

Draft

REACHing Out to Children
Advocacy & Outreach Strategy for the Children's
Complaint Office

Farrukh Moriani

November 2008

ACRONYMS

AOA	Asian Ombudsman Association
ACCORD	Asian Coalition for Children's Rights and Development
APNS	All Pakistan Newspapers Society
CCO	Children's Complaints Office
CDA	Capital Development Authority
FPCCI	Federation of Pakistan Chambers of Commerce & Industry
WMS	Wafaqi Mohtasib (Ombudsman)'s Secretariat
UNICEF	United Nations Children's Fund
REACH	Responsible, Enabling and Accountable Systems for Children's Rights
PDF	Policy Dialogue Forum
NPA	National Plan of Action
UNGC	UN Global Compact
IBLF	International Business Leaders Forum
SPGRM	Strengthening Public Grievance Redress Mechanisms
UNDP	United Nations Development Program
ADB	Asian Development Bank
CPWB	Child Protection and Welfare Bureau
PTA	Pakistan Telecommunication Authority
ITU	International Telecommunication Union

Table of Contents

No.	Title of Section	Page Number
1.	Introduction	4
2.	Objectives	7
3.	Target Audience	7
4.	Unpacking Advocacy and Outreach	8
5.	What Hinders Change? An Overview of Issues and Challenges Confronting Child Rights in Pakistan	9
6.	Tackling the Challenges: A Strategic Framework for Action	18
7.	Making it Happen	35

	List of Appendices	Page Number
A.	Terms of Reference for the Civil Society Advisory Committee (CAC) and Policy Dialogue Forum (PDF)	36
B.	Youth Empowerment Services (YES!)	41
C.	Brief for the Advertising Agency	42
D.	Brief on Ombudsman's Call Centre	43
E.	Champions of Child Rights Awards	48
F.	Action Plan for Advocacy and Outreach Strategy	53
G.	Action Plan for Advocacy and Outreach during LOA period	56

1. Introduction

1.1. Protection of the rights of children constitutes an important aspect of the responsibilities of the State. As a significant component of the vulnerable segment of society, children rely on the State for ensuring that a credible, efficient and responsive institutional framework exists for upholding their rights. Within the context of children's rights and the protection and promotion of these rights in Pakistan, there is a multiplicity of institutions responsible for addressing and ensuring children's rights at different tiers of government. A draft National Child Policy and a National Plan of Action also exist, although coordination of activities and implementation require greater effort. Moreover, outside of an overburdened formal justice sector, there is neither a dedicated forum for receiving and resolving complaints of children, nor for public accountability of institutions charged with the responsibility for protecting children's rights.

1.2. In complying with Article 12 of the United Nations Convention of the Rights of the Child (UNCRC), there was a need to establish an institutional arrangement for providing children with a voice in matters relating to them, through an Ombudsman for children, who would work for the promotion and protection of the rights of the children in Pakistan and promote accountability in public institutions with regard to children's rights. As a first step towards achieving the objective of providing an enabling, accessible system for children's grievance redress, the office of the Wafaqi Mohtasib (Ombudsman) of Pakistan was identified as being best suited for the responsibility, not only because addressing issues of vulnerable

Article 12 of the UNCRC

'A child shall in particular be provided the opportunity to be heard in any judicial and administrative proceedings affecting the child, either directly, or through a representative or an appropriate body, in a manner consistent with the procedural rules of national law'

segments of society—such as children—is one of the Ombudsman’s strategic objectives, but also because it is an established public grievance redress mechanism responsible for ensuring accountability of all federal agencies. In addition, the Wafaqi Mohtasib (Ombudsman)’s position as the President of the Asian Ombudsman Association could be leveraged to not only demonstrate Pakistan’s leadership in Asia on this issue, but also establish networks for

collaborative action across Asia.

