



NSET
Earthquake Safe Communities in Nepal

Strategic Plan

2021-2030



September 2021



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INTRODUCTION

This Strategic Plan establishes the meaning, priorities, strategic direction for the overall being and operations of NSET and a roadmap for accomplishing targeted goals and objectives for next 10 years. Inputs of all the stakeholders and various analytical documents, reports, feedback and strategic audit have been taken into consideration in creation of this strategic plan.





National Society for Earthquake Technology-Nepal (NSET) was founded by a meeting of professionals belonging to various technical as well as social aspects of earthquake disaster management, on June 18, 1993 with the vision **"Earthquake Safe Communities in Nepal by 2020"**.

NSET was registered at the District Administration Office, Kathmandu on April 28, 1994 and at the Social Welfare Council on August 10, 1998. NSET was conceptualized with main objective "to foster the advancement of science and practice of earthquake engineering and technology for mitigating the earthquake risk and increasing the seismic safety, to enhance professionalism, professional engineering and scientific ethics and to further the objectives of the International Association for Earthquake Engineering (IAEE) as applicable to Nepal".

Bringing “substantial change in the application of technology to the many facets of earthquake disaster management for saving the lives of the people” has





remained the guiding philosophy of NSET ever since its inception.

Today, NSET is considered as one of the major contributors in the field of earthquake risk management. Its seismic risk reduction approaches are now being replicated beyond the borders of Nepal. Consolidating the experience, knowledge, learning in disaster vulnerability reduction and preparedness to policy drafting and strategy development, and working with variety of stakeholders for more than two and half decades, NSET has now realized the need and decided, as stipulated by global thoughts, to expand its scope and works to managing multi-hazard situations, climate change adaptation and risk management, and integration of this synthesis of DRM and CRM into economic development efforts.

NSET has developed this 10-Year Strategic Plan (2021 to 2030) with an idea to ensure greater visibility in its strategic destination and the path to attain its envisioned destination through accomplishment of its mission. This 10-





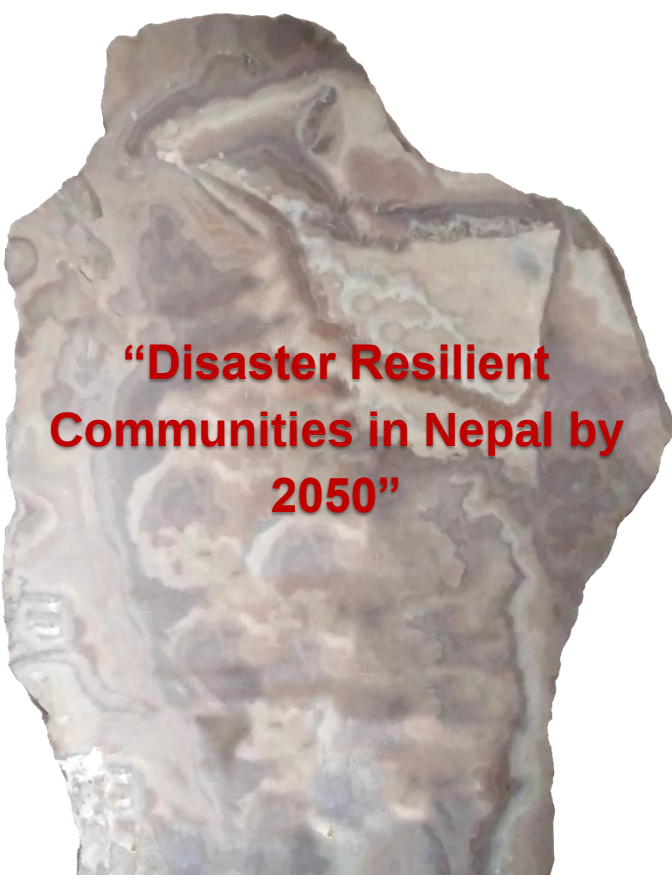
year strategic plan has been prepared with a clear thirst and commitment for growth and efficiency in its overall performance and impact to the society.





