5 YEARS

2023 - 2027

FWLD

Strategic Plan

FOREWORD

With excitement and hope, we show the visionary concept, **"The Years of Opportunities and Hope 2023-2027,"** meticulously crafted by the Forum for Women, Law and Development (FWLD). This strategic framework has been carefully designed to guide FWLD's efforts for the coming years, reflecting our commitment to comprehensive analysis, stakeholder engagement, and active participation.

As we embark on this strategic planning journey, we recognize the invaluable contributions of each stakeholder in shaping our path forward. Drawing on decades of wisdom, this concept builds upon lessons from the past to illuminate our way. Our resolute goal is to dismantle injustices and promote equality, creating a realm where every individual thrives. Central to this concept is the anticipation of transition a transformation that empowers communities and duty bearers alike. We envision a paradigm shift in FWLD's implementation, aligned with the evolving needs of our dynamic landscape.

In our quest for dynamism, proactivity, and transparency, we enthusiastically welcome the multifaceted participation of all stakeholders. Through direct and indirect interactions, we embrace your insights, feedback, concerns, and areas of interest, weaving them into the fabric of our strategic blueprint.

As we approach 2023, the strategic plan is poised for implementation. On behalf of FWLD, I extend profound gratitude to all who have contributed, directly and indirectly, to our journey. Your unwavering support has been our cornerstone of progress.

With boundless optimism, I eagerly anticipate your sustained engagement as we navigate the intricacies of developing a strategic plan that profoundly impacts the lives of vulnerable communities across Nepal.

Thank you.

Aryal

Sr. Advocate Geeta Aryal
Chairperson, FWLD

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WHO WE ARE

Introduction

Forum for Women, Law and Development (FWLD) is an autonomous, non-profit, non-governmental organization established on May 29, 1995 for the protection, promotion and enjoyment of women's rights, children's rights, minorities' rights and the rights of marginalized groups by a team of 7 dedicated human rights lawyers. The organization since its time of inception has been involved in filing noteworthy Public Interest Litigations (PIL's) and has been successful in criminalizing marital rape, ensuring confidentiality to victims and witnesses in cases of gender-based violence, approaching equality between sons and daughters on rights to ancestral property, in guaranteeing reproductive health rights i.e. abortion for women and many other law reforms.

FWLD is committed to providing legal aid and services to victims of gender-based violence (GBV) and domestic violence (DV). It is also an integral part of various national, regional, and international networks. Through these connections, FWLD work towards implementing international human rights instruments, reforming structures that hinder marginalized groups' access to development, and promoting networking, training, advocacy, research, legal aid, and PILs. Our collaborative efforts aim to facilitate the domestic application of International Human Rights Instruments, combat gender-based violence, promote and realize Human Rights, and ensure access to justice for all.

FWLD's mission can be achieved by constantly working to change the discriminatory laws and the discrimination embedded in society and culture. We work on creating institutions and bringing resources to promote the rights of marginalized groups, looking into the cross-cutting effects of laws, and understanding intersectionality. This can be achieved through the implementation of international human rights instruments, and by reforming the structures that deny marginalized groups' access to development. Our mission is to empower the marginalized and aid in overall development.

FWLD envisions a world where human rights are fully realized where social injustice and discrimination are eradicated, and where equality prevails.

To create and sustain a just and equitable society

OUR INTERVENTION

LEGAL IDENTITY (CITIZENSHIP/BIRTH REGISTRATION)

HUMAN TRAFFICKING AND SAFE MIGRATION

SEXUAL AND REPRODUCTIVE HEALTH RIGHTS

SOCIAL AND ECONOMIC RIGHTS

CHILD RIGHTS

SEXUAL AND GENDER BASED VIOLENCE

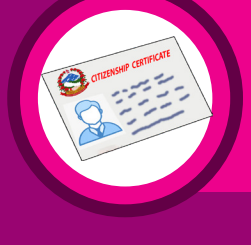
DISASTER AND CLIMATE CHANGE

SPECIAL FOCUS POPULATION

WOMEN

GENDER AND SEXUAL MINORITIES

OTHER MINORITIES



PEOPLE WITHOUT LEGAL IDENTITY DOCUMENT

FORUM FOR WOMEN, LAW AND DEVELOPMENT
1995
Working for non-discrimination and equality
FWLD

