li>• In the area of issues and subjects of indigenous Janajatis</li> <li>• On the issues of establishment and institutionalization of federal democratic republican state</li> <li>• In the area of mediation to mediate with the state about the issues raised by the indigenous Janajatis</li> </ul>   |

|  |  |  |   |
|--|--|--|---|
|  |  | towards the caste based autonomy though positive towards the issues of indigenous Janajatis  |   |
| <b>Ethnic Organizations related to Political Parties</b>   | <ul style="list-style-type: none"> <li>• Effort should be made to bring into focus the policies and ideologies of political parties on the favor of indigenous people</li> </ul>   | <ul style="list-style-type: none"> <li>• Affected by the control of political party</li> <li>• Priority given to the issues of the party more than the ethnic issues</li> <li>• Probability of being punished or be warned by the parties if showed firmness to stick onto the ethnic issues</li> <li>• Parties can make unable to raise ethnic issues by giving temptation of the position</li> </ul> | <ul style="list-style-type: none"> <li>• Can collaborate with all types of activities of the movement related to indigenous Janajatis issues</li> <li>• In the area to make the political parties sensitive towards the issues of indigenous Janajatis</li> </ul>                                       |
| <b>Different Institutions and Organizations of the Ethnic Group including Dalit, Madhesi and Women</b> | <ul style="list-style-type: none"> <li>• Have been demanding for the federal state</li> <li>• Have been working on the discrimination against regional and ethnic language</li> <li>• Demand for regional autonomy by the Madhesi</li> <li>• Dalit movement has been done for the reservation of proportional representation &amp; against all types of caste based discriminations &amp; untouchabilities</li> <li>• Women movement has been done for the proportional representation and to eliminate all forms of discrimination against women</li> </ul> | <ul style="list-style-type: none"> <li>• Is against the autonomy of ethnic group</li> <li>• Has been neglecting the issues of the indigenous Janajatis</li> <li>• Lack of leadership development</li> <li>• Individualistic thinking</li> <li>• Still not accepted discrimination against indigenous women by the women movement</li> </ul>  | <ul style="list-style-type: none"> <li>• In the area of program to show solidarity on the issues of ethnic Janajatis</li> </ul>   |
| <b>Other International Organizations and Agencies</b>  | <ul style="list-style-type: none"> <li>• Can provide moral pressure on the state for the implementation of different types of international conventions and treaties and support to the real victimized stakeholders</li> </ul>  | <ul style="list-style-type: none"> <li>• To use different contacts and the state without consulting the stakeholders directly</li> <li>• Under the influence of the Brahminsim</li> </ul>  | <ul style="list-style-type: none"> <li>• In the area of financial and technical assistances to ensure the rights of the indigenous Janajatis</li> <li>• In the area of sharing &amp; exchanging of experiences, study, research including visits</li> <li>• To seek judicial remedies at the</li> </ul> |

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|  |  |  | international level for the incidents of human rights violation against indigenous Janajatis |
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**Analysis of Stakeholders related to constitutional and legal subjects**

| <b>Stakeholders</b>  | <b>Characteristics of stakeholders</b>   | <b>Problems of stakeholders</b>   | <b>Areas of collaboration with the stakeholders</b>   |
|--|--|---|---|
| <b>Political Parties</b>   | <ul style="list-style-type: none"> <li>• Authorized body of CA members for drafting constitution</li> <li>• Play a role as a coordinator between the citizens and the government &amp; in the formation of the government</li> </ul>   | <ul style="list-style-type: none"> <li>• Lack of experts on constitution</li> <li>• Lack of vision for inclusiveness</li> </ul>   | <ul style="list-style-type: none"> <li>• In the area of preparing strategies and implementation of law and order based on the principles of social cultural justice and equality</li> </ul>   |
| <b>Agencies of the Ethnic Organization and other related Organizations up to the Local Level</b> | <ul style="list-style-type: none"> <li>• Raising the voices for the preservation conservation and practical use of the traditional law</li> <li>• Continuously raising voices for the constitutional provisions and for the caste based self governance and caste based autonomy</li> </ul>  | <ul style="list-style-type: none"> <li>• Absence and inadequate interactions and discussions</li> <li>• Lack of resources</li> <li>• Lack of awareness</li> <li>• Inadequate institutional development</li> <li>• Political parties keep the Indigenous Janajati cadres capable of raising ethnic issues under their control</li> <li>• Young generation of the indigenous people not interested in their religion and culture</li> </ul> | <ul style="list-style-type: none"> <li>• For the establishment of ethnic autonomous state, ethnic federal state including secular state.</li> </ul>   |
| <b>CA Members, Constitutional Commissions &amp; Committees including other Policy Makers</b>     | <ul style="list-style-type: none"> <li>• Are the persons authorized to draft the constitution</li> <li>• Are the elected representatives</li> <li>• Able to coordinate and mediate between government, political parties and citizens</li> <li>• Are the representatives of the different religious communities</li> <li>• Other constitutional commissions</li> </ul> | <ul style="list-style-type: none"> <li>• Not aware and insensitive towards the issues of indigenous Janajatis</li> <li>• Limit &amp; control the CA members under the motives of the political parties</li> <li>• Lack of legal knowledge</li> <li>• Lack of knowledge about traditional laws</li> </ul>  | <ul style="list-style-type: none"> <li>• In the area to make the provisions to state clearly in the new constitution by creating the caucus of the CA members of the indigenous Janajatis for the creation of the inclusive constitution</li> <li>• In the area to make inclusive all types of programs to be done by the parliament</li> </ul> |