VISION

The reason we exist (दूरदृष्टि)



**“Disaster Resilient
Communities in Nepal by
2050”**





NSET was founded for the broad but very explicit cause of ensuring earthquake safety in the hazard-prone urban as well as backward societies of Nepal and contributing to the regional and global level at large. Our institutional VISION which has been the pivotal inspiration of the organization till 2020 was to develop **"Earthquake Safe Communities in Nepal by 2020"**.

The background of why and how NSET was envisioned is historically noteworthy. The idea of setting up a specialized center for reducing potential damages by earthquakes occurred to the founders of NSET after the Udaypur Earthquake of 1988. The founders were among those Nepali professionals who were involved in the formulation of Nepal's first National Building Code, and in earthquake damage assessment, rehabilitation and reconstruction processes. The Udayapur Earthquake of 1988 was an "eye opener" for Nepal that triggered the realization of the need for organized efforts towards earthquake risk reduction through building code compliance.





Nepal has been facing significant damages and losses due to various degrees and types of disasters. NSET has had a rich experiences and lessons of working in the field of earthquake risk management in last 28 years and we believe that such experiences, knowledge, and lessons can be leveraged effectively in managing multi-hazard risks. In addition, the focus of global and national frameworks related to disaster resilience has encapsulated the aspects of multi-hazard risk management. NSET, hence envisions to widen, deepen and scale up its area of contribution in enhancing disaster resilience of communities.





MISSION

Our Purpose (लक्ष्य)

“To contribute in enhancement of disaster resilience of the communities through development and implementation of appropriate technologies, inclusive and collaborative approaches in order to minimize and manage disaster risks.”





We seek to achieve our mission through collaborative efforts among all public and private entities of the country. We seek to service and facilitate both communities (its entities included) and Government in adoption and application of the effective and organized approaches to managing and minimizing disaster risk and thus avoid/ minimize the losses of lives, properties, abilities and overall well-being.

We seek to institutionalize scientific and validated methods and approaches of disaster risk management into the core and mainstream national risk management systems of the country.

We shall always strive to build a strong, resourceful, credible and sustainable institution and mechanisms that will act as an effective resource center, manager and facilitator when it comes to the approaches and methods of disaster risk management – nationally and internationally.





CORE IDEOLOGIES AND VALUES

Our Enduring Character and
Genetic Codes (मूलभूत विचारधारा तथा
मूल्य-मान्यताहरू)





1. Community; our Raison d'être (Reason of existence)
2. Recognition and Respect for indigenous knowledge, approaches, technologies, systems and practices
3. Accountable, Responsible, Sustainable and Disciplined Actions
4. Outcome and Impact based mobilization, exploration and learning
5. Equitable, Inclusive, Collaborative working culture and approach
6. Apolitical Existence
7. Respect for the law of the land
8. Learn, Grow and Strive for Excellence as a team





We at NSET, in order to enjoy enduring success through institutionalization of intended impacts in the communities in long term, have absolute clarity in our core values and a core purpose that remain fixed, while our strategies and practices endlessly adapt to the changing world. We, in all our endeavors shall understand the difference between what should never change and what should be open for change, between what is genuinely sacred and what is not. We and our team shall have clear understanding of, and shall put effort towards making our stakeholders understand – what core to preserve and what future to stimulate progress towards.

We strive to define our core ideology as – the enduring character of NSET – a consistent identity that transcends programme/ project/ activities life cycles, technological breakthroughs, management styles and individual leaders. We understand that it is more important to know ‘who you are’ than ‘where you are going’, for ‘where you are going’ will change as the world around ‘you’ changes.





Our core ideology shall be the essence of and shall be reflected in all our strategies, programmes, operating practices, organizational behaviors and interaction with our stakeholders.