MARGINALIZED GROUPS

CHILDREN

PERSONS WITH DISABILITIES

ELDERLY PERSONS

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Situation Analysis

STRENGTH

- Energetic, enthusiastic and experienced team
- In-house legal expertise in diverse areas
- Collaboration/ Good rapport with Federal, Provincial, Local government and other stakeholders
- Administration, Finance, safeguarding, anti-terrorism and (due-diligence) policies
- Evidence-based advocacy
- Research on emerging issues
- Mobile app "Mero Adhikar"
- Presence in social media (YouTube, Facebook, TikTok)
- Strong networking and Collaboration
- Positive organization legacy

WEAKNESS

- Inadequate emergency response mechanism in the situation of human rights violation
- Insufficient monitoring of the implementation of past activities
- No provincial and district office

OPPORTUNITY

- Diverse working issues
- Increasing development of human and peoples' rights norms, which gives material and wider room for interpretation and application.
- Close cooperation with International human rights agencies, like UN agencies, providing international platform to raise emerging issues and violation of HR
- Partners' willingness to work together providing financial and technical assistance
- Smooth relationship with Local governments
- Mobilize the expertise and linkages of the Board of Directors and members

THREAT

- Politicization of the sensitive issues
- Frequent change in the Ministers (federal and provincial)
- Patriarchal mindset of policy maker.
- Poverty and illiteracy, which exacerbate the poor knowledge or lack of awareness on the legal system and laws.
- Changing Government policies and regulations on NGOs

Stakeholders Analysis

Stakeholders	Why are they referred to as stakeholders?	How should our relation be?
Policymakers	Federal, provincial and local level policymakers hold key positions in formulating laws and policies to address various issues. If they are well-oriented about the subject matter and the issues, they can effectively incorporate these concerns into the laws and policies making.	There should be smooth relationship between policymakers and the organization
Justice and Security Actors	Many legal issues and challenges intersect with matters of justice and security. By involving justice and security actors, we can adopt a more holistic approach to tackling these issues. Collaborating with justice and security actors can amplify the impact our initiatives. These actors possess resources, expertise, and authority that can help us achieve our goals more effectively.	A harmonious relationship and effective coordination must be upheld with justice and security actors.
Implementing actors	Various implementing agencies are responsible for the execution of all laws and policies. However, without their effective implementation, the purpose behind formulating these laws and policies remains unfulfilled. The ultimate aspiration is to ensure that justice is experienced by the people.	There should be proper coordination with the implementing actors.
Civil Society	Civil Societies have a significant role in raising issues of Legal support to the leadership position by transferring information as it will be difficult to make policy-level.	It is required to expand the network inclusive of brotherhood and proximity with civil societies to make positive changes, raising campaigns, accumulating mass, and gaining support from larger communities on such issues.
Private Sector	The private sector has the main role to improve the organization documentations.	Expanding relationships by making them friendly relations.
Media	Media has a significant role to transforming the information of all peoples.	Establishing friendly relations with all types of media to advocate and provide information on among the target populations.

