



OXFAM IN NEPAL

COUNTRY STRATEGY REFRESH 2025-2027



OXFAM

The future is equal



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ABBREVIATION

CBOs	Community-Based Organisations
CSOs	Civil Society Organisations
EWS	Early Warning System
EFSVL	Emergency Food Security and Vulnerable Livelihoods
GBV	Gender-Based Violence
GDPR	General Data Protection Regulation
GESI	Gender Equality and Social Inclusion
ICT	Information and Communication Technology
IWRM	Integrated Water Resources Management
LDC	Least Developed Country
LGBTIQA+	Lesbian, Gay, Bisexual, Transgender, Intersex, Queer, and Asexual
LISA	Local Government Institutional Self-Assessment
MEAL	Monitoring, Evaluation, Accountability, and Learning
NDRRMA	National Disaster Risk Reduction and Management Authority
WROs	Women’s Rights Organisations
RiaDA	Rights in a Digital Age
SDGs	Sustainable Development Goals
STD	Special and Differential Treatment
SWC	Social Welfare Council
VAWG	Violence Against Women and Girls
WASH	Water, Sanitation, and Hygiene
GSF	Global Strategic Framework



INTRODUCTION

Oxfam is a global movement of people fighting inequality to end poverty and injustice. Across regions, from local to global, Oxfam works with people on transformative changes. Oxfam's work is grounded in the commitment to the universality of human rights. Driven by diversity, evidence and experience, we take sides against poverty and injustices everywhere.

Oxfam has worked in Nepal since the 1980s through various development, humanitarian and influencing initiatives in close collaboration and partnerships with people, organisations and institutions. Oxfam is a global confederation that includes 21 member organisations, or affiliates, who contribute their diverse strengths and expertise to help achieve our shared goals working across more than 79 countries, including in Asia.

Oxfam in Nepal's (OIN) 2025-27 Country Strategy Refresh/Update provides strategic direction by articulating distinct approaches, priorities and focus areas that inform Oxfam's work in Nepal. The updated strategy aims to strengthen strategic programme, policy and advocacy efforts through impactful partnerships and engagement at all levels.

An external review, examining the country context, approaches, thematic engagements, and business models, between June to August 2024, informed the strategy update/refresh. The country strategy, first implemented in 2020 was affected by the shutdowns and restrictions imposed due to the COVID-19 pandemic, and an internal leadership transition which concluded in February 2024.

The strategy period witnessed the successful conduct of the second elections for all three tiers of government in 2022. All tiers of government have started to function as envisaged by the Constitution of Nepal (2015). However, the civic space in Nepal continues to undergo transformation influenced by national policies, geopolitical dynamics and increasing unequal digital access.

The country's graduation to a developing country by 2026 and the 16th five-year plan (2024/25 to 2028/29) are important emerging contexts informing Oxfam's work in Nepal. Nepal's graduation to a developing country status could impact its access to preferential development financing and the ability of the INGOs and NGOs to mobilise resources for Nepal. This could lead to high cost of borrowing and debt servicing, and increased income inequality and concentrated poverty.

Within the Oxfam confederation, the Horizon 2 Roadmap (2024-2027)² was approved in 2023 for the second period of implementation of Oxfam's Global Strategic Framework (2020-2030)³. The Asia Regional Strategy (2018) was also updated in 2023 to align with the Horizon 2 Roadmap. The revised Oxfam Country Strategy (OCS) for Nepal presents an opportunity to align our current and forthcoming roles with our global priorities, considering Nepal's working context.

The Strategy Refresh builds on notable achievements, learning, and challenges from the OCS 2020-2025, drawing from the OCS review, to enhance analysis and responses to opportunities and challenges in the evolving contexts.

¹ <https://www.who.int/director-general/speeches/detail/who-director-general-s-opening-remarks-at-the-media-briefing-on-covid-19---11-march-2020>

² <https://oxfam.box.com/s/m91km8jjxsya5tnsm4d91v86ofvrgg5x>

³ <https://oxfam.box.com/v/Oxfam2030-StrategicFramework>

THE CONTEXT

Nepal has achieved significant progress in human development in recent decades, including better access to services.⁴ The Constitution of Nepal (2015) and the federal governance model—local, provincial, and federal tiers of government—mark pivotal developments in the country’s political history. The federal government focuses on wealth management and redistribution, the provincial government coordinates between local and federal levels, and local governments are primarily responsible for service delivery. The constitution guarantees civil and political rights while gradually realising economic, social, and cultural rights and promotes inclusion and gender equality

Since 2017, Nepal has successfully conducted two elections across its three tiers of government as per the new federal constitution. These elections have notably increased political representation for women, Dalits, and other marginalised groups, and have improved local service delivery. Local governments have been particularly commended for their role in the COVID-19 humanitarian response. However, there are emerging trends of diminishing citizens’ participation in monitoring services and holding service providers accountable for access, quality, and affordability of services.⁵ This is more pronounced for women, Dalits, and marginalised communities, that have faced obstacles that prevent them from fully benefiting from Nepal’s enabling governance structures and expansion of social services.