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|  | and policy makers capable of influencing the drafting of the constitution   |  |   |
| <b>Legal Experts</b>   | <ul style="list-style-type: none"> <li>• Are the experts of national &amp; international laws</li> <li>• Capable of analyzing the policies and practical aspects</li> </ul>               | <ul style="list-style-type: none"> <li>• Legal experts do not have inclusive ideologies</li> <li>• All ethnic groups are not sensitive and aware of the rights of gender, language, community and region</li> </ul>                    | <ul style="list-style-type: none"> <li>• In the area of all kinds of activities to develop awareness to draft inclusive constitution, which has provisions of rights to all ethnic groups, language, religion, class, gender and levels for the implementation of it</li> </ul> |
| <b>Media Personnel</b>                                       | <ul style="list-style-type: none"> <li>• To disseminate information</li> </ul>  | <ul style="list-style-type: none"> <li>• No inclusive representation and presence of media personnel in this area</li> </ul>   | <ul style="list-style-type: none"> <li>• In the area of all kinds of activities to develop awareness to draft inclusive constitution, which has provisions of rights to all ethnic groups, language, religion, class, gender and levels for the implementation of it</li> </ul> |
| <b>Governmental Bodies</b>                                   | <ul style="list-style-type: none"> <li>• To implement all programs of the state including policy and decision making</li> </ul>   | <ul style="list-style-type: none"> <li>• No inclusive representation and presence of all castes, language religion, region, gender and level in the governmental bodies</li> </ul>   | <ul style="list-style-type: none"> <li>• In the all types of activities to create the inclusive law and constitutional provisions</li> </ul>  |
| <b>Civil Societies</b>                                       | <ul style="list-style-type: none"> <li>• Have been involved in the movement and discussion interaction programs to make the state liable to address all types of public voices</li> </ul> | <ul style="list-style-type: none"> <li>• Absence of uniformity</li> <li>• Unable to be inclusive</li> <li>• Inability to raise effective civil movements</li> </ul>  | <ul style="list-style-type: none"> <li>• In the area of discussion, interaction &amp; seminars to be conducted for the creation of inclusive constitution and the laws</li> </ul>   |
| <b>Ethnic Organizations related to the Political Parties</b> | <ul style="list-style-type: none"> <li>• Effort should be made to bring into focus the policies and ideologies of political parties on the favor of indigenous people</li> </ul>          | <ul style="list-style-type: none"> <li>• Affected by the control of political party</li> <li>• Priority given to the issues of the party more than the ethnic issues</li> </ul>  | <ul style="list-style-type: none"> <li>• Can collaborate on all types of activities to make policy of political party inclusive</li> </ul>  |
| <b>Indigenous Janajati Women</b>                             | <ul style="list-style-type: none"> <li>• Even among the discrimination against women, raising voices for the discrimination against indigenous women</li> </ul>                           | <ul style="list-style-type: none"> <li>• Inadequate institutional development as compared to organizations of women of others caste</li> <li>• Indigenous Janajati women have no access in the movement of women as a whole</li> </ul> | <ul style="list-style-type: none"> <li>• Can collaborate in all types of activities and movements for the rights of indigenous Janajati women</li> </ul>  |



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| <b>ILO, UN</b> | <ul style="list-style-type: none"> <li>• Authorized agencies to support in the implementation of the ILO 169 and UN DRIP</li> </ul> | <ul style="list-style-type: none"> <li>• Unable to reach at the local levels of indigenous Janajatis</li> </ul> | <ul style="list-style-type: none"> <li>• In the area to pressurize the government for the financial and technical assistances for all types of programs to apply and implement the mentioned international declarations &amp; treaties</li> <li>• In the area of programs to make aware the indigenous Janajatis up to the local level</li> </ul> |
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### Analysis of Stakeholders related to Secularism

| Stakeholders  | Characteristics of stakeholders   | Problems of stakeholders  | Areas of collaboration with the stakeholders  |
|---|---|---|---|
| Political Parties   | <ul style="list-style-type: none"> <li>• Authorized body of CA members to draft the constitution</li> <li>• Play a role as a coordinator between the citizens and the government &amp; in the formation of the government</li> </ul>  | <ul style="list-style-type: none"> <li>• Not able to detach from Hinduism mentality</li> <li>• The fear of Hindu leaders to lose the facilities which they had been getting in the past from a long time only for their religion</li> <li>• More motivated by the party motives than the actual public mandate</li> <li>• The effort of the state to conserve the Hindu religion more and provide continuity to it</li> </ul> | <ul style="list-style-type: none"> <li>• Repeal and amend the Act and Rules, which contradict with the values of secular state</li> <li>• In the area to create public awareness about the values and norms of secularism and freedom to religion</li> </ul>  |
| Indigenous Organizations and other related Organizations including their Local Levels | <ul style="list-style-type: none"> <li>• Experience of movements and sentiments to declare a secular state since long time</li> <li>• Raised voices for the release of the victims who had been jailed by the state on accusation of killing a cow even after the declaration of a secular state</li> </ul> | <ul style="list-style-type: none"> <li>• Lack and absence of interactions and discussions.</li> <li>• Absence of resources.</li> <li>• Lack of awareness.</li> <li>• Absence of institutional development.</li> <li>• Political parties keep the Indigenous Janajati cadres capable of raising ethnic issues, under their control.</li> </ul>   | <ul style="list-style-type: none"> <li>• In all areas of movement, interactions, discussions and political pressure which are performed to repeal and amend the Act &amp; Rules which contradicts with the values and ideologies of a secular state</li> <li>• In the area of disseminating public awareness</li> </ul> |

