

पञ्चवर्षीय रणनीतिक योजना (२०८०-२०८५)  
5-Year Strategy Roadmap-Plan (2024-2028)



**Children as Zones of Peace (CZOP)-National Campaign**

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## 1. Background

Children as Zone of Peace (CZOP)-National Campaign initiated its movement for the first time in Nepal in 2001 to promote the protection and promotion of children's rights during and after armed conflicts. The campaign was initially a loose coalition of limited organizations working in the field of child rights, including CSOs, INGOs, the National Human Rights Commission, Red Cross Society and UNICEF Nepal as observer members. As of 2023, the coalition has been formalized, and has 72 member organizations associated from across Nepal under the name '*CZOP-National Campaign*'.

One of the primary goals of CZOP is to advocate for children as zones of peace, encouraging them to refrain from participating in armed or unarmed political movements. CZOP also seeks to ensure that children who are affected by conflict or any emergency receive ample and effective support/relief from civil society.

Over the years, CZOP has lobbied and advocated for child protection issues, including the abolishment of corporal punishment, child marriage, child labor, abuse, and exploitation in all settings. As a result of these efforts, major political parties in Nepal have included children as zones of peace and child protection issues in their election manifestos. After the signing of the Comprehensive Peace Agreement in 2006, CZOP decided to focus on child protection as a major intervention area due to the prevalence of abuse, exploitation, and violence against children in Nepal. In 2008, CZOP expanded to become Children as Zone of Peace and Protection (CZOPP) to promote child protection in the country. However, in 2015, CZOPP reverted to its original name, CZOP, and removed the "P" to focus solely on advocating for children and schools as zones of peace. To institutionalize its work, CZOP conducted an "Impact Assessment" to assess its efficiency, effectiveness, organizational structure, and relationship with external and internal institutions. Based on the recommendations of the assessment report, CZOP formally registered itself in the District Administrative Office, Kathmandu, and received affiliation from the Social Welfare Council. CZOP is now a national coalition of organizations working in the field of child rights that advocates for the protection and promotion of children's basic rights during and after armed conflicts, including the establishment of schools as peace zones.

In 2011, the Government of Nepal adopted the School as Zone of Peace Guideline, which CZOP had been advocating for. The guideline aims to protect schools from conflict and ensure that education is a safe and peaceful environment. Additionally, CZOP has been advocating for the best interests of children to receive special protection, and for schools to be established as peace zones.

CZOP's efforts have also led to policy changes in Nepal. The Children Act (2075) now recognizes the use of children in political protest and campaigns as a crime against children. CZOP is currently advocating for the endorsement of the National Plan of Action on Children, the amendment of the National Strategy to End Child Marriage-2072, and the amendment of the Child Labour (Prohibition and Regulation) Act 2056.

CZOP has also been partnering with different stakeholders to reduce discrimination against children, particularly child marriage and sexual exploitation since 2017. The campaign has been strategically partnering with the National Human Rights Commission, UNICEF, likeminded INGOs such as Save the Children, Plan International, World Vision, World Education along with Government, MoWCSC, MoEST, federal and provincial level parliamentary committees, and local CBOs and NGOs under its major themes: Policy Advocacy, Child Protection, School/Children are zones of Peace and protection, and Networking and Institutional Development.

Overall, CZOP has emerged as a powerful movement in Nepal advocating for the protection and promotion of children's basic rights during and after armed conflicts, as well as working towards ending child marriage, child labour, abuse, and exploitation in all settings.

## 2. History Behind CZOP

The idea of "Children as Zones of Peace" was first introduced by Niel Thedin from Sweden in 1983. In 1996, Grasha Massel emphasized the importance of recognizing children as zones of peace in the United Nations, marking the first official mention of the concept. This concept was first implemented to an extent in Sri Lanka in 2001. However, it was introduced and developed in Nepal during the 2001-Armed Conflict. During this period, the rights of children were severely impacted as schools were used as parade grounds or shelters by both the Nepal Army and the Maoist Peoples Liberation Army. Many children were forced to become child soldiers, and a myriad lost their lives in crossfire or mine/bomb blasts. CZOP was first defined during this period of conflict by the following 10 points:

- i. Declare Schools as zone of peace (SZOP)
- ii. Stop strikes/protests in days of importance to children (immunization day, examination period etc) and induce ceasefire on these days in case of conflict.
- iii. Do not disturb the supply of necessities to children and do not create obstacles for organisations providing humanitarian support to children.
- iv. Avoid targeting vehicles transporting children, and refrain from carrying out any acts of terror or strikes during times when children are on the move (such as school start or school end).
- v. No hindrance in child participated programs.
- vi. Stop publishing content that can affect children (such as violent content) in mass media.
- vii. Always maintain child-friendly behaviour/interaction while with children.
- viii. Prevent use of children in politics/armed conflicts/ acts of violence.
- ix. Give priority to children in rescue, relief, and rehabilitation.
- x. Promote peace education and culture of peace.

The concept of 'School is a Peace Zone' originated in Nepal through the efforts of Save the Children Norway-Nepal in 2001. Subsequently, in 2002, various organizations focused on child rights and protection launched an advocacy campaign under the slogan 'Children are Zones of Peace.' In early 2003, a tragic incident at Sharada Secondary School in Mudbara, Doti, where four children lost their lives in a crossfire between Maoist insurgents and the Nepal Army, further emphasized the importance of creating safe spaces for children. To consolidate these efforts and initiatives, the Coordination Committee for Children in Conflict was established in early 2003, under the coordination of the Central Child Welfare Committee. To strengthen and advance the campaign, the 'Children as Zones of Peace (CZOP)-National Campaign' was officially launched in Nepal on August 20, 2003 (3, Bhadra 2060), through the collaborative efforts of civil society organizations (CSOs). These efforts aimed to prevent further tragic incidents and ensure the protection and well-being of children during times of conflict.

Following are the key values, beliefs, Vision and Mission of CZOP:

### Values and Beliefs

#### CZOP Values

- Governance: Transparent and accountable
- Quality Services
- Networking and Coordination
- Neutrality

**CZOP Beliefs**

- Non-Discrimination: Caste, Sex, Religion, Capacity, Age, Geography, Economic
- Inclusivity: LGBTIQ, Children with Disability
- Best Interest of Children

### 3. Vision

Peace and children's rights are the foundation of public policy, our concern for everyone's accountability

शान्ति र बालअधिकार सार्वजनिक नीतिको आधार, सबैको जवाफदेहीता हाम्रो सरोकार

The vision of CZOP "*peace and children's rights are the foundation of public policy, our concern for everyone's accountability*" is to create a peaceful environment for all children in all circumstances such as emergencies, armed conflicts and even day to day situations. Its dream is to protect and promote the rights of all children, free from discrimination, abuse, and exploitation. To achieve this vision, CZOP is advocating for policy changes, providing technical support to local governments, civil society organizations, and partnering with various stakeholders. It also promotes the concept of children as zones of peace and works towards establishing schools as zones of peace to ensure the safety and well-being of children in all settings.

