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Abbreviation

BDS = Blue Diamond Society

CA = Constitution Assembly

CBO= Community Based Organization

DACC = District Aids Coordination Council

DAO= District Administration Office

DIC = Drop in Centre

DPHO = District Public Health Office

FHI = Family Health International

FSGMN = Federation of Sexual and Gender Minorities Network

LGBTI = Lesbian, Gay, Bi-sexual, Trans-gender and Intersex

LBT= Lesbian, Bi-sexual and Transgender

MARP = Most at Risk Population

MOHA = Ministry of Home Affairs

MSM = Men sex with men

NAP+N = National Association of People living with AiDs Nepal

NCASC = National Centre for AiDS and STI Control

NHRC = National Human Rights Commission

RPP = Rastriya Prajatantra Party

SGM = Sexual and Gender Minority

SPS = Sudur Paschim Samaj

STI = Sexual Transmission Infection

SWOT = Strength, Weakness, Opportunity and Threats

UML = United Marxist and Leninist

VMGO = Vision, Mission, Goal and Objectives

Executive Summary

Far western region is low human index in comparison to other region due to the geographical difficulties and negligence of state attention for the development. Illiteracy, poverty, backwardness and low life expectancy rate are the characteristics of far western region people. Sexual and Gender Minority (SGM) people situation is worse than other people due to their sexual identity. They are vulnerable from many areas. Therefore, Sudur Paschim Samaj Nepal has developed Strategic Plan for five year effective from January 2015 to December 2019 to work for the right of SGM people. This Strategic Plan is developed in participatory way and consultation with staff, board, Blue Diamond Society (BDS) and consultant. With a view to guide the organization in an effective way and respond the change context and focus the organization resources and time, this strategic plan is developed. This plan will support to organization to work effectively and efficiently in coming future days.

Various processes were followed to develop the strategic plan such as environmental scanning, SWOT analysis, stakeholders analysis and identified the strategic issues. Though the awareness level of community is increased stigma and discrimination at family, community level, is still exist. Suicide case among SGM people are comparatively is high to other people. Use of Hermon therapy without knowing health hazard, low representation in political parties, discrimination and exploitation at work place are found as the major emerging issues of the SGM people in far western region. In order to address the issues of the SGM people, Sudur Paschim Samaj have identified has identified six strategic Intervention areas that political inclusion, livelihood, human and legal rights, social justice, education and social status improvement.

Sudur Paschim Samaj has adopted the capacity building, advocacy, awareness raising, , networking, coordination and collaboration strategies to accomplish the set objectives. Local bodies, government officials, political parties, education institution, media, private sector organization will be consulted, coordinated and collaborated for the achievements of the goal and objectives. Training, orientation, media dissemination, interaction and awareness raising activities will be carried out to achieve the objectives.

Sudur Paschim Samaj will expand its geographical areas in all nine far western districts in coming five years. Regional structures will be developed to implement the activities at district and regional level.

1. Introduction

1.1 Background and Rationale

Nepal is a landlocked country. As per the census of 2011, Nepal's population is 2,66,20,809. As per the survey of Blue Diamond Society 3.64% of people fall in sexual and gender minorities in Nepal. Nepali society is formulated based on two castes, male and female, whereas SGM people are not accepted at the community, family, society, and state level and living with discrimination, humiliation, exploitation, and 2nd class citizen in society. In human treatment, violence, rape, stigma, and discrimination are the synonyms of SGM people in society. SGM people are facing physical and mental torture; sent to prison by accusing them for spreading unnatural behavior in society, and not entry in government offices due to not having their citizenship as per their sexual identity. In order to address the issues of SGM people, Blue Diamond Society (BDS) has been working since a long time in Nepal.

In order to support the initiatives of BDS, Sudur Paschim Samaj also organized institution of SGM people and has been working in the Far Western Region for the benefit and ensures the human rights of the SGM People since 2065 B.S. Blue Diamond Society has been supporting to the organization since the very beginning both in financial and technical way. Sudur Paschim Samaj has felt to develop the strategic plan to focus its energy and resources on it because each organization needs to be developed the strategic plan in order to focus the organization efforts in changing context. Organizational environment is always changing and the organization can be affected by the changes occurred in external and internal situation because organization cannot run in vacuum.