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|  | <ul style="list-style-type: none"> <li>Majority of the indigenous Janajatis being non Hindu</li> <li>The legitimacy of the organizations of indigenous Janajatis being mentioned as non Hindu</li> </ul>  | <ul style="list-style-type: none"> <li>The young generation of indigenous Janajatis are not interested in their own religion and culture</li> <li>Be affected by the religion transformation process</li> </ul>   | <ul style="list-style-type: none"> <li>In the area of conservation and promotion of the traditional religion from central to local level</li> </ul>   |
| Members of CA, Constitutional Commissions & Committees including other Policy Makers | <ul style="list-style-type: none"> <li>Are the persons authorized to draft the constitution</li> <li>Are the elected representatives</li> <li>Able to collaborate and act as a mediator between government, political parties and citizens</li> <li>Are the persons representing different religious communities</li> <li>Capable of influencing the drafting of the constitution through other constitutional commissions and policy makers</li> </ul> | <ul style="list-style-type: none"> <li>Incapable of being aware of the issues of indigenous Janajatis</li> <li>To keep in limit &amp; control to the CA members within the party oriented motives by the political parties</li> <li>To have no interest in religious rites and culture</li> <li>Only the Hindus are in the leadership positions in many agencies</li> </ul> | <ul style="list-style-type: none"> <li>In the area to create clear provision of secular state in the new constitution by forming the caucus of the indigenous Janajati CA members</li> <li>In the area of the parliament which acts to repeal and amend the Act and Rules which contradicts with the values of the secular state</li> </ul> |
| Legal Experts  | <ul style="list-style-type: none"> <li>Are the experts of national &amp; international laws</li> <li>Capable of analyzing the policies and practical aspects</li> </ul>   | <ul style="list-style-type: none"> <li>Majority of the legal professionals are Hindus</li> <li>No access of non Hindus in the organizations of legal experts</li> <li>The performance of the Judicial system being based on Hindu tradition</li> </ul>  | <ul style="list-style-type: none"> <li>In the area to create clear provision of secular state in the new constitution by forming the caucus of the indigenous Janajati CA members</li> <li>In the area of the parliament which acts to repeal and amend the Act and Rules which contradicts with the values of the secular state</li> </ul> |
| Media Personnel  | <ul style="list-style-type: none"> <li>Disseminate the information</li> </ul>   | <ul style="list-style-type: none"> <li>Hindu majority in the media sectors</li> <li>The government media still broadcasting materials related to Hindu religion only</li> <li>The major media sectors are not being sensitive towards the issues of freedom of religion</li> </ul>  | <ul style="list-style-type: none"> <li>Collaborate in the area to create awareness and to disseminate information in order to provide equal publicity and respect to all religions</li> </ul>   |
| International Donor Agencies   | <ul style="list-style-type: none"> <li>Capable of influencing any series of incidents</li> <li>Provide financial support to the state and related communities</li> <li>Take all kinds of issues to</li> </ul>   | <ul style="list-style-type: none"> <li>Majority of the international agencies are Christians</li> <li>Not interested in religious matters</li> <li>Have false impression regarding religious issues</li> </ul>  | <ul style="list-style-type: none"> <li>In all interaction and discussion programs which are conducted to implement secularism</li> <li>In the area of sharing &amp; exchanging of experiences, study, research including</li> </ul>   |

|  | international agencies  |  | visits   |
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| Governmental Agencies  | <ul style="list-style-type: none"> <li>Implement all state programs including policy and decision making</li> </ul>   | <ul style="list-style-type: none"> <li>Chief of all governmental agencies are Hindus</li> <li>Not able to detach from Hinduism mentality</li> <li>The fear of Hindu leaders to lose the facilities which they had been getting in the past from a long time only for their religion</li> </ul> | <ul style="list-style-type: none"> <li>For the establishment of caste based federal republic state</li> <li>Get support by building pressure to achieve the right to self-determination, establishment of caste based autonomy including issues raised by indigenous Janajatis.</li> </ul>   |
| Civil Societies  | <ul style="list-style-type: none"> <li>Have been involved in the movement and discussion interaction programs to make the state liable to address all types of public voices</li> </ul>                       | <ul style="list-style-type: none"> <li>Absence of uniformity</li> <li>Religious issues are not given priority</li> <li>Inability to raise effective civil movements</li> </ul>   | <ul style="list-style-type: none"> <li>Repeal and amend the Act and Rules which contradict with the values of secular state</li> <li>In the area to create public awareness about the values and norms of secularism and freedom to religion</li> </ul>  |
| Ethnic Organizations related to Political Parties  | <ul style="list-style-type: none"> <li>Efforts will be made to influence the policies and ideologies of political parties towards issues of indigenous Janajatis</li> </ul>                                   | <ul style="list-style-type: none"> <li>Influenced by political control</li> <li>Priority is given more to political issues rather than ethnic issues</li> </ul>  | <ul style="list-style-type: none"> <li>In all sectors of movement, interactions, discussions and political pressure which are performed to repeal and amend the Act &amp; Rules which contradicts with the values and ideologies of a secular state</li> <li>In the sector of public awareness creation</li> <li>In the sectors from central and local levels which conserves and promotes religion and tradition</li> </ul> |
| All Religious Organizations and Monasteries, Than, Stupas, Church, Mosque including places of worship of all religions | <ul style="list-style-type: none"> <li>Have been following related religious rites and cultures</li> <li>Are places to worship and pray</li> <li>Communicate religious information to the citizens</li> </ul> | <ul style="list-style-type: none"> <li>The state has only conserved and promoted Hindu religion</li> <li>Negligence of the state to conserve and promote other religions</li> </ul>  | <ul style="list-style-type: none"> <li>In all sectors of movement, interactions, discussions and political pressure which are performed to repeal and amend the Act &amp; Rules which contradicts with the values and ideologies of a secular state</li> <li>In the sector of public awareness creation</li> <li>In the sectors from central and local levels which conserves and promotes religion and tradition</li> </ul> |