### 4. Mission

**"Collective Campaign and Solidarity for Children as Zone of Peace & Child Rights System: Our Priority"**

बालबालिका शान्ति क्षेत्रका लागि साभ्ना अभियान र एकबद्धता, बालअधिकार प्रणाली हाम्रो प्राथमिकता

#### Vision

Peace and children's rights are the foundation of public policy, our concern for everyone's accountability

#### Mission

Collective Campaign and Solidarity for Children as Zone of Peace & Child Rights System: Our Priority

#### Goal

To create an environment of peace and prosperity for children's rights.

#### Overall objective

To create a collective effort for child-friendly, peaceful environment where rights of the children are protected and promoted in all tiers of federal Nepal.

The mission statement reflects the organization's commitment to advocating for the integration of peace and children's rights into public policy frameworks, while safeguarding the well-being of children in all aspects of society. Moreover, CZOP is committed to holding all stakeholders accountable for the well-being and safety of children, ensuring that their rights are protected and upheld across various sectors. CZOP strives to drive systemic and transformative change, working towards inclusive policies that prioritize children's rights and contribute to peaceful and nurturing environments for all children.

### 5. Goal

To create an environment of peace and prosperity for children's rights.

## **6. Overall objective:**

To create a collective effort for child-friendly, peaceful environment where rights of the children are protected and promoted in all tiers of federal Nepal.

### **6.1 Specific objectives:**

- i. To engage in evidence-based policy advocacy to guarantee comprehensive child protection and social welfare programs.
- ii. To enhance the child protection system at all administrative levels of federal Nepal.
- iii. To safeguard and advance the rights of children in Federal Nepal through inclusive participation, education, and advocacy campaigns.
- iv. To bolster the capacities of CZOP and its members by promoting institutional capacity development and networking, with the aim of establishing child-friendly governance at the local, provincial, federal, regional, and international levels.



## **7. CZOP's 5-Year Strategy Roadmap/Plan (2024 to 2028)**

### **7.1 Context**

The history of child rights in Nepal has been marked by challenges and progress. Nepal ratified the Convention on the Rights of the Child in 1990, and since then, there have been many initiatives to promote and protect the rights of children in the country.

During the period of armed conflict, the rights of children were severely affected. Many children were recruited as child soldiers by the Maoist Peoples Liberation Army, and many lost their lives in crossfires and mine/bomb explosions. As a result, regular teaching activities were seriously disrupted. In response to this crisis, child-focused agencies came together to form the Children as Zone of Peace (CZOP) coalition in August 2003, advocating for children's basic right to life, development, and protection. After the Comprehensive Peace Agreement was signed in 2006, CZOP shifted its focus to child protection as a major intervention area, given the rampant abuse, exploitation, and violence against children in the country.

Today, CZOP continues to work toward the promotion and protection of children's rights in Nepal. Through a human rights-based approach, CZOP intervenes in programs and campaigns to hold all levels of federal government accountable for the implementation of policies that promote child rights to education, health, nutrition, and child-friendly local governance. It also aims to establish an effective child protection system from local to federal level. Moreover, CZOP also advocates for policy reform and effective implementation of child rights at the national level, engaging with policymakers and government officials to create lasting change.

In recent years, CZOP has implemented a number of successful initiatives to further advance the rights of children in Nepal. For example, CZOP has worked with local governments to establish child-friendly local governance structures that prioritize the needs of children. CZOP and member organizations have also launched campaigns to raise awareness about child marriage, child labour, and child abuse, and have provided training to policy makers, teachers, parents, and community leaders on child protection and rights. Additionally, CZOP and many its members have established child clubs in schools and communities, providing a platform for children to voice their concerns and participate in decision-making processes that affect their lives.

In developing its 5-year strategy roadmap-plan, CZOP builds on its past successes, reflects on any new necessities, and continues to prioritize interventions that promote and protect the rights of children in Nepal. This includes expanding the reach of its child-friendly local governance initiatives across the country, increasing advocacy efforts to reform policies related to child protection mechanism and education, and continuing to raise awareness and campaign about the importance of children as zones of peace and child rights across the country. By taking a human rights-based approach to its work and engaging with all levels of government, CZOP is making a meaningful impact on the lives of children in Nepal.

### **7.2 Current Status of Children in Nepal**

The situation of children in Nepal has improved over the years, but there are still many challenges that need to be addressed. Here are some updates on the status of children in Nepal:

- i. **Education:** While the enrolment rate in primary education has increased, the quality of education remains poor. Many children drop out of school due to poverty, early marriage, and child labour. Access to education is also unequal, with children from disadvantaged communities and girls facing more barriers. The net enrolment rate of basic education (class 1-8) is 96.1 per cent (Flash 1 Report, 2079). Moreover, the learning achievements of students seem very low, for example in grade 8, only 31.2% of students achieved above the minimum level of proficiency in Maths and similarly in Science 37.7%, in Nepali 58.8% and in English 51.5%. About 49% of students have experienced some form of bullying in school, which has also significantly affected their learning achievements. (NASA,2020).
- ii. **Health and Nutrition:** Child malnutrition and mortality rates in Nepal have decreased, but they are still among the highest in South Asia. Many children suffer from stunted growth due to inadequate nutrition. Access to healthcare is also limited, particularly in rural areas. Data shows that the under-five child mortality rate is still 28 per 1000 live births (Mics 2019). The percentage of fully immunized children increased up to 91.2% (DoHS 2022),
- iii. **Child Exploitation and Abuse:** Child labour and trafficking are major issues in Nepal. Many children work in hazardous conditions, including carpet and brick industries. Children, especially girls, are very vulnerable to sexual exploitation and child marriage remains a significant problem, with nearly 33% of girls marrying before the age of 18. More than 1.1 million are child labourers and among them, more than 200 thousand are in the worst form of child labour.
- iv. **State Obligations:** Nepal has made progress in developing child-friendly policies and programs, but implementation remains a challenge; more specifically, the establishment and strengthening of child-focused state mechanisms. Although all three tiers of government bear the responsibility of prioritizing children's rights and allocating resources accordingly, limited resources, lack of conceptual clarity about investment in children, corruption, and political instability have hindered progress greatly.
- v. **Social Taboos:** Deep-rooted social norms and practices continue to hinder children's development in Nepal. These include discrimination based on caste, gender, and ethnicity, as well as harmful traditional practices such as chhaupadi (menstruation exile) and dowry. These social taboos can result in exclusion, violence, and exploitation of children, particularly girls.
- vi. **Child sensitivity:** There has been progress in increasing sensitivity towards child related issues in the last few decades, but it is still necessary to increase child sensitivity from policy maker to implementer, from parents to teacher and even the general population including children altogether.