REACH at a Glance

Objectives

- (i) Establish a dedicated redress and response system for children’s complaints against maladministration by any federal agency;
- (ii) Provide a platform for addressing child rights issues through research, advocacy and engagement with children and other stakeholders on children’s rights;
- (iii) Enable the Wafaqi Mohtasib (Ombudsman) to advise the government on systemic issues that impact the rights of children and compliance with the UNCRC

Strategy

- a. Build capacity within the office of the Wafaqi Mohtasib (Ombudsman) for dealing with children’s complaints;
- b. Improve coordination and policy dialogue between public sector agencies responsible for oversight on child rights, and other stakeholders;
- c. Establish an organised, extensive network for advocacy and outreach on issues related to children’s rights

Key Features

- Children’s Complaints Office
- Beneficiary consultations for inclusive decisions
- Collaborative complaints referrals
- Youth Empowerment Services platform
- Research and advocacy on children’s rights issues
- Ombudsman’s Champions of Change Awards
- Asian Coalition for Child Rights and Developments

1.3. The United Nations Children’s Fund (UNICEF) and the Wafaqi Mohtasib (Ombudsman) of Pakistan thus joined hands to address children’s rights issues by setting up a Children’s Complaints Office in the Wafaqi Mohtasib (Ombudsman)’s Secretariat. The Children’s Complaints Office, established under the Responsible, Enabling and Accountable Systems for Children’s Rights (REACH) project, will serve as a dedicated mechanism for receiving and resolving

complaints from and about children, against maladministration in any federal agency and will help Pakistan implement the United Nations

Convention of the Rights of the Child (UNCRC), with special reference to Article 12. This initiative bridges an existing gap in terms of a children-specific grievance redress mechanism in the administrative justice sector and also accords Pakistan the privilege of establishing the first children's Ombudsman office in Asia.

1.4. Initially, the Children's Complaints Office will be based in the Wafaqi Mohtasib (Ombudsman)'s Secretariat in Islamabad, where complaints from and about children will be received and processed against maladministration in federal public institutions such as the health, education, social and population welfare ministries as well as regarding the immunization, HIV/AIDS, tobacco use control programs. The coverage of this service will be expanded to cover all the eight regional offices of the Wafaqi Mohtasib (Ombudsman) in due course of time.

1.5. In addition to redress of children's grievances, the REACH project envisages extensive consultations with stakeholders, including the most important stakeholders, the children themselves through organized platforms such as youth parliaments and ongoing civil society initiatives dealing with children's rights. Under REACH, the Ombudsman will also carry out research on systemic issues leading to infringement of children's rights through poor governance practices and maladministration.

1.6. In line with the third strategic pillar of the project (see box, opposite), this paper sets out a strategic framework for advocacy and outreach.

2. Objectives

- 2.1. The objectives of this strategy are to:
- a. Strengthen the capacity of the CCO and the WMS to serve as the main advocacy and outreach platform for children's rights at the federal level.
 - b. Build the capacity of policy makers at national level for implementing the National Plan of Action for Children as well as the UNCRC.
 - c. Raise awareness of stakeholders including children, general public, government officials, affiliated partners and civil society, about their rights, roles and responsibilities as well as those of the CCO and WMS.

3. Target Audience

3.1. In view of the broad range of issues the CCO needs to address and the scope of its mandate, the following segmentation of the target audience is proposed:

a. Primary Audience

- i. Children and adolescents
- ii. Elected representatives at the Federal level including the Cabinet and relevant parliamentary committees
- iii. Federal government Agencies and their officials;
- iv. NGOs working on children's rights issues

b. Secondary Audience

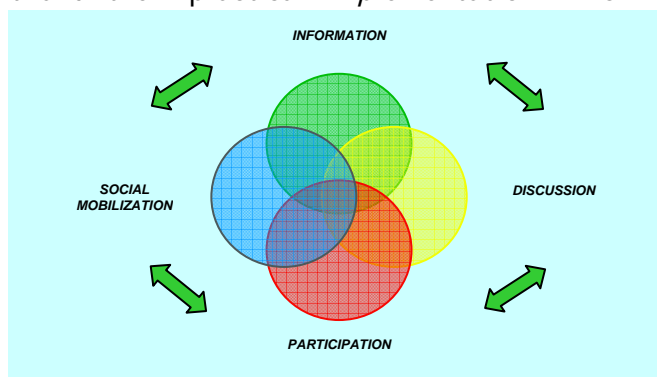
- i. Private sector organizations
- ii. Media
- iii. Academia
- iv. Donor partners

4. Unpacking Advocacy & Outreach

4.1. For purposes of this strategy, advocacy is defined as the *deliberate process of influencing decision makers to improve policy and practice* for the protection and promotion of child rights.