## Annex – 4: SWOT analysis of NEFIN

### SWOT analysis by Group A

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| <p><b>Strengths of NEFIN</b></p> <ul style="list-style-type: none"> <li>• NEFIN is nationally and internationally recognized by GoN, NGOs, INGOs and donors as apex body of IPOs of Nepal.</li> <li>• Representation of one male and one female in NEFIN council.</li> <li>• Because of the IPs movement and pressure programs led by NEFIN 215 IP CA members are representing in CA.</li> <li>• Currently 55 IPO as members, 64 NEFIN DCCs, 2000 NEFIN VCCs, 6 NRN organizations and 6 co-members are affiliated with NEFIN.</li> <li>• Nepal has signed UNDRIP and ILO 169 is ratified by the Parliament of Nepal and it's under the implementation process.</li> <li>• Arrangement of representative of NEFIN in IPs government agency NEFDIN.</li> <li>• Now, all IPs feel proud to express that 'I am Adivasi Janajati'</li> <li>• Strong hold of IPs on their traditional values.</li> <li>• IPs political members are also holding positive attitude towards IPs issues.</li> <li>• Nepal is declared as secular state.</li> <li>• NEFIN has been successful in bringing issue of 'ethnic autonomy' into national level debate.</li> <li>• NEFIN is represented in international level forums/organizations of IPs.</li> <li>• NEFIN has been successful in sensitizing IPs men and women on IPs issues.</li> <li>• End of Monarchy and establishment of Republic Nepal.</li> <li>• Even if NEFIN is registered as social organization, it is established as right based organization.</li> </ul> | <p><b>Weaknesses of NEFIN</b></p> <ul style="list-style-type: none"> <li>• After CA election NEFIN unable to lead IPs movements.</li> <li>• NEFIN becoming weak to raise issues rose previously.</li> <li>• Achievements from IPs movements are poorly managed.</li> <li>• NEFIN is not able to work jointly with all organizations working for IPs.</li> <li>• IPs leaders are highly influenced by political parties.</li> <li>• NEFIN is unable to include left over 21 IPs into IPs movement and constitution making process.</li> <li>• NEFIN failed to represent in CA as IPs representative.</li> <li>• NEFIN so far failed to develop IPs women leadership.</li> <li>• NEFIN so far unable to organize and mobilize IPs from remote areas of Karnali, Terai and Himali regions.</li> <li>• NEFIN failed to work jointly for IP issues with those IPs which are not listed.</li> <li>• NEFIN unable to maintain regional balance in program implementation. Focus was rather towards Eastern Nepal.</li> <li>• NEFIN's organizational management aspect is still weak.</li> <li>• IPs intellectuals are still not organized.</li> <li>• IPs issues are not yet reached to grassroots level.</li> <li>• IPs are attracted towards other religion and cultures.</li> <li>• NEFIN failed to design and implement education in mother tongue.</li> </ul> |
| <p><b>Opportunities of NEFIN</b></p> <ul style="list-style-type: none"> <li>• Provision of Peoples Republic in Interim Constitution of Nepal.</li> <li>• IPs issues have become mainstream debate among civil society, political parties and international agencies.</li> <li>• Expansion of NEFIN's organization set up to the VDCs level.</li> <li>• Declaration of Nepal as secular state and ratification of ILO 169.</li> <li>• National anthem written by Byakul Maila (IP person) has boosted the self</li> </ul>   | <p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Some political parties have created confusion on rights to self determination. They are pleading with example of Russia that the rights to self determination will break the nation.</li> <li>• IPs themselves are conflicting each other on the issue of federal system.</li> </ul>   |

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| <p>esteem of IPs.</p> <ul style="list-style-type: none"> <li>• Government has started to recognize the IPs personalities and IPs identity.</li> <li>• Provision of allowance and scholarship for endangered and HMJs.</li> <li>• IP personalities have been reached to higher posts such as CA chairperson and IGP which also boosted the self esteem of IPs.</li> <li>• Budget allocation through Ministry of Local Development for the development of IPs.</li> </ul> | <ul style="list-style-type: none"> <li>• No access of IPs in government and donors' resources.</li> <li>• Inability to list the traditional skills and arts of IPs.</li> <li>• IPs languages and cultures are heading towards extinction.</li> <li>• Poor representation of IPs in media.</li> </ul> |
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### SWOT analysis by Group B