In this context, organization should scan the environment and respond to the changes found in an organizational environment. Similarly, in order to make the common understanding of the organization member and staff, in response to the need of donor, there is a need to develop a strategic plan which helps to make a common goal and understanding among staff and board members. In order to address the needs of the SGM people, focus organizational resources and efforts on strategic issues, address the need of donor and respond to the changes in the environment, Sudur Paschim Samaj has developed the Strategic Plan 2015-2019.

1.2 The Preparation Process

Sudur Paschim Samaj has followed the various processes to develop the strategic plan in a participatory manner. Following steps were taken to develop the strategic plan:

- A preliminary discussion among board members and key staff about the importance of strategic plan and reached in consensus to develop the strategic plan
- Request BDS to support for the development of Strategic Plan
- Attend staff and board members in strategic Planning workshop organized by BDS. Three days workshop highlighted the environmental scanning process both external and internal, SWOT analysis, stakeholders analysis, formulating vision, mission, values, goal and objectives, strategies, organizational structure, management and geographical coverage
- Develop draft Strategic Plan

- Share with the board members and collect feedback
- Finalize the strategic plan
- Endorse from the general assembly

1.3 about CBOs, achievements and lessons learned

Sudur Paschim Samaj (SPS) has established in 2065 BS as per the NGO Act 2034 and registered in District Administration Office, Dhangadhi Kailali. The organization was as branch of BDS in previous days. SGM people especially in far western region are in vulnerable situation, neglected in family and community level, and facing many stigma and discrimination. SPS has organized these vulnerable groups; unite them and providing services for their betterment. Since the establishment of the organization, Sudur Paschim Samaj has implemented various activities to support the SGM People such as HIV Prevention, care and support, awareness on human rights, income generation and skill upgrading training, rehabilitation of SGM people in their family and society, legal support for those who are accused and prison by police personnel. At the same time, SPS is supporting to SGM people to take the citizenship in their sexual identity. Therefore, Organization has success to organize SGM People in far western region in one place and fighting continuously for their right. The following were the achievements and lesson learned of Sudur Paschim Samaj in last five years:

Achievements:

- Able to allocate budget amount of 150000 from District Development Committee (DDC) from 2067 BS each year for the benefit of the SGM people
- Able to allocate budget amount of 50000 from municipality from 2070 BS each year for the benefit of the SGM people
- Able to get citizenship from District Administration Officer in the name of others in Kailali district
- Participation of SGM people at district level program
- Affiliated to different clubs and organization
- Able to provide 4 SGM people as scholarship at 11 and 12 grade at college level
- Political representation in different political parties such as United Marxist and Leninist (UML), Nepali Congress, RPP, Madhesi Janaadhikar Forum, Rastriya Sewa Dal etc
- Good coordination with the district stakeholders and donors and expand the program activities in Sukhad, Masuriya and Tikapur
- Remarkable declaration of SGM people from far western region through networking and media program
- Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) inclusive executive committee
- 4-5 SGM people reunited in the family after family counseling

Lessons Learned:

- Good coordination with the district stakeholders especially government, non-government and political parties would support to raise the issues of SGM people and support to achieve organizational objectives
- Regular advocacy to educational institution and providing scholarship to SGM people build up the confidence and quality of life
- Income generation activities for SGM people developed the self confidence and quality life in their society
- Family counseling and radio program support to SGM people to open out and reintegrate in their family
- SGM Identity would support to walk out openly and support to fight as a free competition in different place
- Good documentation would support to provide justice to SGM people

2. External Environment Analysis**2.1 Political context**

Nepal's political scenario is passing in transitional phase and running country's law as per the interim constitution of 2063. Constitution assembly is in the process of making new constitution. The state is declared republic and non-secular country and the country is going to be a federal state but there is no consensus in the number of federal state, election system, and governing system among political parties. Despite this, current constitution assembly is inclusive by caste, class, sex, religions. Though the political parties, election paper has mentioned the inclusive of SGM people there is no representation from the SGM people in new constitution assembly. Due to lacking of representation in constitution assembly, SGM issues are in shadow. In this context all minorities and disadvantaged groups are trying to include their issues in new constitution as their rights. In this context, issues of SGM People can be raised. Nepali people have given the clear mandate to three big political parties to form the constitution.