Since 1992, Nepali CSOs have been at the forefront of advocacy and campaigns for gender equality and social inclusion. They have also played a crucial role in delivering and monitoring social services and holding service providers accountable, particularly during the absence of elected local bodies for over two decades until 2017 . However, CSOs now face increasing restrictions from the government, including administrative delays and biases against social development programmes conducted by NGOs. The diminishing roles of CSOs, along with shrinking funding landscape, could seriously jeopardise the preservation and advancement of the social development gains that Nepal has achieved over the past three decades.

According to various studies, multi-dimensional poverty is high among women, Dalits, and marginalised groups. Around 17.4 percent of Nepalis are multi-dimensionally poor, with rural areas and the Karnali province being particularly affected.⁶ Wealth inequality is worsening: the wealthiest 10 percent earns over three times more than the poorest 40 percent, possessing 26 times their wealth.⁷ The COVID-19 pandemic and digital divide have worsened socio-economic inequalities, particularly impacting informal sector workers.

Gender inequality is a significant cause of poverty. Women and girls’ access to healthcare, education, and property

Unequal Power Relations

In Nepal, women hold 32.73 percent of federal and 36.62 percent of provincial seats, with over 41 percent local participation, among the highest in South Asia. Despite this, their labour force participation is only 28.7 percent, significantly lower than men’s 53.9 percent. Women face higher unemployment, mainly work in the informal sector, and hold just 13.17 percent of managerial roles. Over 32 percent of households are female-headed due to migration, widowhood, education, and empowerment.

Source: Ministry of Women, Children and Senior Citizens. (2024). *Gender Equality in Nepal: Facts and Figures*. [Available at: <http://www.mowcsc.gov.np/downloadfiles/Gender-Equality-Report-1715242038.pdf>, accessed on August 28, 2024]

inheritance is lower than men’s, reducing their income potential and formal employment opportunities. This often confines them to informal, poorly paid or unpaid care work and perpetuates lifelong gender-based violence. Gender and social inequality are exacerbated by the unequal distribution of basic services such as water, sanitation, and hygiene (WASH). Water quality is poor and despite improved coverage only 25 percent of water supply systems are fully functional⁸. This places an additional burden on women and girls.

Disaster and its impact exacerbate the situation of people already living in poverty, women and vulnerable communities who are disproportionately affected by disasters. Nepal’s vulnerability to disasters is heightened by its seismic activity, steep terrain, and fragile mountains, resulting in approximately 175 deaths and USD 140 million in annual damage.⁹ The impacts of climate change in Nepal have increased the frequency and intensity of these disasters, including in densely populated urban areas with urbanisation seeing an additional surge in recent years, wherein 66.2 percent of the population now live in newly urbanised areas¹⁰. The quality of urban services is weak and in absence of resilient systems increases the incidence and prevalence of

urban poverty. Climate change could further trigger conflicts over Nepal’s water resources by impacting water availability.

Nepal is set to graduate to a developing country status by November 2026. While there are reasons to celebrate this milestone, it is crucial to consider the potential impact on Nepal’s ability to secure low-cost development finance post LDC graduation. The country may need to rely more heavily on its domestic resource base for development financing, which is limited and could lead to a crowding-out effect on the private sector’s ability to mobilise and contribute resources. Additionally, Nepali exports could lose access to the LDC-specific Special and Differential Treatment (SDT) provisions, increasing export costs and reducing export competitiveness.

The 16th Five-Year Plan for Nepal, approved in 2024, is a pivotal roadmap for the country’s future. It fosters economic growth, enhances productivity, and generates employment. The plan’s focus on promoting good governance and reducing inequalities underscores its importance. As Nepal prepares to transition to developing country status by 2026, the 16th Five-Year Plan gains even more significance. It is a vital policy blueprint for the country to advance towards achieving the SDGs over the next five years.

4 National Statistics Office. (2024). Nepal Living Standard Survey [available on https://api.giwmns.gov.np/storage/36/posts/1707800524_89.pdf, accessed on August 28, 2024].