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| <p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Apex boy of 54 IPOs.</li> <li>• Geographically, racially and regionally balanced representative organization.</li> <li>• Democratic organization.</li> <li>• 50%-50% representation in federal council.</li> <li>• 64 DDCs and 2000 VCCs.</li> <li>• Recognized organization by the government.</li> <li>• It has seven sister organizations (Student front, women, Youth, Lawyers, Labours, and Artists).</li> <li>• Affiliated with international IPs organizations.</li> <li>• Inclusive secretariat with physical facilities.</li> <li>• It has expert IPs advisors.</li> <li>• Secretariat's 4 members have become CA members.</li> <li>• It has experiences to implement IPs development and rights activities in partnership with DFID.</li> <li>• GoN has signed in all IPs related international conventions.</li> <li>• Is has capacity to lead IPs movement at national level.</li> <li>• Working experiences with INGOs like Actionaid and Care Nepal.</li> </ul> | <p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• No 50% representation of women in NEFIN central secretariat.</li> <li>• NEFIN officials are actively involved in party politics.</li> <li>• Poor record keeping and documentation on IPs issues.</li> <li>• No timely membership renewal fees collected from IPOs.</li> <li>• No own building of NEFIN.</li> <li>• Secretariat is more dependent on donor aided projects.</li> <li>• NEFIN has not yet clarified its principles and policies to IPs of remote areas of Nepal.</li> <li>• Not yet successful in forcing government to implement 20 points agreement signed between GON and NEFIN.</li> <li>• IPOs affiliated with do not have experience to implement bigger projects.</li> </ul> |
| <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Opportunity to include IPs issues into constitution of new Nepal.</li> <li>• Political parties are comparatively positive towards IPs issues.</li> <li>• GON has ratified ILO 169 and UNDRIP.</li> <li>• IPs have established the demand of right to self determination.</li> </ul>   | <p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Poor solidarity among IPOs and other civil societies.</li> <li>• Brahmin-Chhetri led political party leaders are not in favour of IPs rights. They</li> </ul>   |

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| <ul style="list-style-type: none"> <li>• GON has signed agreements with various ethnic, linguistic groups by recognizing them on the basis of federal concept. Political parties are also obliged to take up IPs issues by mentioning it into their election manifesto.</li> <li>• All donors have clearly spelled out the inclusion of IPs into their aided development projects.</li> <li>• GON has included separate chapter of IPs development in its three years Interim Plan.</li> <li>• LGCDP has clear provision to support IPs through local development programs by involving them in its implementation process.</li> <li>• Interim constitution of Nepal has clear provision for inclusion of IPs in all government agencies on the basis of demographic proportion.</li> <li>• The state has adopted inclusive development and inclusive economic growth as its main strategies.</li> </ul> | <p>cannot clearly spell it out though.</p> <ul style="list-style-type: none"> <li>• Poor joint action of IP CA members on IPs issues.</li> <li>• Foreign diplomats and their secret activities against IPs issues.</li> <li>• Conflicting roles of IPs political parties.</li> <li>• Sister organizations of Brahmin –Chhetri led major political parties.</li> <li>• Absence of local bodies.</li> </ul> |
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### SWOT analysis by Group C

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| <p><b>Strengths from perspective of free prior informed consent:</b></p> <ul style="list-style-type: none"> <li>• 64 DCCs and 2000 VCCs</li> <li>• 54 IPOs are affiliated with NEFIN.</li> <li>• National and international level image of NEFIN.</li> <li>• Recognized as apex body of IPs.</li> </ul>  | <p><b>Weaknesses from perspective of free prior informed consent</b></p> <ul style="list-style-type: none"> <li>• Poor administrative mechanism.</li> <li>• Lack of expertise in NEFIN on free prior informed consent.</li> <li>• No strategies and programs to implement IPs rights.</li> <li>• National and international network is not fully utilized.</li> <li>• Poor understanding between officials of NEFIN affiliated IPOs.</li> <li>• Poor governance in NEFIN.</li> <li>• Centralized programs of NEFIN.</li> </ul> |
| <p><b>Opportunities from perspective of free prior informed consent</b></p> <ul style="list-style-type: none"> <li>• Political development of Nepal is progressive.</li> <li>• Political parties are obliged to buy the concept of 'inclusion'.</li> <li>• IPs awareness level on their rights improving.</li> <li>• Nepal has signed on IPs rights related international instruments.</li> <li>• ILO 169 has been ratified and implementation is in progress.</li> <li>• Donors are positive towards IPs rights and inclusive development.</li> <li>• Bigger projects are under the formulation in Nepal.</li> <li>• Professional associations and IPOs are also supportive on IPs issues.</li> </ul> | <p><b>Threats from perspective of free prior informed consent</b></p> <ul style="list-style-type: none"> <li>• Non-IPs groups may launch reactive campaign against IPs rights.</li> <li>• Political parties may not stand in favor of IPs.</li> <li>• Autocratic attitude of government and policy makers may hinder the IPs access to resources.</li> <li>• Government and policy makers may work under the pressure of multinational companies and bigger projects.</li> </ul>   |

## ANNEX: 2

### Vision

**Equitable, Just, Inclusive, Multicultural Nepal of Indigenous Autonomous States with the Right to Self-determination**

### Mission

**To mobilize all kinds of resources to create Equitable, Just, Inclusive, Multicultural Nepal of Indigenous Autonomous States with the Right to Self-determination**

### NEFIN Guiding Principles

**Rights Based Approach:** NEFIN activities and programs will be focused to protect and promotion of IPs rights which are guided by ILO 169 and UNRIP.

**Equitable Society:** NEFIN activities will be geared towards contributing to establishment of equitable society by addressing prevailing issues of all kinds of discriminations against IPs.

**Policy Advocacy:** NEFIN will design and implement various advocacy programs and campaigns for the development of Human Right friendly policies focusing on rights of IPs based on international instruments.

**Protection of Rights of Specific Groups:** NEFIN will develop and implement programs to protect and promote rights of engendered, highly marginalized, marginalized and poor section of IPs and IPs dwelling in remote areas of Nepal.

**Focus to Poor:** NEFIN will focus its activities to improve the condition of the poor IPs.

**Research and Development:** NEFIN will conduct researches on IPs issues and disseminate for public and government bodies act on them.

**Specific Needs:** NEFIN will design and implement programs addressing specific needs of IPs of the Mountain, Hills, Inner Terai, and Terai of Nepal.