Political parties' sensitization towards sexual and gender minorities (SGM) people has been increased in these days, especially through last Constitution Assembly (CA) after the community represented there. Political parties have mentioned the rights of SGM people in their election paper and some political parties have given the membership to the SGM people in their parties. But there is need to do more work in other political parties to raise the awareness among politician to issues the SGM people strongly. Representation of SGM people in Human Right Alliance, Women Rights Forum and Youth organization is increased. It shows the soft corner of the political parties and other social organization towards SGM People.

Political issues

- Lack of access of SGM people in policy making level

- Lack of access of SGM people in political parties decision making post
- Still there is need to develop the positive attitude of all political parties
- No reservation for SGM people in state facilities

2.2 Legislative Context

The state is moving as per the interim constitution of 2063. SGM people are not criminalized in legal aspect but they are facing different problems and being punished by the laws of unnatural relationship clause. As per the interim constitution clause 13 has described that the any Nepalese citizen will not be discriminated in respect of race, caste, religion and sex and that is ensured in human rights declaration 1948 too. But that is not implemented in practice and SGM people are treated as unnatural.

It was the benchmark for SGM people that the Supreme Court has issued directives to the government to guarantee and safeguard the equal rights for SGM people and to amend all discriminatory provisions existing in current laws. At the same time, Supreme Court has directives to form the seven member committee for the study of same sex marriage system. In 2013, Ministry of Home Affairs has directed that citizenship documents be issued in three genders – male, female, and other (*Anya*) – without requiring any medical or other “expert” certification. By these directives, some SGM people received the citizenship from their identity as *Anya*. The provision is for those people who have not received the citizenship but who have received the citizenship they are not allowed to receive the citizenship in this category, Due to this most of the SGM people are not getting citizenship by their sexual identity.

Seven members committee for same sex marriage committee has not submitted the report yet which is hampering the use of those rights in practice. Some banks have added the column of third gender including male and female. It shows the efforts is being continued to include the legal process for SGM people as their right. Some practices in separate row for SGM people in Bank are also practiced.

Legislative issues

- Not getting citizenship as per Sexual identity
- Same sex marriage is not legalized
- SGM people should be clearly mentioned in minorities group

2.3 Social Context

As per the census of 2011, population of Kailali district is 775709 among them male population is 378417 and female population is 397292 . But there is no data collection for SGM people. But it is said that 8-10 percent are the SGM people of total population. Nepali society has accepted the two sexes only that are male and female. But the equal respect and participation to social, cultural, economic and political activities for SGM people are still remain far from reality and Nepal government has also ignored to collect the data of third gender in 2011 census. Though the awareness and acceptance level to SGM people has increased in communities in general, stigma and discriminatory treatment within this societal framework is decreasing but not in

required level. Still there is discrimination and stigma at family and community level. The words are used for SGM people such as Ghade in Doti, Mehera, Swane, Chhakka and Hijada in Kailai which is not respectful word for SGM people. Some SGM people are homeless, some are not getting school education and some are compelled to force marriage. National Council Aids and STI Control (NCASC) Strategy 2011-2016 has also mentioned that: Each Most at Risk Population (MARP) has distinct stigma attached to them resulting into discrimination of varied intensity and magnitude. Therefore all MARPs focused programme will have in build stigma and discrimination reduction activities as well as gender-sensitive and user-friendly services that take into consideration of gender stereotype, gender based violence, gender monitoring and reducing stigma and discrimination. Suicide case among SGM people is particularly high compare to the general population.

Health related problems such as use of “hormone: self-therapy”, silicon, use of breast increasing medicines without knowing the impact, has created the serious health problems. The LGBTI communities has their other health issues not just HIV and except HIV/STI other health issues are overlooked by donors and almost no support mechanism exists among the LGBTI community. As per NCASC Strategy, HIV prevalence among MSM is 3.8% and 5.2% among male sex workers. It shows the HIV infection rate is decreasing among SGM people but there is need to be reducing the risk of HIV Infection. Nepal is a patriarchal feudal society, so women are already marginalized. Due to the weak economic and social status of women in Nepal, it is more difficult for the LBT women to leave home and live on their own.

Social issues

- Social stigma and discrimination is still exist at family, community and state mechanism
- Lack of education opportunity
- High risk behavior of HIV transmission
- Increasing suicide case
- Blind use of modern technology without knowing health impact

2.4 Economic context

Nepalese people are facing unemployment problems and millions of youth goes abroad for employment. In this context, most of the SGM people are unemployed due to low education and income generation skill. They are exploited in work place where they are getting job. They get low salary in comparison to other general public and sometime they are not getting their salary and wage due to their sexual identity. If they protest it the owner threaten to kick out from the job.

