

STRATEGIC PLAN

2024-2029

Centre for Social Change, Old Baneshwor, Kathmandu



WHO WE ARE

CSC originated from the strong democratic spirits of a few like-minded people who envisioned a peaceful and just society through positive social change. Belonging to different scholarly and occupational backgrounds, they were eager to contribute to Nepal's socio-political transformation, adding to the value of democracy and peaceful governance in the country.

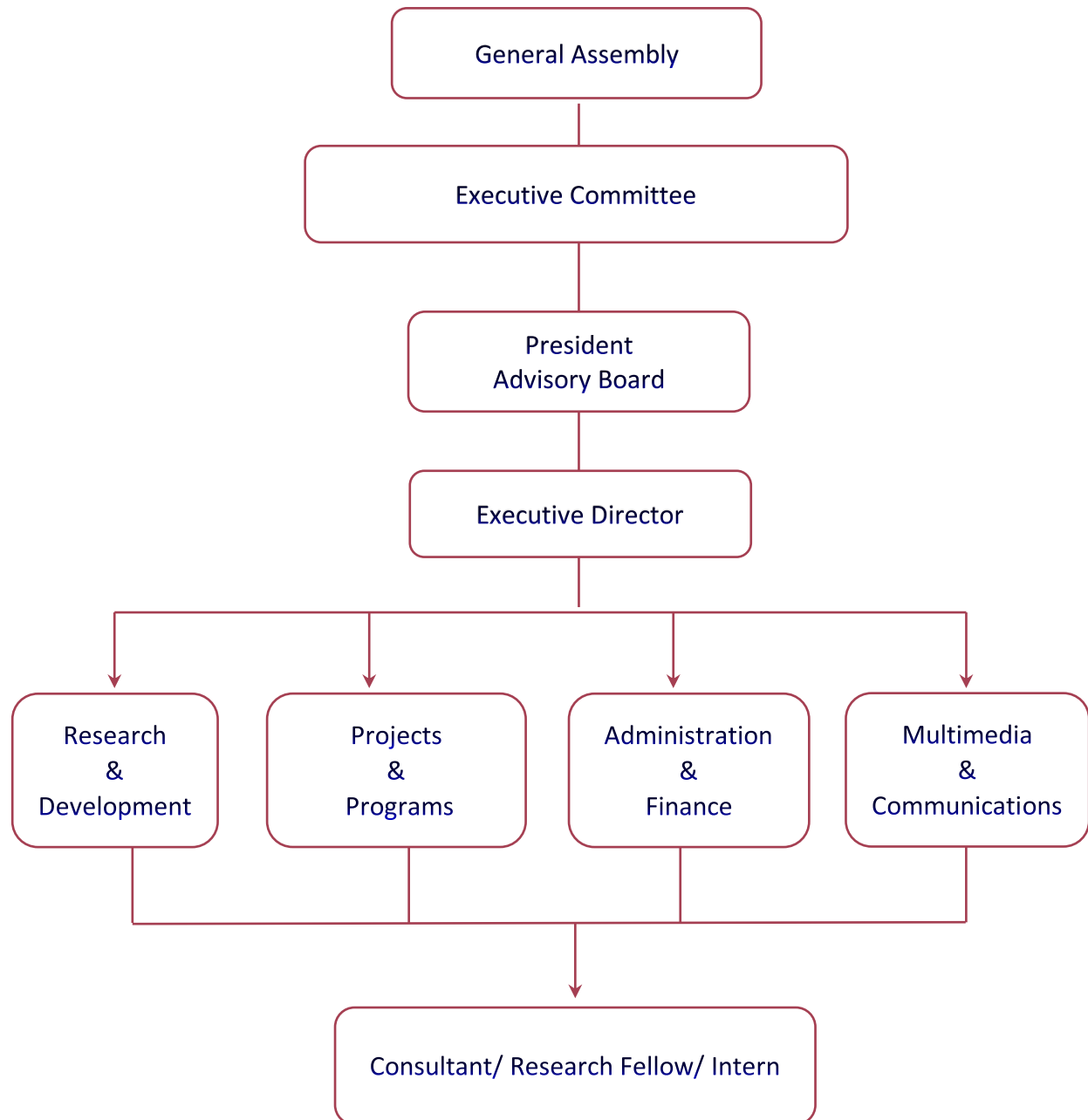
At the time when CSC was taking a concrete shape, from a mere concept, data-driven research organizations working on social issues and policy areas were scarce in Nepal. Despite the spread-out prevalence of NGOs and strongly qualified organizations working on generating evidence and knowledge for policy discussions, few could provide academic input from deeper levels of research and analysis.