5 Feminist Dalit Organisation (2022). Status of Civic and Democratic Space in Nepal. [Available at <https://fedonepal.org/wp-content/uploads/2024/05/Status-of-Civic-and-Democratic-Space-in-Nepal.pdf>, accessed on August 30, 2024]

6 [1] National Planning Commission. (2021).Nepal Multi-dimensional Poverty Index: Analysis towards action [Available on https://npc.gov.np/images/category/MPI_Report_2021_for_web.pdf, accessed July 20, 2024].

7 OXFAM (2019). Fighting Inequality in Nepal. [available at <https://oxfamlibrary.openrepository.com/bitstream/handle/10546/620607/bp-fighting-inequality-nepal-110119-en.pdf>, assessed on July 21, 2024].

8 <https://www.actioncontrelafaim.org/en/headline/nepals-water-resources-in-the-face-of-climate-change>, accessed on July 21, 2024.

9 Asian Development Bank (2019). Nepal Flood Assessment Report. [Available at <https://www.adb.org/sites/default/files/project-documents/52014/52014-001-dpta-en.pdf>, accessed on August 20, 2024]

10 <https://nepalnews.com/s/nation/nepal-s-urban-population-reaches-66-2-percent>, accessed on August 28, 2024

VISION, MISSION AND VALUES



Oxfam's **VISION**
is a Just and Sustainable World.



Our **MISSION** in Nepal as a humanitarian and development organization is to strengthen civic space and peoples' actions to end all forms of inequalities and social injustices, informed by a decolonial feminist lens rooted in the Global South.

We will work with feminist organisations, women's rights organisations and diversified networks at the local, provincial, and national levels to influence post-federal political structures and promote the political leadership of women, marginalized and vulnerable groups. Oxfam's organisational values will guide our work, behaviours, and culture.



EQUALITY: We believe everyone has the right to be treated fairly and to have the same rights and opportunities.

EMPOWERMENT: We acknowledge and seek to expand people's agency over their lives and the decisions that impact them.

SOLIDARITY: We join hands, support each other, and collaborate across boundaries to work towards a just and sustainable world.

INCLUSIVENESS: We embrace diversity and difference and value the perspectives and contributions of all people and communities in their fight against poverty and injustice.

ACCOUNTABILITY: We take responsibility for our actions and inaction and hold ourselves accountable to the people we work with and for.

COURAGE: We speak truth to power and act with conviction on the justice of our causes.

THEORY OF CHANGE

As a decolonial feminist humanitarian development organisation, Oxfam perceives caste, gender, and class relations of power as deeply interrelated, and their entwined axis contributes to inequalities and oppressions. Oxfam believes in ending patriarchy for women to be free of political, social, and economic oppressions and exploitations. Inequality and injustice especially against women, girls, youth, marginalised and vulnerable communities are social issues sustained by unequal power dynamics.

Oxfam believes in the power of people to transform themselves, their communities, and societies, and to challenge both formal and informal unjust structures that perpetuate poverty and fuel inequalities. People and their organisations, with collective actions supported by vibrant civil society will have the potential to protect and advance the rights of all citizens, fostering justice and equality contributing to strong socio-economic and political systems. The capacity to cope with external shocks and building resilient local systems is equally important, enabled by access to opportunities for innovation and technological advancements.

Such change can happen in an environment where the rule of law and culture of mutual accountability are upheld where CSOs play a critical role. This can only be realised when the broader CSOs and the organisations of the people we work with advocate and campaign for protecting and expanding civic spaces. Similarly, engaging with broader CSOs, networks, and alliances is important for systemic change for a just and sustainable world.



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STRATEGY ON A PAGE, OXFAM IN NEPAL (2025-2027)



VISION AND MISSION

Oxfam’s vision is a Just and Sustainable World. Our mission in Nepal as a development and humanitarian organization is to strengthen civic space and peoples’ actions to end all forms of inequalities and social injustices, informed by a decolonial feminist lens rooted in the Global South.