There is discrimination in government services such as security forces and other government offices and no reservation has been made for SGM people. Due to their marginalization, they are compelled to do sexual work for money which they are high vulnerable from various kind of diseases. SGM people are in trouble situation for their livelihood. Though the government has announcement the youth self –employment program, SGM people has not access in that program. Sudur Paschim Samaj has been providing various skill upgrading training to SGM people but lack of investment they are not running the business. Only 10 SGM people are

running their business (Driving, hotel, poultry and cutting and sewing) after the training. Their traditional dance occupation and sex trade is also being questioned by various people. Similarly, SGM people are facing difficulties in property rights. They are not getting their property from their parents after their sexual identity. Therefore, economic situation of the SGM people is also pitiable in the society.

Economic issues

- Government has not taken initiation to ensure the employment for SGM people
- Exploitation is exist at workplace by the owner and co-worker
- No reservation is provided to SGM people
- Still SGM people lack quality training skills for income generation

2.5 Technological Context

This is the age of technology. Modern world has invented tools and technology for the benefit of the people. But due low awareness and lack of knowledge health hazard is being increasing side by side by using of new technology. Health related problems such as use of “hormone: self-therapy”, silicon, use of breast increasing medicines and sex change practices without knowing the health impact, has created the serious health problems. Similarly, use of modern tools and technology such as email, internet, website and social media such as face book, twitter and LinkedIn is difficult to use by SGM people for their benefit. Each people can access the world news, information and technology by sitting in one room. It is the age of technology that can be grasped by the organization for the benefit of the SGM People and go advance in comparison to other organization.

Technological issues

- Blind use of new technology without knowing the health impact is increasing
- Organization is not able to use and get benefit from modern technology such as email, internet, website and social media

2.6 Environmental Context

Nepal is landlocked country and 68 % land is covered by hill, 17 % land is covered by mountain and 15 % land is covered by Terai. Due to geographical difficulties, reaching all districts of far western region is being difficult and not able to work all SGM people at that place. The program is limited in urban place and where transportation is access. Therefore, SGM people of far western district are compelled to live in stigma, discrimination and humiliation in their society. Environmental degradation and climate change is burning issues of the globe. Nepal is known in 4th in terms of impact of climate change. Due to climatic situation, disaster events and losses of life and property are being increased. SGM people are also suffering from various disaster events and environmental pollution. In order to be safe and reduce the risk of disaster and climate change, SGM people need to be aware the safety measures.

Environmental Issues

- Due to remoteness and geographical difficulties SGM people couldn't open out in their society
- Natural hazard events is increasing and SGM people are in risk of disaster

3. SWOT Analysis

<p>Strengths:</p> <ol style="list-style-type: none"> 1. Good coordination with district stakeholders (District Development Committee (DDC), (District Aids Coordination Committee (DACC), District Administration Office (DAO), District Public Health Office (DPHO), Human Rights Organization) 2. Good management (reporting, recording, mobilization and work efficiency) 3. Trained and skillful staff and executive board. Low turnover of staff 4. Good internal coordination between different project 5. Sufficient physical facilities to run the program 	<p>Weakness:</p> <ol style="list-style-type: none"> 1. Not able to reach all district of far western region
<p>Opportunities:</p> <ol style="list-style-type: none"> 1. Political parties have positive towards to SGM people and issuing membership. There is opportunity to be a member of political parties 2. Supreme court and Ministry of Home Affairs (MOHA) has directives that can be taken as a opportunity for citizenship 3. NCASC strategy has provision to reduce the risk of MARP that can be use as an opportunity to reduce the health hazards of SGM people 4. Other organization started to involve SGM People in income generation training program 5. Supportive behavior from the local bodies and media 	<p>Threats:</p> <ol style="list-style-type: none"> 1. Still stigma and discrimination is exist 2. Donor community has minimizing the fund for SGM community

Sudur Paschim Samaj will use the strengths to grasp the opportunity available in the external environment. Likewise, Sudur Paschim Samaj removes the weakness and converts into strengths in coming days and develops strategies to tackle the threats.