4.2. It's a *deliberate process* since there are intentional actions that are proposed in this paper, seeking to *influence decision makers*—in the public, private and civil society sectors—by facilitating and enabling change in their attitudes and behaviour. Through this process, this strategy strives to *improve the mechanisms* for policy development and their practical *implementation*. To

achieve the desired outcomes, the CCO and its partners will assume different roles during advocacy efforts, including as a capacity builder for



improving policy outcomes; technical advisor on improving systems and processes; broker of synergetic relationships; and a facilitator for informed decision and policy making.

4.3. These advocacy efforts will run concurrent to efforts to improve outreach through various communication initiatives which will target broader audiences. The content and tools used would aim to empower citizens by providing maximum information about their rights, the responsibilities of the federal agencies towards them and the manner in which the CCO can help when these rights are infringed or where the responsibilities are not fulfilled. Together, the advocacy and outreach efforts would create a cycle of engagement and mobilization as depicted in the figure above.

5. What Hinders Change? An Overview of Issues and Challenges Confronting Child Rights in Pakistan

5.1. In the face of its commitment and aim of renewing focus on children's rights through this strategy, the CCO is faced with a host of issues and challenges, including:

a. Dealing with multiple stakeholders with divergent communication and advocacy needs

Since the scope of children's rights encompasses a broad spectrum of issues, there is a need to reach out to multiple stakeholders, as evidenced by the primary and secondary target audiences. While these stakeholders share some common advocacy and communication needs, they also have fairly divergent needs requiring targeted communication content and tools. Given the vast legislation on children's rights—there are more than a 150 federal and provincial laws and rules concerning different aspects of children's rights—as well as the multiplicity of initiatives at the federal level alone, developing an effective and appropriate mix of messages and media for channeling these messages, that not only conform to the legislative framework but meaningfully address specific communication and advocacy gaps, presents a substantial challenge for implementation of this strategy.

In particular, reaching out to the main target audience, the children themselves, presents a challenge not only in terms of the sheer scale—nearly 44% of the 161 million strong population below the age of 18 years¹ and a dependency ratio² of 81%³--but

¹ Annual Report, UNICEF Pakistan 2007

² Dependency ratio, defined as the proportion of children under 15 years and old persons aged 65 year and above to the population between 15 to 64 years, reflects the burden on economically active population

also because the number of organized platforms for interacting with children are far and few and tend to have an urban-bias, thus making it difficult to reach out to children and adolescents in the rural areas, where outreach activities are needed most.

b. Lack of focused ownership for children's rights within key legislative and executive branches of government

Pakistan ratified the UNCRC in 1990⁴ and formulated its first National Plan of Action (NPA) in 2002, following up with a second NPA in 2005 which is currently under implementation. It has also ratified several other key international conventions and protocols which aim to improve the rights of the child, including the Convention for the Elimination of All Forms of Discrimination against Women (CEDAW), ratified in 1996; the Declaration and Agenda for Action adopted at the issue of the World Congress against Commercial Sexual Exploitation of Children, signed in 1996, and reaffirmed by the Yokohama Global Commitment in 2001; and the Convention concerning the Prohibition and Immediate Action for the Elimination of the Worst Form of Child Labour Convention, ratified in 2001⁵. In pursuance of the principles outlined in these instruments as well as the provisions of the Constitution of Pakistan, several projects aimed at improving service delivery for children, particularly in the health and education sectors, have been initiated and are under implementation at the federal, provincial and local government levels.

³ Pakistan Demographic Survey, Federal Bureau of Statistics, 2005

⁴ The Convention was ratified initially with a reservation on interpreting its provisions in the light of Islamic laws and principles, but subsequent to a review by the Council of Islamic Ideology which determined that the UNCRC was completely in line with Islamic provisions, Pakistan withdrew its reservations in 1997.

⁵ Berti, Stefano, *Rights of the Child in Pakistan*, World Organization against Torture, 2003

Although the ratification of the international instruments is a laudable expression of government commitment to children's rights and the various projects an affirmation of the government's desire to improve services for children, what is missing is a demonstrable focus of ownership for safeguarding and promoting children's rights. As mentioned earlier in this paper, the absence of an independent grievance redress mechanism translates into denial of voice to millions of children in Pakistan. Furthermore, the inability to finalize a national policy for children, enact a national child protection law, ensure allocation of sufficient budgetary resources for children⁶ and carry out effective legislative oversight and debate on children's issues, reflects the low priority assigned to children's rights by legislators. Anecdotal evidence suggests that a similar indifference is cultivated within the bureaucracy as well, which either taking its cue from the legislature or of its own volition, has failed to put in place adequate institutional mechanisms for advocacy and outreach on children's issues at the federal level. The placement of the National Commission for Child Welfare and Development (NCCWD) in a lead role for implementation of the UNCRC is an apt example of bureaucratic indifference, since the NCCWD is an advisory body having neither the resources nor the requisite institutional structure required for undertaking policy advocacy and meeting communication needs of multiple stakeholders.