APPROACHES

- Decolonial Feminist Approach
- People’s Power and Civic Space
- Transformative Partnerships and Alliances
- One Programme Approach ‘Development Influencing Humanitarian’

CONTEXT

- The Constitution of Nepal (2015) and the federal governance model
- Constitution guarantees civil and political rights while gradually realising economic, social, and cultural rights and promotes inclusion and gender equality
- Increased political representation for women, Dalits, and other marginalised groups
- Expansion of social services
- 17.4 percent of Nepalis are multi-dimensionally poor
- Inequality, wider and deeper
- Nepal’s graduation to developing country status
- Shifting and shrinking civic space
- 16th five-year plan and fulfillment of SDG commitments

VALUES

- **Equality:** We believe everyone has the right to be treated fairly and to have the same rights and opportunities.
- **Empowerment:** We acknowledge and seek to expand people’s agency over their lives and the decisions that impact them.
- **Solidarity:** We join hands, support, and collaborate across boundaries in working towards a just and sustainable world.
- **Inclusiveness:** We embrace diversity and difference and value the perspectives and contributions of all people and communities in their fight against poverty and injustice.
- **Accountability:** We take responsibility for our action and inaction and hold ourselves accountable to the people we work with and for.
- **Courage:** We speak truth to power and act with conviction on the justice of our causes

APPROACHES

OiN’s approaches, informed by learning from our work in country and drawing on international best practices, drive our theory of change and are crucial to the delivery of the mission. We partner with communities and grassroots CSOs to help strengthen their capacity to combat poverty, inequalities, social injustices, and their manifestations. Our work will incorporate decolonial feminist approaches, supporting CSOs in expanding civic space. We will apply these approaches adaptively and through continuous learning in prioritised thematic and sectoral work informed by the specific contexts in which we work.

a) Decolonial Feminist Approach: Oxfam commits to embrace a decolonial feminist approach in everything we do. In the context of Nepal, a decolonial feminist approach acknowledges the intersectionality of class, caste, gender, ethnicity, and geography in shaping poverty and marginalisation. Feminism is diverse, dynamic and multifaceted in its content and historical manifestations worldwide. It asks questions and searches for answers to end all forms of discrimination, hegemony, injustices and violations of rights suffered by women, marginalised and gender non-conforming people¹. We will ensure that gender justice and women’s rights are addressed in all our actions.



Feminist Principles

1. I share power.
2. I challenge my behaviour.
3. I support the feminist movement.
4. Nothing about us without us.
5. Feminism is for everyone.
6. There is no justice without gender justice.
7. I champion diversity.
8. I value safety.
9. I want a supportive environment.
10. I believe in freedom of expression.
11. Eliminate gender-based violence

Source: <https://policy-practice.oxfam.org/resources/feminist-principles-621064/>

OiN will:

- Learn and apply decolonial feminist lens to all analysis, work, partnerships, organisational culture and learn from other feminist leaders, organisations, and networks.
- Embrace an approach that emphasises how power relations, systems, and identities intersect and interact to drive inequalities, poverty, and injustice.
- Foster feminist alliances in Nepal to promote solidarity in pursuing a just and sustainable world.
- Strengthen our work with men, boys, and socio-economic and political institutions in transforming social norms and belief systems that perpetuate gender inequality and violence against women and girls.

b) People’s Power and Civic Space: People’s collective actions can transform policies and structures, perpetuating unequal power dynamics and inequality. People’s movements and organisations are vital components of the civic landscape and essential for a dynamic civic space. We will partner with and bolster civil society and platforms, enhancing our impact regionally and globally.

OiN will:

- Support women’s rights, feminist organisations and their networks to generate evidence and take actions to influence public policies and broaden civic space.
- Engage with young people more intentionally, integrating youth participation across various themes and continue to learn about effective programming at the intersection of youth and gender.
- Contribute to building the capacity of local organisations to strengthen civic space to pursue their agenda.
- Stand in solidarity with people and communities taking action against exclusion, exploitation, poverty.
- Learn from and leverage digital technology to advance peoples’ rights in a digital age (RiaDA).

“ OIN’S APPROACHES, INFORMED BY LEARNING FROM OUR WORK IN COUNTRY AND DRAWING ON INTERNATIONAL BEST PRACTICES, DRIVE OUR THEORY OF CHANGE AND ARE CRUCIAL TO THE DELIVERY OF THE MISSION. ”

c) **Transformative Partnerships and Alliances:** Achieving an equitable world requires collaboration with others. This means engaging a diverse range of critical actors in various contexts, optimizing the unique values, experiences, and contributions each bring towards shared objectives guided by common values. These relationships' roles, contributions, and nature may evolve to adapt to changing contexts and achieve the desired impact.

- Invest adequately in analysis, co-creation, local leadership building and use of knowledge for systemic change and impact.
- Engage with duty-bearers in their roles to address the barriers that perpetuate inequality and promote mutual accountability.
- Engage with the private sector to promote innovations and enhance sustainability/ local systems.