Our ideologies form the base of our existence, values, behaviors, decisions and actions. Our core values might be a competitive advantage, but that's not why we have them. We have them because they define for us, what we stand for, and we would hold them even if they became a competitive disadvantage in certain situations.

Our core ideologies and values, which forms a system of timeless guiding principles and tenets are:

1. Community; our Raison d'être (Reason of existence)

Our communities, its entities and people therein are 'WHYs' for all our 'WHATs', 'WHEREs', 'WHENs' and 'HOWs'. We exist for them. Our thoughts and behaviors carry deep compassion for





BoP (Bottom of the Pyramid) communities.

2. Recognition and Respect for indigenous knowledge, approaches, technologies, systems and practices.

We believe in appropriating local and transferable indigenous knowledge, approaches, technologies, systems and practices mastered over the centuries into scientific application of knowledge and technologies validated in modern times.

3. Accountable, Responsible, Sustainable and Disciplined Actions

Our practices are honest, integral, ethical, transparent, disciplined and socially responsible. We are accountable for our actions which shall always put economic and financial discipline at the core.



4. Outcome and Impact based mobilization, exploration and learning

We believe in optimal balance between ‘use/ mobilization of the known’ and ‘exploration of the unknown’. We shall use/ mobilize what we’ve known through years of validated experience and also seek to continually improve and institutionalize it. At the same time, we shall always strive for exploration of the better technologies, methods and approaches. We shall always stand ready to learn, but validation of each of such learning shall be Outcome and Impact based.

‘Means’ and ‘Ends’ are equally important for us. We believe in doing ‘right’ things, at the ‘right’ time, for the ‘right’ cause through ‘right’ ways. For us, efficiency without effectiveness is a fruit without juice.



5. Equitable, Inclusive, Collaborative working culture and approach

We believe access to every technology; no matter how advance, modern and scientific they are should be equitably and democratically accessible across every stratum of the communities.

Inclusion of all stratum of stakeholders, through collaboration is indispensable ingredient for successful accomplishment of our mission.

Collaborative, participatory and democratic co-existence and decision making methods is what we believe in.

We respect people, their opinions, relationships, individual differences, diversity and resources.

6. Apolitical Existence

Our identity, methods, approaches and operations will be strictly apolitical.

7. Respect for the law of the land

We respect and strictly adhere to the rules, regulations and law of the land





where we work; in letter and spirit of the same.

8. Learn, Grow and Strive for Excellence as a team

We, as team members of NSET, shall not have divided focus; and are completely dedicated to the mission and values of the organization. We learn together, grow together and while doing so, we always strive for excellence in whatever we do.





STRATEGIC INTENT

Our 'Win' and Obsession (रणनीतिक आशय)

1. to be the most effective professional society- a center of excellence for knowledge and resources related to DRM
2. to be the most sought after, respected and credible source of knowledge, resources and technologies related to DRM
3. When it comes to DRM, ours should be the name which comes at the top-of-the-mind





Our Strategic Intent is what we intend to become and to achieve at some point in the future without giving due regard to the restrictions posed to us by the current resources and capabilities. It refers to our all-inclusive and forward-thinking image of our goals. Our strategic intent is what defines our 'winning' and obsession towards it at all levels of the organization and we would like to sustain that obsession for decades.

Our envisioned strategic intent is to be **the most effective professional society- a center of excellence** for knowledge and resources related to DRM; which, every entity of the nation and community can rely on and exemplifies.

We shall progressively transform ourselves from present form, identity and business into **being the most sought after, respected and credible** source of knowledge, resources and technologies related to DRM; for the stakeholders in public and private sector and communities.





When it comes to DRM, ours should be the name which comes at **the top-of-the-mind.**

For us, this strategic intent of ours captures the essence of winning. This intent is what sets our goals and deserves personal effort and commitment from all of us at NSET. We believe, this strategic intent is what motivates us to be more innovative and do most with the limited resources. We believe that this strategic intent would pose us challenges to close the gap between our resources and ambitions.