Thus, CSC was established with the overarching goal to become the first mover, as an evidence-based research organization of its kind. We continue with that aim, contributing both indirectly as well as directly to discourses around sound policy reforms.

Today, CSC has esteemed itself as a social think tank, working on the changing socio-political dynamics of the Nepali society through research, education, advocacy and community mobilization. Our current work is focused on issues around conflict transformation and peacebuilding, democracy and governance, migration and human mobility and civic space and civil society development. Now, in the oncoming years, CSC will heavily invest in exploring climate governance and prospects of environmental peacebuilding in Nepal.



ORGANIZATIONAL STRUCTURE





Organization Policies

- ✓ Organizational and Operational Policy
- ✓ Common Cost Allocation Policy
- ✓ Gender Equality and Social Inclusion (GESI) Policy
- ✓ Conflict of Interest Policy
- ✓ Policy on Protection from Sexual Exploitation and Abuse and Sexual Harassment (PSEA) Policy

Organization Departments

- ✓ Research & Development
- ✓ Projects & Programs
- ✓ Administration and Finance
- ✓ Multimedia & Communications

Team/ members

- ✓ 7 board members
- ✓ 4 advisors
- ✓ 15 Members
- ✓ 14 employees
- ✓ 1 research fellow
- ✓ 1 intern

Communication mediums

- ✓ Official email
- ✓ Social media/ Websites (Socialchange.org.np, GMCNepal.org)
- ✓ Telephone
- ✓ Slack (internal communication)
- ✓ Zoom (external communication)

Collaborations (since 2020)

- ✓ 2 Universities
- ✓ 9 Donor organizations
- ✓ 8 completed projects
- ✓ 3 ongoing projects



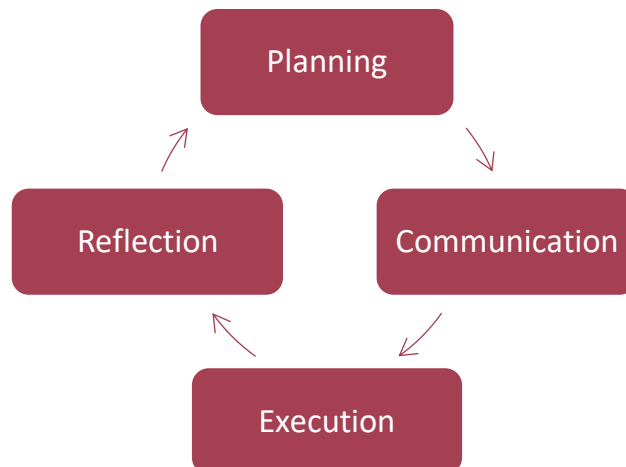
STRATEGIC PLAN 2024- 2029

This document aims to map out specific strategies and priority areas, that CSC will focus upon to meet its organizational goals. It lays out a pathway for the next five years, hinged around CSC-set vision, mission and values.

The plan is based on a participatory discussion among the organization’s core team members of different departments, field officers, project area’s local representatives, executive and board members and other stakeholders. The learnings from the project grounds, and a scope envisioned by the core team members along with some suggestions from the board have shaped CSC’s Road map for the next five years.

This engagement, held at View Bhrikuti- Godavari on June 22, 2024, helped bring out the knowledge, best practices, existing approaches and the gaps and challenges existent in CSC’s initiatives. It enabled the organization to envision itself in a larger landscape, to realign its focus areas and strengthen its working approaches and partnerships.

To ensure this plan is a functional guide, every strategic plan must follow a cyclic approach of proper planning, regular communication among team members, partners and stakeholders, efficient execution and honest reflection of the endeavors for next planning.





WHAT DO WE STAND FOR?

It is essential for CSC to truly carve out and focus on the essence of the organization. The organization's priorities should reflect its core values, goals and the overall persona of CSC's belief system.