c. Low level of awareness about the Wafaqi Mohtasib (Ombudsman) and the right of citizens to complain

⁶ Despite a plethora of projects in the health and education sectors, Pakistan's spending on primary and secondary education and healthcare as a % of GDP is amongst the lowest in the world

Despite having been established in 1983, the public profile of the institution of the Wafaqi Mohtasib (Ombudsman) is fairly low key. This is partly a result of an introverted operational environment and partly rooted in the absence of institutional capacity for effective advocacy and outreach⁷. Having been a closed institution, with scarce little stakeholder interaction and only peripheral attention paid towards improving advocacy and outreach, the Wafaqi Mohtasib (Ombudsman) has recognised the need to keep pace with public expectations and as part of a process of repositioning itself as a more client centred institutions, has developed a comprehensive communication strategy . This strategy identifies steps that would help usher in greater openness and embrace inclusion and participatory approaches in its policy making, operations and stakeholder engagement. The Ombudsman is also in the process of forming a Civil Society Advisory Committee to serve as a formal forum for engagement with civil society members; this Committee would advise the Ombudsman on how to improve interaction and participation of civil society members and ways in which the Ombudsman’s services could be made more citizen-friendly.

These welcome steps notwithstanding, the lack of both an institutional culture and infrastructure for advocacy and outreach poses several risks for the CCO, since it is part of the WMS; any credibility deficits associated with the WMS may have a carry-over effect for the REACH project and the CCO in general and this strategy in particular. Moreover, the passive role of the Ombudsman in relation to its role as the information commissioner under the Freedom of Information Ordinance 2002 also presents a challenge for the CCO, in as much as part of the CCO’s functions—as indeed that of

⁷ *Improving Service Delivery Through Improved Advocacy and Outreach: A Communication Strategy for the Office of the Federal Ombudsman of Pakistan*, under publication by UNDP Pakistan, 2008

the WMS—is to promote children’s rights through enhanced public accountability and transparency. Currently, the WMS is not actively promoting citizen’s rights as regards access to public records and information, although it plans to do so in the near future through a UNDP supported intervention⁸, the fact that implementation of this strategy and the launch of broader advocacy and outreach efforts by the WMS coincide, precludes the possibilities of any immediate gains being available to the CCO.

d. Limited involvement of the business community in promoting children’s rights

In the wake of upsurge of corporate social responsibility (CSR) activities and global acceptance of its tenets as important business policy and corporate governance tools, there is widespread recognition that business has a role in promoting human rights, alleviating poverty through public-private partnerships and in helping achieve the Millennium Development Goals (MDGs). Driven by various individual initiatives tailored to and contextualized within industry-specific needs (FairTrade, Extractive Industry Transparency Initiative) and also through broad-based, collective platforms such as the UN Global Compact, Business for Social Responsibility, and the International Business Leaders Forum, the business community has stepped forward to play its role in social development as well as in human rights.

In Pakistan too, the business community, both local and multinational, have upped the ante on CSR. Pakistan, alongwith India, assumed a leadership role in terms of establishing an

⁸ The *Strengthening of Public Grievance Mechanisms* project has been launched and includes a focus on creating greater awareness about the Ombudsman’s responsibilities under the FOI law.

institutional, strategic framework for CSR which called for a multistakeholder partnership with a prominent role for businesses, to undertake rights-based advocacy⁹. Based on this framework, the Global Compact Local Network for Pakistan was established and is currently 62-member strong.

Although there seems to be ample appetite within the private sector in Pakistan to contribute towards advocacy and helping achieve the MDGs—indeed, UNICEF has a good track record of partnering a number of business entities for several initiatives (see box, opposite)—the potential is largely untapped and limited to sporadic interventions. To add to the complexity of the challenge, owing to its aforementioned closed operational environment, the WMS has no history of partnership with the business community, although it plans to embark upon such partnerships under its communication strategy. Its independence notwithstanding, as a public sector institution, the WMS may carry the archetypal baggage of a skeptical, lead-footed approach to such joint advocacy initiatives that may risk alienating potential business partners, who thrive on and expect swift decision making and execution.