To address these challenges effectively, it is essential for the government, civil society organizations, and development partners to work together to create child-friendly policies and programs, allocate resources, and ensure proper implementation. CZOP plays an important role in advocating for the rights of children, holding those responsible for protection of child rights accountable, and monitoring progress towards achieving their goals.

### 7.3 Best Practices

Children as Zone of Peace (CZOP) has been working in Nepal for two decades to promote and protect the rights of children. During the armed conflict in Nepal, CZOP had a crucial role to play in advocating for the children's basic rights to life, education, development, and protection in peaceful manner. It was able to raise awareness about the grave consequences of the conflict on children, who were often caught in the crossfire and subjected to violence, exploitation, and abuse. Through its campaigns, CZOP sought to avert the involvement of children in the conflict and worked towards establishing schools and communities as zones of peace.

After the abolishment of monarchy and formation of the interim government in 2006, CZOP continued to advocate for the protection and promotion of children's rights. It collaborated with the government and civil society organizations to ensure that child-friendly policies were incorporated into the new constitution of Nepal. The constitution today not only incorporates the fundamental rights of children but also other rights such as child-participation. Moreover, it adopts the principle of 'best interest of child' as a policy of the state. The efforts of CZOP and other child-focused organizations resulted in Nepal's constitution being considered one of the most child-friendly constitutions in South Asia.

CZOP's advocacy and campaigns have also focused on making the federal government accountable for the implementation of child rights policies and programs. It has worked towards reforming policies and practices related to child protection, education, health, and nutrition. CZOP has also sought to promote child-friendly local governance, where children are included in decision-making processes that affect their lives.

**Some of the best practices during these periods of significant achievement that should continue throughout the duration of this strategic plan have been listed below:**

- i. **Established CZOP and SZOP:**
  - a. Paid tireless efforts to establish a vibrant and dedicatedly materialized CZOP and SZOP initiatives in the country.
  - b. Provided necessary resources, such as materials, equipment, technical know-how and trained personnel to support the functioning and scaling up of CZOP and SZOP effectively in the country with the government even issuing National Framework and Implementation Guideline on SZOP
- ii. **Engaged in CRC, child led reporting, and UPR implementations:**
  - a. Promoted and upheld the principles and provisions of the Convention on the Rights of the Child (CRC) in all CZOP and SZOP activities.
  - b. Encouraged child-led reporting, where children are given the opportunity to express their thoughts, experiences, and concerns freely.
  - c. Facilitated the implementation of Universal Periodic Review (UPR) recommendations related to children's rights, focusing on areas that directly impact children in the community and school zones.
  - d. Collaborated with relevant CSO and Government stakeholders, including government agencies, provincial and local authorities, and educational institutions, to ensure a comprehensive and coordinated approach to CRC, child-led reporting, and UPR implementations.

- iii. **Advocated for the inclusion of child rights in the constitution:** Advocated for the inclusion of child rights in the Nepali constitution during the constitution-making process. As a result, the constitution now recognizes the rights of the child as fundamental rights.
- iv. **Mobilized children as agents of change:**
  - a. Successfully mobilized children as agents of change in their own communities and child clubs.
  - b. Empowered children to advocate for their rights and the rights of their peers through child-led campaigns.
- v. **Partnered with state mechanism and civil society:**
  - a. Worked in partnership with the government, National Human Rights Institutions (NHRIs) and civil society organizations to promote and protect the rights of children. This has been instrumental in advancing child rights at the policy level.
  - b. Began engaging with private sectors as well for child protection policies.
- vi. **Advocated for child-friendly local governance:** Advocated for child-friendly local governance, which includes the establishment of child clubs, child protection committees, and child participation in decision-making processes.
- vii. **Strengthened child protection systems:** Worked to strengthen child protection systems at the national and local levels, including capacity building of stakeholders and promoting a child rights-based approach to child protection.
- viii. **Started implementation of community-based interventions:** Started implementing community-based interventions to promote child rights to education, health, including social awareness-raising campaigns, child and youth empowerment, child protection training, workshops, and community mobilization.
- ix. **Conducted fact-finding missions:**
  - a. Pioneered and conducted fact-finding missions in serious child rights violation cases even during the armed conflict period.
  - b. Highlighted the issues based on evidence, created pressure, and provided recommendations to concerned authority to take actions for the protection of the rights of children.
- x. **Conducted child-focused analysis of budget:**
  - a. Analysed the national budget through the lens of child rights, child protection and investment in children.
  - b. Developed a tool for proper child-focused analysis of budget.

These best practices have been crucial in advancing the rights of children and ensuring their protection, peace and well-beings and should be adopted through the duration of this plan.

## 7.4 Theory of Change (ToC):

Theory of Change Statement: By upholding children's rights, strengthening the child safeguarding system, amplifying children's voices, advocating for zones of peace, and implementing a human rights-based approach, we believe that positive change will occur in Nepal's child protection landscape, leading to a peaceful and inclusive environment for children.

### Assumptions:

- i. When children's fundamental rights are championed, their well-being, safety, and development will be promoted.
- ii. By enhancing the child safeguarding system, a comprehensive framework will be established to effectively protect, prevent, and respond to harm or exploitation against children.
- iii. Empowering children through active participation will ensure their perspectives are considered in decision-making processes that impact their lives.
- iv. Continuous lobbying and advocacy efforts will lead to the recognition of children as zones of peace and schools as zones of peace, fostering a culture of non-violence and peaceful coexistence in educational institutions and communities.
- v. Implementing a human rights-based approach in all initiatives, policies, and programs will prioritize children's rights and ensure accountability and justice for any violations.

### Intended Outcomes:

- i. Children's rights are respected, protected, and promoted in Nepal.
- ii. The child safeguarding system is strengthened and effectively responds to harm or exploitation against children.
- iii. Children actively participate in decision-making processes and their voices are valued.
- iv. Recognition of children as zones of peace and schools as zones of peace is achieved, promoting a culture of non-violence and peaceful coexistence.
- v. Initiatives, policies, and programs prioritize children's rights and hold accountable those who violate them.

**Impact:** A peaceful and inclusive environment is created for children in Nepal, where their rights are protected, their voices are heard, and they can thrive and contribute to a harmonious society.

**In summary,** the strategic roadmap plan aims to create a child-friendly environment in all sectors of society, including state affairs, private sectors, and civil societies, to protect and promote the rights of children at all levels of federal Nepal. Through active participation, education, and advocacy, CZOP seeks to empower children, raise awareness, collaborate with stakeholders, and continually improve its programs. The ultimate vision is to ensure that every child in Nepal enjoys their fundamental rights and lives in a peaceful society.