5. Strategic Direction

5.1. Vision

A society where sexual and gender minority and marginalized people are living with equal rights and quality of life

5.2 Mission

Sudur Paschim Samaj will actively involve ensuring the human rights of SGM people, work for health, education, security and employment opportunity in the society and access in policy making level.

5.3 Values

The following values will show by the organization in day to day practices:

- Transparency
- Equality
- Regularity
- Confidentiality
- Democratic
- Honesty
- Quality
- Reliability
- Unity
- Innovation

5.4 Goal

- 5.4.1 Increase the educational status of SGM people and make them self sustainable the society
- 5.4.2 Increase the representation of SGM people in political parties and other state mechanism
- 5.4.3 Reduce the stigma, discrimination and violence to SGM people
- 5.4.4 Increase the income level of SGM people by income generation and skill building program
- 5.4.5 Reduce the HIV and STI transmission among SGM people

5.5 Objectives

- 5.5.1 Increase scholarship provision at school and college level for accessing education status of SGM people and marginalized people
- 5.5.2 Enhance knowledge and skill of the SGM People on safe sex behavior to reduce the risk of HIV and STI infection
- 5.5.3 Enhance the income generation skill of SGM and marginalized people for their livelihood

- 5.5.4 Increase awareness level of family and community people about the stigma and discrimination to SGM People
- 5.5.5 Increase the leadership skills of SGM people that they can put their voices in political parties and other state mechanism
- 5.5.6 Enhance knowledge of the political parties to address the issues of SGM people by various interaction program and meetings
- 5.5.7 Strengthen the knowledge and skill of the staff and board for effective function of the organization

6. Strategies

Sudur Paschim Samaj will adopt the following strategies to achieve the organizational goal and objectives:

- Coordinate and approach to donor, educational institution for scholarship to SGM and marginalized people
- Coordinate with donor, private sector organization, local bodies and training providing institution for skill upgrading and loan access
- Information sharing to stakeholders on human and legal rights , health and education of SGM and Marginalized groups
- Advocacy to different organization to work in favor of SGM and marginalized people
- Coordination and collaboration with political parties to promote the representation of SGM people in decision making level
- Awareness raising at family and community level to reduce the stigma and discrimination

7. Key Actions

- Orientation and training to SGM and marginalized people about their rights, law and constitution
- Implement care and support program for SGM and marginalized people
- Skill upgrading training for income generation to SGM people and access to loan provider institution
- Involve SGM and marginalized people in cooperatives and micro finance activities
- Conduct income generation , skill upgrading and business promotion training
- Orientation, training to community people on stigma and discrimination to SGM People
- Publication of poster, pamphlet and book let and distribution
- Dissemination of the issues of SGM people from print and electronic media
- Interaction program to political parties, government officials, media and policy makers
- Training to staff and board on leadership, management, professional writing, information technology, collaboration and coordination in order to face the competitor in external environment
- Conduct family counseling program to reduce the human rights violence situation , stigma and discrimination

8. Strategic Intervention Areas

- 8.1 Education
- 8.2 Health
- 8.3 Human and legal rights
- 8.4 Livelihood
- 8.5 Social Justice
- 8.6 Political inclusion

8. Management and Organization

▪ Monitoring and Evaluation

Sudur Paschim Samaj—Monitoring and Evaluation Committee consists of board, staff and stakeholders from national level, district level and VDC level. Monthly, quarterly, bi-annual and yearly monitoring mechanism from different level will be developed. A monitoring guideline detailing indicators, monitoring formats, time duration and responsible person will be followed. A joint monitoring program will be promoted.

▪ Governance and leadership

General Assembly of the organization will be the highest wing of the organization. All the overall direction will take by general decision. Executive committee comprising 11 members oversees strategic direction. A senior management team is responsible for the day to day management activities of the organization. A participatory and democratic leadership practices are promoted- SPS will promote the good governance practices within the organization. Organization members will be accountable to the community people and budget and program will be transparent. Participatory decision making process will be adopted in organization. All the activities and personnel will be implemented by personnel and financial policy.

10. Geographical Coverage for five years

Sudur Paschim Samaj will work in all nine districts (Kailali, Doti, Dadeldhura, Baitadi, Darchula, Kanchanpur, Accham, Bajhang and Bajura) in coming five years.

11. Organizational Structure

