

**COMMUNITY ACTION CENTRE NEPAL  
(CAC-NEPAL)**

**STRATEGIC PLAN  
2006 – 2010**

## Introduction

### **Community Action Centre Nepal (CAC-Nepal)**

In spite of sustained efforts from concerned government organizations, INGOs and NGOs, the problems of trafficking in women and children, violence against women in the community, the number of female sex workers, the spread of HIV/AIDS and children involved in exploitation are increasing day by day. Therefore, realizing the need for additional efforts to overcome the problems of Nepalese women and children, Community Action Centre-Nepal (CAC-Nepal), a non-profit, non-governmental social organization, was established in April 1993 by a group of intellectuals, social workers and people experienced in community development work. CAC-Nepal's basic principle is based on the conviction that the paramount need is to develop in the people the spirit of working together in partnership to promote sustainable development with special emphasis on women and children.

CAC-Nepal believes that there is an urgent need to protect women and children from all forms of exploitation and gender and caste discrimination and to enable them to develop and participate in their community. However, the problems of women and children in Nepal are interrelated and despite sustained efforts for eliminating all forms of discriminatory practices against them, they still face numerous problems. Just over half of the women in Nepal are literate, and so many have limited opportunities to get involved in gainful employment. Many experience social, cultural and economic constraints and therefore have restricted contact to the wider world around them. Thus they have little access to relevant medical, economic and educational information and services. The culture of women as second class citizens is still pervasive in Nepal society and the discriminatory practices that exist under this belief adversely affect every sphere of the women's lives. Nepal is one of the few countries where men live longer than women, the average age for men being 56 years and 53 years for women, more boys than girls receive an education and the maternal mortality rate is one of the highest in the world. It is also frequently cited by organisations working with women, that an increasing number of them are being victims of domestic violence, sexual exploitation, and trafficking.

Children too face many problems in Nepal. A recent study of Child Labour in Nepal (CREHPA 2006) provides hard evidence to support the assertion ever-increasing numbers of young children in Nepal have to prematurely leave school in order to support their families. Some are even being forced to, for one reason or another, abandon their communities in search of work. Many then suffer abuse and exploitation at the hands of their employers. They are employed in exchange for food and accommodation. Many have little or no contact with their families and few have the opportunity for schooling. It has been noted by CREHPA that only 44% of street children interviewed by them turned to an NGO in times of difficulty. In this respect, CAC-Nepal through its outreach work has been able to access many children in their work places and offer them schooling in the form of Non-Formal Education Classes. In schools across Kathmandu, they recently completed a 9 month NFE class for such children ranging in age from 7 - 16. Fifty of these children went on to be admitted to several formal schools in Bhaktapur with their uniforms and stationary being supplied by CAC-Nepal.

The main focus of CAC-Nepal is on running programmes of economic, social and political empowerment and skill development for women and children. At present, on completion and approval of our strategic plan for the next 5 years, we hope to expand and consolidate our efforts in not only reaching more women and children but continuing to positively affect their communities to work together for the better of all. For CAC-Nepal, empowerment and development of the community is the key to tackling problems of women and children. This can be ensured through an effective implementation and strengthening of our 5 year strategic plan

### **REVISION OF CAC-NEPAL'S VISION, MISSION, GOAL AND OBJECTIVES**

During the Strategic Planning Workshop that we held in June 2006, participants discussed CAC-Nepal's current Vision, Mission, Goals and Objectives. Each one was evaluated and it was decided that changes were required. These are our new statements;

#### **VISION**

Discrimination towards every member of society is eradicated through education so that everyone may live in a peaceful and equal society

#### **MISSION**

Empowerment and development of the community to tackle problems of women and children. This can be ensured through an effective implementation and strengthening of support service systems. CAC-Nepal works through formal and informal partnerships with communities, local organizations, local and national governments, and the private sector.

#### **GOAL**

By empowering women and children in the community we aim to focus on gender equality in order to make them independent and self reliant

#### **OBJECTIVES**

- Empowering women and children within their communities.
- Taking action against the trafficking of women & children in Nepal
- Taking action against the domestic violence experienced by women & children in Nepal and advocating on their behalf.
- Taking action against HIV/AIDS & the sexual exploitation of women & children
- Implementing programmes for high-risk child labourers & child migrants
- Developing the sustainability of the organization by coordinating with different regional, national and international donors.
- Conducting research work related to the issues of women and children.

