



# **Cricket Association of the Blind, Nepal**

## **Strategic Direction 2025-30**

March 2025

WORKING DOCUMENT

*Blindness isn't the final over - it's the start of the second innings*

Cricket Association of the Blind, Nepal (CAB Nepal)  
Established 2006

District Administration Office NGO Registration No. [745/063/064]  
Social Welfare Council Affiliation No. [22480]

Address: Punachandi Margh, Lalitpur Metropolitan City – 20  
Bagmati Province, Nepal  
Email: blindcricketnepal@gmail.com, cabnepal1@gmail.com  
Website: [www.cabnepal.org.np](http://www.cabnepal.org.np)  
Facebook: <https://www.facebook.com/blindcricket.nepal>  
Phone: +977-1-4220463

Chairperson: Mr. Pawan Ghimire  
Chief Admin Officer: Ms. Bhawana K.C.

# 1. Background

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## About CAB Nepal

Established on 16th August 2006, the Cricket Association of the Blind, Nepal (CAB Nepal) serves as the national governing body for blind cricket in the country. It provides affiliation to legally registered regional associations and recognizes blind cricket clubs.

CAB Nepal is committed to ensuring the right of blind and visually impaired individuals to participate in sports, using cricket as a tool for rehabilitation and empowerment. As a non-political, non-profit, and exclusively sports-oriented NGO, CAB Nepal promotes cricket among the country's 16,000 blind and visually impaired children and youth. The association is led by an 11-member board, all of whom are visually impaired and actively involved in the sport. To encourage female leadership, a five-member women's committee supports its initiatives.

## Core Programmes

CAB Nepal implements several programmes to promote and develop blind cricket:

- Grassroots Cricket Development: This initiative fosters cricket activities in blind schools and colleges nationwide, focusing on schoolchildren to ensure long-term participation and performance improvement.
- Cricket for Girls: The women's committee promotes cricket among blind girls, with over 150 players trained so far.
- Tournaments & Training: CAB Nepal organizes annual national tournaments for both men and women, along with regional competitions in collaboration with regional associations. The national team also competes in international tournaments.
- Revival Programme: This project rehabilitates and empowers survivors blinded during Nepal's internal conflicts and integrates disabled war veterans by training them in technical roles.
- Awareness & Advocacy: Since its inception, CAB Nepal has actively raised awareness and influenced policymaking to ensure disability sports are included in national policies and programs. It engages with teachers, parents, local communities, and children to highlight the importance of sports for visually impaired individuals.

CAB Nepal is an active member of the National Federation of Disabled of Nepal, National Para Olympics Committee and World Blind Cricket Ltd. In addition, executive committee members actively contribute to national and international sports governance:

- *Chairperson*: Director of Finance, World Blind Cricket; Executive Committee Member, Asian Blind Union; Nepal-U.S. Alumni Network; Member, Sports and Environment Committee, World Blind Union.
- *Secretary General*: Representative for para sports in Gandaki Sports Council.
- *Treasurer*: Vice President, National Paralympic Committee of Nepal.
- *Member*: Representative, National Federation of Disabled, Bagmati Province.
- *Coach*: Member, National Paralympic Committee.

## Key Achievements

- Trained more than 450 blind boys and 200 girls in 20 districts to play cricket
- Supported more than 50 survivors of conflict and 70 persons who lost sight later in life under the Revival programme.
- Player membership has grown significantly strengthening the PWD community.

- Supported sustainable livelihoods by providing 15 players with educational scholarships and 20 with job placements.
- Established blind cricket training centre with dedicated space for player development.
- A number of local associations have progressed towards self-sufficiency securing grants from local governments, provincial sports councils, and other sources.
- Collaboration with National Sports Council in organising the National Para Games has increased our credibility, placing us as a key organization in the para sports community.
- CAB Nepal is part of the Brighton Declaration on Women and Sports (2012) to advocate for gender equality in sports.

CAB Nepal has enabled noteworthy achievements for blind cricket in Nepal, including:

- Winning first World Blind Cricket Council-recognised international blind women's cricket series (2019).
- Hosting Nepal's first international blind cricket series against England (2014).
- Winning the inaugural blind women's cricket series against England (2014).
- Receiving national honours from the Ministry of Youth and Sports.
- Training over 450 blind boys and 200 blind girls across 20 districts.
- Establishing Nepal's first blind women's cricket team.
- Participating in the first T20 Blind Cricket World Cup (India, 2012), becoming Nepal's first-ever team to compete in a World Cup.
- Including two blind women cricketers in the 2012 World Cup squad, making them the first Nepalese women to compete in a global cricket event.
- Being nominated among the top global organizations for social inclusion (Beyond Sports Award 2013) and adaptive sports (Peace and Sports Award 2013).
- Winning the Pulsar Special Award (2013), Nepal's most prestigious sports award chosen by Sports Journalist Forum.

