



STRATEGIC PLAN

January 2026 – December 2027

Nepal–U.S. Alumni Network (NUSAN)

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1. Introduction

1.1 Organizational Overview

Nepal-U.S. Alumni Network (NUSAN) is a national network of U.S. Government (USG) Exchange Alumni and U.S. Graduate Alumni from diverse academic and professional backgrounds. Established in 2017 and registered as a non-governmental organization in Nepal, NUSAN works in close collaboration with the U.S. Embassy in Nepal to strengthen alumni engagement and amplify alumni contributions to Nepal's development.

NUSAN operates across multiple thematic areas, including entrepreneurship, community development, women's empowerment, youth leadership, education, climate action, emerging technologies, digital rights, and innovation. The organization provides a common platform for alumni to connect, collaborate, and apply their expertise to address Nepal's social and economic challenges, while reinforcing people-to-people relations between Nepal and the United States.

1.2 Purpose of the Strategic Plan

NUSAN is a member-driven organization, and expanding alumni membership is central to its long-term sustainability and impact. According to U.S. Embassy estimates, Nepal has over 4,500 U.S. Government Exchange Alumni and approximately 40,000 U.S. Graduate Alumni. Despite this large alumni base, alumni engagement within NUSAN remains limited due to challenges in identifying alumni, reaching them effectively, and sustaining their active participation.

This strategic plan responds directly to this gap by outlining a **clear two-year roadmap** focused on:

1. Expanding and diversifying membership
2. Deepening alumni engagement at national and provincial levels
3. Strengthening institutional systems, governance, and sustainability

The plan serves as a **guiding document for the Fourth Executive Committee** to prioritize actions, allocate resources, and measure progress from **January 2026 to December 2027**.

1.3 Strategic Planning Process

This strategic plan was developed through an inclusive and consultative process to support NUSAN in building people-to-people ties between Nepal and the United States. NUSAN conducted:

- An Alumni Engagement Survey, and
- An Executive Committee Survey

These tools captured alumni interests, expectations, and preferred modes of engagement, while also reflecting the Executive Committee’s strategic vision. By integrating alumni feedback with leadership priorities, the plan ensures alignment between member needs and institutional goals.

This process reinforces NUSAN’s commitment to transparency, participatory governance, and evidence-based planning. All strategic priorities and activities outlined in this document are grounded in survey findings and organizational experience.

2. Vision, Mission & Strategic Goal

Vision

- To unite, inspire, engage, and empower U.S. Government Exchange Alumni and U.S. Graduate Alumni in Nepal.

Mission

- To actively engage U.S. Government Exchange Alumni and U.S. Graduate Alumni in Nepal through meaningful programs, partnerships, and platforms.

Strategic Goal (2026–2027)

- Strengthen NUSAN as a sustainable, inclusive, and member-driven alumni network that advances Nepal's development and deepens Nepal–U.S. relations through alumni-led diplomacy.

3. Strategic Priority Areas

3.1 Strategic Priority 1: Membership Growth & Outreach

Strategic Goal

To expand and diversify NUSAN’s membership by improving alumni identification, outreach, and value proposition for U.S. Government Exchange Alumni and U.S. Graduate Alumni across Nepal.

Strategic Objectives

NUSAN will focus on strengthening its membership base by systematically identifying unengaged alumni, increasing the visibility of the network, and converting alumni interest into active and sustained participation. Particular emphasis will be placed on expanding life membership as a foundation for long-term sustainability, strengthening provincial outreach through Provincial Coordination Committees (PCCs), and increasing engagement of U.S. Graduate Alumni through structured onboarding and orientation mechanisms.

Roadmap: Membership Growth, Outreach, and Management

Objective Area	Key Activities	Expected Outcomes
Increase overall membership base	Conduct quarterly membership outreach campaigns targeting general and life membership through social media, WhatsApp groups, Embassy alumni briefings, and orientation sessions in collaboration with USEF for U.S. Graduate Alumni	30% increase in total active membership within 12 months.
Improve membership verification and onboarding	Establish a systematic verification, welcome, and orientation process for new general and life members	Increased awareness of NUSAN’s mission, activities, and engagement opportunities; higher participation and retention rates