## CAC NEPALS MAJOR PROGRAMME AREAS

CAC-Nepal is focused on three major programme areas:

- 1. HIV/AIDS prevention, care and support among children and women**  
Currently, this programme is being implemented mainly through behavioral change communication among female sex workers (FSWs) and other vulnerable girls and women in the Kathmandu Valley of Nepal
- 2. Children and women rights advocacy**  
Together with local and regional networks, CAC-Nepal is involved in advocacy for the rights of women and children. CAC-Nepal is also implementing a project in Bhaktapur district to reduce child labour and sexual exploitation through provision of educational opportunities to vulnerable children.
- 3. Action against trafficking in persons**  
Trafficking is one of the biggest problems faced by the poor women and children of Nepal; therefore CAC-Nepal has taken initiative to mobilized and coordinate efforts by local, regional and regional initiatives to raise awareness of the problem and advocate for the formulation and effective implementation of policies that protect women and children at the risk of trafficking.

### **PROGRAMME 1: HIV/AIDS PREVENTION, CARE AND SUPPORT AMONG CHILDREN AND WOMEN**

Under this programme, CAC-Nepal is implementing a behavioral communication project among female sex workers (FSWs) owing to the fact that commercial sex activities with high exposure to HIV infection are on the rise in and around the area of Bhaktapur municipality. This project has been implemented since October 2002 with financial and technical support from Family Health International/Nepal (FHI/Nepal).

### **PROGRAMME TWO: CHILDREN AND WOMEN RIGHTS ADVOCACY**

The CIRCLE Project carried out and completed with supported from Winrock International. The programme focused on reducing child labor, including sexual exploitation through education. This was carried out by promoting community initiatives that could reduce the risk of children getting involved in child labor at the cost of their education.

### **PROGRAMME THREE: ACTION AGAINST TRAFFICKING IN PERSONS**

CAC-Nepal has taken initiative to mobilized and coordinate efforts by local, regional and national initiatives to raise awareness of the problem and advocate for the formulation and effective implementation of policies that protect women and children at the risk of trafficking.

### **Organizational Affiliation**

Presently, CAC-Nepal is affiliated with the following network organizations:

1. National NGOs Network Group Against AIDS Prevention (NANGAN)
2. Beyond Beijing Committee (BBC)
3. Safe Motherhood Network (SMN)
4. ATSEC Member
5. Coalition Against Trafficking of Women (CATW) – Asia Pacific.
6. The Global Alliance Against Trafficking in Women (GAATW) – Asia Pacific.
7. SAARC Member
8. DACC Member (District Aids Co-ordination Committee)
9. VSO Partner
10. RHCC

### **Sources of Funding**

1. Membership fees from CAC members.
2. Contributions from different institutions and individuals.
3. FHI
4. Winrock International (up to April 2006)
5. VSO Nepal (Technical and Training Fund support)

