

SIR EDMUND HILLARY'S

# HIMALAYAN TRUST



# 2018-2023

# STRATEGIC PLAN

**HIMALAYAN**  
**TRUST**

FOUNDED 1960  
BY SIR EDMUND HILLARY



**The Himalayan Trust's 2018-2023 Strategic Plan outlines the outcomes that will underpin our future work and sets out the direction for the Himalayan Trust over the next five years.**

This strategic plan builds on the successes and strengths of the Himalayan Trust's past and present work, and the deep interest and affection that New Zealanders have for Nepal. We will focus on outcomes aligned to the UN's Sustainable Development Goals (SDGs), and the implementation of best practice methods for our work in Nepal and in New Zealand.

## **BACKGROUND**

The Himalayan Trust is an international non-profit humanitarian organisation working to bring quality education, safe water, and better healthcare to remote communities in the Everest region of Nepal.

It is registered with the Social Welfare Council in Nepal and with the Charities Services in New Zealand. The staff report to a Board elected by the Himalayan Trust's membership.

Sir Edmund Hillary founded the Himalayan Trust in the 1960s when he built the first school in the small village of Khumjung. Every year, Sir Ed trekked in the areas of his aid work, evaluating what had been done, consulting with local people and planning for the future. For Sir Ed, his work in the region was a labour of devotion, friendship and respect for the people of the Himalayas.

The Himalayan Trust follows in Sir Ed's footsteps. We work in partnership with local people to build the resilience of remote communities and to strengthen the bond between the people of Nepal and the many New Zealanders who have given their time, money and support over the years.

With the 100<sup>th</sup> anniversary of Sir Ed's birth in 2019, the Himalayan Trust celebrates our successes and recognises the enduring legacy our founder has left in the communities of the Solukhumbu. This time also provides an opportunity to raise awareness in New Zealand of the extent of the need in Nepal, as it remains one of the poorest countries in the world.

Continuing on from the 2012-2017 strategic plan, this plan builds on our understanding and acceptance of the many complex influences and drivers of the Himalayan Trust's work. This is a period of rapid change for INGOs globally and in Nepal. The Himalayan Trust is no exception.

From this, the Himalayan Trust has established a set of strategic goals that considers the communities we will work with and consequent geographic reach; the global context of development goals based on a contemporary approach; our partners and possible future partners; a diversity of funding to support the work; the importance of upholding and continuing our legacy; clarity between governance and management roles; and a considered approach to risk management.

## CONTEXT AND CHALLENGES

The Himalayan Trust aligns its work to the [UN Sustainable Development Goals](#) in line with international development best practice. We believe in collaborative partnerships to balance the three dimensions of sustainable development – economic growth, environmental sustainability, and social inclusion.

Our strategic outcomes are aligned and focused on three key SDGs in the main (see below), as we continue our collaborations towards sustainable development for Himalayan communities.

Over the duration of this strategic plan we have identified the following issues to be addressed:

- Identifying projects of greatest need in the Solukhumbu and surrounding districts.
- The need for independently-verifiable impact based on outcomes not inputs.
- Clarity of purpose supported by genuine accountability.
- Clarity in our relationships with organisations and partners in Nepal and in line with Nepali law.
- Complete transparency on all historic obligations, risks and liabilities.
- Ensure the Himalayan Trust is inclusive, accessible and relevant to New Zealanders.

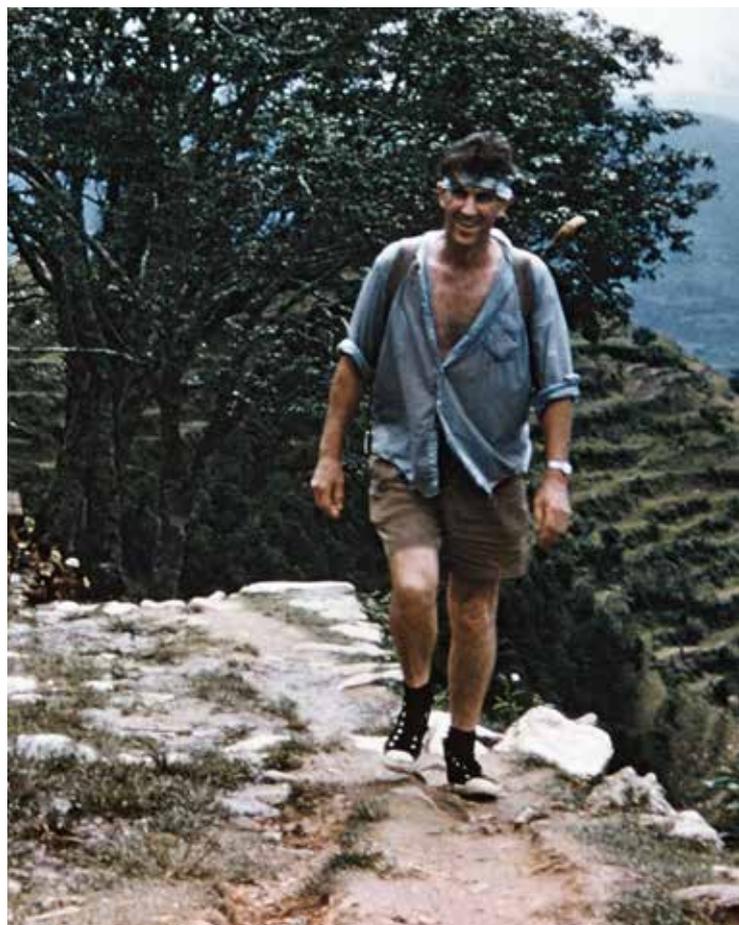
## VISION, MISSION AND VALUES

**Vision:** In the spirit of Sir Ed, there are empowered, sustainable Himalayan communities.

**Mission:** In the spirit of friendship and goodwill the Himalayan Trust partners with the peoples of the Nepal Himalaya to achieve their aspirations.