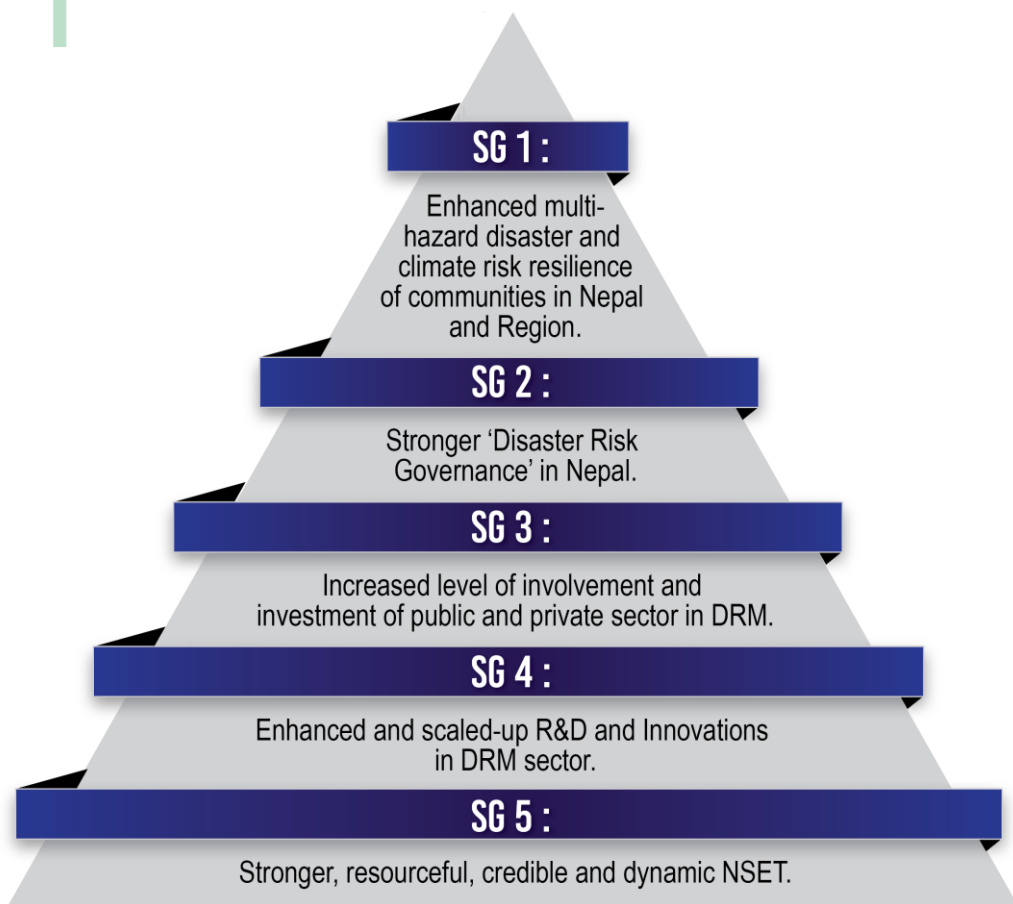


STRATEGIC GOALS AND PRIORITIES 2021-2030

(रणनीतिक अभिप्राय तथा प्राथमिकताहरू)

In order to pursue our strategic intent, to accomplish our mission and to realize our vision; followings are the strategically prioritized goals we shall strive to achieve by 2030.







STRATEGIC OBJECTIVES

2030 (रणनीतिक उद्देश्यहरु)

Our Strategic Objectives are our priority areas of achievement to be accomplished within 2030 and shall act as the answers to the pertinent question “What must we do progressively and differently each passing year to get closer to our Strategic Goals to be achieved by the end of 2030?”

