

NON RESIDENT NEPALI
ASSOCIATION (NRNA) – VISION
2020 AND BEYOND – VISION TO
ACTION

Contents

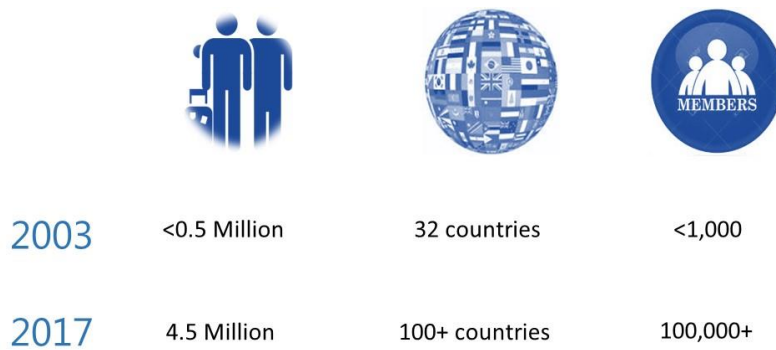
Background	Error! Bookmark not defined.
Section 1: The Changing Context	2
Section 2 - Vision To Action	4
1. What, How and When – The Vision, Plan and Timelines	4
2. NRNA Vision.....	5
3. NRNA Mission – Vision 2020 and Beyond	5
4. Strategies to Meet the Mission.....	5
5. Actions to Recalibrate	5
6. Unraveling the Basics	6
7. Distinct Roles of the Organization.....	6
8. Cross Cutting Issues.....	7
9. Action Matrix	1
10. Amendment in By-law	2

Part 1 - Vision

Section 1: The Changing Context

A lot has changed in the past 13 years in terms of the number of Nepali diaspora, number of countries they are spread over and the number of members at NRNA.

Figure 1: Changes in terms of Nepali diaspora, number of countries and members of NRNA



Few other changes that have taken place in the global and national level over the last decade are as follows:

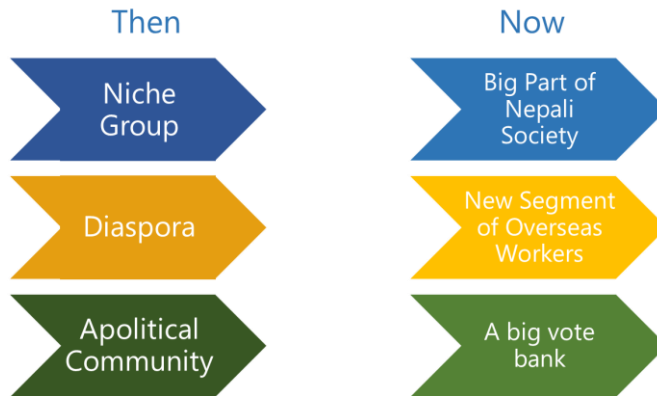
- Nepal moved from an **Autocratic Monarchy** to a **Federal Democratic** Republic with Two Elections to Constituent Assembly
- **Global politics** have moved on with **identity based movements** increasing
- Many countries in Africa and Asia have **unleashed** their **economic growth**
- Most importantly **technology proliferation** has changed Nepal as we see in the diagram below. Google and Wikipedia has dominated the world of information, social media has proliferated, communication platforms have changed and communication in Nepali has become easier.

Figure 2: Changes in the world of information and communication



Within the Nepali diaspora also, changes have been phenomenal. The figure below summarizes the changes with respect to the Nepali Diaspora in three arenas.

Figure 3: What Has Changed - Diaspora



Section 2 - Vision To Action

1. What, How and When – The Vision, Plan and Timelines

The issue is not about what the new objectives of NRNA should be. Instead, it is about how the NRNA objectives should be achieved. The objectives of the organization, as excerpted from the NRNA website, still seem concurrent and do not need any change.

Figure 4: Vision of NRNA

1. NRNA Vision=Promote and protect the rights and interest of Nepalis residing outside Nepal
 - I. The growing diaspora
 - II. Skewed growth of the new segment of overseas workers
 - III. The growing geographies

The above three items demand the way we need to achieve our number one objectives since its inherent feature changed.
2. Establish a global network and a common platform for Nepalis Diaspora
 - a) The growing diaspora
 - b) The growing geographies
3. Attract and facilitate NRNs investment including foreign direct investment (FDI) for economic and social development of Nepal
4. Promote tourism and preserve Nepali culture and heritage globally
5. Mobilize the knowledge, skills, capital and other resources within the disposal of NRNs for the socio economic development of Nepal

Challenges that the NRNA has faced and continues to face are because the organization has not been able to keep up with the growth of following factors:

- The growing diaspora
- Skewed growth of the new segment of overseas workers
- The growing geographies

Therefore, the NRNA needs to focus on **what** it needs to do, **how** it needs to do it and **when** it needs to do it. In such diversity, NRNA needs to create inclusivity and unity.