Here is what CSC's team members stated, as to what CSC represents to them and to the beneficiaries-





CSC'S CORE APPROACHES

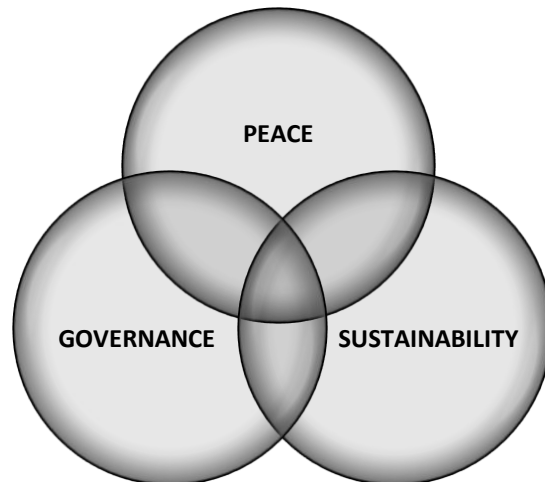
Without incorporating any drastic changes, CSC will continue to adhere to its prevailing vision, mission and values.

Vision: A peaceful, just and inclusive society where everyone has an equal opportunity to live a dignified life.

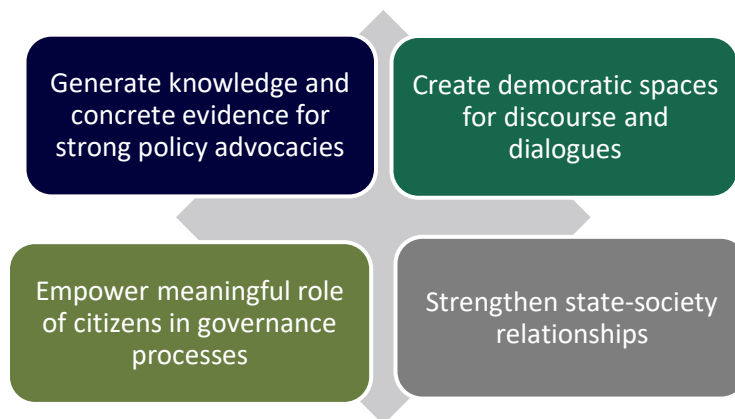
Mission: Advance social change through education, evidence-based policy advocacy and grassroots engagement.

Value: Ethical mindset and values that guide CSC's decision-making processes and accountable actions. We believe that social change can be achieved through strong community partnerships and trust among individuals, groups and institutions.

CSC's working methods will continue to incorporate the following, in three major thematic areas:



In the realms of peace, governance and sustainability, CSC will continue to follow its core working approaches-





PEACE

In the years of operation, CSC's works have significantly stood out in the areas of peacebuilding and conflict transformation. In endeavors to achieve a peaceful society, we embraced our capacities in governance, societal cohesion and trust, civic engagement and knowledge generation, all in efforts to promote a peaceful future of Nepal. We are a firm believer that solutions will only make sense when they match the community needs. Hence, in the years to come, CSC will dive deeper into investigating the nature of governance conflicts that emerged post-federalism in Nepal, widening its scope to GEDSI, environment, development and transnational relations. In view of the evidence generated, CSC will align its interventions accordingly to foster peaceful communities and quality governance. Also recognizing justice and political stability as important pointers of a peaceful nation, CSC will incorporate Nepal's local, provincial, national and regional perspectives as well. To achieve this, CSC will focus on the following:

- ✚ Foster collaboration and exchange with organizations and individuals actively working in alike fields.
- ✚ Partner with academic institutions and their relevant departments.
- ✚ Ensure participation of local actors to enhance ownership of their local issues and solutions.
- ✚ Develop and implement policies and practices that support peace within and outside CSC.
- ✚ Build better narratives and amplify dissemination of peacebuilding messages.