## Challenges and Future Prospects

Despite progress, CAB Nepal faces several challenges:

- Limited awareness among parents, children, and educators about blind cricket.
- Insufficient funding to implement its plans.
- Lack of dedicated cricket grounds at national and provincial level.
- Lack of office infrastructure.
- Limited resources to employ full-time/dedicated staff to implement programmes
- Absence of a national disabled sports policy.

However, CAB Nepal has made significant strides in recent years, strengthening its organisational capacity, financial systems, and membership base. The establishment of a blind cricket training centre and sustainable Self-Help Groups provides a strong foundation for future growth. In addition, its increased credibility and representation at various governance levels enhance its ability to advocate for para sports.

## Strategic Vision 2025-2030

In 2024, CAB Nepal initiated a comprehensive review process to define its long-term direction and set priorities for the next decade. Through a series of workshops—internally and with an external consultant—representatives from the executive board and staff outlined a strategic framework for 2025-2030.

This document presents the conclusions of that review, including key priorities, objectives, and action plans for the next five years within a broader ten-year vision. The implementation

of these strategies will depend on collaboration with communities, local government bodies, and funding partners, with a focus on securing the necessary investment and support for sustainable growth.

## 2. Organisational Structure

CAB Nepal is the national umbrella organization for blind cricket, affiliating legally registered regional associations and recognizing blind cricket clubs. It operates under a federal structure with eight regional associations and two cricket clubs.

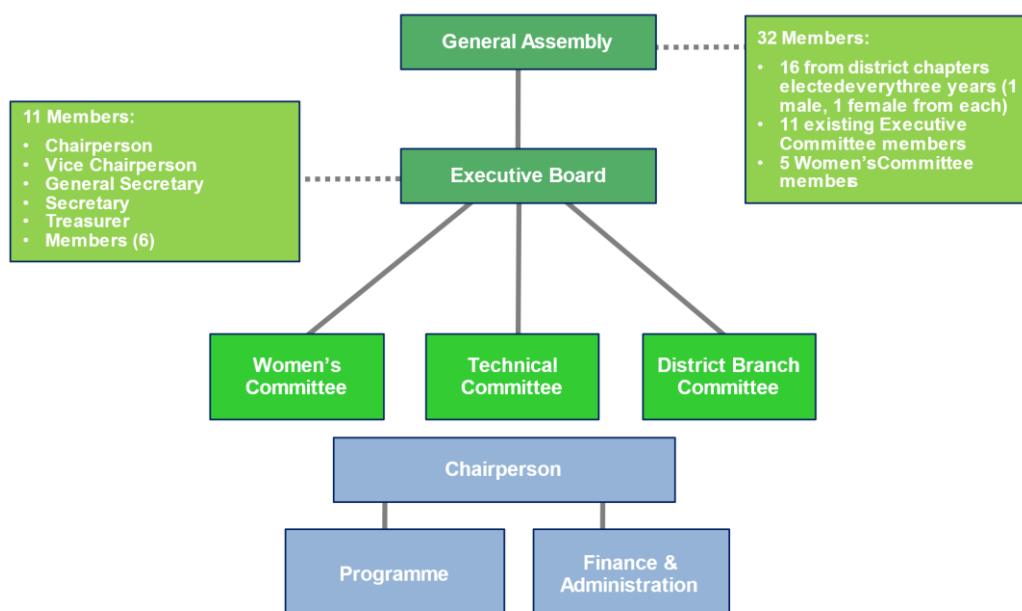
### Governance & Decision-Making

The General Assembly comprises of 32 members. This includes 16 members nominated from the eight registered associations (1 male, 1 female from each), the 11 members of the Executive Committee and the five members of the Women's Committee. It oversees key organisational decisions – it approves policies, programs, and budgets, appoints auditors, reviews audits and progress reports, and amends the constitution as needed.

The Executive Board is elected by the General Assembly every three years and consists of 11 members. While the chairperson currently plays a hands-on role in daily operations, CAB Nepal recognises the need for a sustainable model with a dedicated paid leadership role(s). To encourage female leadership, a Women's Committee has been formed. Additionally, a Technical Committee and District Branch Committee support operations, with all committees serving three-year terms and appointed from the general membership.

### Operational Capacity & Sustainability

CAB Nepal currently employs the equivalent of two full-time staff managing programs and finance/admin. While their dedication has been crucial, reliance on a few key individuals poses a sustainability risk. A structured approach to business continuity and/or succession planning is needed to ensure resilience and long-term stability. The current organisational structure is as follows, with additional human resources (e.g. coaches) mobilised on a short-term basis:



The organization has yet to fully leverage volunteers, interns, or advisors to introduce new skills and innovation. Developing a structured volunteer/internship program could strengthen its workforce. In addition, to mitigate risks, CAB Nepal must ensure that no external relationships or critical functions depend solely on one individual.

### 3. Vision, Mission and Approach

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#### Vision and Mission

**CAB Nepal is a pioneering Organisation of Persons with Disabilities in Nepal which uses blind cricket as tool for rehabilitation, empowerment and social transformation.**

##### **Vision**

A society where persons with disabilities are respected, empowered, and guaranteed the fundamental right to fully participate in sports.