Oxfam's Partnership Principles

- Shared vision and values
- Complementarity of purpose and value-added
- Autonomy and independence
- Transparency and mutual accountability
- Clarity on roles and responsibilities
- Commitment to joint learning

Source: Oxfam in Nepal (2022). *Oxfam Nepal Partnership Strategy* (2022-30). Unpublished.

OiN will:

- Work with various actors and foster diverse partnerships and strategic alliances with local, national, and global (for example, engaging with networks, universities, academia, etc.).
- Facilitate partners' institutional development and thematic capacity and amplify influencing work by connecting with existing national, regional, or global initiatives in the Oxfam confederation.
- Promote the engagement of multidisciplinary alliances to amplify voices and drive systemic and sustainable change in their efforts to fight inequalities.

d) **One Programme Approach 'Development Influencing Humanitarian':** OiN aims to foster synergies and align objectives between humanitarian responses and long-term social change efforts. By incorporating evidence-based advocacy and influencing into humanitarian and development programming, Oxfam seeks to drive sustainable change and ensure all individuals can fully enjoy their human rights.

OiN will:

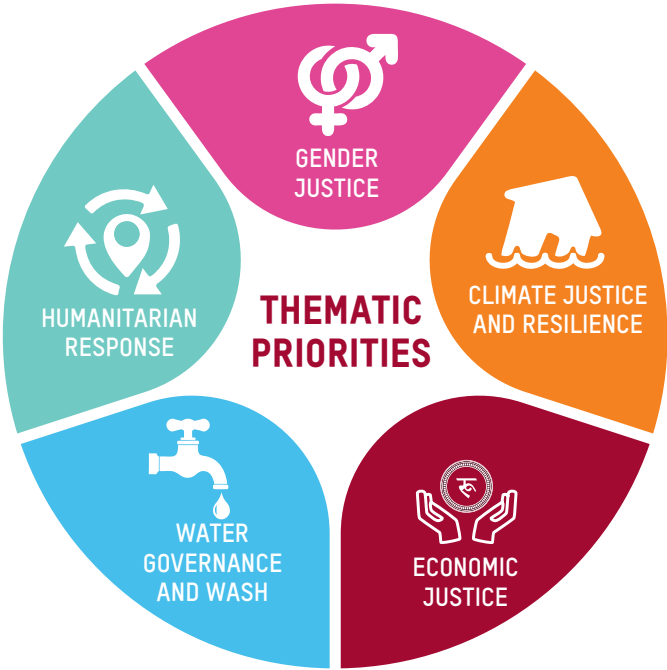
- Design and implement humanitarian action, development programs, and evidence-based influencing holistically to address the systemic inequalities and weaknesses that keep people in poverty and amplify long-term impact and change.
- Build on and co-create knowledge and campaign together for social justice.
- Link local action with regional and global campaigning, engage in critical regional and global processes to understand and respond to poverty and injustice.
- Relate our work to national development priorities, the 2030 Sustainable Development Agenda, the UN Framework Convention on Climate Change, and other initiatives of multilateral institutions, as well as critical gaps in addressing entrenched inequalities.

THEMATIC PRIORITIES FOR TRANSFORMATIVE CHANGE

In the updated strategy period (2025-2027), OiN will implement programmes through five interrelated thematic priorities to respond to the intersectional and multidimensional nature of inequalities and injustices that perpetuate poverty in the lives of women, marginalized, vulnerable people and communities.

OiN will focus its efforts in regions with the highest prevalence of injustice and inequality, climate vulnerability and poverty based on gender, caste, class, and other identities as informed by evidence and analysis. We will engage in policy influencing at all levels and ensure that our humanitarian and emergency response extends across Nepal, guided by Oxfam's humanitarian dossier.

Our work will be informed by the distinct approaches that cut across all programmes: decolonial feminist approach, transformative partnerships and alliances, people's power and civic space, and One Programme Approach strengthening our influencing work. These thematic areas align with the Government of Nepal's priorities and are also informed by our Global Strategic Framework (2020-2030), Horizon 2 Roadmap (2024-2027), and Asia Regional Strategy (2018-2030).