## 7.5 CZOP 5-Year Strategy Roadmap-Plan: Goals and Objectives

**Goal/Overall Objective:** To create a peaceful and inclusive environment for children in Nepal, ensuring their rights are protected and their voices are heard while strengthening the child safeguarding system and advocating for the recognition of children as zones of peace and declaration of schools as zones of peace in Nepal.

### Specific Objectives:

- i. **Uphold Children's Rights:** Champion the fundamental rights of every child as envisioned by the constitution of Nepal, promoting their well-being, safety, and development.

- ii. **Strengthen Child Safeguarding System:** Enhance the child safeguarding system at all levels, providing a comprehensive framework for protection, prevention, and response to any form of harm or exploitation against children.
- iii. **Amplify Children's Voices:** Empower children through active participation, ensuring their perspectives are heard and taken into account in decision-making processes that affect their lives.
- iv. **Advocate for Zones of Peace:** Continue lobbying and advocating for the recognition of children as zones of peace and schools as zones of peace, promoting a culture of non-violence and peaceful coexistence in educational institutions and communities.
- v. **Human Rights-Based Approach:** Implement a human rights-based approach in all initiatives, policies, and programs, placing children's rights at the core and ensuring accountability and justice for any violations.

## 7.6 Key Priority Areas of Interventions

### Pillar 1: Policy Lobby and Advocacy

CZOP engages in advocacy and lobbying efforts to promote policy reform and effective implementation of child rights laws. In the past, CZOP's efforts have resulted in policy changes within Nepal. The Children Act (2075) now recognizes the involvement of children in political protests and campaigns as a crime against children. Currently, CZOP is engaged in advocating for the endorsement of multiple policies and will continue to do so throughout this strategic plan until the result is achieved.

Some of the issues/policies CZOP will seek to advocate, introduce, endorse, and reform are:

- National Plan of Action on Children
- National Strategy to End Child Marriage (Costed Plan of Action)
- Child Labour (Regulation and Prohibition) Act
- SZOP Frameworks and Implementation Guidelines
- Climate Change and Child rights
- Parliamentarians and Child Rights
- NHRIs and Child Rights
- Child-centred Relief during Disasters / Crises
- Investment in Children

#### Key Priority Areas of Interventions

- Pillar 1: Policy Lobby and Advocacy
- Pillar 2: School as Zones of Peace (SZOP)
- Pillar 3: Child Protection System
- Pillar 4: Accountability Towards Children
- Pillar 5: Child Rights Governance (CRG)
- Pillar 6: Research and Knowledge Management
- Pillar 7: Institutional Development and Networking

- Political parties and child rights
- Integrated child protection policy/procedure for schools (creation of unified policy/procedure/guidelines from existing different child protection policies/procedures such as SZOP, Complain response mechanism, GBV focal point, Safe school, Non-violent teaching etc.)
- Implementation of the provisions of existing acts (e.g. Children's Act, Compulsory Education Act)
- Any other issues affecting children that may arise during this period

Through this process, CZOP will act towards focusing the following key activities to collaborate with likeminded stakeholders in certain methods and tools as below:

Key Activities	Stakeholders	Method/Process
Policy Gap Analysis at all levels of governance	<ul style="list-style-type: none"> <li>• Government Stakeholders/parliamentary committee</li> <li>• lawyers/like-minded organization</li> </ul>	<ul style="list-style-type: none"> <li>• Policy Mapping</li> <li>• Review</li> <li>• Consultation</li> <li>• Study, Listing</li> <li>• Generate evidence</li> </ul>
Advocacy for additional policy formulation	<ul style="list-style-type: none"> <li>• Government Stakeholders /parliamentary committee</li> <li>• lawyers/like-minded organization</li> </ul>	<ul style="list-style-type: none"> <li>• Consultation</li> <li>• Interaction, dialogue</li> <li>• Memorandum, Press Release</li> <li>• Delegation</li> </ul>
Advocacy for Revision of inadequate Policies	<ul style="list-style-type: none"> <li>• Government Stakeholders /parliamentary committee</li> <li>• lawyers/like-minded organization</li> </ul>	<ul style="list-style-type: none"> <li>• Consultation</li> <li>• Interaction, dialogue, Memorandum</li> <li>• Press Release</li> <li>• Delegation</li> </ul>
Review of all other plans and policies (not specifically child-related) from a child-rights perspective	<ul style="list-style-type: none"> <li>• Government Stakeholders /parliamentary committee</li> <li>• lawyers/like-minded organization</li> </ul>	<ul style="list-style-type: none"> <li>• Consultation, Interaction</li> <li>• Discussions</li> <li>• Policy Mapping</li> <li>• Case studies</li> </ul>
Media Advocacy	<ul style="list-style-type: none"> <li>• Media (Radio, TV, Print, Online, including social media)</li> </ul>	<ul style="list-style-type: none"> <li>• Interaction</li> <li>• fact finding</li> <li>• press release, media fellowship, Social Media campaign</li> <li>• ICE material, PSA</li> <li>• radio program, articles</li> </ul>
Advocacy for implementation of new/revised policies	<ul style="list-style-type: none"> <li>• member organizations, government stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Consultation</li> <li>• Interaction, dialogue</li> <li>• Memorandum, Press Release, Delegation</li> </ul>
Presence in the Task force	<ul style="list-style-type: none"> <li>• government stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• influential proactive intervention</li> </ul>

Sensitization and capacity building of policy makers	<ul style="list-style-type: none"> <li>• policy makers/judicial committee/service providers</li> </ul>	<ul style="list-style-type: none"> <li>• Trainings, sensitization workshop</li> </ul>
Facilitation and technical support for policy formulation at the local level	<ul style="list-style-type: none"> <li>• Local Government</li> </ul>	<ul style="list-style-type: none"> <li>• Interaction and workshop</li> </ul>
Immediate response to any emerging issues affecting children	<ul style="list-style-type: none"> <li>• Member Organisations</li> <li>• Other entities related to the issue</li> </ul>	<ul style="list-style-type: none"> <li>• Research on any emerging issues</li> <li>• Consultation with expert groups if needed</li> <li>• Fact-finding</li> <li>• Press release, Delegation</li> </ul>
Sample draft policy formulation	<ul style="list-style-type: none"> <li>• Local Government</li> </ul>	<ul style="list-style-type: none"> <li>• Interaction and workshop</li> </ul>

## Pillar 2: School as Zones of Peace (SZOP)

The School as Zones of Peace (SZOP) initiated in the past is a key component of CZOP movement even today and should be included 5-year strategy roadmap implementation. In 2011, CZOP successfully influenced the Government of Nepal to adopt the School as Zone of Peace Guideline, which aims to safeguard schools from conflicts and ensure a secure and peaceful learning environment. CZOP has been actively advocating for the protection of children's rights and the establishment of schools as peaceful zones. The following are the key activities to be implemented in the forthcoming 5 years:

Key Activity	Stakeholders	Method/Process
Policies Implementation (Education-related policies, guidelines)	<ul style="list-style-type: none"> <li>• Local Government</li> <li>• School</li> <li>• Political Parties</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring</li> <li>• Interactions</li> </ul>
Situation analysis of SZOP	<ul style="list-style-type: none"> <li>• Schools</li> <li>• Local Government members</li> <li>• Ministries</li> <li>• Parents</li> <li>• Child Clubs</li> </ul>	<ul style="list-style-type: none"> <li>• Action Research</li> </ul>
Monitoring of schools (Corporal Punishment, Infrastructure, Quality Education)	<ul style="list-style-type: none"> <li>• Local Government</li> <li>• Medias</li> <li>• Political Parties</li> <li>• Parents</li> <li>• child clubs</li> </ul>	<ul style="list-style-type: none"> <li>• Participatory Monitoring</li> <li>• Self- School Assessment tool checklist</li> </ul>
Media Campaigns	<ul style="list-style-type: none"> <li>• Member Organizations</li> <li>• Medias</li> <li>• Local Government</li> </ul>	<ul style="list-style-type: none"> <li>• Social Media</li> <li>• Public Hoarding Board</li> <li>• Radio, TV</li> <li>• Information Sheet</li> </ul>



		<ul style="list-style-type: none"> <li>• Newspaper</li> </ul>
Documentation (Case Studies, Situation)	<ul style="list-style-type: none"> <li>• Schools</li> <li>• CZOP members</li> <li>• Journalists</li> <li>• child right Expert</li> </ul>	<ul style="list-style-type: none"> <li>• Case studies</li> <li>• Press Release</li> </ul>
Implementation of Complain Response mechanism	<ul style="list-style-type: none"> <li>• School/ Complain Response Mechanism</li> </ul>	<ul style="list-style-type: none"> <li>• Suggestion Box</li> <li>• Self- Assessment tool</li> </ul>
Interaction with Political Parties and sister organisations	<ul style="list-style-type: none"> <li>• Political Parties</li> <li>• Sister Organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Consultation</li> <li>• Dialogue</li> <li>• discussions</li> </ul>
National campaigns to declare SZOP in every municipality	<ul style="list-style-type: none"> <li>• All tiers of government</li> <li>• Public</li> <li>• Schools</li> </ul>	<ul style="list-style-type: none"> <li>• Awareness raising on importance</li> <li>• inform concerned authorities about legal obligations</li> <li>• facilitate implementations of SZOP</li> </ul>
Promote peace education and a culture of peace	<ul style="list-style-type: none"> <li>• Children/ child clubs</li> <li>• Parents, Teachers</li> <li>• Schools</li> <li>• Youth/ Youth organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and distribute content and materials about peace education</li> <li>• Conduct interaction programs with stakeholders to promote culture of peace</li> </ul>

### Pillar 3: Child Protection System

CZOP continues to focus on child protection not only in normal situation but also during emergencies, such as natural disasters and conflict situations, by advocating for the inclusion of child protection measures in disaster management plans and providing emergency response services for children in need. Based on CZOP's history and current affairs, child and social protection is also an important priority area for the organization in its 5-year strategy roadmap (2024-2028). Following are the key activities, stakeholders and methods in the system strengthening process.

Key activity	Stakeholders	Methods/ Process
Develop Child Protection pathway and lobby with the government to adopt it	<ul style="list-style-type: none"> <li>• MoWCSC, NCRC, Child right organization and networks.</li> <li>• 1098 and 104</li> <li>• Development Partners</li> <li>• UNICEF, NHRC</li> <li>• Child Clubs and Networks</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Pathway</li> <li>• Building a common understanding</li> <li>• Lobby to adopt and implement</li> </ul>
Monitor Child Rights issues, Fact-finding and Response, Child rights monitoring in elections	<ul style="list-style-type: none"> <li>• NHRC, Nepal Police, NCRC</li> <li>• Child rights, Human rights organizations, experts</li> <li>• Member organizations</li> <li>• Human Right Defenders</li> <li>• Political Parties</li> <li>• Election Commission</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring and Fact-finding guidelines</li> <li>• Monitoring and Fact-finding missions</li> <li>• Interaction and lobbying with action points</li> </ul>
Facilitate and advocate for the formation of child protection standards in Private, Government and Non- Government institution	<ul style="list-style-type: none"> <li>• Member Organization</li> <li>• Child rights organization</li> <li>• Human Rights Organization</li> </ul>	<ul style="list-style-type: none"> <li>• Handbook for guidance</li> <li>• Consultations</li> <li>• Develop samples for child protection standards for different sectors</li> </ul>
Facilitate and Advocate to develop and implement child and adolescent focus program concerning child protection issues such as child marriage, cyberbullying, drug abuse etc.	<ul style="list-style-type: none"> <li>• Government agencies</li> <li>• INGOs and Donors</li> <li>• Member organizations</li> <li>• Child clubs and networks</li> </ul>	<ul style="list-style-type: none"> <li>• Develop program (Issue-specific)</li> <li>• Collaboration with experts/ experienced organizations.</li> </ul>
Strengthen collaboration with existing state mechanisms for the prevention of and effective response to child rights violations	<ul style="list-style-type: none"> <li>• All tiers of government</li> <li>• NCRC, CRC</li> <li>• Child Welfare Officers</li> <li>• Schools, institutes</li> <li>• Education authorities</li> <li>• Labour offices</li> </ul>	<ul style="list-style-type: none"> <li>• Consultations</li> <li>• Evidence-based response</li> <li>• Monitoring, fact-finding</li> </ul>
Sensitize media personnel on the protection of children, and the importance of following Child-friendly Media Guidelines	<ul style="list-style-type: none"> <li>• Media houses</li> <li>• Media personnel</li> </ul>	<ul style="list-style-type: none"> <li>• Training, workshops</li> <li>• Facilitate field visits</li> <li>• Provide accurate information</li> </ul>
Raise awareness about online safety/digital world and facilitate effective response to cases of digital abuse	<ul style="list-style-type: none"> <li>• Teachers, parents</li> <li>• Children</li> <li>• Police</li> <li>• Psychiatric counselling service providers</li> </ul>	<ul style="list-style-type: none"> <li>• Workshops, online campaign</li> <li>• Communication with protection agencies or</li> </ul>

		counselling service providers
Facilitate the addressing of child protection-related cases such as child marriage, child labour, child trafficking, child sexual abuse, child abuse and exploitation etc.	<ul style="list-style-type: none"> <li>• Affected children and family</li> <li>• Service-providing NGOs</li> <li>• Police and concerned government authorities</li> </ul>	<ul style="list-style-type: none"> <li>• Thorough assessment of the incident</li> <li>• Facilitate coordination among service providers</li> <li>• Facilitate affected children and families to get the necessary services after the incident</li> </ul>

## Pillar 4: Accountability Towards Children

Social reform and change can only be achieved when both, the state mechanism and non-state stakeholders are held accountable towards children's issues. Although various policy documents mention accountability, it is not yet fully internalized and implemented. CZOP's vision is to bring about social reform and change in the sector of child rights and child protection. This can be achieved by holding all possible stakeholders accountable by not only facilitating conceptual clarity and services but also by exerting pressure. Following are key activities, stakeholders and methods.

