# NGO Federation of Nepal (NFN) Strategy 2030

## Section 1: Introduction- about NFN

NGO Federation of Nepal (NFN) is an independent, non-partisan, and autonomous national level umbrella organization of legally registered civil society (non-family, non-state, non-market, not-for-profit) organizations, enterprises or entities dedicated to and working for justice, peace, human rights, democracy, development, sustainability and poverty eradication, operating at any level, from local communities to district to provinces to national.

NFN represents its members and wider Nepali civil society constituencies, formally and informally at local, district, province, national, regional or international spaces and processes.
NFN works with the government, private (for-profit business) sector, international development agencies, and donors. Its relationships with them vary, depending upon the agenda, from being partners, collaborator, advocate, campaigner, pressure group and watchdog.

## Section 2: NFN Strategy 2030

The process of developing the new strategy for the period 2025-2030 involved an extensive and participatory consultation process with NFN members, advisors, staff, district and provincial committees, as well as external partners, allies, CSOs, critical friends and other stakeholders. This process allowed for a thorough review, reflection, and learning from the past to shape future ambitions, priorities, and agendas, in consideration of and in response to the future coming on to us.

The NFN Strategy 2030 serves as our guiding compass and living roadmap towards our direction, destination and for delivering our mission during the period 2025-2030. It represents our promise and commitment to ourselves and to all, forming the basis for our accountability. This is also an invitation to all allies, partners, supporters, and stakeholders for partnership, collaboration, and joint work. Furthermore, the NFN Strategy 2030 will direct the creation of a more detailed 3-Year Strategic Plan for 2025–2027. The 3-Year Plan, in turn, will inform Annual Operational Plans and Budget for implementing and delivering the commitments outlined in this NFN Strategy 2030.

## Section 3: NFN Core Fundamentals

### Vision

NFN envisions a just, equitable, inclusive, democratic, sustainable, prosperous, and peaceful society and country.

### Mission

NFN exists to protect, claim, expand, and strengthen the agency, space, capacity, power and actions of citizens and civil society organizations for their rights and freedom to express, associate, organize, mobilize, raise resources and influence.

### Values

NFN upholds and lives by the following core values:

- **Justice, peace, human rights and sustainability**
- **Democratic governance**
- **Diversity, equity, and inclusion**
- **Solidarity**
- **Integrity**

### NFN Constituencies and stakeholders

NFN's primary constituencies are its members and affiliates. Fundamentally, NFN is an organization of its members, for its members, and from its members. In line with its vision, mission, and values, NFN also considers wider CSO (non-family, non-state, non-market and non-profit) local, national or international civil society organisations, communities, movements, and enterprises working for rights, justice, peace, sustainability and poverty eradication in Nepal also as it's constituencies.

NFN engages with state and government institutions as well as with the market and for-profit companies/corporations at all levels from local to national to international/global levels.

### NFN Roles and Approach

To achieve its vision, mission, and objectives, NFN engages in a spectrum of ways with its CSO constituencies, allies and coalitions, and plays a variety of roles, including leading, facilitating, complementing, collaborating, cooperating, convening, advocating, campaigning. NFN doesn't duplicate or compete with its member organizations.

NFN, as necessary, also plays the role of watch-dog, pressure group, advocates, campaigners to influence state/governmental or corporate/market stakeholders' policies, practices and resource allocation for rights, justice, sustainability, and peace.

The following are the key roles NFN plays:

- **Unifying Civil Society Organizations**
- **Mobilizing Collective and Consolidating Action**
- **Strengthening the Capability of Civil Society Organizations**
- **Enhancing Sectoral Integrity and Credibility**
- **Advocacy and Campaigning for Transformation**
- **Consolidation and Amplification**

## Section 4: External Context and Scenario 2030

The NFN Strategy 2030 is shaped by an increasingly uncertain, volatile, and rapidly changing global and national contexts that we cannot forecast or predict but can only foresee as plausible scenarios.

This NFN Strategy foresees a global scenario of deep systemic disruptions and polycrisis in planetary ecosystem, prevalent neo-liberal economic system, democracy, geopolitics, aid industry and work vis-à-vis technology, affecting all countries and regions.

In Nepal, there is deep and pervasive public narrative and sense of pessimism, mistrust and outrage against the unstable and ineffective government, gerontocratic party-political elites, corrupt bureaucracy, crony rich business-houses and even, civil society organisations. They are all blamed for the growing inequalities, debt-ridden economy, excessive import and remittance dependency, rampant corruption with impunity, increasing authoritarian tendency of the government and the

lack of adequate opportunities and progress in the country and, huge out-migration of youth for education and employment abroad.