Current status of relationships with stakeholders

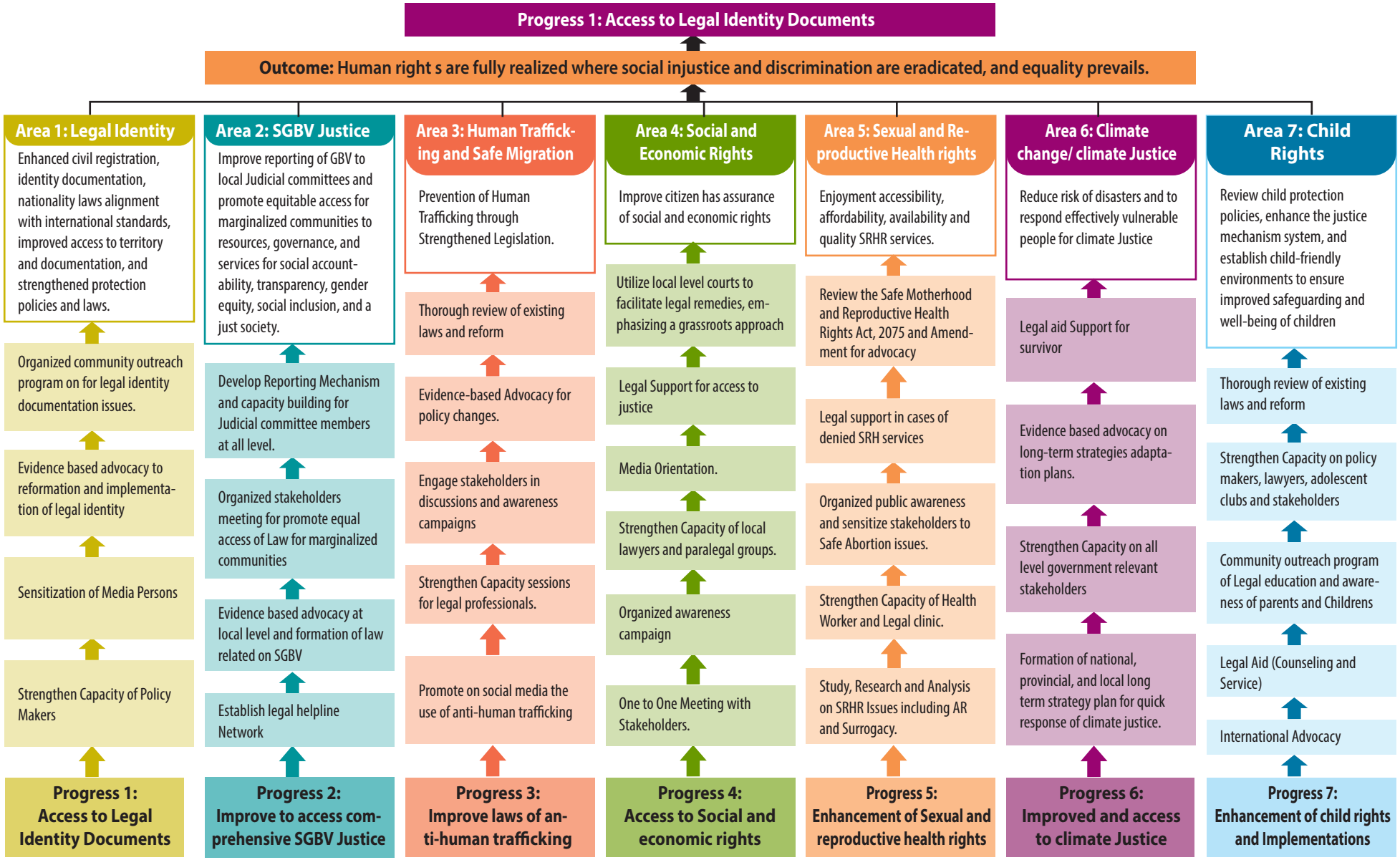
S.N	Stakeholders	Relationship status			
		Excellent	Good	Medium	No relation
A. Stakeholders who need to be nearby					
	Ministry of Women, Children and Senior Citizens	■			
	Ministry of Law, Justice and Parliamentary Affairs		■		
	Ministry of Home Affairs		■		
	Ministry of Health and Population		■		
	Ministry of Social Development (Province)	■			
	National Human Right Commission	■			
	National Woman Commission	■			
	Committees of Parliament and Parliamentarians		■		
	UN Agencies and International non-governmental organizations		■		
	CSOs working in the sector of Human Right and Access to Justice	■			
	Local government	■			
	Private sector		■		
	National and online media		■		
B. Stakeholders with intermediate-level relationships					
	Ministry of Labour, Employment and Social Security		■		
	Various subject-specific ministries of the federal and provincial government		■		
	Political parties		■		