Promote life membership for sustainability	Implement incentive-based life membership campaigns in partnership with alumni-led businesses (e.g., discount vouchers or services for the first 15 life members per campaign)	At least 40 new life members over two years; improved long-term alumni commitment
Strengthen alumni retention and engagement	Organize regular alumni engagement activities(eg knowledge sharing sessions, podcast series, and paid events; provide opportunities for alumni to facilitate programs; promote alumni-led initiatives quarterly through NUSAN's website and social media platforms	Improved alumni retention rate (target: 50% increase in active participation); stronger sense of ownership among members
Strengthen provincial-level alumni enrollment	PCC focal persons organize quarterly alumni meet-and-greet and orientation sessions at the provincial level	Increased provincial membership and stronger linkage between central and provincial structures, and promoting American excellence.
Maintain an expertise-based alumni roster	Conduct semi- annual alumni surveys (WhatsApp, email, social media) to map skills, expertise, and interests	Improved targeting of activities and informed engagement planning

3.2 Strategic Priority 2: U.S. Alumni Engagement & Networking (National & Provincial)

Strategic Goal

To deepen meaningful alumni engagement, leadership development, and professional networking at both national and provincial levels.

Strategic Objectives

NUSAN will strengthen alumni engagement by creating regular, high-value platforms that foster professional networking, leadership development, cultural exchange, and collaboration with the U.S. Embassy and partner institutions. Engagement activities

will be designed to be inclusive, geographically distributed, and aligned with shared Nepal-U.S. priorities, including entrepreneurship, innovation, and American excellence.

Roadmap: Alumni Engagement & Networking

Objective Area	Key Activities	Expected Outcomes
Deliver regular thematic engagement activities and enable continuous knowledge sharing	Quarterly thematic activities at the national level and alumni-led sessions (e.g., International Women’s Day, Heritage Walks, Knowledge Series, Freedom 250 Programs)	Consistent alumni engagement; increased alumni participation in professional and community development; opportunities for membership growth and networking
Strengthen cross-sector alumni networking	National-level gatherings bringing together alumni from various sectors, including AI, technology, policy, journalism, entrepreneurship, economic sectors, and more	Promotion of American excellence; strengthened mutual understanding and long-term people-to-people ties between Nepal and the United States; increased cross-sector collaboration and professional networking among alumni
Strengthen provincial-level alumni engagement	Implementation of Freedom 250 activities at American Spaces; use of American Spaces and regular PCC engagement meetings	Improved provincial coordination, increased participation of provincial alumni, and promotion of the U.S.
Celebrate shared Nepal-U.S. values and milestones	Freedom 250 celebration on Independence Day; cultural and commemorative events	Increased alumni pride, public visibility, and people-to-people connections, and represent America's current priorities.
Create regular national engagement platforms	Semi-annual paid alumni networking and social gatherings at the national level (Kathmandu-based, 40+ alumni per event)	Stronger alumni connections; improved member satisfaction; partial financial sustainability through paid events

Promote dialogue on entrepreneurship and innovation	Organize a National Alumni Summit featuring high-level dialogue sessions in collaboration with AmCham Nepal and the U.S. Embassy	Enhanced alumni visibility; strengthened Nepal-U.S. commercial and innovation dialogue; support for U.S. priorities of economic empowerment
Build alumni leadership, peer learning, and community impact	Provincial Leadership Bootcamps; alumni-led capacity-building sessions; Alumni Small Grant (ASG) initiatives; Entrepreneur Mela; alumni-led community programs across seven provinces	Enhanced leadership and professional growth; increased alumni ownership and volunteering; strengthened local leadership; positive economic opportunities and social impact across communities; highlighted American leadership and alumni diplomacy.

3.3 Strategic Priority 3: Institutional Strengthening, Governance & Sustainability

Strategic Goal

To strengthen NUSAN’s institutional capacity, governance systems, and long-term sustainability.

Strategic Objectives

NUSAN will focus on strengthening its internal systems, governance frameworks, and operational capacity to support sustainable growth. Priority will be given to improving membership data management, ensuring legal compliance and accountability, enhancing leadership and staff capacity, and diversifying funding sources. These efforts will enable NUSAN to function as a credible, transparent, and resilient alumni institution capable of delivering high-quality programs at national and provincial levels.