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GENDER JUSTICE



Oxfam believes gender inequality is a fundamental driver of poverty. Key barriers to achieving transformative changes for gender justice are entrenched patriarchal structures, mindsets, and behaviours. The limited success in engaging traditional power elites reinforce dominant social norms that support male and caste dominance perpetuating discrimination and diminishing women's bargaining power. Men continue to predominantly hold vital positions, and when women occupy critical roles their leadership is often influenced by men who act as de facto leaders. Gaps in development, implementation and enforcement of plans, policy, laws, regulations of gender and gender-based violence (GBV) persist. Local governments often tend to prioritise infrastructure projects, over women's issues. Social justice remains elusive in cases of gender-based violence and discrimination against women and girls, in absence of transformative leadership, policies and plans. Development partners have increasingly shifted their focus towards gender mainstreaming, resulting in limited resources for standalone gender programmes and reduced funding for women's rights organisations (WROs) and feminist groups.

OiN is dedicated to end gender disparity and ensuring that women, girls, and gender non-binary people enjoy their human rights. The people we work with are change agents who influence their communities and local governments to challenge patriarchal values and stand in solidarity for gender equality. Campaigns for gender justice, supported by local, national/international development actors, have raised awareness, influenced policies, and mobilised

resources thus enabling some changes over the decades. This has contributed to narrowing the gender gap and increasing women's political participation in Nepal¹¹. Development actors, governments, and civil society organisations have integrated gender equality into their organisational policies, while the Nepalese government actively promotes gender-responsive governance. Legislative and policy frameworks increasingly support women's rights, with provisions for gender equality and social inclusion (GESI) budgeting and climate change in local budgets, creating some enabling environment particularly at the local level.

GENDER JUSTICE OUTCOMES

- Outcome 1:** Feminist alliances demonstrating alternatives to patriarchal values and mindsets.
- Outcome 2:** Women and youth leaders enabling gender responsive public policies and driving implementation.
- Outcome 3:** Feminist principles integrated across all OiN programmes and operations.

FOCUS AREAS

- Promoting diversified feminist leadership platforms for learning and alliance building for the rights of women and marginalised communities.
- Strengthening Women's Rights Organisations (WROs) and feminist organisations by building capacities to analyse social, economic, and political inequalities and to generate evidence for influencing.
- Pursuing decolonial/ intersectional feminist approaches and values in all our work to achieve justice and equality for all.

¹¹ World Bank report-2022.



GOAL:

CLIMATE JUSTICE AND RESILIENCE



Oxfam aims to increase the resilience and adaptive capacities of communities most vulnerable to and affected by climate shocks and disasters. We support vulnerable communities in adapting to a changing climate and improving their resilience to climate shocks. We aim for development that does not cause or increase risks, stresses, and volatility for people living in poverty and makes progress towards a just world.

Funding for climate change, disaster risk reduction to enhance resilience need significant improvements. The limited climate action funding has yet to reach local communities and governments as those affected by climate change and disasters have little or no voice in decision-making due to their lack of agency and access to relevant technologies. Women, youth, marginalised groups, and local governments have limited knowledge and understanding of climate change adaptation, disaster risk reduction, and resilience. Despite early warning system (EWS) improvements, particularly for floods, excluded and marginalised communities have not benefitted from these systems due to their location, migration patterns, and digital illiteracy. Data, evidence, and knowledge related to climate change and disasters, particularly loss and damage, still need to be built. Although governments have included climate change adaptation and disaster risk reduction in their policies, implementation is weak due to resource constraints, systems barriers and competing priorities.

While the above barriers impede urgent actions needed to tackle the huge challenges, climate crisis is now widely acknowledged for its multifaceted impact across all sectors and societies. In its 16th five-year plan, the Government of Nepal has prioritised climate-resilient and inclusive development by enhancing the adaptive capacities of vulnerable communities, promoting nature-based solutions, and utilising traditional knowledge in adaptation and

resilience. Similarly, development actors have committed to locally-led actions for climate change adaptation and resilience. Local governments are in the process of preparing and implementing adaptation and resilience plans. Significant opportunities exist to leverage Information and Communication Technology (ICT).

CLIMATE JUSTICE AND RESILIENCE

- Outcome 1:** The rights of climate-vulnerable communities to live in a safe environment are protected.
- Outcome 2:** Communities' capacities to anticipate, plan, and prepare for disasters and climate shocks improved.
- Outcome 3:** Climate vulnerable communities, CSOs and their alliances influence climate and disaster governance.

FOCUS AREAS

- Advancing climate justice for poor, marginalised and vulnerable communities who are disproportionately impacted by climate change through strengthening capacities of Community Based Organisations (CBOs), CSOs networks and alliances, WROs to integrate feminist approach to climate change into their strategies and operations.
- Supporting communities and institutions to improve their absorptive, adaptive and transformative capacities by enhancing knowledge and awareness, improving access to resources and funding, and building synergies in the works related to climate resilience.
- Promoting and demonstrating anticipatory approaches in risks (disaster) management.
- Promoting diversified feminist leadership platforms for mutual learning, sharing, negotiating, and strategising campaigns.
- Engaging with and influencing governments for improved climate and disaster risk governance.



