**Cover page**

**Fighting Inequality and building an equitable society**

**Chitwan Sakriya Women Foundation: Strategic Plan 2024-2029**

**Message from the chair**

It is with immense pride, and a deep sense of responsibility, that I present the Chitwan Sakriya Women Foundation (CSWF) strategic plan for 2024-2029. Since our inception in 2006, our organization has dedicated to advocating for women’s rights and addressing the complex challenges faced by women and people living with HIV. Over the years, we have expanded our portfolios and priorities to include crucial issues such as sexual and reproductive health and rights (SRHR), climate justice, and child rights- reflecting the evolving needs of our communities.

This strategic plan marks the next chapter of our journey, one that builds upon our foundational work while pushing forward into new and innovative areas driven by the context and aspirations to create a resilient organization. Our planned research and data hub in Chitwan District, for instance, represent a bold step towards knowledge generation and evidence-based advocacy. These hubs will enable us to collect, analyze, and utilize data more effectively to inform policies, influence decision-makers, and design targeted interventions that truly make a difference.

As we look ahead, our organization remains firmly committed to advancing equity, inclusivity, and justice. We understand that addressing the intersecting issues of gender inequality, health disparities, climate injustice, and child protection requires holistic, community-driven approaches. Our strategic focus for the next five years will reflect this integrated approach, ensuring that the voices of the most vulnerable—especially women, children, and marginalized populations—are not only heard but are central to our work.

None of this would be possible without the tireless dedication of our staff, partners, and supporters, who have been with us every step of the way. Your unwavering support has enabled us to grow and create lasting impacts. As we move forward, I am confident that together, we will continue to drive meaningful change and build a more just, equitable, and sustainable future for all.

With heartfelt gratitude and optimism for the future

Dikshya Rimal

President

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8. **Organizational introduction**

Established in 2006, Chitwan Sakriya Women Foundation (CSWF) is the pioneer organization led by women living with HIV (WLHIV)- in Chitwan. It aims to improve the quality of life of people living with HIV, in particular women, through holistic approach; protect and promote the rights of women, girls and young people; adapt and respond to the emerging issues such as climate change; serve the community in need, and intricately analyze and address the intersectionality affecting various issues of women.

CSWF is a women-led organization with firm belief in equity, inclusion, diversity and applies human rights-based approach to its policy and programs. The organization is led and governed by women, the programs are managed by women managers yet there are adequate platforms to engage for everyone irrespective of sex, gender, sexual orientations, religion and identities. It takes special consideration to meaningfully engage women and young people from the marginalized communities such as Dalit, Janajatis, poor, single women, affected by conflict and natural calamities as the employee or beneficiaries.

CSWF has fostered partnership with diverse stakeholders in Chitwan such as local, district and provincial government leaders, bureaucrats, service providers, community leaders and affected communities. Yet it also boasts as nationally recognized organization, where the CSWF president served as the Global Fund Country Coordinating Mechanism (CCM) Vice chair from 2022-2025, a national semi-government body to govern the Global Fund grant in Nepal. The organization receives funding support from the Global Fund (via Save the Children Nepal), Action Aid Nepal, SETU Nepal since the past 10 years; and is a strategic network partners to national networks such as National Federation of Women Living with HIV (NFWLHA) and National Association of People Living with HIV (NAP+N).

***Vision statement***

Chitwan Sakriya Women’s Foundation (CSWF) envisions a community driven approach based on equity, equality and justice; where everyone enjoys their rights and freedom free from prejudices and have access to essential services that enhance their quality of life.

***Mission statement***

We empower women and groups from the marginalized communities through education, skills; protect and promote their rights; create enabling environment to enhance and ensure their meaningful engagement to community development and advocacy action. We dialogue with policy makers and strategic stakeholders to bring in legal and policy changes.

***The goal*** of CSWF is to improve the quality of life for people living with HIV by ensuring their access, and availability, to essential health and HIV services, provide socio-economic support and create favorable environment to nurture their confidence. We aim to empower women, girls promote, protect their rights and eliminate prejudice, discrimination against them. We support marginalized and disadvantaged groups through advocacy, resource mobilization, and comprehensive care programs.

1. **Strategy Development Process**

The CSWF Strategic Plan for 2024-2029 was developed through the following process.