During 2021-2030, NSET will focus on the following strategic objectives which are connected to our strategic priorities.



**S01**

Develop and implement integrated and inclusive interventions related to Multi-Hazard Disaster and Climate Risk Management through development and enhancement of understanding, capabilities and resources of communities in Nepal and region.

S02

Assist in Institutionalization and Integration of validated understanding, approaches and technologies related to Disaster and Climate Risk Management into the laws, regulations, policies, initiatives and mechanisms in order to strengthen Disaster Risk Governance in Nepal.

S03

Devise and integrate innovative, cost-effective and appropriate methods and measures in order to increase involvement and investment of public and private sector in Disaster and Climate Risk Management.



**S04**

Develop and promote effective and inclusive collaboration in order to enhance and scale-up innovation and R&D in the area of Disaster Risk Management.

S05

Be a dynamic, sustainable and learning organization through enhancement of capabilities, networks and collaborations.





STRATEGIC INITIATIVES

(रणनीतिक पहलहरु)

In order to achieve each of our strategic objectives within 2030, we shall be committed take following strategic initiatives:





[SO1:]

Develop and implement integrated and inclusive interventions related to Multi-Hazard Disaster and Climate Risk Management through development and enhancement of understanding, capabilities, and resources of communities in Nepal and region.





1. Develop and implement local, provincial and national level hazard-specific (earthquake, landslide, flood, fire etc.) and sector-specific (education, health, agriculture, industry/ businesses, tourism, energy, infrastructure, and heritages etc.) interventions in order to support Government's relevant plans and programs for DRM.
2. Assist and extend support for the development and implementation of specific programs targeted to various sectors of the communities.
3. Formulate and assist in development of systems, policies and guiding procedures to ensure the inclusion of priority goals, strategies and initiatives of global and national frameworks in all the endeavors of public and private sector participants related to DRM.
4. Conduct and assist to conduct objective based hazard, vulnerability (physical and socio economic) and risk assessments and to create hazard, vulnerability and risk maps of various





scales at various levels in order to ensure their use for infrastructure and development planning, promote hazard risk understanding and awareness at community level and implementation of risk reduction initiatives and programs.

5. Collaborate with public and private institutions and communities for development and implementation of appropriate methodologies for monitoring and dissemination of hazard incidents with specific focus on earthquakes, landslides and floods.
6. Develop and assist for development and implementation of robust mechanism for disaster information management system.
7. Scale-up preparedness and capacity building programs like First Aid, Community Search and Rescue, Basic Emergency Medical Response, Damage Assessment, Community Action for Disaster Response, Medical First Response, Collapse Structures Search and Rescue, Hospital





Preparedness for Emergencies, Swift Water Rescue, Incident Command System and other trainings to reach to the community and household levels.

8. Help in standardization of Tools, Equipment and Accessories (TEA) required for disaster response and help in pre-positioning at various levels.
9. Strengthen and institutionalize DRR related trainings and capacity building initiatives aimed towards key beneficiaries, influencers, implementers and actors such as masons, engineers, teachers, contractors, house owners, community leaders, business leaders etc.
10. Establish and strengthen regional collaboration for developing common approaches on preparedness and emergency response.
11. Develop, pilot and strengthen system of volunteer development, networking and mobilization for effective disaster preparedness and response at local level.





12. Develop and strengthen the system of evidence-based consensus key messages formulation on disaster safety and effective dissemination through different mass communication media.
13. Assist in consolidation, replication and institutionalization of experiences and lessons learnt from recent disaster response, recovery and reconstruction.
14. Provide technical support and assistance on disaster preparedness, response, recovery and reconstruction. While doing so, focus on institutionalization of continuous process and mechanism of the same at national, provincial and local level.
15. Develop and implement objective oriented community-based disaster risk management programs ensuring maximum utilization of local knowledge, skills, resources and materials.