**IPOs as implementers:** NEFIN's past experiences show that IPs develop programs implemented by IPOs were successful. With this backdrop, NEFIN strongly promote the idea of 'Partnership with IPOs" to all government, non-government and donor agencies for overall development of IPs.

**Engendering/Gender Mainstreaming:** NEFIN regards gender as a crosscutting theme and ensures engendering in all its policies, plans, programs and activities.



## NEFIN Strategic Planning Matrix (SPM)

Plan Period: February 2009 to January 2012

Date: December 12-15, 2008

Planning

| Narrative Summary of Strategic Plan  | Indicators  |   | Assumptions/ Risks  |
|--|---|---|---|
|  | OVIs  | MOVs  |   |
| <b><u>Goal:</u> IPs of Nepal have full control over their collective and individual lives.</b> |   |   |   |
| <b><u>Purpose:</u><br/>All forms of discrimination and inequality against IPs reduced.</b>     | By the End of Strategic Plan following changes could be observed: <ul style="list-style-type: none"> <li>• The New Constitution prepared by the Constituent Assembly fully upholds international standards of IPs human rights.</li> <li>• IPs enjoying self-government rights and HD status of IPs improved compared to 2004.</li> <li>• Access to and control over state resources for IPs' development and empowerment increased by 50% compared to 2008.</li> </ul>   | <ul style="list-style-type: none"> <li>• The constitution of new Nepal.</li> <li>• NEFIN's report on status of INPs.</li> </ul>   | <ul style="list-style-type: none"> <li>• Cooperation of political parties, media and International community</li> </ul> |
| <b><u>Output 1:</u><br/>Capacity of NEFIN Improved</b>   | <ul style="list-style-type: none"> <li>• Remaining representative IPOs become Members of NEFIN council.</li> <li>• Number of DCCs and VCCs increased from 64 to 70 and 2000 to 3000 respectively.</li> <li>• NEFIN's desired autonomous state levels Coordination Committees formed and functional.</li> <li>• Bi-monthly bulletin published regularly</li> <li>• NEFIN will have bought land to build its own office premise and building construction process initiated.</li> <li>• Networking with international IPOs established and joint activities in partnership initiated.</li> <li>• Number of NEFIN co-members increased from 7 to 10.</li> <li>• Monitoring system of NEFIN developed and monitoring of government and donors programs/ project initiated.</li> <li>• 215 IPs CA members formed various committees to deal with IP issues at CA level.</li> <li>• 70 DCCs and 3000 VCCs members and IPs activists trained in IPs' rights and issues.</li> </ul> | <ul style="list-style-type: none"> <li>• NEFIN Constitution and policy documents</li> <li>• Annual plan, annual report, midterm and final evaluation report of NEFIN's plan.</li> <li>• NEFIN Publications</li> </ul> | <ul style="list-style-type: none"> <li>• Financial assistance of Donor Agency</li> </ul>                                |

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| <p><b>Output 2:</b><br/><b>Socio-economic status of IPs improved</b></p>           | <ul style="list-style-type: none"> <li>• Poverty of IPs reduced by 10% compared to 2004.</li> <li>• IPOs and DCCs plan and implement economic development projects on their own initiation and capacity.</li> <li>• Literacy rate of IPs has increased by 10% compared to 2004</li> <li>• Ministry of education (MoE) will have started primary education at least in 30 Mother languages</li> <li>• NEFIN media center with FM radio established and operational,</li> <li>• Broadcasting of IP issues and concerns in national media increased compared to 2008.</li> <li>• At least 75% of DCCs and VCCs will have been awarded IPs development related projects from LGCDP</li> <li>• 50% of LGCDP budget will be allocated to IPs in proportionate to their population in the districts</li> <li>• Ministry of Cultures allocates 30% of its budget for IPs cultural heritage preservation and promotion and implemented in partnership with IPOs</li> <li>• IPs MMR decreased by 4% &amp; CMR by 4% in compare to 2004</li> <li>• IPs primary school Children's' drop-out rate decreased by 65% compared to 2004</li> <li>• Increased number of IP teachers by 50% compared to 2004.</li> </ul> | <ul style="list-style-type: none"> <li>• Mid-term and final evaluation report of NEFIN plan.</li> <li>• CBS reports and government agencies reports</li> </ul> | <ul style="list-style-type: none"> <li>• Financial and technical assistance of Donor Agency</li> <li>• Cooperation from GoN</li> </ul> |
| <p><b>Output 3:</b><br/><b>Representation and Claim making of IPs Improved</b></p> | <ul style="list-style-type: none"> <li>• Representation of IPs in local government bodies increased compared to last election.</li> <li>• 30% of IPs HH will have acquired services from Government service delivery agencies.</li> <li>• At least 70% of IPs aware of their rights.</li> <li>• At least 50% representation of IPs including in key positions of S&amp;CGs, CFUG, WUGs, Mothers Groups, SMC, Irrigation groups and other users groups increased.</li> </ul>   | <ul style="list-style-type: none"> <li>• NEFIN' annual reports</li> <li>• Annual reports of PAF.</li> <li>• LGCDP's annual reports.</li> </ul>                 | <ul style="list-style-type: none"> <li>• Cooperation of political parties.</li> <li>• Cooperation of PAF and LGCDP.</li> </ul>         |
| <p><b>Output 4: Free, Prior and Informed Consent (FPIC) of IPs implemented</b></p> | <ul style="list-style-type: none"> <li>• FPIC implemented in the course of constitution making process by the Constituent Assembly.</li> <li>• FPIC mechanism of IPs developed and functional.</li> <li>• High level government and IPs mechanisms set up and functional to monitor FPIC processes.</li> <li>• Guidelines of FPIC concerning legal and administrative measures prepared and implemented.</li> <li>• Existing Laws and By-Laws reviewed, amended and new laws legislated and policies, plans and programs reviewed and implemented to ensure FPIC.</li> </ul>  | <ul style="list-style-type: none"> <li>• Acts on IP rights.</li> <li>• Annual status reports on FPIC.</li> </ul>   | <ul style="list-style-type: none"> <li>• GON will extends its cooperation</li> </ul>   |