GOVERNANCE

One of the main narratives that CSC has tried to shape and enforce over the years is that health of a nation and its democratic development greatly depends on the vision and actions of people in authority or power that manage the country's economic, social and political affairs. Through rigorous studies, CSC has already established that for this, the rule of law, enacting policies and performing institutions need coherence and harmony among each other's jurisdictions and plan of execution. The achievement of this coherence however has proven to be challenging for Nepal when observed amid the background of colossal restructuring that came along with adoption of federalism. CSC aims to support in filling this exact gap. By fostering a culture of evidence-based policy and governance discussion among the citizens, government and concerned stakeholders, CSC aims to facilitate the following-

- ✚ Acquire strong sources of knowledge and latest information on government initiatives/ plans/ targets
- ✚ Build positive relations/ collaborations with government stakeholders (all three tiers).
- ✚ Engage government stakeholders in beneficial events and activities.
- ✚ Build strong channels to ensure CSC's evidence-based recommendations reach and support the policy makers.
- ✚ Create vibrant civic spaces to engage concerned government actors and citizens in positive dialogues.
- ✚ Amplify focused and purposeful initiatives to strengthen state-society and inter-governmental relations

SUSTAINABILITY

In the coming years, CSC aims to go beyond the buzzword trend and encompass the broader meaning of sustainability, ensuring that the practices of current generations, especially ones in leadership positions, do not hamper the opportunities of future generations to enjoy the same social or environmental benefits, utility or welfare. Although CSC's past interventions have formally or informally aligned to the concept, moving forward, we intend to consciously incorporate sustainability as a pathway to support Nepal's local, national and international pledges and commitments to achieving a sustainable development. For this, CSC will focus on the following-

- ✚ Generate knowledge and evidence that helps to bring sustainability into mainstream policy discussions.
- ✚ Partner with organizations and professionals dedicated to protection/ conservation of natural wealth.
- ✚ Adopt green policies and practices that support the long-term health of the organization.
- ✚ Incorporate sustainability as a strategic priority and build capacity and knowledge of team members.
- ✚ Monitor and reduce the short as well as long-term societal and environmental impacts of CSC-led activities.



CSC'S PRIORITIES IN THE NEXT FIVE YEARS...



EMPLOYEE OPPORTUNITIES

- Internship/ fellowships
- Training and exposure
- Publication/ co-authorship in journal articles



ADDED THEMATIC AREAS

- Climate governance
- Environmental peacebuilding
- Climate concerns



POLICY FOCUSES

- Research ethics guidelines
- Social media/ media
- Data policy and security



BUILD PARTNERSHIPS

- Universities, academic institutions and organizations in alike fields
- Social movements and civic groups
- Other research institutions/ students and academicians



HUMAN RESOURCES

- Add outreach and communication officer
- Add human resource with climate/ environment knowledge
- Add human resource with legal knowledge/ background
- Establish a Multimedia department

RESEARCH

Since the years of inception, CSC has built its reputation as a research organization that is dedicated to delivering evidence-based policy inputs. In a broader picture, this positively meets CSC's aim to support and advance social change, through a sound policy environment, vibrant democratic space and effective governance.

Also enriching the academic discourse and literature resources, CSC's knowledge generation interventions are valued by academia, donor communities as well as relevant stakeholders.



Image- Unsplash.com/ Marvin Meyer

We aim to reinforce our strength in research and set the following objectives to pursue in the next five years-

- ✚ Build a vibrant community of researchers, academicians, scholars and students and enrich the culture of knowledge exchange and collaborative research initiatives.
- ✚ Organize open events for panel discussions or presentation of ideas and research findings, especially for young researchers, undergraduate or graduate students on diverse topics.
- ✚ Engage in exchange programs with universities, academic institutions and other research organizations and offer knowledge and career enhancement opportunities.
- ✚ Offer small-scale workshops or mentorship in dissertation writing or data analysis.
- ✚ Regularly update CSC's own knowledge, skill and resource pool in areas of research.

PROGRAMS

CSC's program division manages multiple projects simultaneously, overseeing the purpose, implementation and completion of the project-level activities, adhering to the targeted time and budget. Through past interventions and interactions, CSC's programmatic design and implementation has been well received by the target groups in the project areas.