Roadmap: Institutional Strengthening, Governance & Sustainability

Objective Area	Key Activities	Expected Outcomes
Strengthen membership data management systems	Review, clean, verify, and upgrade membership records to address duplication, inaccuracies, and potential misuse	Accurate, secure, and reliable membership database supporting planning and engagement
Establish data protection and membership policies	Develop and formally adopt a Membership Data Protection and Privacy Policy	Improved data security, confidentiality, and trust among members
Improve governance and legal compliance	Update organizational documentation; renew registrations; complete audits and tax clearance; update records with relevant authorities	Reduced institutional risk; improved accountability and regulatory compliance
Build leadership and operational capacity	Conduct semi-annual capacity-building trainings for Executive Committee members and staff through internal and external alumni experts.	Improved leadership effectiveness, coordination, and operational efficiency
Strengthen financial sustainability and diversify funding sources	Develop and submit grant proposals aligned with U.S. mission priorities and NUSAN’s strategic vision; promote paid alumni events, alumni-led partnerships, sponsorships, and in-kind contributions	Increased access to program and institutional funding; reduced dependency on a single funding source; improved long-term financial resilience
Strengthen monitoring, learning, and adaptation	Semi-annual review meetings involving EC and staff to assess the effectiveness, efficiency, and relevance of activities	Evidence-based decision-making and continuous improvement

4. Implementation Plan (Year 1: January–December 2026)

4.1 Implementation Approach

The first year of implementation (2026) will focus on establishing strong institutional foundations, piloting alumni engagement and leadership models, and strengthening systems for sustainable growth. Activities are designed to be phased, modular, and volunteer-friendly, allowing flexibility while maintaining a clear strategic direction.

Implementation will follow **these principles**:

- Phased execution (*Foundation* → *Engagement* → *Consolidation*)
- Clear Executive Committee ownership through focal persons and sub-committees
- Quarterly review and adjustment
- Alignment with U.S. Embassy priorities and alumni availability

4.2 Annual Implementation Phases (2026)

Phase	Period	Focus
Phase 1	January - March	Institutional setup, planning, and outreach launch
Phase 2	April - August	Membership growth, national and provincial engagement & networking
Phase 3	September - December	Flagship programming, consolidation, review, and AGM

4.3 Annual Calendar Overview (2026)

This is a strategic overview. Detailed monthly activity plans will be maintained separately in the [Annual Calendar 2026](#).

4.3.1 Quarter 1: Foundation & Setup (January–March)

Strategic Focus: Establish systems, partnerships, and readiness for scale.

Focus Area	Key Activities
Institutional Strengthening	EC handover and orientation; strategic planning meeting; renewal of registrations (Ward, DAO), tax exemption processing

Embassy Engagement	Introductory meeting with U.S. Embassy representatives, and proposal development for the potential grant opportunities
Membership Systems	Membership database review and refinement; data protection planning; onboarding of new members
Outreach & Engagement	Life Membership outreach campaign (Q1); PCC focal person introductory meeting and provincial priority setting
Learning & Dialogue	AMA sessions (Peace Corps, alumni service experiences); International Women’s Day dialogue

4.3.2 Quarter 2: Engagement & Expansion (April–June)

Strategic Focus: Pilot engagement models and expand membership participation.

Focus Area	Key Activities
Membership Growth	Life Membership outreach campaign (Q2); structured onboarding of new general and life members
National Engagement & Networking	Paid alumni networking event (Nepali New Year celebration); film screenings and trivia competitions; professional networking session with U.S. Embassy representatives
Provincial Engagement & Networking	NUSAN orientation and alumni meet-and-greet sessions across provinces; Freedom 250 activities at American Spaces (trivia, film screening), AMA sessions: Life of a U.S. Diplomat
Alumni Leadership & Capacity Building (Pilot)	Pilot one integrated alumni-led model combining leadership development and community impact (Provincial Leadership Bootcamp or Alumni Small Grant initiative)

4.3.3 Quarter 3: Visibility & Flagship Programming (July–September)

Strategic Focus: Scale successful models and deliver flagship national programs.

Focus Area	Key Activities
Freedom 250 National Celebrations	Large-scale Freedom 250 celebration featuring an American food festival, diplomat-led storytelling sessions, cultural exchange activities, and live American music

Flagship National Engagement	National Alumni Summit in Kathmandu with interactive sessions on entrepreneurship, technology innovation, U.S.–Nepal collaboration, and American excellence
Membership Growth	Life Membership outreach campaign (Q3); continued onboarding of new members
Provincial Engagement & Networking	Monthly Freedom 250 activities at American Spaces (speaker sessions, film screenings, trivia competitions); AMA series featuring alumni experts
Alumni Leadership & Capacity Building (Scale-Up)	Continuing Provincial Leadership Bootcamps or ASG-supported activities in the remaining provinces

4.3.4 Quarter 4: Consolidation & Review (October–December)

Strategic Focus: Consolidate gains, strengthen governance, and prepare for the next year.