[SO2:]

Assist in Institutionalization and Integration of validated understanding, approaches and technologies related to Disaster and Climate Risk Management into the laws, regulations, policies, initiatives and mechanisms in order to strengthen Disaster Risk Governance in Nepal.





1. Develop effective mechanisms of educating, engaging and sensitizing members/ actors/ participants of legislative and judiciary bodies for the cause, methods, approaches, technologies and practices related to DRM and CRM in order to integrate and institutionalize them into mainstream federal, provincial and local level policies, programs and initiatives.
2. Create institutional approaches, mechanisms and collaborations in order to play a key role in advocacy and assistance with all the levels of the government for the purpose of institutionalization of the approaches, methods, technologies, practices and concepts validated and perfected over the years by NSET and its collaborators, partners and stakeholders.
3. Assist in development and implementation of hazards and sector specific National Programs for DRM and CRM.





4. Develop and assist in development, implementation and testing of preparedness and emergency response plan for disasters and complex emergencies that considers self-help, mutual assistance and public support at national, provincial and local levels.
5. Assist in development and updating of national standards and codes for infrastructures and critical facilities for disaster and climate change resilience.
6. Assist in development and institutionalization of disaster impact assessment system for development projects.
7. Assist in formulation, strengthening and implementation of guidelines for Local Disaster and Climate Resilience Plan and Risk Sensitive Land Use Plan for local governments and assist in integration into development planning process.





8. Support and increase engagements of local governments with academic and research institutions for research based and scientific DRR approaches through utilization and channelization of NSET's network and collaboration.
9. Assist in development and establishment of systems and mechanisms of evidence-based monitoring and evaluation of plans and programs related to DRM at national, provincial and local level.
10. Advocate and assist in formulation and integration of accountability framework in order to enhance disaster risk governance at local level and help create adaptive and transformative governance for DRM.







[SO3:]

Devise and integrate innovative, cost-effective and appropriate methods and measures in order to increase involvement and investment of public and private sector in Disaster and Climate Risk Management.





1. Take key role in developing, institutionalizing and managing the process of creating wider, deeper and effective networking among various DRR and non-DRR related stakeholders of public and private sector in order to advance the cause of DRM and CRM.
2. Create appropriate mechanisms of advocacy, collaborations and win-win relationships for increasing roles, responsibilities and accountability of the private sector towards DRM related cause by:
 - a. Helping them to conduct/ operationalize Business Continuity Planning (BCP) at institutional level,
 - b. Having them adopt the cause as a part of their Corporate Social Responsibility (CSR),
 - c. Helping them develop and operate business models associated to the cause.





3. Initiate, facilitate and support for the development of a credible coalition of national-international and public-private partners in order to create, explore and learn about the various aspects, solutions, experiences, approaches and technologies related to DRM.
4. Co-create and advocate for establishment/ development for institutionalization of risk sharing model among private sector participants.
5. Facilitate for development and operationalization for standing arrangements for mobilization of private sector resources during emergencies.
6. Advocate and facilitate for capacity building and mobilization of political parties and their sister organizations to support disaster responses like search, rescue and relief operation at various levels.



7. Enhance the engagement and provide technical support to various humanitarian support mechanisms, platforms and clusters for effective disaster preparedness and emergency response.





[SO4:]

Develop and promote effective and inclusive collaboration in order to enhance and scale-up innovation and R&D in the area of Disaster and Climate Risk Management.

1. Take a key role in integration of scientific and technological evidences and innovative practices and science and technology strategic plans from across the collaborations and networks within the country, region and beyond, as well as assist in appropriating the local wisdom and indigenous technologies into DRR and CCA causes, policies, practices and solutions





2. Establish and/or collaborate with multiple Academic/ Research institutions in order to produce knowledge, concepts, methods and technologies related to multi-hazard and cascading disaster risk management.
3. Develop mechanisms, systems and processes for creation, effective management and utilization of funds dedicated towards scientific research, development and innovation in the area of DRM.
4. Help enhance meaningful collaboration of various universities, academic and research institutions with local governments and communities in order to link science to people; helping them derive mutual benefits from each other with regard to evidences, ongoing innovations and scientific and technological researches.
5. Support for development and implementation of communication and dissemination system through use and





leveraging of advancements in modern information technology in activities and approaches related to disaster preparedness and response.