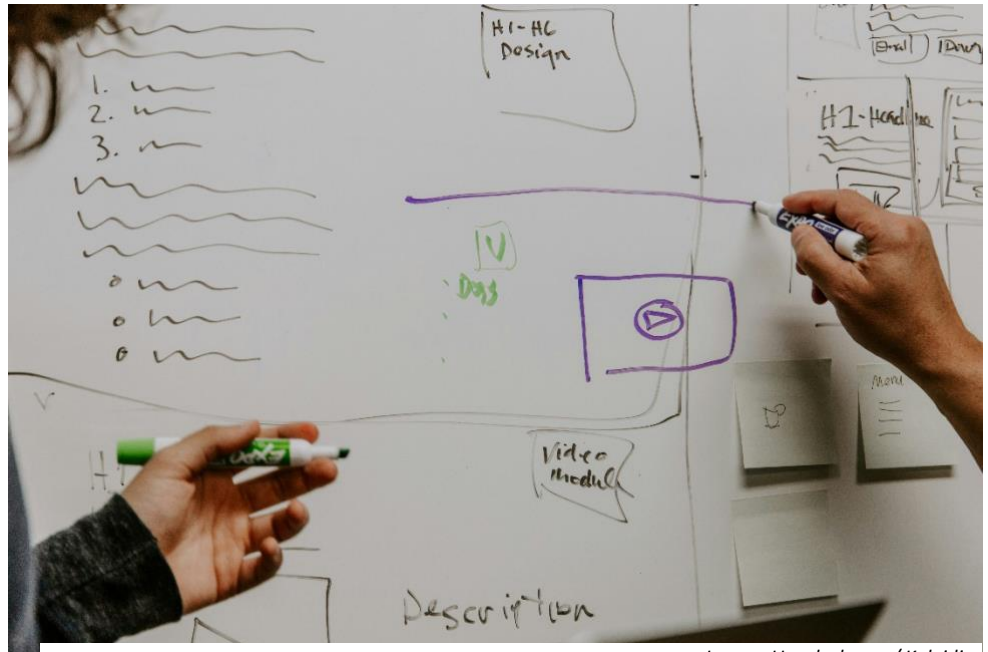


Image- Unsplash.com/ Kaleidico

However, a repetitive challenge that CSC has faced is measuring the impact of CSC's project interventions on the beneficiaries (long-term or short-term). Gathering additional information and inputs from the strategic planning meeting, here are some of the recommendations for CSC to focus on, in the next five years-

- ✚ Plan interventions that cast measurable and sustainable impacts on the communities. This must be achieved in the project development phase.
- ✚ Incorporate more local issues and local context in project planning and implementation. For example, be mindful of the local climate, holidays or socio-economic status while designing the relevant projects.
- ✚ Invest time and resources to enhance CSC's network of local partners and collaborative efforts.
- ✚ Sensitize the local leaders to gain ownership of the local problems and their solutions.
- ✚ A healthy and positive team spirit is extremely important in quality completion of project activities. Hence, incorporate team building activities in between the designation of tasks.
- ✚ Ensure participation of beneficiaries from diverse backgrounds, to include their own perceptions and experiences with the raised issues.
- ✚ Strengthen program activities related to community-level dialogues.

ADMINISTRATION AND FINANCE



Image- Unsplash.com/ Ibrahim Rifath

CSC's administrative and finance division have collectively done a great job safeguarding the organization's financial health and managerial status. The department also fulfils the partners, donors, and government compliances. In addition, they are also in charge of procurement of goods and services and human resource management.