### Values:

- Sustainability and empowerment: we seek to engage and empower people in the communities in which we work so any change is sustained.
- Partnership and friendship: we take a participatory approach to understanding the issues faced by the mountain communities, and work with them to deliver the outcomes they seek and need.
- Creativity: as a small organisation we support innovation, evaluation and learning.
- Transparency: we recognise that robust internal processes and governance are essential.
- Respect and integrity: we commit to respecting the perspective of the communities we work with.



## WHERE WE WORK

We will continue to build upon our work in the Solukhumbu. Where we identify that our core competencies can benefit others, we will extend our experiences and skills from previous work to other Himalayan communities to the best of our ability.

## STRATEGIC GOALS

These are divided into what we will aim to achieve (Programme Goals) and the process by which we will aim to deliver those goals (Operational Goals).

### Programme Goals (What we will achieve)

The Himalayan Trust seeks to enable sustainable Himalayan communities. Our work will be outcomes focused and combine both historic and new programmatic work, aspiring to a 15:85 ratio.

We will work in the following thematic areas, and promote and apply a holistic community development approach, with planned exit strategies:

- Sustainable Communities
- Health
- Education

These thematic areas are aligned to the UN Sustainable Development Goals (SDGs), of which there are 17, with a clear focus on:

- SDG 1: No poverty
- SDG 3: Good health and well-being
- SDG 4: Quality education

We will align to a lesser extent with the other SDGs as secondary goals. Goal 1 and Goal 2, as outlined below, build on the existing strengths and experience of the Himalayan Trust, while Goal 3 is more aspirational by looking towards possible future programmes.

### GOAL 1. WELL-BEING AND HEALTHY LIVES

**Outcomes:** The Himalayan Trust believes access to clean drinking water is a fundamental right and that healthy families begin with healthy mothers who can provide nutritious food to their families. With our partners, we will work alongside local people to achieve the following outcomes:

- Maternal health – improved health services for women and girls.
- Water, sanitation – improved access to drinking water and safe sanitation.
- Food security – improved nutrition and access to healthy foods.

**Expected impact:** Women, children and men will have better health and hygiene and improved access to health services. Fewer women and children will die during childbirth and children under the age of five will benefit from improved nutrition.

### GOAL 2. EQUITABLE AND QUALITY EDUCATION

**Outcomes:** Access to and benefiting from a quality education and being able to read and write are basic human rights and the foundations for building sustainable livelihoods. The Himalayan Trust believes, as Sir Ed did, in working with local communities to ensure children get the best start in life through quality education. Together we will achieve the following outcomes:

- Children's access to quality schooling – scholarships and new and improved classrooms.
- Quality teaching – focus on improved learning opportunities for children.



- Literacy – increased literacy for both women and men.

**Expected impact:** More children will leave school able to read and write. All schools supported by the Himalayan Trust will use safe and earthquake-resistant buildings. More importantly, within schools, children will benefit from high quality teaching and learning opportunities.

### GOAL 3. GREATER RESILIENCE AND IMPROVED ECONOMIC LIVELIHOODS

**Outcomes:** The Himalayan Trust believes poverty in Himalayan communities can be tackled through health, education and helping people improve their economic opportunities through improved livelihoods. Himalayan people are resilient and entrepreneurial, but often lack key ingredients to breaking the cycle that traps them in poverty. Working with our development partners we will achieve the following outcomes:

- Enabling local enterprise – especially women’s enterprise.
- Opportunities – increased access to loans and financial services, micro-loans, etc.
- Sustainable agricultural practices – new techniques to improve quality and quantity of production.
- Greater resilience – building resilience by strengthening disaster risk reduction as a core strategy for reducing the cycle of poverty.

**Expected impact:** Women and men in Himalayan communities will have greater income security, have improved access to financial services and loans, and use these loans to develop small businesses and other entrepreneurial ideas. More farmers will produce higher value produce and wherever possible access fairer markets. Disaster risk reduced through better preparedness and improved building practices.

### Operational Goals (How we will achieve our goals)

#### GOAL 4: LONG-TERM AND ONGOING FUNDING FOR OUR WORK IN NEPAL

**Outcomes:**

- An investment strategy is applied to preserve (and where possible grow) capital, to maximise the funding available for projects;
- A fundraising strategy is developed that incorporates existing activities and identifies new and creative revenue streams that align with our values.

#### GOAL 5: THE SPIRIT OF SIR ED HILLARY’S LEGACY OF LEADERSHIP, ADVENTURE AND PHILANTHROPY REMAINS RELEVANT TO NEW ZEALANDERS

**Outcomes:**

- Increased appreciation of the Himalayan Trust’s work amongst the New Zealand public
- Increased understanding of Sir Ed’s legacy amongst school children and younger adults in New Zealand
- Increased appreciation of the Himalayan Trust’s work amongst visitors to the Everest region
- Increased level of engagement in Himalayan Trust fundraising efforts amongst supporters and members





## GOAL 6: A STRONG AND SUSTAINABLE ORGANISATION

### Outcomes:

- Sound governance and efficient financial processes and systems are in place
- Connections to our communities and partners are nurtured
- Accountability and learning is incorporated into the delivery of all programme and operational activities

### MONITORING AND EVALUATION

Key performance indicators and a robust process of monitoring and evaluation of all the Himalayan Trust's work will be established and implemented throughout this strategic plan period..

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