1. Reflections and evaluations of the strategic plan progress of 2019-2023

The reflection and analysis of the strategic plan (2019-2023) was conducted through two stages; firstly comprehensive reviews of the reports, literatures, produced by CSWF during the plan period with brief consultations with the key managers and staffs. The reports included the project and annual reports, specific activity related reports, media coverage and website links. Secondly, dedicated and curated two days consultation was organized jointly with the board, staff members and external stakeholders. The consultations were guided by the structured questions and agendas.

1. Analysis of the opportunities and threats to the organizational endeavors

The analysis of the opportunities and threats pertaining to CSWF was the result from the literature reviews and the consultation.

The key opportunities included strategic partnerships with the government at local, district, provincial and the national level; consistent donor support and community ownership over CSWF work. CSWF is well recognized and a trust-worthy partners for the government to contribute and synergize to their plans. As the result there are ample of opportunities to expand CSWF work in Chitwan under government stewardship and potentially a government funding too. Similarly, CSWF has been receiving consistent support from the external donors and witnessed expansion in portfolios such as climate change. The community ownership and acceptance is yet another opportunity.

The key threat identified is the depleting funding on HIV and AIDS, one of the core CSWF programs, and increasing reliance on the single donor such as the Global Fund. Other general threats include resistance from male community leaders in the women empowerment initiatives. The Nepalese society still remains patriarchal that pose numerous structural hurdles for women and girls to realize and exercise their rights.

1. Priority settings by the CSWF board and staff members

The priority settings exercise was conducted jointly with the board and staff members facilitated by the external consultant. One and half day workshop was organized in Sauraha from August 8-9, 2024. The priority setting was done based on the existing programmes of CSWF, i.e. HIV and women empowerment, including the organizational governance and intersectional issues. The strategic priorities for the next 5 years are derived from this workshop.

1. Strategic guidance and reflections from the external stakeholders

The strategic plan process also included dialogue with the key stakeholders to listen and document their perspectives, guidance and inputs to the priorities. The governmental representatives such as Municipal Mayor, District Health Officers, Ward Chairperson; and community leaders attended the workshop and provided their insights.

1. **Outcomes and Strategic Priorities- summary**

Outcome 1: New HIV infections in Chitwan is reduced, more people and women living with HIV know their HIV status and virally suppressed.

Outcome 2: People living with HIV in Chitwan access integrated and quality essential health and HIV services

Priority 1: Comprehensive package of prevention, treatment and care for people living with HIV; integrated with TB, STI, mental health and nutrition support.

Outcome 3: Government allocate funding to provide accessible, affordable and quality HIV services to people living with HIV.

Priority 2: Programmatic and policy advocacy for accessible, affordable and HIV services in particular government funding allocation for HIV services.

Outcome 4: Women and girls can independently make decision about their body and life within safer and enabling space at home, community and public spheres, and lead the community actions to adapt the climate change impact, achieve gender equity and economic justice.

Priority 3: Women, young people and girl’s empowerment initiatives to develop their leadership to community and policy actions for gender equity and economic justice

Priority 4: Policy and legal advocacy to ensure enabling and safer spaces for women and girls

Priority 5: Mainstream climate change and justice as the priority agenda at provincial and national level; and establish its connections with the women and the community vulnerable to climate change

Outcome 5: Credible and resilient organization grounded on equity diversity and human rights

Priority 6: Enhance the credibility of the organization strengthening internal procedures grounded on equity, diversity and human rights.

1. **Alignment with national and global strategies**

Our strategic plan will contribute to various national and global strategies on HIV, gender equality and climate change.

Our priorities areas will contribute to achieve all three goals of the National HIV Strategic Plan 2021-2026[[1]](#footnote-1), i.e. prevent new HIV infections, improve HIV related health outcomes and reduce HIV related inequalities amongst people living with HIV. Out of 30,000 people living with HIV in 2023, 13,000 (43.3%) were women living with HIV[[2]](#footnote-2). We cannot end without prioritizing women living with HIV, thus we play crucial role at provincial and national response to HIV by putting women in the forefront.

Similarly, our strategic priorities will contribute to achieve different Result Areas of Global AIDS Strategy[[3]](#footnote-3) such as result 1-6 which emphasizes on the prevention of HIV amongst young women, young people; tailored and integrated services for women, community-led services and gender equality. Our strategic plan also serves to support the Global Fund strategy[[4]](#footnote-4) objective B and C in particular, i.e., community leadership, health equity, gender equality and human rights.