##### **Mission**

To harness the transformative power of cricket to drive social inclusion, rehabilitation, and empowerment for blind and visually impaired individuals, cultivating leadership, sportsmanship, and gender equality to build a stronger, inclusive community.

#### Approaches

The following cross-cutting issues are fundamental to CAB Nepal's approach to change:

**Rights-Based Approach:** CAB Nepal adopts a rights-based approach, recognising sport as a fundamental right for everyone, including persons with disabilities. This right is guaranteed by Article 30 of the United Nations Convention on the Rights of Persons with Disabilities as well as the Constitution of Nepal. CAB Nepal actively works to ensure these rights are realised and respected.

**Gender Equality & Safeguarding:** CAB Nepal firmly believes that on the playing field, skills matter - not gender or disability. CAB Nepal consistently prioritises the inclusion of girls and women with visual impairments in cricket activities, ensuring equal opportunities and treatment comparable to their male counterparts. Additionally, CAB Nepal is committed to promoting robust safeguarding practices within all its programmes, and across the broader sports and disability sectors.

**Rehabilitation & Empowerment:** CAB Nepal supports beneficiaries and cricket players at the grassroots level through a comprehensive approach focused on rehabilitation and empowerment. This includes providing scholarships, facilitating employment opportunities, offering counselling, fostering interactions, and enhancing capacity-building initiatives for both individual players and Self-Help Groups established in various regions of the country.

**Social Transformation:** CAB Nepal recognises that transformative social change is dependent on increased awareness and understanding of disability issues within society. Through cricket, CAB Nepal actively engages communities, challenges societal perceptions, and advocates for equal recognition and support for athletes who are blind or visually impaired, ultimately fostering a more inclusive environment in both sports and education.

#### Slogan

Blindness isn't the final over - it's the start of the second innings.

## 4. Context

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Since 2016, Nepal has undergone a sweeping process of decentralisation following the promulgation of a new inclusive constitution in 2015. The federal Act Relating to Rights of Persons with Disabilities (2017) establishes a strong legal framework for rights of persons with disabilities, with the state ultimately accountable for ensuring these rights, including access to basic services and entitlements.

However, implementation has been uneven and limited. Persons with disabilities, including those who are visually impaired or blind, continue to face significant social, economic, and structural barriers. Access to education, employment, and public spaces remains limited, and social stigma often marginalises individuals with disabilities. In this context, sports have emerged as a powerful tool for empowerment, inclusion, and advocacy, offering an avenue for PWDs to challenge societal perceptions, demonstrate their capabilities and enhance their physical and mental wellbeing. However, infrastructural limitations, funding shortages, and lack of support systems hinder growth. Key development needs include:

- Autonomous Disabled Sports Governing Body: Nepal currently lacks a recognised national governing body specifically dedicated to disabled sports. Establishing an independent authority will ensure structured development, policy enforcement, and better representation of disabled athletes. Such a body will help coordinate national efforts, advocate for funding, and create clear progression pathways for athletes.
- National Disabled Sports Policy: There is no formal disabled sports policy at the national level, making it difficult to implement consistent support mechanisms. A dedicated policy framework would institutionalize commitments to disabled sports, ensuring government accountability and systematic growth.
- Disabled-Friendly Sports Venues: The scarcity of accessible sports infrastructure remains a significant barrier to participation. Investing in disabled-friendly venues across Nepal, with proper accessibility features and adapted facilities, would encourage wider engagement in sports among PWDs.
- Equal Opportunities and Rewards for Disabled Athletes: Disabled athletes do not receive the same recognition, financial incentives, or career development opportunities as able-bodied athletes. Ensuring parity in rewards, sponsorship opportunities, and career progression for disabled athletes would encourage greater participation and long-term engagement in sports.
- Investment from the Government and Private Sector: Limited financial resources constrain the growth of disabled sports programs. Government funding, corporate sponsorships, and international partnerships are essential for sustaining and expanding cricket for visually impaired players and other adaptive sports initiatives.
- Participation in National and International Competitions: Opportunities for visually impaired athletes to compete at national and international levels remain limited. Strengthening participation in international tournaments will enhance visibility, provide athletes with valuable exposure, and foster a culture of achievement.

CAB Nepal has the opportunity to position itself as a leader in the disability sports movement in Nepal by addressing these challenges head-on. By fostering partnerships, advocating for policy change, and developing sustainable sports programs, the organisation can create a lasting impact in the lives of visually impaired athletes and the broader disability community. Investment in sports for development has the potential to catalyse social transformation, empowerment, and inclusion for all.



## 5. Strategic Analysis

### Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis

An analysis was undertaken of the organisation's capacity and position to deliver success. This analysis identified internal (strengths & weaknesses) and external (opportunities & threats) factors that are either supportive or unfavourable to achieving the organisation's objectives.