Focus Area	Key Activities
Alumni Engagement & Networking	Paid Dashain & Tihar alumni gathering; professional networking with U.S. Embassy representatives
Cultural Exchange	Heritage Walk 2026 in collaboration with Lalitpur Metropolitan City
Entrepreneurship & Innovation	NUSAN Entrepreneur Mela 2026 during Global Entrepreneurship Week, in collaboration with alumni-led ventures and partners
Provincial Engagement	Final phase of Freedom 250 activities (film screenings, trivia, storytelling)
Institutional Review & Compliance	Membership database update; documentation and compliance review
Governance & Forward Planning	Annual General Meeting (AGM); annual progress and financial review; initial planning and priority setting for 2027

4.4 Roles & Coordination

Effective implementation of this strategic plan will require clear roles, shared ownership, and coordinated action across NUSAN's leadership and operational teams.

- **Executive Committee:** The Executive Committee will provide overall strategic oversight, policy direction, and decision-making. The EC will be responsible for approving annual priorities, monitoring progress, addressing risks, and ensuring alignment with NUSAN's mission, strategic goals, and U.S. Embassy priorities.
- **Sub-Committees and Focal Persons:** To support efficient implementation, the EC will establish sub-committees or designate focal persons for key strategic areas:
 - Membership Growth & Outreach
 - National Alumni Engagement & Networking
 - Provincial Coordination & Leadership
 - Institutional Strengthening, Governance & Finance

Each sub-committee or focal person will be responsible for planning, coordinating, and reporting on activities within their respective areas, in close coordination with the Secretariat.

- **Secretariat / Staff:** The Secretariat and staff team will provide day-to-day coordination, administrative support, documentation, communication, and reporting. They will support implementation, maintain records, facilitate communication among stakeholders, and assist in monitoring progress against the strategic plan.

Review and Coordination Mechanisms

- **Monthly Executive Committee meetings** will be held to review progress, address implementation challenges, and make timely adjustments.
- **Semi-annual strategic review meetings** involving the Executive Committee and Secretariat will assess overall performance, learning, and alignment with strategic priorities.
- Key achievements, challenges, and lessons learned will be **summarized and presented at the Annual General Meeting (AGM)** to ensure transparency and accountability to members.

5. Sustainability & Resource Mobilization Plan

5.1 Sustainability Approach

The sustainability of NUSAN will be built on a diversified resource base, strong institutional and alumni partnerships, and the efficient use of volunteer leadership. The organization will balance grant-based funding with member-driven and self-generated resources to ensure long-term financial resilience, operational independence, and program continuity.

This approach will enable NUSAN to sustain core operations, scale alumni engagement activities, and respond flexibly to emerging opportunities aligned with its mission and strategic priorities.

5.2 Key Resource Streams

1. Membership-Based Revenue

Purpose: Core operational support and unrestricted funding

- a. General membership fees
- b. Life membership contributions
- c. Targeted life membership campaigns (quarterly)

2. Grants & Institutional Support

Purpose: Programmatic funding for large-scale and provincial activities

- a. U.S. Embassy grants (e.g., Freedom 250, alumni engagement, institutional strengthening)
- b. Support from aligned development partners
- c. Collaboration with American Spaces and partner institutions

3. Alumni-Led Partnerships & Sponsorships

Purpose: Reduce costs and strengthen alumni ownership

- a. Collaboration with alumni-led businesses
- b. Event sponsorships and in-kind support
- c. Professional expertise contributions

4. Paid Alumni Engagement Activities

Purpose: Cost recovery and partial self-financing of engagement activities

- a. Paid networking events
- b. Cultural and social gatherings
- c. Alumni-led professional sessions

5.3 Cost-Control & Efficiency Measures

To maximize impact and ensure responsible use of resources, NUSAN will adopt the following efficiency measures:

1. Utilization of volunteer facilitators and alumni experts for program delivery
2. Rotational provincial activities to manage travel and logistical costs
3. Strategic use of American Spaces, public venues, and partner facilities
4. Digital-first communication and outreach to reduce operational expenses