6. Create an effective network and facilitate inclusive collaboration among young professionals, students, academicians, experts and practitioners related to DRM and CRM sector in order to generate innovative ideas, approaches, methods and practices in order to advance the cause.





[SO5:]

Be a dynamic, sustainable and learning organization through enhancement of capabilities, networks and collaborations.

1. Develop deeper understanding and capacity for the aspects of multi hazard, multi sector DRM and CRM through integration of proper human resource development approaches within the organization.
2. Integrate 'innovation' into organizational identity, policies, processes, practices, leadership, approaches, behaviors and working environment in order to advance NSET's identity towards 'the most innovative civil society organization' in the nation.





3. Explore the worthiness and viability of strengthening the institutional presence of NSET in provinces and local levels.
4. Create and successfully implement sustainable revenue generation and funding model/ mechanism in order to ensure financial sustainability of NSET.
5. Establish Trust Fund (NSET Foundation) and proper fund management strategy for funding various strategic initiatives of NSET.
6. Explore the viability of a lawful course and advocate for transformation of the legal status of NSET from current form (NGO) to more autonomous form as a professional society which shall open up wider array of opportunities to contribute in the field of DRM and CRM nationwide and internationally.
7. Develop a robust and value-based governance system that shall set a higher standard and instill more dynamism in organizational leadership through broadening of diversity based membership which shall include



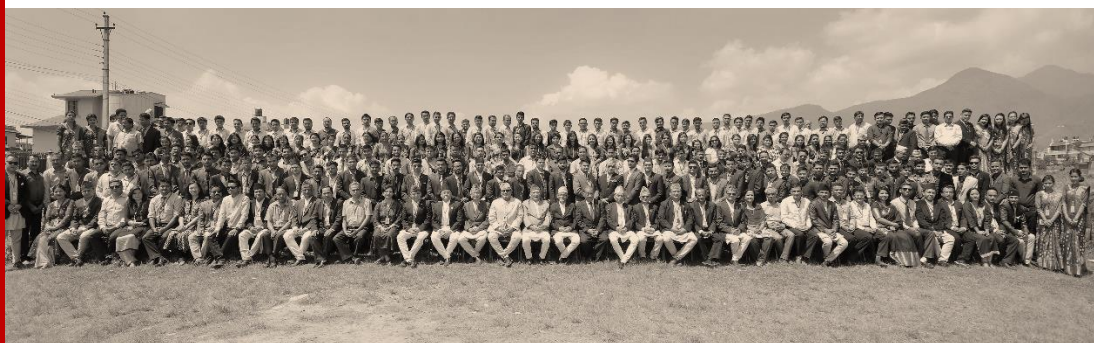


stakeholders from non-DRR sectors and actors/ participants of civil societies.

8. Transform the organizational design from project/ programme based divisional structure to purpose based thematic divisional structure which shall be conducive for effective operationalization and implementation of all the strategic initiatives.
9. Create a system and mechanism for higher retention rate among employees. Such system and mechanism would also incorporate a viable solution for the continual engagement and contribution of the NSET Alumni.
10. Create a separate unit and system within NSET that is responsible for Knowledge and Innovation Management within the organization.
11. Integrate, scale-up and enhance the use of effective ICT solutions in organizational and programme/ project management level.



12. Creating proper talent management system and networking mechanism in order to engage young professionals, academicians, students and experts from across the sectors and geographies for securing their contribution towards the strategic initiatives of NSET.







NSET
Earthquake Safe Communities in Nepal

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