INTERNAL	Strengths	Weaknesses
	Committed and experienced board & staff Policies and Procedures in Place Women's Participation in Governance Democratic and transparent Provincial-level presence Trained coaches and umpires Nationally and internationally affiliated Experience of working for promotion of other disabled sports Social media visibility Clear VMG OPD/Inclusive organisation Timely statutory compliance Voluntary contributions Representation in regional, national and international decision-making	Participation in emergency board meetings from province-level challenging Low number of staff leads to workload issues Dependent on rented office space Training centre not operating regularly (not dedicated staff, budget, transport) Limited grants for training and tournaments Mainstream media coverage visibility low Not enough volunteers to be mobilised Limited funds and partnerships Lack of fundraising, sustainability, strategy and organisational development plans Advocacy at federal and local level not sustained Limited networking outside of sports/disability sectors Lack of IT and M&E systems Lack of documented evidence of impact
EXTERNAL	Opportunities	Threats
	Revision of Sports Act Increasing popularity of sports in Nepal Increasing media coverage Growing recognition of sport for development Existence of Nepal Federation of Sports Journalists Access federal, provincial and local budgets for sports and disabilities Emerging Nepali funding opportunities – local CSR, diaspora, online, local HNW Technology opportunities for efficiency Development of provincial members	Until conflict between two paralympic committees solved unable to move forward with advocacy with government Lack of awareness or interest for sports for PWDs among government officials Accessibility to safe disabled-friendly facilities Funders priority for education and climate etc. Lack of access to livelihoods prevents continued player participation and progression High demands or expectations of (beneficiaries, schools, government) Cost and time for government approvals Global economy & rising costs Too much demand for services or other support from clients Increasing competition between NGOs for reduced available funding

## Programme Analysis

As part of its strategic review process, CAB Nepal has reflected on the programme's approach, structure, and implementation. Through this process, the following learning has been identified:

1. School Ownership for Sustainability: To ensure long-term sustainability, schools must take ownership of cricket initiatives. We have found that regular meetings, counselling sessions, and engagement with teachers, parents, school management committees, and stakeholders are essential for fostering this commitment.
2. Periodic Training for Player Development: Since players rotate every few years, conducting refresher cricket training sessions every three years is crucial for maintaining skill development and ensuring program continuity.
3. Advocacy for Disability Sports: Local and national advocacy efforts are essential to promote disability sports, secure player recognition, and ensure program sustainability. Raising awareness can help build a more inclusive environment for all athletes.
4. Need for Dedicated Venues and Coaches: There is a pressing need for PWDs cricket/sports venues and full-time coaches to support regular training and competitions. Recognizing the scarcity of accessible cricket grounds, we have established a training centre in Lele, Lalitpur, and plan to upgrade it further. This initiative reduces costs associated with venue rentals. Additionally, we are lobbying with the municipality for land to develop a dedicated cricket ground and permanent hostel for players.
5. Integration of Safeguarding and Sexual Reproductive Health & Rights Education: Promoting cricket for both boys and girls requires incorporating SRHR education into our programs. Menstruation has posed a significant challenge for female players, impacting their participation. Additionally, addressing risks of physical and sexual abuse on and off the field is crucial. CAB will integrate SRHR awareness and abuse prevention training before conducting gender-mixed training sessions and tournaments.
6. Connecting Cricket with Education and Employment: Ensuring the long-term sustainability of players involves linking cricket with education and income-generation opportunities. So far, we have provided scholarships to 11 players and facilitated job placements for 9 players. Expanding these initiatives remains a key priority.
7. Expansion of National and International Competitions: Increased games and training sessions have fuelled greater interest in cricket among visually impaired youth and children. We will continue organizing national, regional, and international competitions to further engagement and growth.
8. Staff Development and Retention: To ensure effective program execution, it is crucial to develop the skills of staff, coaches, and board members. We will prioritize capacity-building initiatives and retention strategies, including hiring permanent coaches to facilitate year-round training and mentorship.
9. Media and Public Awareness: Engaging media professionals is vital for promoting the visibility of disability sports. We plan to sensitize journalists through workshops, ensuring that disability sports receive equitable coverage in mainstream media. Additionally, we aim to leverage social media by launching a YouTube channel, maintaining active Facebook pages, and running a monthly radio podcast.

10. Strengthening Disability Sports Networks: CAB aims to either join or lead the formation of a broader disability sports network to enhance advocacy and community awareness. Despite being a member of the Nepal Paralympic Committee, disputes between national and international Paralympic bodies have hindered progress. To address this, CAB will spearhead the formation of the "National Disability Sports Network," uniting disability sports organizations to influence policies and ensure government ownership of disability sports.
11. Community Engagement through Demonstrations: Community-based cricket programs effectively showcase the talents of persons with disabilities while raising awareness. CAB will continue organizing cricket and other disability sports demonstrations in rural areas to challenge stereotypes and change societal perceptions.
12. Building Inclusivity through Interaction: Interaction between cricketers with and without visual impairments is crucial for fostering mutual understanding and securing technical and financial support from mainstream cricket organizations. In 2018, CAB organized an interaction session between visually impaired and sighted female cricketers, which proved valuable in bridging gaps and strengthening relationships. Such initiatives also encourage families to support and integrate their disabled members into society.