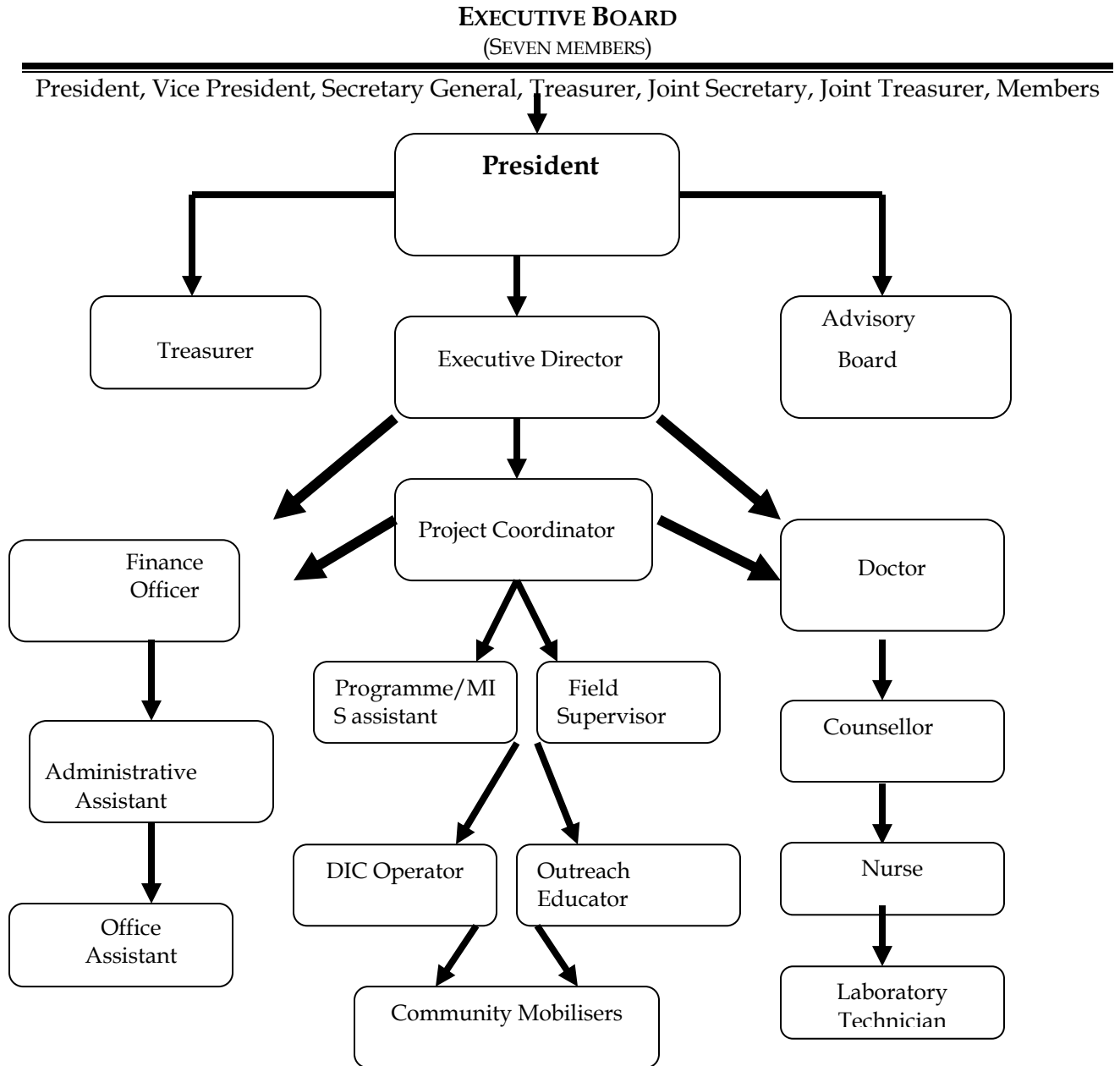
### **Operational Procedures of CAC-Nepal**

There is a seven member Central Executive Committee elected by the General Body consisting of members of CAC-Nepal in order to execute the programs. There is a four-member Advisory Committee with expertise in legal affairs, foreign affairs, research and public relations. There are sub-committees for different activities. There are Users' Groups for different projects constituted from among the beneficiary groups for plant implementation, and monitoring as well as equitable distribution of the results of the projects.

### **Office, Logistics and Staff**

CAC-Nepal's main office is located in Kathmandu. There are four staff and one VSO Management Advisor working in this office and they are supported by an office assistant. CAC-Nepal also runs two Drop-in-Centres located in Bhaktapur and Kathmandu (covering Lalitpur and Patan). Thirty four staff work between these two locations including a medical team who operate an STI clinic and a counsellor who runs a VCT clinic in Bhaktapur.

## Organizational Chart of CAC - Nepal



## Strategic Planning Overview

CAC Nepal held a 3 day Strategic Planning workshop from June 22<sup>nd</sup> to June 24<sup>th</sup> 2006. The focus of the workshop was to involve beneficiaries, staff and board members in the planning, designing and implementation of a 5 year strategic plan for CAC Nepal's development from 2006 to 2010.