Key activity	Stakeholders	Methods/ Process
Hold policymakers accountable	<ul style="list-style-type: none"> <li>• All three tiers of government</li> <li>• Parliamentarians/ parliamentary committee</li> </ul>	<ul style="list-style-type: none"> <li>• Sensitization through workshops, seminars</li> <li>• Dialogues and discussions</li> <li>• Lobbying</li> <li>• Provision of evidence-based suggestions</li> </ul>
Hold policy implementers accountable	<ul style="list-style-type: none"> <li>• Government authorities (Authorities of sectors such as health, education)</li> <li>• Judiciary bodies</li> <li>• Police and security</li> <li>• NCRC, CRC</li> </ul>	<ul style="list-style-type: none"> <li>• Sensitization and raising awareness on child protection</li> <li>• Constantly remind authorities of their obligations to child protection</li> <li>• Provide suggestions and consult on implementations of policies</li> <li>• Monitoring and Fact-finding</li> </ul>
Hold private sector and non-government organizations accountable	<ul style="list-style-type: none"> <li>• Private institutions</li> <li>• NGOs</li> </ul>	<ul style="list-style-type: none"> <li>• Raise awareness of legal obligations towards children (eg forming child protection policies)</li> </ul>

		<ul style="list-style-type: none"> <li>• Collaboration for proper implementation of institutional child protection policies</li> <li>• Facilitate utilization of Corporate Social Responsibility resources on child protection</li> </ul>
Hold teachers, parents and communities accountable	<ul style="list-style-type: none"> <li>• Teachers, parents, guardians</li> <li>• Family members</li> <li>• Religious/ community leaders</li> <li>• Members of community</li> </ul>	<ul style="list-style-type: none"> <li>• Awareness on child-rights</li> <li>• Provide skill and knowledge on child friendly behaviour/ protection of children from abuse and exploitation</li> <li>• Facilitate use of govt. mechanisms (helplines, CRC, CWO etc)</li> </ul>
Hold children themselves accountable	<ul style="list-style-type: none"> <li>• Children</li> </ul>	<ul style="list-style-type: none"> <li>• Empower children by raising awareness about their rights</li> <li>• Encourage child participation in different levels</li> <li>• Educate children on how to protect themselves and not to exploit/harm others</li> </ul>

## Pillar 5: Child Rights Governance (CRG)

CZOP advocates for the establishment of child-friendly governance structures, such as child clubs and child participation mechanisms in local government bodies, to ensure that children have a voice in decision-making processes that affect their lives. It is important for CZOP to advocate for the prioritization of child investment in the development sectors and to ensure that it remains a political agenda for all levels of political parties. The following are the key activities, stakeholders and methods to advocate CRG.

Key Activities	Stakeholders	Method/Process
Ensure child-rights in policies and plans by engaging with policymakers and government officials to invest in children	<ul style="list-style-type: none"> <li>• Government Stakeholders/parliamentary committee</li> </ul>	<ul style="list-style-type: none"> <li>• Policy Mapping</li> <li>• Plan Review</li> <li>• Consultation</li> <li>• Study</li> </ul>

Build alliances and partnerships with other organizations and individuals who share the same goals and values to amplify the voice and reach of the advocacy efforts	<ul style="list-style-type: none"> <li>• Like-minded organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Interaction</li> <li>• dialogue</li> <li>• Memorandum</li> </ul>
Conducting research and studies to provide evidence-based arguments for why investing in children is crucial for the country's development.	<ul style="list-style-type: none"> <li>• Government Stakeholders</li> <li>• parliamentary committee</li> </ul>	<ul style="list-style-type: none"> <li>• Research</li> <li>• Study</li> <li>• interaction</li> </ul>
Develop and implement public awareness and education campaigns for the need of investment in children	<ul style="list-style-type: none"> <li>• Like-minded organisations</li> <li>• local authorities</li> <li>• public</li> </ul>	<ul style="list-style-type: none"> <li>• Social Media campaign</li> <li>• IEC material</li> <li>• PSA</li> <li>• radio program</li> <li>• articles</li> </ul>
Promote Child-friendly Local Governance	<ul style="list-style-type: none"> <li>• Local Government</li> </ul>	<ul style="list-style-type: none"> <li>• Provide evidence-based suggestions and recommendations</li> <li>• Facilitate implementation of CFLG</li> </ul>

To materialize CRG, CZOP will focus on the following key components during this strategy roadmap.

- i. Conceptual Clarity Paper (in local context)
- ii. Situation analysis and GAPS analysis
- iii. Policy briefs/Policy analysis
- iv. Capacity Building and common understanding:
  - Government Officials
  - CR advocates- federal, provincial and local
- v. Advocacy- Investment for children (Budget for children)
- vi. Child right audit
- vii. Child friendly structure (Infrastructures based on act)
- viii. Civic space of child led organization, child right organizations and human rights organizations/ networks

## Pillar 6: Research and Knowledge Management

Research and knowledge management is essential to enhance the learning and innovation capacity in the child rights sector. The generation, sharing, use and management of information related to child rights will not only increase the credibility and influence of advocacy efforts but will also help greatly in fund raising. Research on various issues related to children helps produce evidence-based knowledge that can inform

decision-making, policy formulation, advocacy and innovation. The sharing and dissemination of research outputs and well-made documents to relevant stakeholders, such as beneficiaries, partners, donors, policymakers, media and the public will help raise awareness, influence opinions, foster learning and collaboration, and enhance the visibility and credibility of CZOP. Strategic documentation of success stories of child protection initiatives alongside in-depth analyses of failed initiatives will prove to be of great value in the formation and implementation of policies at programs at various levels.

Some of the possible areas of research and documentation:

- Media influence on children's perception of peace (TV shows, Radio shows, music, social media, video games)
- Child delinquency and triggering factors of sexual offence in Nepal
- Children's perspective on the use of children for the vested interest of institutions/groups/political parties and their sister organisations
- Strategical documentation of best practices of child protection activities including SZOP, complaint response mechanism in school, prevention and response of child abuse etc.
- Barriers to listening to children's voices within their families to schools as well as local to federal level authorities

## **Pillar 7: Institutional Development and Networking**

Institutional development and networking are crucial for CZOP's strategy roadmap as they strengthen organizational capacity, enhance credibility and legitimacy, facilitate partnerships and collaborations, foster knowledge sharing and learning, support advocacy efforts, and enable resource mobilization. These elements collectively contribute to CZOP's ability to effectively implement its strategies and achieve its mission of promoting peace, protection, and well-being for children. The following are the key tasks to be implemented during the 5-year strategy plan.