KEY UNICEF-BUSINESS PARTNERSHIPS

- XYXY
- BDBDB
- NDNDN
- NDNDN
- NDNDN
- NDDND
- NDNDN
- DNDNN

Source: UNICEF Pakistan

e. Inadequate collective action

The value of partnerships and of collaborative action is self-evident, especially in the context of advocacy and outreach

⁹ Moriani, Farrukh, *Report on the Global Compact Pakistan: An Outline for Next Steps*, UNDP Pakistan, 2003

initiatives such as those proposed in this paper. By harnessing the strengths of each partner while minimizing the impact of weaknesses, partnerships offer a viable risk mitigation strategy and foster inclusive, and thus potentially more sustainable, decision-making.

Both internationally as well as at the national level, great stress has been laid on forging collaborations and collective action. The Resolution¹⁰ of the UN General Assembly and the Declaration at the World Summit for Children in 2002, underlined the importance of partnerships and participation, calling for use of *'all avenues for participation to advance our common cause – the well-being of children and the promotion and protection of their rights'*. Similarly, the Government of Pakistan's National Plan of Action (NPA) for Children 2005 notes that the first version of the NPA was 'unparticipative'¹¹ (sic) and that an effort was made during the development of its later version, to 'overcome earlier shortcomings'¹² by extensive rounds of consultations with a broad spectrum of stakeholders.

¹⁰ UN Resolution of the General Assembly S-27/2, A World Fit for Children, 2002

¹¹ National Plan of Action, Ministry of Social Welfare, Government of Pakistan, 2005

¹² *ibid*

Although several stakeholders in the public, NGO sector and donor community have been working to promote children's rights, coordination and collaboration has been largely missing. As a result, the impact of the efforts is dissipated and the outcomes sub-optimal. While individual and stand-alone

Examples of Stakeholder Mobilization

- Boy Scouts in Balochistan, the least developed province of Pakistan, ran a project to promote and protect children rights to health and sanitation and girls rights for education
- Pakistan Girl Guide Association launched a project called 'Girl Guide Shield Project', which provides girls the opportunity to learn self-reliance and foster their self-esteem
- Family Planning Association of Pakistan is running the Girl Child Project aimed at improving the lives of girl children and ensuring their rights
- Children's Helpline operated by UNICEF and Madadgar, an NGO in Karachi to offer guidance and assistance to children in distress. A similar helpline is operated in Lahore by the Children's Protection & Welfare Bureau, Government of Punjab with support from UNICEF

Source: UNICEF Pakistan and Ministry of Social Welfare Pakistan

initiatives are welcome, the power of collective action for change needs to be harnessed and put to use for the benefit of the children. As has been noted in several government publications¹³, some mobilization for collective advocacy

and outreach has taken place under the aegis of the NCCWD as well as other initiatives (see box).

The challenge the CCO faces however is in terms of overcoming the twin limitations of non-existence of an effective central platform for stakeholder mobilization, engagement and action for advocacy and outreach purposes on children's issues, and of scaling up localized initiatives through forging sustainable partnerships for bridging the awareness gaps, particularly amongst children.

f. Overcoming social stigmas, perceived and real

¹³ See for example, the National Plan of Action for Children, Ministry of Social Welfare, Government of Pakistan, 2005 and the Ministerial Statement of Government of Pakistan at the Special Session on Children, UN General Assembly, 2002

Efforts at creating awareness about children's rights tend to be undermined and stigmatized by a combination of social, cultural and religious references. Often based on perceptions rather than reality, arguments about children's issues being private, familial matters, or that children will not speak up even if given opportunities, resonate even in environments, such as the government ministries, where you'd expect reasoning and evidence to hold sway, rather than vague, moralistic, patronizing and mostly anecdotal arguments against advocacy and outreach on children's rights, particularly for issues such as sexual exploitation, physical abuse and discrimination.