Risk analysis and Mitigation Measures

To implement this strategic plan, mitigation measures have been prepared by analyzing the risks mentioned below.

Risk analysis	Mitigation Measures
Internal	**Internal**
• **Political instability** In past, there has been frequent change in the coalition of the political parties to form a government in federal and provincial level resulting in change of government time and again. This may continue in future too, causing difficulty in completing the activities as per the plan of action.	• If political instability occurs, there shall be change in plan of action without affecting the end result of the project.
• **Disaster and pandemic** Nepal is at risk of various kind of natural disasters such as earthquake, landslide, flood etc. It may be challenging to conduct activities during this period. Apart from it, different pandemic may occur like COVID-19 pandemic affecting the plan of action.	• In order to ensure the continuity of project during disaster and pandemic, the field activities will not be planned during monsoon. While conducting activities necessary and mandatory precautions will be followed.
• **Strategic** The absence of a sustainability approach in project activities poses a risk by potentially leading to short-term gains.	• To mitigate this risk, FWLD is committed to integrating sustainability principles into its project planning and implementation processes, ensuring that its efforts contribute not only to immediate outcomes but also to lasting positive change.
• **Safety and Security** Riots, Strikes, Bandhs	• Proper situation analysis before any field visit.
• **Federal, Provincial and Local level election** During the plan period, there will be election of all three level of government; federal, provincial and local level. The time period of election is not suitable to conduct planned activities. Further, new elected representatives will be holding place in federal, provincial and local level. Hence, it may take time to build good relation and understanding with the elected representatives.	• The project activities will be planned according to the election cycle and some transition period will be kept to build good relation and understanding with the elected representatives.
External	**External**
• **Inadequate of financial resource** The strategic plan is achieved by completing the planned activities in different areas with the financial and technical support of different agencies. In a situation where financial resource remains constraint, there may be chance not getting the expected result.	• Different strategies will be prepared and implemented to ensure smooth collaboration with partner agencies through coordination, initiatives, strategic meetings, impactful advocacy, lobby and constructive debates. Complementing the primary plan, a comprehensive technical assistance strategy will be developed and presented to the relevant authorities. This strategic approach guarantees the essential support required to facilitate the seamless execution plan.
• **Change in law** The change in the legal framework and compliance mechanism regarding non-governmental agencies and financial and technical support may result in difficulty to implement the planned activities.	• The changed legal framework and compliance mechanism will be followed strictly.

Theory of Change



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Strategic Core Area Frame-work

Five-year Strategic Planning Framework

To achieve the below Core areas, the following strategies will be adopted in the next five years.

Core area: Legal Identity

Result : Enhancement of civil registration and revised legal identity laws for attaining favorable protection environments.

Expected Outcomes	Indicators	Strategies	Probable Activities
1. Access to legal support and facilitation to persons without legal identity documentation. 2. National laws/policies to be in line with international standards. 3. Access to territory, registration and documentation Protection policy and law.	1.a Proportion of legal support through legal identity documentation received from a civil authority. 2.a Proportion National laws/Policies amended related to legal identity. 2.b Proportion advocacy programs will have organized to improved national legislation and implementation. 3.a Proportion Concerned Government Stakeholders strengthened capacity. 3.b Proportion community outreach programs will have organized and benefitted 10,000 over populations.	1. Stakeholder mapping with Media mobilization GoN at different level. 2. Coordinate, collaborate and advocate to develop and implement policies, guideline and standard and to establish regular monitoring, evaluation and learning mechanism in each government. 3. Capacity Development Workshops for Government Authorities and government personnel. 4. Develop standard training manual and effective monitoring and evaluation.	1. Organize dialogue meeting with policy makers. 2. Organize dialogue meeting with national medias. 3. Victim hearing 4. One to one meeting with policy makers 5. IEC materials distributions 6. Social media campaign/ TV Talk show/Drama/ short movies 7. Run mobile legal clinic