CAB Nepal is committed to incorporating these learnings into our upcoming programs by focusing on key priorities for change. This includes promoting school ownership, advocating for disability sports, enhancing facilities, and connecting cricket with education and employment opportunities. Strengthening our team, increasing media engagement, and fostering inclusivity will also be essential as we work toward creating a more sustainable and impactful program. Mainstreaming safeguarding and gender issues across our organisation and programming will be critical to achieving impact.

## Organisational Capacity Status

CAB has made significant investments in the professional development of our staff, enhancing their skills and effectiveness in managing and delivering our programs. This includes:

- Accounting System Upgrade: The transition from manual to online tally accounting has improved financial management, ensuring greater accuracy and efficiency.
- Documentation: We have enhanced our documentation practices, ensuring transparency and accountability in all operations.
- Board Meetings: Regular board meetings are held to review and guide our strategic direction, ensuring effective governance and decision-making.
- Audits and Renewals: A routine of regular audits and renewals has been established to maintain financial integrity and compliance with regulations.
- Compliance: We have reinforced our commitment to good governance and ethical practices implementing policies including Financial, Administration & Staff Recruitment, Gender, Child Safeguarding, Anti-Harassment, Sexual Abuse & Exploitation Policy, and CAB Inclusive Cricket Training Centre operational procedures.

A basic organisational health check was conducted by representatives from the board, management, and staff using a tool designed to inform philanthropic investment. This assessment helped identify key priorities for organisational development, summarized below:

### Direction

- Purpose: CAB Nepal has a written mission statement that provides clarity on its purpose. However, we recognise the need for refinement to enhance clarity and impact.
- Strategy & Policy: While we have some strategic direction, there is an opportunity to develop clearer policies and structured planning. While strategic thinking is present, further work is needed to establish comprehensive policies that guide our long-term goals effectively.
- Leadership: Our management are experienced, but due to funding constraints, we do not have a dedicated CEO/Executive Director role. This creates a reliance on senior (board) leadership managing multiple responsibilities, which could impact long-term sustainability.
- Culture: CAB Nepal has a strong and well-developed organisational culture, fostering a positive internal environment. This remains a key strength that supports our capacity-building efforts and organisational stability.

### Processes

- Operational Planning: While operational planning is in place, we recognise the need for further structuring to align with our strategic goals. A more systematic planning approach would enhance consistency in execution.
- Financial Management: Our financial processes are in place, but there is room for improvement in financial planning.
- Human Resources: CAB Nepal has a team of competent staff, but workload distribution remains a challenge due to funding constraints. Strengthening our HR policies and workforce planning will help enhance efficiency and sustainability.

## Risks

- Governance & Oversight: Our governance structure is stable, but reliance on a few key individuals may pose risks in succession planning. Establishing contingency plans and leadership development initiatives will help mitigate this risk.
- Financial Sustainability: CAB Nepal relies on limited funding sources, which presents a financial risk. Diversifying our income streams and securing multi-year funding agreements would strengthen our financial sustainability.

## Stakeholder Satisfaction

- Engagement & Communication: CAB Nepal has strong relationships with our stakeholders, but we recognise the need for more structured communication strategies. Clearer messaging and consistent engagement mechanisms will enhance our external relationships and advocacy efforts.
- Service Delivery & Impact: We deliver impactful services, and our stakeholders appreciate our work. However, a more systematic approach to measuring and communicating impact would further strengthen our credibility and support fundraising efforts.

Overall, this assessment highlights CAB Nepal's strong organisational culture and stakeholder engagement while identifying key areas for improvement in strategic planning, financial sustainability, and leadership structure. Addressing these gaps is needed to enhance our long-term resilience and effectiveness.

## 6. Strategic Goals and Objectives 2025-2030

As the leading disability sports association in Nepal, CAB Nepal is striving to support the establishment of an autonomous national-level governing body for disabled sports, a comprehensive national disabled sports policy, and disabled-friendly sports venues throughout the country. This will promote equal opportunities and rewards for disabled sports achievers, securing significant investments from government and private sectors for disabled sports, and facilitating the participation of disabled athletes in national and international competitions.

Based on the strategic analysis and revised vision and mission, CAB Nepal has set the following strategic goals and objectives for the five-year period of 2025 to 2030. Actions and interventions to achieve these goals are broadly outlined in Sections 7 and 8. Specific implementation plans for each goal will be defined in alignment with available resources as they are secured.