Inclusiveness Foundation of Leadership: Vision 2020 and Beyond's main objective is to create an inclusive NRNA; provide equality of opportunity and participation of all people. Using diversity as a competitive advantage, NRNA aims to be transformed through the fostering of an inclusive culture with the participation of women, men, and youth in leadership roles based on their capability and regardless of financial status. The core context of the vision outline that anyone who would like to serve in the interest of Nepal and Nepali should be allowed in an unhindered manner to take care of the leadership of the organization.

Dovetail to Vision 2030 and SDGs: Nepal has undertaken the task of articulating its own Vision 2030 regarding when it intends to graduate to a middle income country which also coincides with the Sustainable Development Goals (SDG) of the United Nations. Therefore, it becomes important that

NRNA undertakes its own internal vision so that the organization is ready by 2020 to contribute to Nepal Vision 2030. A major recalibration of the organization is required for this purpose.

2. NRNA Vision

Partner in Nepal's Socio-Economic Growth and Development

The overarching goal should be to be a **partner** on the lines of the development compact it intends to execute with the Government of Nepal.

3. NRNA Mission – Vision 2020 and Beyond

Unleash Potential of Nepali Diaspora

4. Strategies to Meet the Mission

- a) **Adopting Three Pronged Approach**
 - i. Invest in Nepal, either as individuals or groups
 - ii. Get others to invest in Nepal, firms or others in circle of influence
 - iii. Transfer knowledge along with financial resources; knowledge is the key
- b) **Towards Building and Connecting Nepali Diaspora Networks**
 - i. Create robust networks with Interconnectivity
 - ii. Launch Second Generation Youth Networks and programs
 - iii. Catalyze in making things happen in Nepal and for global Nepali community
- c) **Towards Preservation and Promotion of Nepali Culture and Heritage**
 - i. Help preserve heritage including living heritage
 - ii. Promote cultural tourism
 - iii. Increase usage and promotion of Nepali products

5. Actions to Recalibrate

At present, NRNA is at a critical juncture and certain actions are necessary to ensure that the organization goes through a thorough reform as well as recalibration.

- a) **Revamp structure** to create **Voluntary Governing Councils/ICC** but **World Class Effective Management Structure**
- b) **Divide** Organization into **Membership Related Operations** and **Foundation Related** activities by **benchmarking** against successful global organizations
- c) Create structure to ensure **continuity in Leadership** by electing leaders taking into consideration succession plans; Plan to especially include those members who are intellectually capable, believe on NRNA's values, have time to contribute but may not have financial capacity to fund for the time he/she needs to contribute
- d) **Robust funding plans** and financial structures to ensure organizational sustainability

6. Unraveling the Basics

While building up the future plan, it is important that two fundamental issues are kept in mind. They are:

a) Clear Understanding of Different Target Segments

The three target segments of Nepali diaspora are:

- i. People who go to work and return
- ii. People who go to study/work and not return
- iii. People who go to settle abroad

Also, it is important to note that different segments have different needs. Different segments and their respective needs are summarized as follows:

Overseas Workers:

- Safe Migration
- Skill Development
- Hi-gration, Migrating with higher skills
- Post Return Integration

Diaspora:

- Help cell
- Network leverage
- Collective voice for change in the adopted country as well as Nepal

b) Revamping Organizational Framework

Mentioned below are the few steps that can be taken for revamping the organization framework of NRNA:

- i. Benchmarking with Global Organizations
 - Examples of organizations are Rotary, IFRC (Red Cross), Entrepreneurs Organization (EO), Young Professional Organization (YPO)
 - Create City Level organizations, to Regional organizations in countries and then National structure to Global structures
- ii. A **Voluntary Elected President Council/ICC** but **strong Secretariat** that employs the best human resources may use global head hunting firms to hire best of the best. Proposed format and structure given at Appendix 1.
- iii. **Distinguished Advisory Board** that guides the President and Council to be formed

7. Distinct Roles of the Organization

The organization needs to be split into three specific functions on the lines of many of larger international organizations.

a) Membership Services and Operations

- i. Members should see value in Membership
 - A 'Go-To' organization for problems