Core areas: Sexual and gender-based violence (SGBV)

Result: Improved to access comprehensive Sexual and gender-based violence (SGBV) Justice.

Expected Outcomes	Indicators	Strategies	Probable Activities
1. National laws/Policies amended in line with international such as SGBV. 2. Strengthen sound policies and enforceable legislation for the promotion of SGBV at all levels 3. Enhance the use of enabling technology, in particular information and communications technology, to promote the SGBV. 4. Undertake reforms to give SGBV survivor will have get justice to in accordance with national laws.	1.a Proportion of amended national, provincial and local levels laws formulated. 2.a Proportion of lawyer Strengthen capacity of SGBV. 2.b Proportion of all level governments make public allocations for SGBV justice. 3.a Proportion of individuals who promote the SGBV in ICT. 4.a Proportion of reporting on Sexual and Gender-Based Violence (SGBV) cases to the Judicial Committee at the local level. 4.b Proportion of legal support to access to justice.	1. Strengthen justice mechanism for SGBV reporting as well as access of women to resources by partnership building with new structured government. 2. Advocacy to promote access of the marginalized communities in local level planning processes for their inclusive participation. 3. Mobilize advocate to facilitate for conflict resolution. 4. Capacity Development Workshops for Government Authorities and government personnel.	1. Organize workshop on mechanism for SGBV reporting and Justice. 2. Make documentary and published social medias platform. 3. Legal helpline services. 4. IEC materials distributions 5. Social media campaign/ TV Talk show/Drama/short movies

Core areas: Human Trafficking and Safe Migration

Result: Reduce of human trafficking through Strengthened Legislation and access to safe migration

Expected Outcomes	Indicators	Strategies	Probable Activities
1. National laws/policies to be amended in line with international standards such as Palermo Protocol. 2. Promote the relevant law at the national levels and ensure equal access to justice of Survivors. 3. Improved sound knowledge of relevant stakeholders on Palermo Protocol.	1.a Proportion of amended national, provincial and local levels laws formulated. 2.a Proportion of all level governments make public allocations for SGBV justice. 2.b Proportion of reporting on provincial and local level cases of human trafficking. 2.c Proportion of legal support to access to justice. 3.c Proportion of concerned stakeholder Strengthen capacity of Palermo Protocol.	1. Thorough laws review and analysis, policy advocacy, stakeholder engagement, legislative proposals and amendments, capacity building, monitoring and evaluation. 2. Filing strategic litigation. 3. Promote social media for awareness campaigns	1. Conduct thorough review of existing laws and regulations. 2. Collect and analyze relevant information to identify gaps and areas for improvement. 3. Advocacy for policy changes through evidence-based policy research recommendations. 4. Engage stakeholders in discussions and awareness campaigns. 5. Workshops for government officers, non-governmental and stakeholders. 6. Collaborate with international partners for best practice sharing

Core areas: Social and Economic Rights

Result: Accesses to legal support of minorities groups for the assurance of socio-economic rights