Prior to the participants attending the workshop, CAC-Nepal did the following 3 steps:

1. Carried out a SWOT analysis with all stakeholders. These included, staff, beneficiaries and donors and the results are given in a Stakeholders analysis matrix. This document together with the workshop became the basis to formulate appropriate strategies for CAC- Nepal. The results of the assessment enabled CAC-Nepal to set realistic objectives for the next 5 years as well as utilize the existing opportunities and reduce both internal and external threats.
2. They staff had also attended a 1 day orientation workshop on Strategic Planning run by the previous VSO volunteer working with CAC-Nepal.
3. Those attending the workshop received a 3 page document outlining what would be involved in the three days. This document gave a brief overview of Strategic Planning, the current Vision, Mission, Goal and Objectives as well as questions to consider before attending the workshop. Participants were asked to consider the changes they would like to make regarding the Vision, Mission, Goal and Objectives

Over the 3 days of the workshop, beneficiaries, staff and board members of CAC Nepal were invited to attend as our aim was to make the workshop as participatory as possible and involve as many stakeholders as we could accommodate. In doing so, it allowed stakeholders from all areas to get actively involved with the process of planning. The workshop welcomed 24 people in total over the course of the three days and there were three facilitators who ran various sessions.

## STRATEGIC PLANNING WORKSHOP

### SWOT ANALYSIS RESULTS

➤ **STRENGTHS**

- S1 Effective local networking
- S2 Good coordination and communication
- S3 Good networking with other organization
- S4 Coordination with other organization
- S5 Capable leadership
- S6 Conducted leadership development training
- S7 Active participation of board members
- S8 Priority on Gender Equity Program
- S9 Unity among staff, capable of group work and has an active management team
- S10 Recognition at national level in short period of time
- S11 Good public relation and strong relation in institutional development
- S12 Effective program for female sex workers in Bhaktapur
- S13 DIC operation
- S14 Availability of STI and VCT services
- S15 First organization to run the program for female sex workers in Bhaktapur
- S16 Program with VSO for institutional development
- S17 Popular for its work on women and children issues
- S18 Formation and mobilization of Nari Milan Samuha group
- S19 Good relation with donors and donors trust CAC-Nepal

➤ **WEAKNESSES**

- W1 Lack of long term planning
- W2 Opportunity are not grabbed by the organization
- W3 Inactive participation of Founder members
- W4 Limited working areas only concentrated in Bhaktapur district
- W5 Program are focused on rural areas only
- W6 No internal resources
- W7 Limited donors
- W8 Dependency with donors
- W9 Weak in building relationship with government organizations
- W10 Lack of capable staffs and lack of necessary materials
- W11 Lack of managing skill building training for staffs
- W12 Lack of identification of necessary things for the target groups
- W13 Only concentrated in women and children issues
- W14 Lack of monitoring and evaluation
- W15 Programs are only for short period
- W16 HIV/AIDS program is only limited in BCC program
- W17 Projects are not mobilized on the existing time
- W18 No continuity on social marketing of condom, HIV/AIDS and STI check up
- W19 Lack of income resources for sustainable of the organization
- W20 No mobilization of internal resources

➤ **OPPORTUNITIES**

- O1 Expansion of working area in Kathmandu, Lalitpur, Kavre, Nuwakot and other districts
- O2 Opportunity for organizing for STI and VCT camps
- O3 Conduct programs for other groups like migrant workers, client of sex worker
- O5 Program for child labor and those people who are sexually harass
- O6 Establishment of HIV care and support center
- O7 Opportunity to work in regional level
- O8 New program could be launched according to current situation of the country
- O9 Participation in international conferences, workshops
- O10 Active participation of target groups
- O11 Preparation of effective strategic planning

➤ **THREATS**

- T1 Lack of organizing capable staffs and other human resources
- T2 Due to current situation of the country, it is difficult to expand program in other district
- T3 Projects are for short period
- T4 Less participation in local programs organized by local community
- T5 There is not support from security personnel from time to time
- T6 Due to limit project, there is no continuity of the staff
- T7 Difficulty in conducting program due to internal resources of the organization
- T8 New leadership should be developed in future
- T9 Competitive market
- T10 No support from Pro public and civil society

## STRATEGIC OUTCOMES

Based on our priority areas, the following 5 main strategies were developed from the results of the SWOT analysis. From these strategies, programmes and activities were developed to assist CAC-Nepal in developing its goal.