- Formation of new policies and revision of existing policies (See annex-4)
- Capacity-building of member organisations/ like-minded organisations. Possible areas to work on:
  - Advocacy and lobbying
  - Fact-finding and documentation
  - Communication and collaboration with media
  - Conceptual clarity on CZOP, SZOP and child protection issues
- Joint campaigns and advocacy programs
- Periodic assessment of the effectiveness of this strategy and revision depending on changing context
- Membership of regional and international networks related to child rights and peace
- Creation of a learning and sharing platform for member organisations (digital and/or physical)
- Regular updates of the website and proper regulation of social media
- Proper and transparent management of financial resources

- Mobilize the strengths and expertise of member organisations for the advancement of CZOP movement
- Proper documentation (physical and digital) of all organisational activities/learnings

## 8. Guiding Strategies to implement 5 years strategic plan

### 8.1 Implementation Strategy

- i. **Conduct a baseline assessment:** Before starting the implementation of the strategy roadmap, CZOP should conduct a baseline assessment or review to identify the current situation of children's rights in Nepal, the challenges and opportunities, and the stakeholders involved. This will help CZOP to establish a baseline for measuring progress and to identify gaps that need to be addressed.
- ii. **Develop detailed action plans:** Based on the priorities identified in the strategy roadmap, CZOP should develop detailed action plans with clear objectives, timelines, and indicators. These action plans should be developed in consultation with key stakeholders, including government agencies, civil society organizations, and children themselves.
- iii. **Strengthen partnerships:** CZOP should work to strengthen partnerships with government agencies, civil society organizations, and other key stakeholders to ensure the effective implementation of its programs and campaigns. This could include working closely with local governments to ensure child-friendly local governance, collaborating with schools and teachers to promote child rights education, and partnering with health and nutrition organizations to improve the health and well-being of children.
- iv. **Build capacity of stakeholders:** CZOP should prioritize building the capacity of government agencies, civil society organizations, and other key stakeholders to effectively promote and protect children's rights. This could include training programs for teachers on child rights education, capacity-building workshops for local government officials on child-friendly governance, and technical assistance to health and nutrition organizations on child-focused programming.
- v. **Monitor and evaluate progress:** CZOP should establish a robust monitoring and evaluation system to track progress towards the milestones identified in the strategy roadmap. This should include regular data collection and analysis, as well as periodic reviews of progress against the established indicators. CZOP should use the findings from this monitoring and evaluation process to make necessary adjustments to its programs and campaigns to ensure continued progress towards achieving its goals.
- vi. **Advocacy and Policy Reform:** CZOP should lobby and advocate for policy reform and effective implementation of child rights to education, health, nutrition, and child-friendly local governance, among others. This could include advocacy for the effective implementation of the Child Rights Act, promotion of child-friendly policies at the local and national levels, and engagement with stakeholders to promote greater accountability and transparency in the protection and promotion of children's rights.

### Implementation strategy ladder:

Baseline assessment --> Develop detailed action plans --> Strengthen partnerships --> Build capacity of stakeholders --> Monitor and evaluate progress --> Advocacy and Policy Reform

## 8.2 Fund Raising Strategy for Roadmap

Fundraising for CZOP's initiatives can be done through various strategies and methods. Here are a few potential options:

- i. **Corporate Social Responsibility (CSR) Programs:** CZOP can collaborate with corporations and businesses that have CSR programs to raise funds for their initiatives. This can be done by developing partnerships with companies that share the same values and goals as CZOP. Companies can donate a percentage of their profits or sponsor specific projects and campaigns.
- ii. **Grants from INGOs and Donor Agencies:** CZOP can apply for grants from international non-governmental organizations (INGOs) and donor agencies. These organizations and agencies often have specific funding programs for child protection and rights initiatives. CZOP can identify these programs and apply for funding that aligns with their priority areas.
- iii. **Crowdfunding:** Crowdfunding is a relatively new but effective way to raise funds for social causes. CZOP can use crowdfunding platforms to raise funds from the public. This strategy can be useful for small-scale projects and campaigns that require a small amount of funding.
- iv. **Events and Fundraisers:** CZOP can organize events and fundraisers to raise awareness and funds for their initiatives. Events can even be hosted in collaboration with other organizations and businesses. These events can be both online and offline, depending on the nature of the initiative.
- v. **Government Grants:** CZOP can also apply for government grants that are available for child protection and rights initiatives. This strategy can be effective for projects that align with the government's priorities and objectives.
- vi. **Membership fee and donations:** Membership fees and voluntary donations can be effective ways to raise funds for CZOP's initiatives. CZOP can consider establishing a membership system where individuals and organizations can become members by paying an annual fee. The membership fees can be used to support CZOP's programs and campaigns. Additionally, CZOP can solicit voluntary donations from individuals, corporations, and other organizations to support its activities.

The key is to identify the most effective and sustainable strategies that align with CZOP's vision and goals.