Our strategy aligns with the National Gender Equality Policy 2077[[5]](#footnote-5) and thus will support to achieve its key objectives such as policy and platforms for socio-economic development of women and adolescents girls, end gender related inequality, discrimination and violence, strive for equitable society and gender friendlier policies at different level. The strategy is grounded on the principles of Convention on the Elimination of All Forms of Discrimination against women (CEDAW) that discriminations against women violates the principles of equality and is obstacle to attain social, economic and cultural rights and eventually hampers the full development of the potentialities of women in the service of their countries and of humanity.[[6]](#footnote-6)

Our strategy aims to establish the integral relationship of climate change and its negative impact on the communities and women nearer to nature. Thus, we are inspired by the UN Convention of Climate Change, in particular COP28 in 2023 where the member states agree to enhance efforts to strengthen resilience amongst affected communities and linking climate action with nature conservation out of other major decisions.[[7]](#footnote-7) We aim to translate these global commitments into local actions.

Our strategy will contribute to achieve various Sustainable Development Goals[[8]](#footnote-8) such as goal 3- good health and well-being; goal 5- gender equality; goal 11- sustainable cities and communities and finally goal 17- partnerships for the goals.

1. **Strategies priorities details**

**Priority 1: Comprehensive package of prevention, treatment and care for people living with HIV; integrated with TB, STI, mental health and nutrition support.**

***Context: Data, strengths, challenges and opportunities***

The new HIV infections rate in Nepal has decreased by 79% since 2010[[9]](#footnote-9), however the epidemic is driven by key populations mainly people who sell sex, people who use drugs, men having sex with men, transgender populations, migrants and prison inmates. The new HIV infection trends from other countries reflect that without consistent and adequate prevention programs there are always chances of increased new HIV infections amongst key populations. There are 46% of women living with HIV out of total people living with HIV and new HIV infections amongst women is nearly 40%, and the coverage of pregnant women who received ART for PMTCT is 77%[[10]](#footnote-10). These women groups are either key populations or their partners/spouse. Importantly, the inequality amongst men and women persists, where women living with HIV face structural discrimination such as intimate partner violence, unmet reproductive needs and experience harsher socio-economic situation as compared to men.

HIV services are not yet integrated in the primary health care or with other opportunistic infection treatment such as dots, mental health etc in Nepal. Similarly, there are anecdotal of increasing mental health problems amongst women and young people living with HIV. Other pertaining issues faced by us during the service delivery include poor ART adherence in absence of proper counseling resulting in loss to follow up, lack of adequate socio-economic programs for women living with HIV, lesser programs from children and young people living with HIV.

We also have equally achieved numerous gains amidst the challenges such as consistent follow up with loss to follow up, increased awareness on viral load, increased number of women enrolled in the health insurance scheme, enabling platforms for children and young people living with HIV, emergency support and continued services during crisis and increased testing to key populations, in particular migrants.

***What we aspire to do and achieve***

* 1. Integrated HIV programs linked with other health services such as primary health care, dots (TB), sexually transmitted infections (STI), mental health, malaria and other emerging diseases:

We aim to expand our own service delivery scope by integrating the possible services outlined above while we will forge robust referral systems to other services until such integrated services are fully realized. We will launch advocacy with the provincial governments for integrated services in different selected hospitals. If we can manage funding, we will pilot such integrated services as the service delivery model in the district and province.

* 1. Prevention treatment and Care for people and women living with HIV:

As mentioned above AIDS is far from ending and we will continue our services of prevention, treatment and care for people and women living with HIV. We will apply more effective and efficient testing kits, employ enhanced peer-outreach approach and fulfill the remaining gaps in PMTCT services. In particular we will include sexual reproductive health and rights in our services and approaches to provide services to adolescents, young boys and girls.

* 1. Quality life of people and women living with HIV:

We aim to improve the quality of life of people and women living with HIV beyond health by designing livelihood support, such as skill-building and employment generation programs, to improve their socio-economic situations. We will ensure that CSWF will remain as the support system for these women where they can be assured with different mitigation strategies and support for their problem, issues beyond HIV.

* 1. Children and young people affected and living with HIV:

We will accelerate our efforts to provide more enabling programs for children and young people affected and living with HIV; beyond cash-transfer programs. They will be consulted to design the programs to ensure that they are children and youth friendly; and will assure fertile platform for them to groom and eventually take the leadership for change.