GOAL:

ECONOMIC JUSTICE



Oxfam aims to help communities, youths, women, and marginalised groups diversify their income, livelihood sources and adopt climate-resilient income generation and enterprise development, including the use of digital resources.

Unequal access to resources, such as land and decision-making power within households, has adversely affected women's participation in economic activities. Patriarchal norms continue to limit women's involvement in economic ventures and discourage risk-taking in enterprise. Access to productive resources, particularly finance, remains uneven. Lending practices are predominantly collateral-based, and the lack of assets that meet collateral requirements hinders low-income populations and small to medium-sized enterprises from securing credit from formal financial institutions. Market access for poor smallholder farmers and their position within value chain remains a significant challenge. This is partly due to a need for more awareness among farmers and partly due to inadequate market infrastructure and information in remote and isolated areas. The private sector in Nepal is evolving but remains in its infancy, and gender-inclusive policies in business still need to be improved.

Nepal is among the world's top recipients of remittances, offering a significant opportunity to bolster local communities by channelling these funds into local production and income generation. The Government of Nepal's 16th five-year periodic plan prioritises job creation, enhancing income resilience, and promoting enterprise development, which presents a promising opportunity for the country. Despite the persistence of a significant digital divide, favourable government policies are an opportunity to advance digitisation and foster digital innovation in Nepal.



ECONOMIC JUSTICE OUTCOMES

- Outcome 1:** Access of women and marginalized groups to digital resources (to increase and diversify incomes) improved
- Outcome 2:** Income and food security of women and other vulnerable communities increased.
- Outcome 3:** Green and climate-resilient enterprises for inclusive and sustainable markets.
- Outcome 4:** Women and marginalized groups benefitted from the implementation of progressive social safety nets and employment policies.

FOCUS AREAS

- Promoting value chain developments building on the good practices of inclusive market development.
- Collecting evidence, co-creating knowledge jointly with partners and other stakeholders, and advocating from feminist perspectives.
- Influencing policies related to economic rights, income and food security, employment, safety net and access to digital resources.



GOAL:

WATER GOVERNANCE AND WASH



Given persisting disparities in WASH access and complexities to water resources management, we are committed to strengthening water governance and delivering key WASH services. The new administrative boundaries for local and provincial governments, which divide watersheds, further complicate water resources management. This fragmentation challenges inter-governmental collaboration, mainly as climate change poses a serious threat to water security. Water and WASH governance in the federal context has yet to develop fully, including conflict resolution related to water and natural resources among the three tiers of government. Under-resourced and unclear institutional structures at the local levels for WASH and water resource management, combined with fragmented ministries working on water resources, create ambiguity. Clear policies must be implemented to address river basin communities and transboundary river resources. There is need for more evidence of successful watershed interventions and governance models. The leadership of women and Dalit communities in water governance is limited. Frequent changes in government officials at the federal and provincial levels hinder political ownership, continuity, and in securing adequate investments.

Providing WASH services to sparsely populated regions in the hills and high mountains requires extra funding due to the harsh topography. The harmful social practice of untouchability deprives Dalits and other marginalised communities of equitable access to and control over water resources. Limited evidence exists of WASH interventions in Nepal contributing to practical climate actions, impeding access to climate financing.

In the federal structure, elected local representatives, provincial and federal parliamentarians and the champions in bureaucracy are growingly committed to resolving the existing barriers in WASH

and water resources. Development partners recognise the impact of climate change on WASH, water governance and climate resilience are prioritised in the national agenda. Networking and partnership between CSOs, I/NGOs and development partners have provided the impetus for sector reform at all levels. Evidence-based influencing for sustainable interventions on inclusive water and WASH governance is widely practised.

WATER GOVERNANCE AND WASH OUTCOMES

- Outcome 1:** Inclusive and equitable access to sustainable climate-resilient WASH services/facilities.
- Outcome 2:** Alternative water governance models developed and replicated at the watershed level.
- Outcome 3:** Local women in key leadership positions and marginalised communities influence water and WASH governance at all levels.