### **Strategic Goal 1: Establish inclusive sports and education policies and practices which actively promote sports for persons with disabilities in Nepal**

SN	Objective	Indicators
1.1	Expand and build capacity of member organisations (provincial, district and clubs) to advocate for change	<ul style="list-style-type: none"><li>12 new member associations established</li><li>Provincial disability sports networks established in 7 provinces</li><li>Funding secured by associations at provincial and local level</li></ul>
1.2	Strengthen inclusive education and sports in government integrated schools	<ul style="list-style-type: none"><li>20 integrated schools integrate inclusive sports provision into the timetable</li><li>20 municipalities have inclusive education and sports policies in place</li><li>Coaching resources developed and comprehensive training delivered to 40 teachers and 40 community coaches</li></ul>
1.3	Influence an inclusive national and provincial sports policy and lead the establishment of national disability sports network	<ul style="list-style-type: none"><li>National disability sports network and 7 provincial disability sports networks established and functioning</li><li>National sports policy revised and inclusive of disability sports</li><li>Safeguarding is mainstreamed in sports policies and initiatives</li></ul>

### **Strategic Goal 2: Increase visibility of talent and abilities of persons with disabilities promoting social inclusion**

SN	Objective	Indicators
2.1	Facilitate national and international blind cricket tournaments	<ul style="list-style-type: none"><li>Annually minimum two male and two female national tournaments convened</li><li>Host at least one male and one female international tournament in Nepal</li></ul>
2.2	Increase public awareness of disability sports	<ul style="list-style-type: none"><li>Mainstream media coverage of tournaments, players, and stories of hope</li><li>Increased online following of blind cricket and disability sports (700k views)</li><li>5000 general public members reached through integrated sports events</li></ul>
2.3	Nurture disability sports talent	<ul style="list-style-type: none"><li>Educational scholarship program supports 50 players</li><li>Provide full-time contracts for male and female national team players</li><li>100 players linked with sponsorship and/or livelihood opportunities</li></ul>

**Strategic Goal 3: Improve health and wellbeing of blind and visually impaired individuals, along with increased confidence and skills to advocate for their rights**

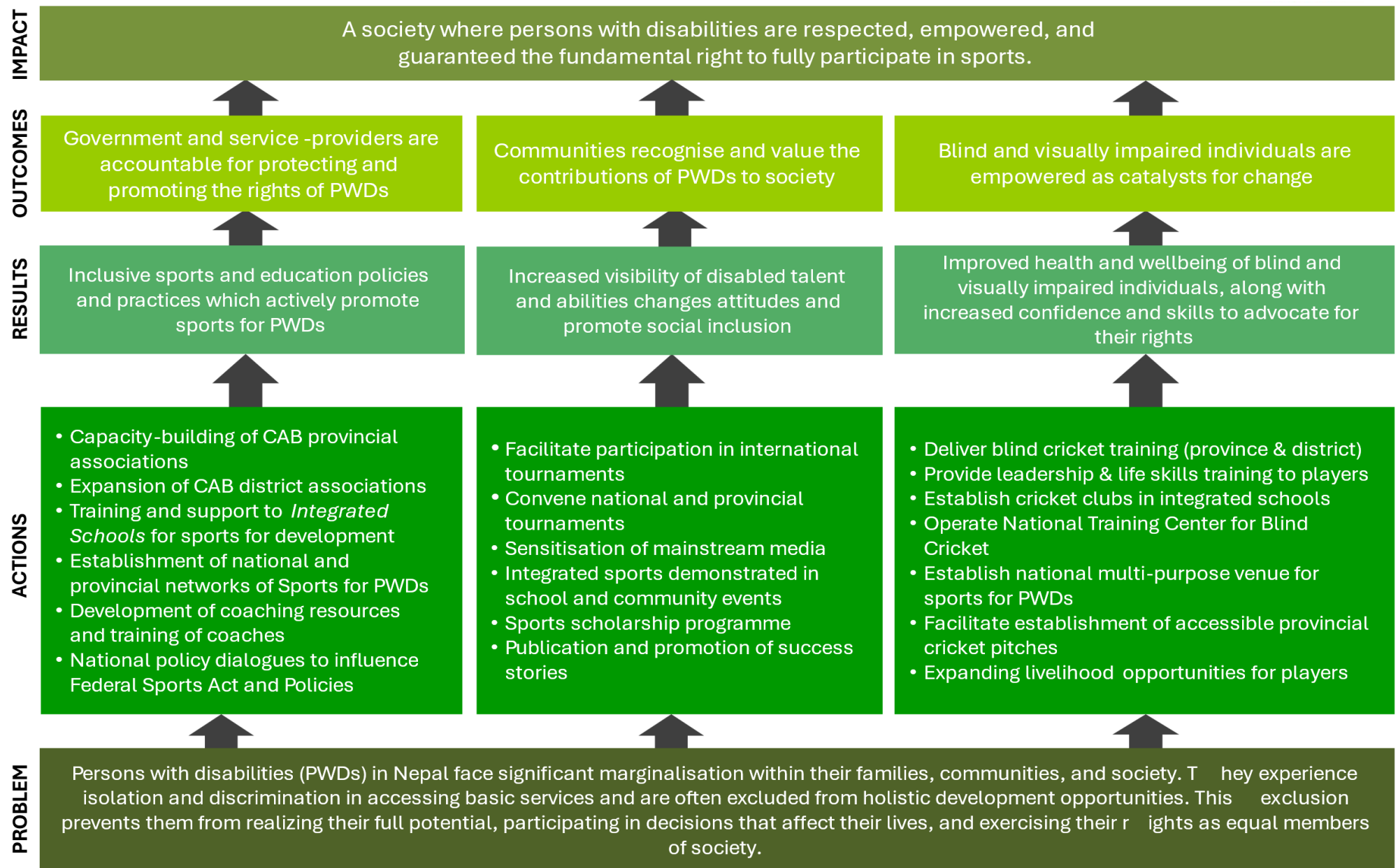
<b>SN</b>	<b>Objective</b>	<b>Indicators</b>
3.1	Facilitate blind cricket participation across Nepal	<ul style="list-style-type: none"> <li>• 1500 persons participate in blind cricket at national, provincial and local level</li> <li>• Inclusive cricket clubs established in 20 integrated schools</li> <li>• Accessible provincial cricket pitches established in seven provinces</li> </ul>
3.2	Nurture leadership and talent in disability sports	<ul style="list-style-type: none"> <li>• National multipurpose venue for disability sports established in partnership with other sports associations</li> <li>• National Training Centre for Blind Cricket operational full time</li> </ul>
3.3	Provide rehabilitation and livelihoods opportunities for blind cricket players	<ul style="list-style-type: none"> <li>• Establish a robust referral system to connect 100 players to livelihood opportunities through collaboration.</li> <li>• 30 visually impaired individuals benefit from employment opportunities with CAB Nepal or partner organisations</li> </ul>