***Key indicators to measure the success[[11]](#footnote-11)***

* 1. Number of integrated health facilities in the district and province; number of people and women living with HIV who have received the integrated services when accessing HIV services; increased diagnosis and availability of mental health services and support
  2. Number of testing and positive yield; coverage of prevention interventions; coverage of PMTCT services for pregnant women; increased SRHR services included in the CSWF HIV service delivery
  3. Number of people and women living with HIV supported with livelihood support; Increased socio-economic status of people and women living with HIV; number of employments generated for and enterprise run by people and women living with HIV
  4. Number of children and young people affected and living with HIV enrolled in the programs or supported with higher education or linked to livelihood support

**Priority 2: Programmatic and policy advocacy for accessible, affordable and HIV services in particular government funding allocation for HIV services.**

***Context: Data, strengths, challenges and opportunities***

The HIV services in Nepal are majorly funded by the external donors such as the Global Fund and PEPFAR/USAID in particular; and these fundings have been instrumental to strengthen the services. The ART coverage is around 82% where women living with HIV have higher coverage than national average of 85%. 94% of people know their HIV status and 80% have viral load suppressions[[12]](#footnote-12). However, these funding are decreasing in every funding cycle due to various reasons such as decreasing HIV epidemic in Nepal and changing donor priorities. Importantly Nepal will be transitioning from least developed nation (LDC) by 2026 and this will result in more decreased funding from the external donors.[[13]](#footnote-13)

However, the domestic funding on HIV in Nepal is minimal. Of the total budgeted USD 22.7 million for HIV in fiscal year 2019- 20, 16.6 million (73%) is donor funded with the remaining 6.1 million (27%) coming from the national HIV budget (including federal and subnational funding). Out of total 2.7 NRs million domestic budget; only around 1.2 million was transferred at provincial and local level[[14]](#footnote-14). There are no such commitments or tangible actions from the government to increase the domestic funding on HIV. The national health insurance scheme has waived premium for people living with HIV to enroll the scheme however the benefit package does not include comprehensive HIV services.

As such there could be a funding crisis situation for HIV prevention, treatment and care in near future with diminishing external funding and lack of government ownership over HIV services.

***What we aspire to do and achieve***

* 1. Strategic advocacy and lobby to influence the government to increase their funding and services on HIV prevention, treatment and care:

We aim to increase government funding on HIV. We will forge budget advocacy at provincial and district level; while contribute to the national advocacy as well. The federalism offers opportunity for us to launch this advocacy at provincial level independently; for which we will collect evidence, develop strategies, create allies and launch the advocacy with aims to increase government funding on HIV services. In particular we will advocate for the accessible, affordable and HIV services free from stigma and discrimination in different public facilities.

* 1. Advocacy to include comprehensive HIV services in the national health insurance benefit package:

We will strategize evidence based advocacy to include more HIV services in the national health insurance package so as to reduce the out-of-pocket health expenditures of people living with HIV. We will design relevant studies to collect robust evidence and way forward.

* 1. Donor advocacy:

We will ally with the national organizations to forge national and international advocacy to influence the donors not to stop funding until the government is fully committed to take over the programs. The key targeted funding donors include the Global Fund, PEPFAR/USAID amongst many others such as AHF including the UN agencies.

***Key indicators to measure the success***

2.1 Increased funding allocation from the district, provincial and national government on HIV services;

2.2 National health insurance accommodate comprehensive HIV services and utilized by the people living with HIV.

2.3 The Global Fund and PEPFAR, including other funding agencies continue their funding without massive decrease in their funding level

**Priority 3: Women, young people and girl’s empowerment initiatives to develop their leadership to community and policy actions for gender equity and economic justice**

***Context: Data, strengths, challenges and opportunities***

Out of total population in Chitwan 51.1% of them are women, and the youth population is bulging. The young populations from 15-19 (5.1% male and 4.7% female) and 20-24 (5.2% female and 4.6% male) years old are highest for both male and female amongst all other age-category[[15]](#footnote-15). The literacy rate amongst women stands as below as 68% in Ichchha Kamana Gaunpalika compared to at least 79% in the same Gaunpalika. The male literacy rate is higher in all municipalities of Chitwan[[16]](#footnote-16). Similarly, the national labor force participation rate amongst female is 28.7% compared to 53.9% for male in 2023, and only 10% female owned business as compared to 90% male in 2020[[17]](#footnote-17).