- Platform for collective action
- Part of a global network
- ii. Clear understanding of benefits
 - A transformational platform - a big shift away from a perceived 'political organization'
- b) Global Foundation**
 - i. NRNA Foundation to be **operated like** World Wildlife Fund (WWF) and incorporated outside Nepal (e.g. US or Singapore) with
 - Global governance structures
 - World Class Management
 - ii. '**Go To**' **Partner** for projects in Nepal for global multilateral, bilateral and foundations
 - iii. '**Global Co-ordination Hub**' for international organizations during the time of natural and human induced disasters in Nepal
- c) Policy Institute**
 - i. Advocate on policy changes required in Nepal to further socio-economic development
 - ii. Assist in discourse in policy formulation especially relating to investments
 - iii. Develop a learning and sharing platform of best practices of different countries
 - iv. Advocacy on safe migration and long term skill development
 - v. Effective advocacy and lobby in globally

8. Cross Cutting Issues

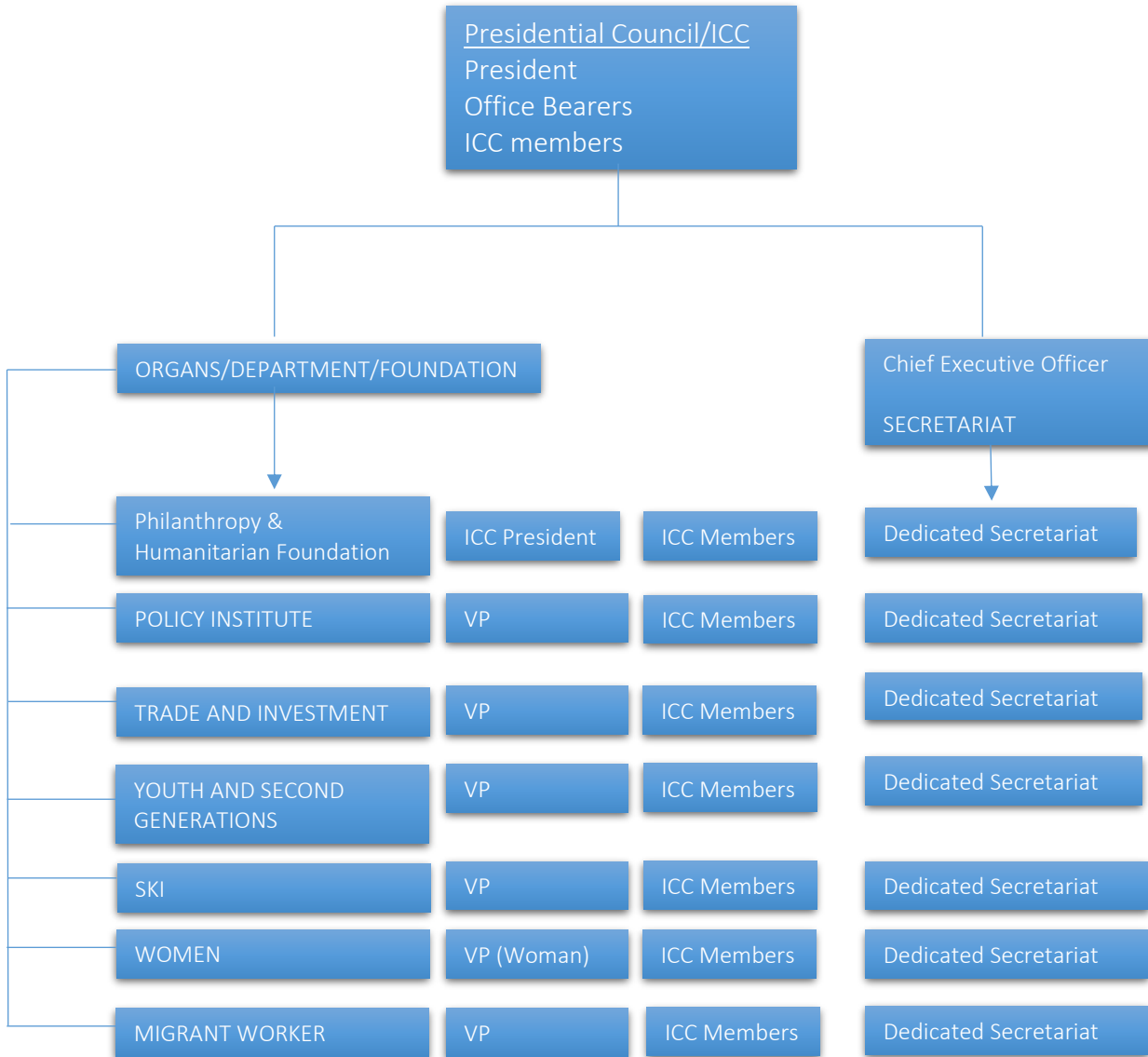
There are three cross cutting issues that needs to be addressed so that NRNA can achieve its vision and undertake organizational restructuring:

- a) Revenue and Sustainability**
 - i. Revenue from Different Category of Members
 - Basic
 - Overseas Workers
 - Nepali Diaspora
 - Special Categories based on Contribution to the Foundation
 - ii. Robust Membership Growth
 - Major membership drive to increase network that will help to increase membership
 - iii. Build on MIS project that has been completed
 - iv. Convert Database into Revenue Source
 - v. Platform for Sale of Investment Plans
 - vi. Contribution to NRNA Foundation institutionalized
 - E.g. A dollar from every member each year goes to the Foundation
 - vii. Overheads charged on its Projects by NRNA Foundation
 - viii. Income from an Endowment
 - ix. Continuous exploration of revenue streams
- b) Keeping Organization Apolitical and Ethical**
 - i. Political membership of parties in Nepal to be declared and be an automatic disqualification to run for elections to the Council
 - ii. Encourage members to take on politics in the country they have adopted rather than Nepal

- iii. Strict enforcement of Code of Conduct and Code of Ethics
- c) **Attracting Second Generation- GenNext**
 - i. Devise Different Programs for Second Generation NRNs
 - Fellowship Program
 - Work Programs and
 - Education Exchange Programs
 - ii. Ensure Communication in English at the Global Level
 - To serve larger membership base, go bi-lingual
 - Go multi-lingual in the future
- d) **Promote and encourage women participation at all levels of NRNA**

Appendix 1

Presidential Council/International Coordination Council Structure



The above VP positions have given more targeted focus on Foreign Employment, Skill and knowledge transfer and youth and second generation

[Type here]

[Type here]

[Type here]

9. Action Matrix

Areas to Reform	How	Key timelines	Amendment in by-law
Membership Target	Target to reach 100,000 members	- Meet the target by 2019	No amendment needed
Leadership Diversity and Inclusiveness	The core context of the vision outline that anyone who would like to serve in the interest of Nepal and Nepali should be allowed in an unhindered manner to take care of the leadership of the organization. Also include participation of next generation by introducing provisions such as bilingual usage etc.	- Clear communication of this to all by December 2017 - Continuous effort	No amendment needed Refer to amendment of section 31(ka)
Secretariat	Make changes in management structure of NRNA secretariat by appointing a full time CEO with executive powers and forming non-executive board and executive management	- Table and approval of amendment in October 2017 - CEO appointment in 2018 - Leadership transition by 2019	Refer to amendment of section 20 (2) and section 20 (2) (1)
Foundation	Incorporate NRNA Foundation as a global entity outside Nepal that will also work on disaster preparedness and coordinating relief. Past President of NRNA to be automatically designated as the Chair of the Foundation	- Approval of amendment in October 2017 - Foundation Structuring and Registration by 2018 - Foundation Operation by 2019	Refer to amendment of section 25 (ka) and section 25 (ka) (2)
Policy Institute	Establishment a policy Institute and make provision to open branches of the institute under NCCs.	- Approval of amendment in October 2017 - Establishment of Policy Institute by 2018	Refer to amendment of section 25 (kha) and 25 (kha)(1)

10.

11. Amendment in By-law

To enable the organization to undertake the above objectives, the existing by-law (गैर आवासीय नेपाली संघको बिधान २००३) has been amended. The amendments along with the reasons have been drafted in *Appendix 1* attached and referred to in the following table:

S.No.	Key Areas	Amendments	Reference of by-law
1.	Changes in Management Structure of NRNA Secretariat	- Amend existing provisions for induction of a full time CEO with executive powers.	Refer to amendment of section 20 (2)
		- Introduce the concept of a non-executive board and executive management	Refer to amendment of section 20 (2) (1)
2.	Incorporate NRNA Foundation as a global entity outside Nepal that will also work on disaster preparedness and coordinating relief	- Insert provision in by laws to allow establishment of such agency	Refer to amendment of section 25 (ka)
		- Designate Past President of NRNA automatically as the Chair of the Foundation	Refer to amendment of section 25 (ka)(2)
3.	Review of by-laws to reflect the intent of the action points	- Ensure provision of the bylaws are contemporary and remove all conflicting provisions	Refer to amendment of section 31(ka)
		- Ensure that the bylaws provide enough room for induction of next generation by including provisions such as bilingual usage etc.	
		- Ensure all provisions on membership development and funding are in sync.	
4.	Establishment of Policy Institute	- Insert a section in the bylaws to provide for establishment of such Institute with Nepal with a separate document governing the same. There could be provisions of branches of such Policy Institute to be established under NCCs also.	Refer to amendment of section 25 (kha) and 25 (kha)(1)
5.	Revenue Generation	- Review bylaws to ensure proper reference to membership fees and management of other revenue sources.	Refer to amendment of section 9 (2) and section 9(3)