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|   | <ul style="list-style-type: none"> <li>• Dialogue between IPs and the government and/or international agencies concerning FPIC intensified.</li> <li>• Annual status report on FPIC published.</li> </ul>   |  |   |
| <b>Output 5:<br/>Human rights of<br/>IPs guaranteed<br/>by the state.</b>   | <ul style="list-style-type: none"> <li>• IPs special rights stipulated in UNDRIP are protected by new constitution of Nepal.</li> <li>• Acts, rules, policies and programs are developed based on IPs rights stipulated in international instruments.</li> <li>• Human Right Commission will have separate policy and mechanism with separate commissioner and rapporteur to protect IPs human rights.</li> <li>• UN High Commission for Human Rights will adopt a separate system of monitoring IPs human rights violations.</li> <li>• Special Independent Commission formed to monitor, analyze and take action on cases against IPs human right violations.</li> <li>• An act enacted on special rights of IPs on natural resources i.e. water resources, land, forest and mine.</li> </ul> | <ul style="list-style-type: none"> <li>• Constitution of Nepal.</li> <li>• NEFIN's annual reports.</li> <li>• Acts enacted to protect IPs rights.</li> </ul> | <ul style="list-style-type: none"> <li>• Technical and financial assistance of donors.</li> </ul> |
| <b>Output 6:<br/>Status of IPs<br/>women<br/>improved.</b>  | <ul style="list-style-type: none"> <li>• IPs women will enjoy 38% representation in all agencies of the state.</li> <li>• NEFIN, Federation of Nepal IPs Women and federations working for IPs women issues will have formed an alliance.</li> <li>• Representation of IPs women in IPs organizations increased by 100% compared to 2008.</li> <li>• Proportionate representation of IPs women in Ministry of Women and National Women Commission is secured.</li> <li>• IPs women rights stipulated in implementation of CIDAW, Beijing plus 10 (including the decisions from 49<sup>th</sup> session) and MDG are protected by the constitution of new Nepal.</li> </ul>  | <ul style="list-style-type: none"> <li>• NEFIN's annual reports.</li> </ul>  | <ul style="list-style-type: none"> <li>• GoN will extend its cooperation.</li> </ul>              |
| <b>Output 7:<br/>Conducive<br/>constitutional<br/>and legal<br/>environment for<br/>overall<br/>development of<br/>IPs created.</b> | <ul style="list-style-type: none"> <li>• Inclusive constitution of new Nepal is promulgated by including the IPs rights established by ILO 169 and UNDRIP.</li> <li>• All acts conflicting with the principle of secular state are dismissed.</li> <li>• Implementation mechanism to implement ILO 169, UNDRIP, CBD and CEDAW is formed and implementation initiated.</li> <li>• Provision of ethnic assembly in federal councils and states will be included into the new constitution.</li> </ul>   | <ul style="list-style-type: none"> <li>• Constitution of new Nepal.</li> <li>• Annual reports of NEFIN.</li> </ul>   | <ul style="list-style-type: none"> <li>• Cooperation of political parties.</li> </ul>             |

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| <b>Output 8: State is restructured into autonomous federal system encompassing demand of IPs.</b> | <ul style="list-style-type: none"> <li>• IPs of Nepal enjoying ethnic autonomy with right to self determination in federal democratic republic.</li> <li>• Rights to self determination of IPs are guaranteed by Constitution which as stipulated in the international instruments.</li> <li>• State structures and institutions are re-structured ensuring IPs rights</li> <li>• Acts and laws are promulgated and enforced ensuring access and control of IPs on natural resources.</li> </ul>  | <ul style="list-style-type: none"> <li>• Constitution of new Nepal.</li> <li>• New acts ensuring rights of IPs.</li> </ul>   | <ul style="list-style-type: none"> <li>• Cooperation of political parties.</li> </ul>                         |
| <b>Output 9: Secularism in Nepal consolidated.</b>  | <ul style="list-style-type: none"> <li>• Budget allocation system of state for promotion and protection of any religion, including to Hindu religion, is dismissed.</li> <li>• All artifacts and symbols related to any religion are removed from all government office premises.</li> <li>• All acts and clauses of acts which are influenced by any religion are dismissed.</li> <li>• All lessons related to Hindu and other religions in school text books are removed from the curricula.</li> <li>• Festivals of all religious groups recognized by the state.</li> </ul> | <ul style="list-style-type: none"> <li>• Constitution of new Nepal.</li> <li>• National budget.</li> <li>• Government's official calendar marking festival holiday of all religious groups.</li> </ul> | <ul style="list-style-type: none"> <li>• Cooperation of Hindu CA members and government officials.</li> </ul> |

## Areas of action

### Areas of action for Output 1: Capacity of NEFIN Enhanced

- NEFIN policy review
- Extension program of DDCs, VCCs, proposed autonomous state level CCs and Co-members
- Organizational capacity building program of NEFIN, IPOs, DCCs and VCCs.
- Monitoring of government and donors activities and their impact on IPs life.
- Research, documentation and dissemination program.
- Construction of NEFIN building.
- Establishment of network with national and international likeminded organizations.
- CA members' capacity building seminars/training on IPs issues.
- Capacity building program for IPOs, DDCs, VCCs, and IPs activists on IPs issues.
- Formation of "administrative team" within NEFIN

### Areas of action for Output 2: Socio-economic Status of IPs improved

- Income generating program for HMJ/MJ and poor IPs in partnership with LGCDP and PAF.
- School level scholarship program for HM/HMJ and poor section of IPs.