All these data simply underscore the need for economic justice for women, additional space, opportunity for women and young people, especially young girls, for their equitable participation and enhance their quality of life. In particular, the roots of patriarchy is still deep and wide spread resulting in numerous structural and cultural barriers pertaining to women’s freedom and independence. We have been providing such platforms interms of leadership training to utilize local resources, livelihood skills to start up their own business and ability to voice for their own rights. There is no time for complacency as without consistent advocacy and campaigns, the patriarchy gets only stronger and will lay down further barriers to women and girls.

***What we aspire to do and achieve***

* 1. Women, girls and young people empowerment program:

We aim to build the confidence and leadership of women, girls and young people; and we will organize leadership training followed up with tangible work-plans and opportunities to develop the leadership and other inter-personnel skills. These skills are crucial to navigate through different problems such as intimate partner violence, voice out their concerns in confidence and able to make decisions about their own life. In particular we will mobilize these leaders to identify and register the violence cases against women in concerned authorities. They will act as the whistle blower in the community on gender-based violence.

* 1. Women’s and girl’s engagement in local resources and decision-making spaces:

We aim to increase the women and girl’s engagement in various spaces such as labor force, education and decision- making positions at public and private sphere. We will achieve this through empowerment, advocacy and policy actions.

* 1. Economic empowerment of women and girls:

We aim for increased independent and economically sustainable women in the community. We will achieve this by strategizing various programs to empower the women economically through skills building, seed money for capital investment, linkage to the credit, mitigation from potential economic crisis and facilitate access to the market.

***Key indicators to measure the success***

3.1 Number of women, girls and young people capacitated with leadership training and retained as the leaders; increased number of gender-based violence exposed and justice provided to the survivors.

3.2 Increased number of girls completing their schools, colleges and universities; increased number of women in the labor force; increased number of women in the public positions and private sector.

3.3. Increased number of women starting up their own business and sustaining it to gain the economic independence.

**Priority 4: Policy and legal advocacy to ensure enabling and safer spaces for women and girls**

***Context: Data, strengths, challenges and opportunities***

The national proportion of women ages 15-49 facing any form of sexual violence is 6.9% and intimate partner violence is 27%.[[18]](#footnote-18) The Chitwan specific study stated that prevalence of sexual violence was 41.9% and 40.65% of them facing sexual violence were less than 14 years old.[[19]](#footnote-19) WOREC report stated that 65% of women in Nepal experience domestic violence in 2021 and 29% women experienced physical violence[[20]](#footnote-20). All these data portray and state that women and girls are not safe in the family and community thus highly prompt for the enabling and safer space for women and girls safeguarded by policy and laws.

***What we aspire to do and achieve***

* 1. Create Friendly space for women and girls:

We aim to create women and girls’ friendly space through community actions in different public spaces such as public vehicles, markets, shopping centers etc. We will do this through mass orientations with messages, education materials, dialogues and mobilize peer-educators and volunteers.

* 1. Policy advocacy for women friendly space and gender responsive public services:

Creating a women friendly space requires holistic approach. In addition to 4.1, we need policy and law to mitigate un-ethnical and violent behaviors, institutionalize gender responsive public services and importantly have legal procedures to file complain against any harassment or violence towards women. We will launch strategic advocacy to induce policy and laws for women friendly space; and have effective implementation mechanism.

* 1. Men’s engagement to promote women’s right:

We aim to strategically engage men and boys as allies in fight to protect and promote women’s right. We will create champions of men and boys sensitized and trained in the gender equality and employee them as the ambassadors of women’s rights.

* 1. Protect and promote women working in the informal sector:

We have seen increased number of women working in the informal sector and they are highly prone to violence, harassment, unequal payment etc. So, we aim to develop mechanism to capacitate these women to be aware of their rights and policy advocacy to have specific policies and laws to protect their rights. We will hold consultations with these women to identify their actual needs and formulate strategies involving them.

* 1. Ally with national and international advocacy:

We aim to bring our first-hand experience working at the community to the national and international forums. We will get affiliated with the national and international organizations/networks working on the women rights; and contribute to their advocacy. We understand that national laws and frameworks are often guided by the international processes and influencing such process would be one step ahead for the advocacy.