### 5 MAIN STRATEGIC AREAS

Strategy 1	Funding and Sustainability
Strategy 2	Networking (regional, national, international)
Strategy 3	Expansion of the HIV/AIDS awareness Programme Area
Strategy 4	Staff Development
Strategy 5	Empowerment of the Target Group

## 1. FUNDRAISING AND SUSTAINABILITY

*Establishing trust and making long term plans for sustainability of our organisation*

FOCUS	ACTIVITY	FUNDING	TIME FRAME	RESPONSIBILITY
Develop and enhance links with new and existing donors.	Co-ordinate with different donors to provide support for various HIV/AIDS programmes	CAC-Nepal Will be approaching various donors.	On-going	CAC Management Team
Capital Fund	<ul style="list-style-type: none"> <li>➤ To retain no more than 10% of total budget for Long Term Trust</li> </ul>	CAC-Nepal	Ongoing	Finance Officer
Local networking and development	<ul style="list-style-type: none"> <li>➤ Mobilise local community resources</li> </ul>	CAC-Nepal	On-going	CAC Team
Generate self funding from DIC activities	<ul style="list-style-type: none"> <li>➤ Setup child care centre for working women</li> </ul>	CAC-Nepal	2010	CAC Team
	<ul style="list-style-type: none"> <li>➤ Sell toiletries/ cosmetics to Target Group</li> </ul>			
Secure long term funding	<ul style="list-style-type: none"> <li>➤ Secure long term donors</li> </ul>	CAC-Nepal VSO Donor	On-going	CAC Team
	<ul style="list-style-type: none"> <li>➤ Long Term Strategic Planning</li> </ul>			
	<ul style="list-style-type: none"> <li>➤ Staff Training and Support</li> </ul>			

## 2. NETWORKING

*Connecting with others, developing together*

FOCUS	ACTIVITY	FUNDING	TIME FRAME	RESPONSIBILITY
Coordinate with regional national and international organizations to create a positive and cohesive approach towards HIV and AIDS in Nepal	<ul style="list-style-type: none"> <li>➤ Develop links with NCASC</li> <li>DACC</li> <li>NFCC</li> <li>CSR</li> <li>ATSEC</li> <li>Vocational Training Centre</li> </ul>	CAC-Nepal Donor	June 2008	CAC Management Team
Continuous partnership program with VSO Nepal	<ul style="list-style-type: none"> <li>➤ Management and Technical Advisor</li> <li>Volunteer</li> <li>➤ IT Volunteer</li> </ul>	CAC - Nepal	On-going	CAC Management Team

### 3. EXPANSION OF THE PROGRAM AREA

*Reaching more beneficiaries through our Integrated Health Service*

FOCUS	ACTIVITY	FUNDING	TIME FRAME	RESPONSIBILITY
Expansion of I.H.S program to 4 districts	<ul style="list-style-type: none"> <li>➤ Kathmandu</li> <li>➤ Lalitpur</li> <li>➤ Nuwakot</li> <li>➤ Kavre</li> </ul>	<p>CAC - Nepal/FHI</p> <p>Donor to be sourced</p>	<p>2006</p> <p>2010</p>	CAC Team
	<ul style="list-style-type: none"> <li>➤ Establish contact office in all 4 areas</li> </ul>	CAC - Nepal	2010	CAC Team
Awareness Raising	<ul style="list-style-type: none"> <li>➤ Mobilizing local groups (Nari Milan Samuha) to do the following:                             <ul style="list-style-type: none"> <li>➤ I.H.S Program</li> <li>➤ HIV and AIDS awareness programme</li> <li>➤ IEC Distribution</li> <li>➤ Theatre for Development</li> </ul> </li> </ul>	CAC - Nepal	On-going	CAC-team NMS
	<p>CAC awareness:</p> <ul style="list-style-type: none"> <li>➤ Website</li> <li>➤ New promotional materials</li> </ul>	CAC-Nepal	February 2007	CAC Team