### **8.3 Sustainability Strategic Approach to CZOP and its Roadmap**

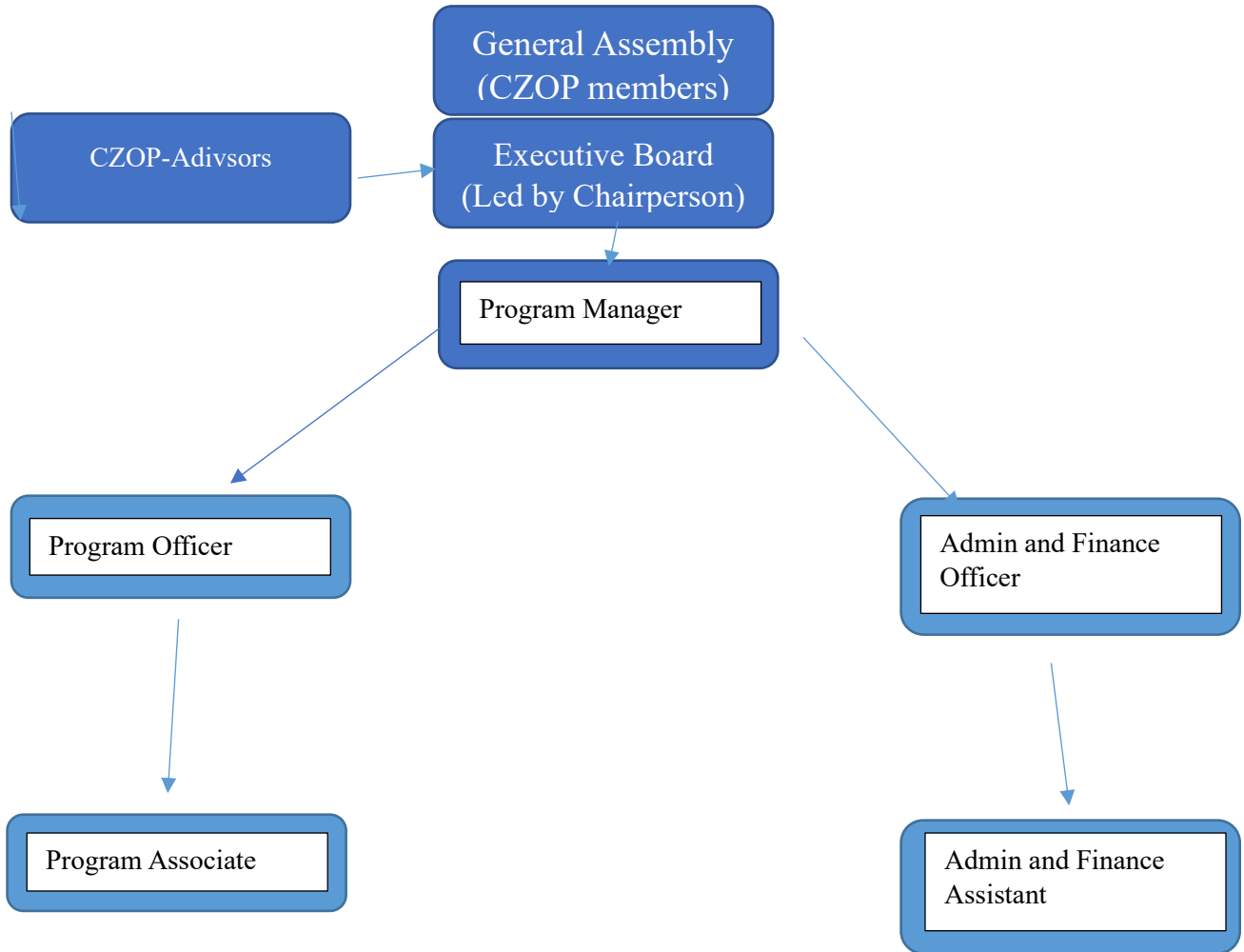
The sustainability of CZOP and its roadmap depends on several factors. One important factor is the commitment and dedication of the organization's leadership, staff, and members to achieve the set goals and objectives that align with CZOP vision, mission. CZOP also needs to have a clear understanding of its funding sources and develop strategies to diversify its income streams.

In addition, CZOP should build strong partnerships with donor agencies, government agencies, civil society organizations, and other stakeholders working in the field of child rights to leverage resources and promote collaboration. Undoubtedly, it helps in ensuring that the programs and activities are aligned with the government's policies/priorities and donor priorities and also helps in scaling up the impact of the organization's interventions.

Another important aspect of sustainability is building the capacity of CZOP's staff and members to effectively implement the programs and campaigns/activities. Providing regular training and mentoring to staff and members, ensuring that they have the necessary policies, along with skills and knowledge to carry out their roles effectively and efficiently.

Lastly, CZOP should develop a strong monitoring and evaluation framework to measure the impact of its programs and initiatives and use the findings and learning to improve further interventions. This helps ensure that the organization's programs and initiatives are achieving their intended outcomes and making a meaningful contribution towards creating peaceful environments to promote and protect the rights of the children in Nepal.

## Annex 1: CZOP Organogram



Number of Member Organizations: 72

Development partners so far:

- Save the Children
- Plan International
- CARE Nepal
- World Vision International

Annual Turnover: Rs. 12 million

## Annex 2: Stakeholders Analysis

The stakeholder analysis is crucial for CZOP's 5-year strategy roadmap-plan as it helps identify key stakeholders, understand their needs and expectations, mitigate risks, build stakeholder engagement, and enhance decision-making. By incorporating stakeholder perspectives into the planning process, CZOP increases the likelihood of successful strategy execution and foster positive relationships with its stakeholders to meet desired goal. Following are the identified stakeholders CZOP expects to engage with in this plan.

<b>Who</b>	<b>How</b>
Local government (Wards and Judicial Committee)	Advocacy
Child club, Youth club	Participation and Advocacy
Health Institution	Child-Friendly Infrastructure
Schools- Teachers, SMC	Gender Focal Teacher, Mental Health, Menstrual Hygiene, Gender Sensitive Education
Family, Community	Sensitization
Police	Coordination, collaboration and Referral
OCMC	Coordination, collaboration and Referral
1098/104	Referral, Rescue and Rehabilitation
Local Organization	Capacity development, Coordination and Collaboration
Women's Group	sensitization
Religious Leaders	Sensitization and Awareness
Information Center	Coordination
Funding Agencies	For Funding
Media	Media Advocacy
Private Sector	Child Friendly structure and Organization Policy
Community Leader	Campaign
Ministry of Labour	Advocacy
NGOs	Solidarity, Coordination, Collaboration, Resource mobilization, Reestablishment and Referral
Counselling Center	Mental Health support, Awareness
Training Center	Training
Tol Development Committee	Data Collection, Planning
National Election Commission	Collaboration and Coordination
International and National Network	Campaign and solidarity
Commission	Coordination and Collaboration
Court	Coordination for Judicial Process, Free Judicial Assistance
District Administration Office	Coordination and Collaboration
District Police (Women Cell)	Referral and Rescue
National Child Right Council	Coordination and collaboration
District Coordination Committee	Local Government Capacity building

Bar Association	Case Management Smoothly
District hospital	Referral, Coordination
National Human Right Council	Advocacy, Coordination and Collaboration
MoWCSC	Policy level Advocacy
Planning Commission	Participation, Budget Advocacy, Programs
College/ University	Research
TRC	Transitional Justice
Provincial Government	Social Development Ministry
Statistics Division	Coordination for Child centric data

## **Annex 3: List of CZOP Policies and Plan**

### **Existing Policies of CZOP**

- HR Policy (Code of Conduct)
- Finance and Admin Policy (Conflict of Interest, Procurement Policy)
- GESI Policy
- Safeguarding Policy
- Emergency Response Plan

### **Policies under drafting stage**

- GESI and IGA Policy
- Anti-Corruption and Anti-Fraud Policy
- Anti HBD/ PSEAH Policy (Anti-harassment, bullying and discrimination (HBD) and Prevention of sexual exploitation, abuse and harassment Policy)
- Common Cost Sharing Policy
- Child Participation Policy
- Child Safeguarding Policy

### **Policies to be added**

- Good Governance Policy
- Fund Raising Policy and Partnership Policy
- Communication Policy
- IT Policy
- DRRM and Climate Change Policy
- Sustainability Plan – Emergency Fund Collection and Mobilization
- Child Right Audit/Guidelines
- MEAL strategy
- Membership Guidelines
- Fact Finding Guidelines
- Climate Resilience Policy Formulation
- BOG- Basic Operating Guidelines