The facts belie these perceptions. Not only are children's rights flagrantly violated¹⁴ but when provided with opportunities, children do speak up. The two Children's Helplines which are operated in Karachi and Lahore with UNICEF support, clearly demonstrate the effectiveness of such instruments that lend children with voice. More than 9000 children who contacted the Lahore helpline have been provided assistance in the form of shelter or been rescued from homes, schools, shops¹⁵.

Unreasonable as most of the arguments put forth against the need for advocacy on children's rights may be, they do need to be countered head on as part of the CCO's strategy for change.

¹⁴ See Berti, Stefano, *Rights of the Child in Pakistan*, World Organization against Torture, 2003

¹⁵ Daily Times, 24 October 2008

6. Tackling the Challenges: A Strategic Framework for Action

6.1. The myriad of issues and challenges identified in the earlier section call for a strategic, targeted approach that helps achieve the objectives of this strategy.

6.2. To address the issues identified, a three-pronged strategy revolving around a 3I approach (Inform. Involve. Innovate) is proposed as detailed below:

6.2.1. Embedding the advocacy and outreach efforts within existing platforms and networks

This strategy proposes integration of activities and partnering with stakeholders since it would serve the dual purpose of not only closer coordination, but of attaining and implementing a shared vision and plan of action. To ensure quick stakeholder buy-in and to simplify implementation, the CCO would need to tap into the existing network of forums, committees, bodies as well as existing models of action and advocacy and embed the CCO agenda within these frameworks. These would include but not be limited to:

a. WMS Corporate Communication Strategy

The first point of integration for the CCO advocacy and outreach has to be with the WMS's own broader efforts at

enhancing its outreach and improving its capacity for advocacy. Once implementation of the WMS communication strategy begins—which will happen soon---it provides an umbrella framework for the CCO's efforts. To ensure convergence and complementarities, a conscious effort will be made under this present strategy to:

- i. Benefit from the messages and the media used by the WMS in implementing its communication and advocacy plans.
- ii. Adopt the criteria developed by the WMS for awarding contracts to CSOs.
- iii. Use the CSO Orientation Toolkit for training partner CSOs.
- iv. Integrating CCO operations with the Ombudsman's Call Centre and m-governance initiatives such as SMS based complaints status tracking
- v. Dovetailing child rights messages in the special TV and FM programming.
- vi. Leveraging institutional and inclusive platforms such as the Civil Society Advisory Committee (CAC), Ombudsman's Policy Dialogue Forum (PDF) and Special Response Teams (SRT) for policy debates and recommendations and public interest reviews. The TOR for the CAC and PDF are at [Appendix A](#).

b. **Parliamentary committees**

As part of its advocacy agenda, the CCO will undertake research to analyze the status of implementation of the

UNCRC and identify systemic issues leading to maladministration in federal agencies with respect to child rights. This knowledge and information would be used to engage with relevant parliamentary committees in order to deepen the understanding of critical issues, raise the level of priority assigned to protection and promotion of child rights and bring about policy changes. The CCO would need to advocate for and provide support for a Special Report on Child Rights to be developed and published by the Parliamentary Committees on Social Welfare, as well as push for a Cabinet Committee on Child Rights, to provide legislative oversight.

c. **National Commission for Child Welfare and Development (NCCWD)**

The NCCWD is an advisory body at the Federal Government level, responsible for the coordination, planning and monitoring of activities related to the implementation of the UNCRC. As one of the key partners for the CCO, the NCCWD will play a major role on three counts:

- Assisting and advising the CCO in its policy advocacy
- Providing inputs to the knowledge management efforts
- Serving as the lead agency for coordination with and involvement of provincial Commissions

d. **Youth Parliaments**

There are two substantial initiatives to provide an organized platform for youth to discuss, share views and present recommendations on policy issues impacting the lives of youth in Pakistan: the Youth Parliament organized by the Pakistan Institute of Legislative Development and Training (PILDAT) and the Youth Parliament of Pakistan, a non-profit initiative

that has established 5 provincial youth assemblies and 139 district assemblies¹⁶. Both these initiatives seek to introduce youth to democratic processes and encourage debate and action through a participatory process.