## 4. STAFF DEVELOPMENT

*Strengthening and building the capacity of our staff*

FOCUS	ACTIVITY	FUNDING	TIME FRAME	RESPONSIBILITY
<b>Staff Training and empowerment</b>	<ul style="list-style-type: none"> <li>➤ Gender Training</li> <li>➤ HIV and AIDS sensitisation</li> <li>➤ Leadership Training</li> <li>➤ Refresher Training</li> <li>➤ Management Training</li> <li>➤ Report Writing Training</li> <li>➤ Theatre for Development Training</li> <li>➤ IT Training</li> </ul>	CAC- Nepal VSO Donor	December 2007	CAC Management Team
<b>Increased involvement of all staff in activities and decisions</b>	<ul style="list-style-type: none"> <li>➤ Regular meetings and updates.</li> <li>➤ Ensuring participatory Management Approach</li> <li>➤ Improved Board involvement</li> </ul>	CAC - Nepal	November 2006	CAC-Team
<b>Exposure visits to other organizations</b>	<ul style="list-style-type: none"> <li>➤ GWP</li> <li>➤ World Vision</li> <li>➤ AMDA</li> </ul>	CAC- Nepal	On-going	CAC Team
<b>Provide more facilities for staff</b>	<ul style="list-style-type: none"> <li>➤ Office equipment to be provided as deemed necessary</li> </ul>	CAC-Nepal	On-going	CAC Management Team

## 5. EMPOWERMENT OF THE TARGET GROUP

*To assist the target groups in becoming economically and socially self sustained.*

FOCUS	ACTIVITY	FUNDING	TIME FRAME	RESPONSIBILITY
Information workshops	<ul style="list-style-type: none"> <li>➤ Interaction meetings and forum theatre to inform FSW's of HIV and AIDS</li> </ul>	CAC -Nepal	January 2007	CAC Team
CAC to implement its own Condom Social Marketing project	<ul style="list-style-type: none"> <li>➤ Researching appropriate outlets and distribution of condoms</li> </ul>	CAC-Nepal	January 2007	DIC Operators
	<ul style="list-style-type: none"> <li>➤ Link up with condom distributors</li> </ul>			
	<ul style="list-style-type: none"> <li>➤ Market condoms to FSW's at a reduced rate</li> </ul>			
Income Generation - by the Target Group for the Target Group - savings and credit mobilization	<ul style="list-style-type: none"> <li>➤ Nari Milan Samuha to conduct income generation training for new members</li> </ul>	CAC - Nepal	December 2007	DIC Operators NMS
	<ul style="list-style-type: none"> <li>➤ Selling condoms and pregnancy test kits at reduced rate from DIC</li> </ul>			
	<ul style="list-style-type: none"> <li>➤ DIC selling various handicrafts at the centre</li> </ul>			
	<ul style="list-style-type: none"> <li>➤ Support establishment of restaurants run by target groups for target groups</li> </ul>			

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<b>Skill Building for 25 to 30 of the Target Group</b>	<ul style="list-style-type: none"> <li>➤ Bead Making</li> <li>➤ Knitting</li> <li>➤ Handicraft</li> <li>➤ Candle Making</li> <li>➤ Beauty Training</li> <li>➤ Tuk Tuk Training</li> </ul>	CAC - Nepal	December 2007	CAC Team
<b>Staff and Beneficiary Training</b>	<ul style="list-style-type: none"> <li>➤ Leadership Training Workshop</li> <li>➤ Gender Training for FSW's and Clients</li> </ul>	CAC/VSO/FHI	December 2007	CAC Team
	<ul style="list-style-type: none"> <li>➤ Informal Literacy Program 6 month literacy program for children and women from Nuwarkot and Kavre</li> </ul>	CAC Donor to be sourced	December 2007	CAC Team
<b>Trafficking and Domestic Violence</b>	<ul style="list-style-type: none"> <li>➤ Taking action against the trafficking and domestic violence against women in Nepal</li> </ul>	SAARC CAC-Nepal WACN	On-going	CAC Team
<b>Technical Support</b>	<ul style="list-style-type: none"> <li>➤ Consultancy support for Nari Milan Samuha</li> </ul>	CAC-Nepal/VSO	On-going	CAC Team

## IN CONCLUSION

The 5 main strategies outlined above form the Strategic Plan for the development of Community Action Centre Nepal over the next 5 years. This document and its details are the framework for allowing CAC-Nepal to communicate their purpose and vision for the future. This focus is on empowering the organization, staff and ultimately the community in order to reach those most vulnerable to HIV and AIDS. This can be achieved through long-term expansion and sustainability, the creation of new opportunities and the building of new relationships.

On completion, this document will be shared with all stakeholders, donors and other partner organizations. To ensure that this plan is carried out, the CAC Management Team will guarantee that we remain on this path and that all activities, to the best of our abilities will be implemented.

August 2006