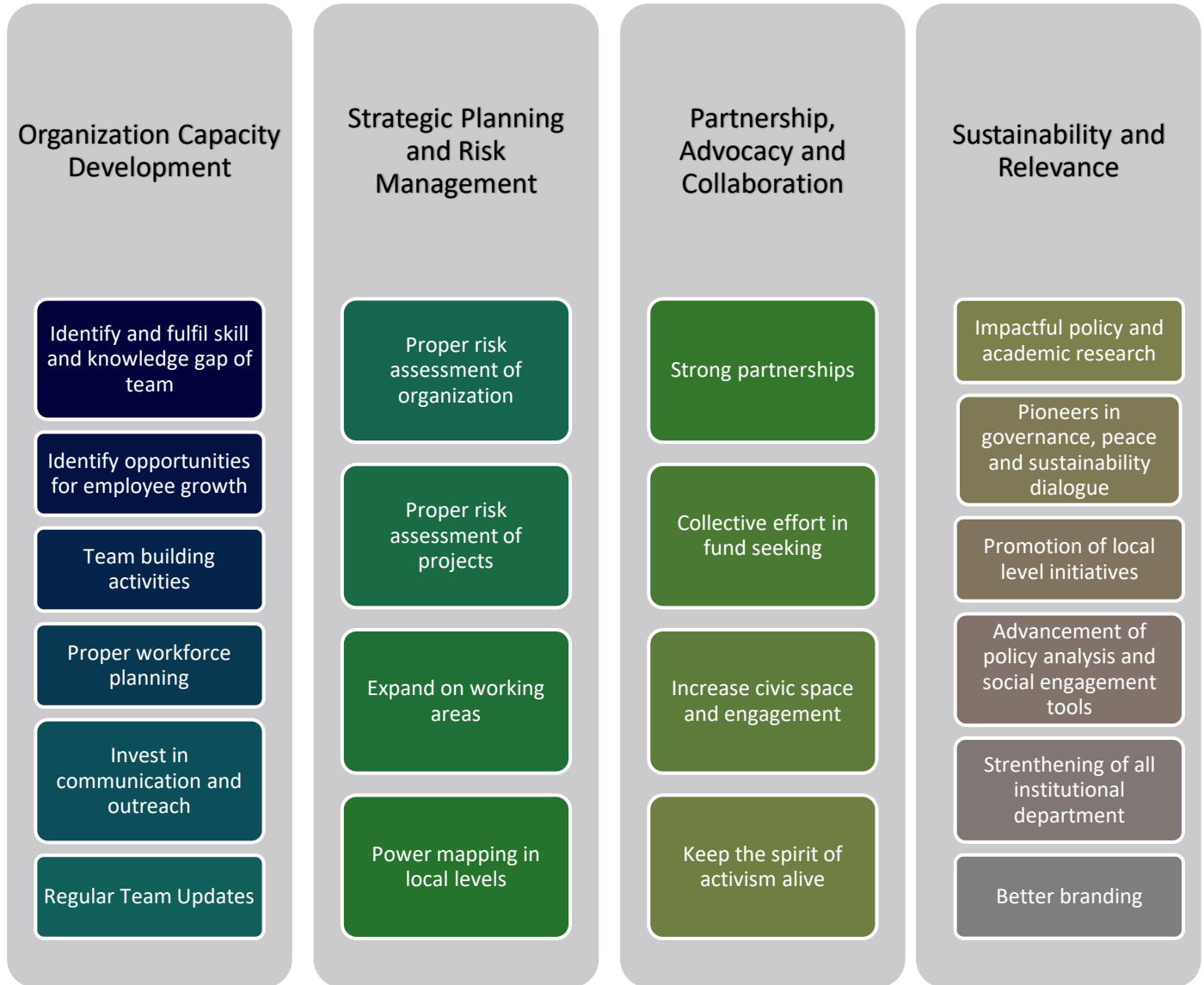
Alongside, the department has also faced many challenges in their line of work which led to potential learnings and recommendations for CSC as a whole.

In the years to come, the department aims to ensure the following-

- ✚ Enhance communication with CSC members for timely delivery of budget/ expense/ compliance relevant documentation and reporting.
- ✚ Distinguish the operational areas like sales, procurement, human resources, etc.
- ✚ Ensure proper understanding of financial risks and implications across the organization.
- ✚ Create and ensure separate strategic financial plans, with specific financial goals and vision. This plan needs to drive growth and value of the organization.
- ✚ Stay updated on compliance requirements and legal adherence as set by the donors or the government.
- ✚ Offer internship opportunities to students of business or finance.

IN THE NEXT FIVE YEARS

As collective recommendation, CSC's 2024 strategic meeting yielded following pathways for progress in years to come-



About CSC

Centre for Social Change (CSC) is a non-profit making social think-tank based in Kathmandu, Nepal. Since its establishment in 2015, CSC has been actively working to bring positive transformation in the socio-political dynamics of Nepali society through involvements in the fields of research, development practice, education, advocacy, and community mobilization. CSC's current works are focused on issues surround conflict transformation, peacebuilding, democracy and governance, migration, labor and employment, civic space, civil society development, public policy, climate change, and social development.



Centre for Social Change

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