***Key indicators to measure the success***

4.1 Number of campaigns to create friendly space for women and girls; number of public spaces identified or declared as the friendly space for women and girls

4.2 Number of policies and laws catering the friendly public space for women and girls

4.3 Number of men and boys engaged in fight to protect women’s rights

4.4 Number of women from the informal sector identified and provided with the support; number of policies or laws catering the need and protect the rights of women in the informal sector

4.5 Number of CSWF representations in the national and international discourse on women rights

**Priority 5: Mainstream climate change and justice as the priority agenda at provincial and national level; and establish its connections with the women and the community vulnerable to climate change**

***Context: Data, strengths, challenges and opportunities***

Nepal is highly vulnerable to climate change impacts and recent studies by the Asian Development Bank suggested Nepal faces losing 2.2% of annual GDP due to climate change by 2050[[21]](#footnote-21). An increase in soil erosion, landslides, flash floods, and droughts has been reported in recent years across the country, with increased intensity and impact on the lives and livelihoods of the Nepalese. However, the effective response mechanism and strategies to address the climate calamities are missing at the national and local level

A report launched at COP28 by UN Women suggests that by 2050 climate change may push up to 158 million more women and girls into poverty, and cause 232 million to face food insecurity[[22]](#footnote-22). Women in developing countries are intrinsically linked to the nature in-terms of agriculture, fetch grass and wood from jungle, drinking water etc thus they are hit hard by the climate change. The study conducted in Chitwan found that women's empowerment has a significant positive impact on households' adaptive capacity in the Chepang communities to climate change[[23]](#footnote-23). Political and psychological components of women’s empowerment were particularly important in explaining the adaptive capacity of the households.

***What we aspire to do and achieve***

* 1. Sensitize and establish the connection between climate change and women:

We aim to bring in discourse to sensitize every concerned stakeholder and community on the integral linkage between climate change and women. We will develop briefings, position papers specific to Chitwan or the province with evidence on impact of climate change on women; and hold of series of dialogues, meetings to sensitize the community and stakeholders.

* 1. Climate change adaptative capacity amongst women:

We aim to create women resilient to climate change impact thus create a resilient community. We will develop tools and techniques to capacitate the women to adapt the climate change such as eco-friendly agricultures, seed money bank to support the relief or mitigation strategy, awareness on climate change and other strategies as they evolve.

***Key indicators to measure the success***

5.1 Number of stakeholders, community leaders and members sensitize on the climate change impact; number of women leaders champions on climate change; number of publications on climate and women

5.2 Number of climate change adaptive techniques and strategies identified and implemented; number of women leaders champions with knowledge on adaptive techniques

**Priority 6: Enhance the credibility of the organization strengthening internal procedures grounded on equity, diversity and human rights.**

***Context: Data, strengths, challenges and opportunities***

We have been working in Chitwan providing services and protecting-promoting the rights of people and women living with since 2006. Since then, we have expanded our portfolios to women in general to fight gender-based violence, structural inequalities and by 2022 we included climate change as another crucial issues directly impacting women. We have thrived through difficulties. We have broken barriers for women collectively, we have fought back inequalities, prejudices against women and have established ourselves as the formidable women led organizations. Equally we have strived for the organizational policy and practices grounded on justice, feminism and offered enabling working environment for the staff members. There are always room for improvement and with consistent efforts and evolution we aim to further strengthen organizational systems and practices to make it more robust. We aim to build organization guided by sciences and evidence.

***What we aspire to do and achieve***

* 1. District level data hub:

We will create a robust community-led data hub platform where we will compile, collate and analyse the existing data of the district on HIV, women rights, climate change and make it accessible for the community members, activists, academician and others who will be benefitted. We aspire to develop CSWF as the center of excellence in additions to the service providers and activism.

* 1. Organizational monitoring and risk management culture:

We aim to develop effective organizational monitoring system and cultures so we have data on tips of our finger. We will create monitoring templates, mechanism and also capacitate the staffs to master over them and utilize them consistently on the program design and decision-making process. Similarly, we will develop a risk management plan and guidance to proactively identify the risks that can pose threat to the organization and strategic plan implementation.