In the aftermath of the recent Gen Z led protests and subsequent public outrage, leading to regime change, this strategy foresees a scenario where some political restructuring and corrections/adaptation will emerge, with continued unstable politics which can take us either to authoritarian stable government or continued unstable government in the short to medium term.

NFN foresees that civil society organizations and ecosystem at local, national or international level, albeit in a radically transformed frame, forms and format, will be even more needed, as the systemic disruptions faced by human being and society cannot be solved by any one community or country on its own.

In this context and scenario NFN commits to resist, organize, and mobilize with renewed energy to defend and advance rights, freedoms, peace, and justice for all, especially for marginalized and oppressed people and communities.

## Section 5: Strategic Programme Priority Objectives 2030

NFN has six strategic programme priority objectives to deliver and achieve during this period, 2025–2030:

### Priority Objective 1: CSO Enabling and Empowering Law, Policies and Procedures

The Government of Nepal will enact laws, regulations, policies, and procedures—applicable at all levels of the federal state—that ensure and enable the agency, space, rights, and freedom for civil society organizations and enterprises to exist, organize, associate, operate, raise resources, and engage in all types of work: justice, peace, human rights, sustainability, democracy, development, poverty eradication and humanitarian work.

### Priority Objective 2: Civic Space, Rights, and Freedoms

The freedoms, rights, and space of citizens and civil society organizations to organize, associate, observe, express, protest, resist, demand, and counter repression, will be protected, expanded, promoted, and realized as enshrined in the constitution of Nepal.

### Priority Objective 3: Public Trust, Support, and Voluntary Contributions

Civil society organizations will receive greater public recognition, support, and trust, as well as more voluntary, philanthropic, and corporate social responsibility (CSR) contributions (in terms of their time, talent or treasure) for work on justice, peace, human rights, sustainability, development, democracy and poverty eradication.

### Priority Objective 4: Equality and SDG Commitments

The flagship annual Country Inequality Report and annual SDG Progress Report will promote and facilitate public discussion and attention on the growing and persistent inequalities between people, communities, and regions, as well as the gaps in achieving SDGs by 2030. This will create pressure on policymakers and decision-makers—both national and international—for appropriate public policy, practice, and resource allocation for equitable achievement of SDGs and reduction of inequalities.

**Priority Objective 5: CSO Capability**

The capabilities (agency, capacity, resources, voice) of civil society organizations, including NFN members and partners, will be strengthened to enable them to build resilience and respond to the serious disruption and uncertainty caused by drastic change in the international and multilateral development concepts and systems and in the international development aid sector/industry.

**Priority Objective 6: CSO Alliances and Coalition**

Civil society organizations and the sector will be much better networked, associated, affiliated, organized, and coordinated for unity in diversity, leading to stronger collective capability, influence, resistance, and impact.

## Section 6: NFN Internal Organizational Priorities 2030

NFN's 'internal organization' comprises the following interrelated structures:

1. NFN Secretariat of paid staff, headed by the Executive Director.
2. NFN District Executive Committee
3. NFN Province Executive Committee
4. NFN Central Executive Committee and officials, elected every three years.
5. NFN Municipal Network
6. The NFN General Assembly, consisting of all eligible/legitimate NFN members.

The following priorities outline what NFN needs to focus on its internal organization. These interventions and changes internally within its own structure, systems, culture, resources and competencies are necessary to deliver the mission and priority objectives and outcomes/impacts committed above.

**Internal priority 1: Non-partisan, equitable and caring umbrella organization**
**Internal priority 2: Governance review and reform**
**Internal priority 3: Stronger transparency, accountability and public engagement**
**Internal priority 4: Stronger and empowered Secretariat**
**Internal priority 5: Stronger digital presence, performance and influence**
**Internal priority 6: Financial viability**
**Internal priority 7: Membership systematization, inclusion and engagement**

## Section 7: Implementation and Accountability Framework

- NFN will produce a 3-year Strategic Plan for 2025-2027, an internal document, which will further detail interventions into specific activities and include Monitoring, Evaluation, Accountability and Learning (MEAL) indicators. It will also outline a broad allocation of budget and other resources to be carried out in the coming three years, leading to the next National Convention of NFN.
- The 3-year strategic plan will then be used by different departments and functions to develop their annual operational plans with quarterly activities and budget allocations. All these operational plans will be consolidated into a document, the NFN Annual Operational Plan and Budget, to be formally approved by the NFN Central Executive Committees.
- NFN Strategy 2030 and NFN 3-year Strategic Plan 2025-2027 are living documents, meaning they will be under review and available for updates and adaptations as needed.