FOCUS AREAS

- Ensuring prioritisation of women, marginalised, and indigenous groups in WASH and water governance interventions.
- Strengthening inclusive WASH governance models at the local level with continuous learning and evidence-based influencing at a national scale to replicate the model.
- Contributing to national policies and plans such as WASH priorities in the 16th five-year plan, Sector Development Plan (2023–43), Water Resource Response Strategy, National River Basin Plan and Integrated Water Resources Management (IWRM) Action plan developed by Water and Energy Commission Secretariat in collaboration with sector actors and civil society organisations.
- Gender-responsive and inclusive humanitarian preparedness related to WASH and engagement in WASH response during disasters.



GOAL:

HUMANITARIAN RESPONSE



Oxfam's humanitarian programme aims to save lives by swiftly responding to provide assistance and promote protection during emergencies. Everyone has a right to life, safety, and help in a humanitarian crisis. In anticipation of future disaster scenarios, we will use a range of activities and approaches to prepare ourselves and others to provide the best possible assistance when needed.

Some key barriers to effective responses are the limited knowledge and skills of local humanitarian organisations, including women's rights organisations and NGOs to anticipate, plan, and respond to these disasters effectively and rely on external funding. The scattered and remote nature of settlements, coupled with weak market infrastructure and poor transportation and communication networks, further hampers actors' ability to anticipate, prepare for, and respond to emergencies effectively. Though local governments are designated as first responders, there are overlaps of roles among the three tiers of government, making preparedness and response complex and complicated. The capacity of local, provincial and federal governments needs strengthening.

Several development partners have prioritised the localisation and development of local humanitarian leadership. Consequently, more opportunities are emerging for local actors to access external humanitarian funding, as an increasing portion of these funds is being channelled towards local humanitarian efforts. Given that emergencies should be viewed as an extension of development deprivation, many international and national NGOs actively engage in humanitarian and development sectors. This presents an opportunity to advance Oxfam's triple nexus strategy for poverty alleviation. The establishment and operationalisation

of the National Disaster Risk Reduction and Management Authority (NDRRMA) as the central agency for disaster management at the federal level, coupled with the prioritisation of disaster management by provincial and local governments, has facilitated collaboration between government and non-government actors on disaster-related issues. The local, provincial, and federal governments now recognise international and national NGOs as vital humanitarian actors. Information and Communication Technology (ICT) has proven a powerful tool for enhancing disaster preparedness and response, offering significant potential for future efforts.

HUMANITARIAN RESPONSE OUTCOMES

- Outcome 1:** Lives of the most vulnerable to disaster are saved, livelihoods and community assets are protected, and impact of future disasters minimized.
- Outcome 2:** Enhanced capacities of communities, local governments, and local humanitarian actors to respond to and recover from climate-induced and other disasters.

FOCUS AREAS

- Improving internal capacities and preparedness of Oxfam and its partners for immediate response (on WASH, Food and Economic Security (FES), Shelter, Gender and Protection) in the event of humanitarian crisis.
- Promoting local leadership through building capacities of local humanitarian actors, facilitating their access to the donors and improving coordination and collaboration.
- Influencing and supporting governments to roll-out implementation of Shock Responsive Social Protection (SRSP) ensuring inclusion, accountability, and transparency.
- Enhancing innovations and utilizing technology in response.

ORGANISATIONAL EFFECTIVENESS

OiN will continue to strengthen and deepen its commitment to feminist values and principles in shaping organizational culture, individual and team leadership and behaviors. OiN will undertake a systematic review of the Country Operating Model (COM) to identify strengths and weaknesses to address gaps and strengthen capabilities required to deliver the strategy commitments. The review will inform the country operating model for the updated strategy period (2025-2027) and will be put in place in phased approach as per resources available. The COM will detail the organizational structure, roles, responsibilities, and accountabilities.

Building on successful practices and insights from our partnerships over the years, we are dedicated to strengthening community feedback mechanisms in coordination with our partners. We will promote collaborative learning with partners and donors, foster a culture of continuous adaptation and improvement, support programme development, and strengthen influencing efforts through thorough analysis, well-defined learning agenda and evidences.

To meet the strategic commitments, Oxfam aims for a total budget of Euro 10 million over 2025-2027 to resource this updated strategy. We will diversify funding sources and co-create funding proposals with our partners and Affiliates. We will enhance project management and ensure quality assurance in programme delivery and accountability to supporters, donors, communities and stakeholders.

We will implement risk-based monitoring across our programmes while offering the necessary support to partners in strengthening their financial management capacities and ensuring their policies and procedures align with the highest professional standards. OiN will ensure periodic risk assessment, management and mitigation plan that encompasses political, safeguarding, safe programming, financial management, partnerships, and regulatory compliances.



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