Expected Outcomes	Indicators	Strategies	Probable Activities
1. Established and implementation of local level courts for legal remedies. 2. Empower and promote the social, economic inclusion of all, irrespective of age, sex, persons with disability, race, ethnicity, origin, religion or economic or other status 3. Promote social and economic right oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises.	1.a Proportion of places established of an efficient mechanism that provide protection of rights for minorities groups at local level. 1.b Proportion of benefited populations from legal services. 2.a Proportion of promoted and protected economic and social rights, with a subsequent awareness programs. 3.a Proportion of strengthened capacity to layers.	1. Using local level courts for legal remedies would ensure a bottom-up approach to protecting socio-economic rights. 2. Build up a strong networking with various organizations in addressing Economic and Social Rights (ESR) issues strongly. 3. Media being constantly mobilized, the projects effectiveness has been reached to each and every corner of the districts.	1. Capacity building training of local lawyers and paralegal groups. 2. Dialogue meeting with organizations who addressing economic and social rights issues. 3. Media Orientation Program. 4. Research/advocacy on local level governments. 5. One to One Meeting with Stakeholders.

Core areas: Sexual and Reproductive Health Right

Result: Access to justice for enjoyment accessibility, affordability, availability and quality SRHR services.

Expected Outcomes	Indicators	Strategies	Probable Activities
1. National laws/policies to be amended in line with international standards such as SMRHRA, 2075. 2. Promote and ensure access to sexual and reproductive health right integration national, provincial and local level strategies and programmes. 3. Enhance the use of enabling Legal support and ensure equal access for all to justice.	1.a Amended to Safe Motherhood and Reproductive Health Rights Act, 2075. 2.a Proportion of women aged 15–49 years who make their own informed decisions regarding SRHR Services. 2.b Number of provincial and local level government laws and regulations included in strategies plan. 3.a Beneficiaries received legal aid services denial of Sexual and Reproductive Health (SRH) services. 3.b Proportion of establish a legal framework concerning Assisted Reproduction (AR) and Surrogacy from the perspectives of human rights and women's rights.	1. Conduct thorough research to inform evidence-based legal advocacy efforts. 2. Provide accessible legal support to individuals in need. 3. Capacity Development Workshops for Government Authorities and Key Stakeholders 4. Engaged and mobilized RHRWG to advocacy and lobbying for implementation of SMRHR Act and Service.	1. Local, Provincial and Federal Level Dialogue with the Concerned Stakeholders 2. Community Outreaches. 3. RH legal clinic to provide legal support in the field of SRHR Service. 4. Study, Research and Analysis on SRHR Issues including AR and Surrogacy. 5. Identifying PIL and filing litigation. 6. One-to-one meeting with policy makers. 7. Consultation program with Federal and Provincial Parliamentarian and Local Bodies. 8. Advocacy and discussion program with concern stakeholder to make Violence in reproductive health services is to defined as gender-based violence.

Core areas: Disaster and Climate Justice

Result: Access to Climate Justice-Right based Approach

Expected Outcomes	Indicators	Strategies	Probable Activities
1. Advocacy and Integrate Climate Justice into national policies, strategies and planning 2. Promote mechanisms for raising capacity for effective climate change-related planning and Justice in local and marginalized communities. 3. Improve of survivor access to justice for right to living in a safe places.	1.a Number of evidence-based advocacy and national, province and local level government long-term strategies adaptation plans and implementations. 2.a Proportion of effective mechanism related capacity building training organized at national, province and local level government stakeholders. 3.a Proportion of survivor receive legal support and living in a safe place.	1. Coordinate and collaborate with all level's disaster management and response committees, political parties and organizations working in the disaster sector. 2. Transfer knowledge on disaster resilient technology and skills; promote alternative energy and conduct awareness campaigns 3. Develop coordination and collaboration with stakeholders to promote climate change adaptation tools and technology. 4. Fund raising with coordination among federal, provincial and local governments and international organizations and private sectors for immediate response.	1. Study, Research and Analysis on effectively climate justice for vulnerable people Issues. 2. Local, Provincial and Federal Level Dialogue with the Concerned Stakeholders 3. Capacity Development Workshops for Government Authorities and Key Stakeholders

Core areas: Child Rights

Result: Enhance children's access to justice and protections.