**Strategic Goal 4: Strengthen CAB Nepal's capacity, capabilities and resources to deliver its mission sustainably**

<b>SN</b>	<b>Objective</b>	<b>Indicators</b>
4.1	Strengthen financial and institutional sustainability of CAB Nepal	<ul style="list-style-type: none"> <li>• Strengthened board capacity for monitoring, fundraising, advocacy</li> <li>• CAB National Training Centre provides income stream</li> <li>• Increase in YOY funding available for programmes</li> <li>• Increased amount of funding from in-country (government and CSR)</li> </ul>
4.2	Expand and strengthen human resources of CAB Nepal	<ul style="list-style-type: none"> <li>• Succession, business continuity plans developed and implemented</li> <li>• 10 qualified and trained staff on long-term contracts employed at CAB</li> <li>• Cadre of 40 trained coaches (paid &amp; volunteer) developed across provinces</li> </ul>
4.3	Enhance reputation, recognition and strategic positioning in sports and disability sectors	<ul style="list-style-type: none"> <li>• Affiliations/network built with at least 25 disability organisations in Nepal</li> <li>• Develop and publish recognised best practices for safeguarding and gender equality in sports, in particular disability sports</li> </ul>

## 7. CAB Theory of Change

This framework outlines CAB's purpose, the impact it wants to achieve and the strategies for achieving this. Detailed implementation targets will be set for specific areas when investment is secured. This framework provides a means to measure effectiveness and impact, as well as aid strategic decision-making.





## 8. Organisation Development Action Plan

Actions to address organisational development priorities have been identified and are summarised below. However, these plans are not exhaustive and do not address all priority areas of development. Ongoing review is required to ensure plans are realistic in the prevailing context and with available resources.

Area	Actions	Priority	Start Date	End Date	Lead	Resources/ Support Needed
<b>1. Governance &amp; Legal Structure</b>	1.1 Review partnership modality for implementation of activities with regional chapters (direct vs indirect)	High				
	1.2 Establish the role of CEO/Executive Director (even voluntary)	Medium	2026	Ongoing	Board	NA
	1.3 Explore potential of recruiting external advisors and ambassadors	Medium				
	1.4 Explore potential to appoint advisor roles from membership to provide continuity between board terms	Medium				
<b>2. Financial Management &amp; Administration</b>	2.1 Establish & operationalise Senior Management Team (SMT)	High	01/26	Ongoing	Chair	NA
	2.2 Review finance & admin processes for efficiency, leveraging technology	Medium				
<b>3. Human Resource Management</b>	3.1 Review Organogram (posts and responsibilities)	High				
	3.2 Review HR manual incl. options for employment	Low				
	3.3 Develop strategy for engaging volunteers and interns	High	05/25	06/25	SMT	Advisory support
	3.4 Develop Business Continuity plan	Medium				NA
<b>4. Project &amp; Programme Management</b>	4.1 Define a clear long-term Theory of Change	High	04/25	06/25	SMT	Advisory support
	4.2 Develop organisational M&E framework leveraging IT	High				
	4.3 Designate M&E lead and build capacity	High				
	4.4 Develop long-term strategy for development of coaches/umpires etc. on a retainer basis	Medium				
<b>5. Organisational Management &amp; Sustainability</b>	5.1 Review local income generation options (inc use of assets) and develop strategy/plan	High				
	5.2 Develop comms strategy for community fundraising and recruit intern/ volunteer	High				
	5.3 Develop and implement fundraising strategy and plan	High				

## 9. Resourcing this Strategy

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Over the past six years, CAB Nepal has heavily depended on one international philanthropic donor, which has provided an average of approximately 46% of its annual income. Remaining income has been in the form of grants from international NGOs, embassies, and governmental overseas aid programs. Government funding contributes around 5% annually, with minimal funding from local CSR initiatives, except for specific event sponsorship.