- Facilitate the education program on various mother languages.
- Program to develop and implement master plan to preserve indigenous cultural heritage of Nepal.
- Established national media centre on indigenous issues with FM radio in Kathmandu.
- Develop and implement media plan to promote/highlight indigenous issues, culture and languages.
- Develop and implement health development program focused for HM/HMJ and poor IPs
- Primary school enrolment campaign focusing HM/HMJ and poor IPs children.
- Provide teachers training to develop teachers from HM/HMJ and poor section of IPs.
- Design and implement indigenous youth capacity development program
- Design and implement livelihood support program for confidence building of poorest of the poor IPs

**Areas of action for Output 3: Representation and Claim making of IPs Improved**

- Design and conduct special training on leadership development for HM/HMJ and poor section of IPs.
- Design and provide training on “How to make claims of IPs rights at local level” focusing HM/HMJ/poor section of IPs.
- Special campaign on electing/selecting HM/HMJ and poor IPs in decision making level of users groups and local bodies.
- Design and implement awareness training for HM/HMJ and poor section of IPs on ILO 169, UNDRIP, CEDAW and CBD.
- IEC materials development with the information about service providers list and other IPs related information
- Action research on identifying practical issues of local IPs
- Establishment of "IPs Audit" system at local level to monitor services of I/NGOs and government line agencies

**Areas of action for Output 4: System of free prior informed consent developed to protect rights of IPs while preparing and implementing development projects.**

- Research on "Status of IPs in relation to FPIC" right to prepare a report
- Formation of a task force to prepare free prior informed consent guidelines
- Formation of a task force to draft act and rules to protect IP rights.
- Forwarding IPs rights protection acts and rules to parliament for approval.
- Training program to DCCs, IPOs and VCCs on free prior informed consent
- Development of a mechanism to monitor the implementation of free prior informed consent at DCCs and VCCs level.
- Interaction and coordination program between government, donors and IPOs.
- Lobbying for the formation of IPs commission as agreed in 20 point agreement by GoN and NEFIN.

**Areas of action for Output 5: Human rights situation of IPs Improved.**

- Formation of a caucus of IPs CA members in CA to oversee the IP issues.
- Preparation of NEFIN position paper on IPs human rights
- Formation of separate mechanism within NEFIN to monitor IPs human right violations.

- Organization of national and international seminar to disseminate situation of IPs human rights.
- Formation of joint monitoring mechanism represented by Human Right Commission of Nepal, NEFIN and UN High Commission on Human Rights.
- Research and documentation on situation of IPs human rights.
- Awareness and advocacy program related to IPs rights for IPOs, DDCs and VCCs.

**Areas of action for Output 6: Status of IPs Women Improved.**

- Comparative study on social system based on traditional and modern values; Study on the representation of IPs women in government agencies.
- Formation of high level mechanism to monitor the representation of IPs women in government agencies.
- Awareness and advocacy program on the differences between general women and IPs women.
- Advocacy program to end the gender discriminations.
- Advocacy and pressure program for proportionate representation with identity of IPs women in National Women Commission.
- Advocacy and lobbying program to include IPs women rights related provisions from CIDAW, Beijing plus 10 (including the decisions from 49<sup>th</sup> session) and to include MDG into the constitution of new Nepal.
- Awareness program for various IPOs, government and other rights organizations on IPs women rights related provisions from CIDAW, Beijing plus 10 (including the decisions from 49<sup>th</sup> session) and MDG.
- Formation of an alliance of IPOs, IPs women organizations and I/NGOs working for IPs women issues.

**Areas of action for Output 7: Conducive constitutional and legal environment for overall development of IPs created.**

- Prepare and submit position paper on IPs rights insuring the provisions of ILO 169 and UNDRIP.
- Submit IPs position paper to constitution drafting body for inclusion into new constitution of Nepal.
- Review acts and laws which are against secularism and provide recommendation for change.
- Carry out study on implementation mechanisms for ILO 169, UNDRIP, CBD and CEDAW recommend to GON.

**Areas of action for Output 8: State is Restructured into Autonomous Federal System by Encompassing Demands of IPs**

- Prepare IPs position paper on restructuring (ensuring right to self-determination and autonomy) of state and forward to concerned authority.
- Advocacy campaign to pressurise for the inclusion of inclusion of IPs right into constitution.
- Review acts and laws and provide recommendations for revision ensuring access and control of IPs on natural resources.
- Round table conference on federalism and ethnic autonomy
- Work with affiliated IPOs to prepare model of ethnic autonomy for all IP groups
- International conference on ethnic autonomy and right to self determination

**Areas of action for Output 9: Secularism in Nepal Consolidated.**

- Campaign to develop and implement cultural policy of Nepal ensuring consolidation of secularism.
- Review acts, laws, policies, programs and budget pattern of GoN which are against secularism and provide recommendations.

- Carryout study on display of any religious symbols, artefacts and provide recommendation for change suitable to secular state.
- Carry out study on use of Hinduism contents in school text books and provide recommendation to make changes to consolidate secularism.
- Identify festivals of all IPs and provide recommendations to GoN for recognition.