Expected Outcomes	Indicators	Strategies	Probable Activities
1. Improved Child's civic, political, economic, social, and cultural rights. 2. Improved national, provincial and local level governments, child protection policy and their effective implementation.	1.a Proportion of government authorities and key stakeholders to strengthened capacity civil registration and vital statistics. 2.a Number of children received legal support from relevant administrative offices and welfare services. 2.b Proportion of number of assessment, policy briefs and analysis paper for research. 2.c Increased service for beneficiaries on legal aid and awareness.	1. Intervention with Policy maker and evidence based advocacy 2. Research and legal analysis 3. Legal education and awareness 4. Strategic litigation 5. Capacity building on policy makers, lawyers, adolescent clubs and other relevant stakeholders	1. Study, Research and Analysis on Child Protection Issues 2. Local, Provincial and Federal Level Dialogue with the Concerned Stakeholders 3. Capacity Development Workshops for Government Authorities and Key Stakeholders 4. Legal Aid (Counseling and Service) 5. International Advocacy 6. Community Outreaches programs

4

Implementation, Monitoring and Evaluation of the Strategic Plan

Implementation of the Strategic Plan

The strategic plan formulation is important, implementation aspect is more important to formulation. The effective implementation leads towards making it meaningful to achieve expected outcomes. There will be periodic, midterm and final review and evaluation of the activities. As per the necessity, reflection meeting can be conducted bi-annually to gather suggestions and feedback from the team. The plan can also be reviewed depending upon the suggestions and feedbacks received in the periodic and mid-term assessment and evaluation.

Duration of the Monitoring and Evaluation

During the implementation phase and final evaluation, the monitoring and evaluation of this strategic plan will be in accordance with the indicators specified by the framework of the action plan. In addition to this, the final evaluation will be conducted on the basis of the annual and other thematic reports of the FWLD. The monitoring and evaluation FWLD may make assessment in the various phases.

Periodic Review

For the result-oriented implementation of this Strategic plan, periodic reviews will be conducted. This review measures the status of the progress on the directives as provided by the strategic plan. The work progress on the individual strategic objectives will be assessed on the basis of qualitative and quantitative indicators. The annual review report will be prepared from this review. The necessary steps will also be taken on the basis of suggestions and feedbacks received through the report to make the strategic plan more effective.

Midterm Evaluation

The midterm review will be conducted at the 2.5 Years of the implementation of this strategic plan. This strategic plan can also be amended on the basis of the progress made in the implementation, and analysis of the problems and challenges faced during the implementation period. The monitoring and evaluation teams will also publish the report. This assessment will be concluded within the 6 months after 2.5 years of its implementation.

Final Evaluation

The final evaluation of the implementation of this strategic plan will be conducted at the final year of its implementation by the monitoring and evaluation teams. This evaluation measures the level of the status of implementation of all the programs concluded till final year starting from the very beginning of its implementation. This also assesses the effectiveness of the works concluded in accordance with the aims, objectives, strategies and the programs set by the strategic plan.

ANNEX

Schedule 1 Policies and Regulations of FWLD

Update Date: 2080 Shrawan

S.N	Name Policies	Policies	Regulations	Guideline	Remarks
1	Constitution		1		
2	Human Resource Policy • Anti-Fraud Policy	1			
3	Financial Policy	1			
4	Safeguarding policy • SGBV/PSEA • Child protection policy • Data Protection • Non-discrimination	1			
5	Institutional Security plan	1		1	
6	Strategic Planning			1	
7	Gender and Social Inclusion Policy	1			
8	Advocacy Strategy			1	
9	Anti-terrorism policy	1			
10.	Anti-money laundering	1			

Forum for Women, Law and Development (FWLD)
72 Adarsha Marg
Thapathali Kathmandu, Nepal
Tel : 977-1-5333525 | 1-5333524 | 1-5366415
Email: info@fwld.org