To date, CAB Nepal has consistently faced challenges in securing sufficient annual budgets to adequately finance its operations and activities. While investors have supported certain organisational development initiatives, most funding has been restricted to specific projects. Due to these financial limitations, CAB Nepal relies on a small team responsible for managing programmatic activities, finances, and administrative duties. This comes at the expense of investment in fundraising and organisational development.

To effectively implement its ambitious strategic goals, CAB Nepal needs to secure core investment and specialized pro bono support from various sectors, in addition to project-specific funding. As a preliminary step, CAB Nepal must develop a comprehensive fundraising strategy aimed at strengthening and diversifying its income sources, along with allocating dedicated human resources for fundraising. The fundraising strategy should cover partnerships and income streams from the following areas:

- Philanthropy and foundations
- Government funding (federal, provincial, local)
- Local Corporate Social Responsibility (CSR)
- Individual giving and crowdfunding (international & local giving platforms)
- Nepali Diaspora
- Income generation through leveraging organisational assets, sponsorship, social enterprises, consultancy, and training

CAB Nepal's initiatives can be effectively positioned to attract grants or investments from donors with diverse priorities. Thus, the organisation will actively explore partnerships and funding opportunities aligned with various agendas, including disability advocacy, sports for development, gender inclusion, safeguarding in sports, integrated education, livelihood enhancement, and social inclusion.

Although CAB Nepal has established a strong reputation within the sports for PWDs sector, its broader visibility remains limited. Addressing this gap will require refined and modernized messaging and communications strategies. Such strategies should leverage CAB Nepal's recognized strengths, including:

- Status as a Disabled People's Organization
- Commitment to empowerment
- Rehabilitation and promotion of self-reliance
- Social transformation
- Accountability
- Commitment and dedication
- Track record of international success

Furthermore, CAB Nepal will seek opportunities for non-financial partnerships to support organizational development and enhance programming capabilities. Potential partnerships might include collaborations with private sector entities for system enhancements, IT, training, and consortium-based programming with Civil Society Organizations.

## 10. Monitoring & Evaluation

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Programme implementation will incorporate methodologies including:

- *Participatory Planning*: Active involvement of target groups in planning processes to ensure relevance and ownership.
- *Logical Framework Approach*: Joint preparation of a logical framework with stakeholders (community, local government and civil society) and incorporating donors' suggestions for structured implementation.
- *Technology Integration*: Start to use online platforms or applications for data management and documentation.
- *Community Participation*: Promoting a participatory approach where service holders, local government representatives, and communities jointly execute activities.

The monitoring and evaluation framework will include:

- **Regular Monitoring and Reporting**: Continuous oversight of project implementation to track progress and maintenance of comprehensive records of activities and outputs.
- **Formal review by Executive Board**: regular and formal reviews of progress and challenges (including risk review) to guide adaptation and risk mitigation (quarterly) with formal reviews by the General Membership on a biannual basis.
- **App-Based Reporting System**: An organisational standardised reporting mechanism will be developed leveraging IT applications for efficiency.
- **Multi-Stakeholder Monitoring**: Involvement of CAB Nepal board members, line agencies, donors, and service holders in monitoring processes.
- **Outcome Measurement**: Measuring outputs, outcomes, and impacts based on the logical framework and project reporting templates.
- **Innovative Reporting**: Success stories and innovative findings will be documented and shared with relevant stakeholders, including local policymakers, funding agencies, and through local media outlets.

An annual review will be conducted by the board and senior management to assess progress in implementing this strategy. This review will also evaluate the effectiveness and relevance of this strategy and its assumptions, making revisions and adjustments as needed.

## 11. Risks and Mitigation

Several organisational and programmatic risks which will need to be monitored and mitigated against were identified by the team. Risks which have already been addressed in other sections (e.g. sustainability; succession) have not been included.

Risk / Issue	Probability / Impact	Mitigation
Internal or external pressures result in conflict within the board / membership / leadership	Low / High	Ensure continued transparency in governance; plan for succession / business continuity; strengthen management team; review governance mechanisms to facilitate expansion (including separation of board and management/leadership)
Inability of existing long-term core team to adapt to new operating modalities and funding environment	Medium / High	Promote cross-working and learning (especially with new team members); engage more volunteer input to diversify team; develop improved supervision and support structures for staff
Team / staff development is limited as not able to attract and/or retain new skills	Medium / High	Develop plan to engage new team members (whether as volunteers, interns, consultants or p/t staff) and provide tangible opportunities for personal development
High expectations of beneficiaries result in confrontation or conflict	Low / Medium	Develop and communicate clear support criteria and standards with all key stakeholders (including donors) and implement consistently and transparently
Political conflict or changes in government prevent a conducive policy, fiscal and legislative environment	Low / Medium	Awareness-raising with media and with political parties of importance of the work; ensure timely compliance; promote ongoing participation of members and local stakeholders in planning, monitoring and evaluation to ensure need/demand is widely recognised