* 1. Emergency crisis response mechanism:

We have been responding to diverse emergency situation such as COVID-19, earthquakes, floods etc and we aim to institutionalize this response system by having dedicated resources, tools and human resources. We will develop a separate plan to formalize this response mechanism; and this plan will be climate action plan too.

* 1. Update organizational policies and guidelines

The organization need to adapt to the new changes in the external environment (changing context, national policies etc) and importantly to ensure safer and enabling work-place for all the people involved. CSWF has been doing so by updating and standardizing its organizational plans and policies; and we will continue doing so. We will review the existing policies and update it with the new plans, clauses or add up new policies as needed. We will ensure that safeguarding policies on sexual and work-place harassment, human rights violations of the staffs are regularly updated and implemented to its fullest.

***Key indicators to measure the success***

6.1 One district level data hub with updated data on various indicators pertaining to HIV services, women rights violations, climate change and others as necessary; dedicated human resource within CSWF to manage such data hub

6.2 Number of monitoring templates developed; number of mechanisms formulated to formalize the monitoring culture

6.3 Number of plans and polices including resource to mitigate the crisis situation; number of women, households supported during the crisis situation

1. **Monitoring and evaluation of the strategic plan**

We will monitor and evaluate the progress of the strategic plan through the following processes.

6.1 Annual work-plan and report:

This will be the key monitoring tool to measure the progress on the strategic plan. We will develop annual work plan to achieve the strategic priorities of the strategic plan; and will analyse and produce our annual report based on the strategic plan priorities to directly measure the indicators. While doing so, we will compile, collate the project level and other organization wide activities and analyse within the strategic plan priorities framework.

The annual plan will be prepared by the dedicated staff member’s and it will be approved by the board members.

6.2 Program and project design

We will design and develop the programs and projects guided by the priorities of the strategic plan so as to mobilize resources to implement the strategic plan.

6.3 Monitoring by governing bodies

We prepare and present the organizational progress in the board meetings; and we will pro-actively frame our progress aligned with the priorities of the strategic plan during the board meetings.

6.4 Independent evaluations

We will aim for independent mid and end-term evaluations of the strategic plan depending on the availability of technical expertise and resources to conduct such evaluations.

1. **Resource and partnerships to implement the strategic plan**

We will project the resource required annually through the costed annual plan. In the beginning of each year the senior management will convene this costing with additional technical support, as required. The annual cost plan will lay out the required tentative budget for the annual plan that includes programs, human resource, technical assistance, organizational development etc; followed by calculations of what is covered by the existing funding stream and the funding gaps for the year.

We will pursue diverse funding agencies such as external donors, governments, private sectors, crowd-funding, individual donors and so on to raise the required funding to implement the plan. Each year, we will map out these donors and will outreach them for the partnership and funding.

The strategic plan process has identified the key stakeholders for each strategic priority who will be instrumental in successful implementation of the plan. In general, the key government stakeholders include District Public Health Office (DPHO), hospitals, local health facilities, National Center for AIDS and STI Control, local governance bodies such as Gaunpalikas, Municipalities and Health Insurance Board district and provincial coordination body. The technical partners include UN agencies (in particular UNAIDS, UN Women, UNFPA and UNICEF) and academic institutions such as universities and their departments on public health, development studies, social work etc. The funding agencies are not limited to donor agencies such as the Global Fund, AHF, INGOs (Action Aid, Save the Children, FHI360 etc). The advocacy and supporting partners include national networks of people living with HIV (NFWLHA, NAP+N), national women organizations and networks, national climate action organizations, working groups and other as relevant. We will regularly map out these above-mentioned stakeholders and analyse the partnership with them for stronger collaborations and identify new opportunities.

1. Nepal Government- Ministry of Health. National HIV Strategic Plan 2021-2026 https://ncasc.gov.np/publications/253 [↑](#footnote-ref-1)
2. NCASC 2023, National HIV Factsheet 2023 https://www.ncasc.gov.np/information/93 [↑](#footnote-ref-2)
3. UNAIDS- Ending Equalities. End AIDS- Global AIDS Strategy 2021-2026 https://www.unaids.org/en/Global-AIDS-Strategy-2021-2026 [↑](#footnote-ref-3)
4. Global Fund to Fight AIDS, TB and Malaria; Global Fund Strategy (2023-2028) https://www.theglobalfund.org/en/strategy/development-of-the-global-fund-strategy-2023-2028/ [↑](#footnote-ref-4)
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