The CCO can use these platforms to review and deliberate on child rights and their status and recommend steps for improvement. As a first step, the youth parliaments can be asked to review and discuss the CCO initiative and the various components under the REACH project; identify roles which the youth parliaments can play, such as oversight through sub-committees; and make recommendations for the federal agencies on how best they can implement then UNCRC.

e. **CSO Networks for Child Protection and Youth Participation**

Effective, swift and organized mobilization of children and youth to raise awareness about the CCO and its grievance redress services, are crucial to the success of this strategy. To this end, the approach would be to leverage several established and effective programs, networks and partnerships and benefit from their mobilization and advocacy capacities, benefit from their reach and experiences and use them to deliver on three counts: (a) create awareness amongst target audiences about the CCO and its services; (b) serve as a referral mechanism for complaints about child rights; and (c) provide an online and offline platform for information exchange and networking. This platform is proposed to be called 'Youth Empowerment Services (YES!)'—see Appendix B—and will involve a number of CSOs active in the field of child rights advocacy, pooling their individual strengths to form a

¹⁶ See www.pildat.org/youthparliament2008-09 and www.youthparliament.org.pk

powerful online and offline advocacy platform. The CCO can partner with CSOs identified below, as well as others whose work provides a strategic fit with this strategy:

i. **Child Protection and Welfare Bureau (CWPB)**

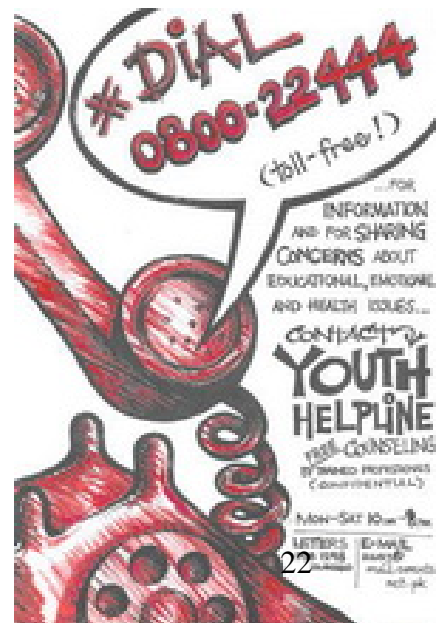
The Bureau functions as part of the Department of Social Welfare in the Government of Punjab and provides a range of services, from vocational training to psychological counseling to children. With its work spread across Punjab, Pakistan's largest province, it offers the possibility of reaching out to rural children.

ii. **Sahil**

Sahil works exclusively on the issue of child sexual abuse and exploitation. Using advocacy and awareness raising as the main tools for implementing its programs, Sahil has a rich and highly relevant experience of working on violations of child rights. To fight against the phenomenon of Child Sexual Abuse (CSA) Sahil is running the Social Legal and Educational Program and Mass Media Awareness Program, which the CCO can tap into.

iii. **Rozan**

Rozan is an NGO working on issues of emotional health, gender and violence against women and children. The ROZAN team consists of



psychologists, psychiatrists, community workers, management experts, researchers, teachers and doctors. UNICEF has supported Rozan to develop child sexual abuse training materials and to build capacity of NGOs on child sexual abuse. An important initiative is that of the Youth Helpline (see picture), which the CCO can use for putting its own messages across.

iv. **SHARP**

SHARP is actively engaged in promoting awareness and advocating about human rights to secure the well being, freedom and dignity of the people. Under this domain, it has been rendering its services particularly women, children, prisoners and to the problems related to the refugees. SHARP is the secretariat for the network of civil society organisations on Child Protection which UNICEF supports and can be used by the CCO to mobilize peer support.

v. **Thardeep Rural Development Program (TRDP)**

TRDP—one of the most active and effective CSO in Sindh—runs a Child Rights Unit (CRU), whose work is currently based in four of the most social and economically backwards districts of the Sindh province—Tharparkar, Umerkot, Dadu & Jamshoro and thus provides an excellent fit with our aim of targeting communities and children in the rural, impoverished areas. Outside of this program too, TRDP has extensive experience of working in backward areas of Sindh with a well established network and a long history of advocacy, social mobilization and capacity building.

vi. **Zindagi Trust**

The Zindagi (meaning 'life' in Urdu) is a relatively new CSO which focuses on education and advocacy for government school reforms. Because of its leader—a popular musician—the CSO has managed to develop a high profile and offers the potential of being an effective partner for creating awareness about the CCO.

vii. **Book Group**

Established in 1988, the Book Group has been a front runner in advocating for making education child friendly and for redefining the content of learning by producing alternative textbooks, which serve as instruments of change. The CCO could partner with the Book Group to develop text books and story books on child rights and the grievance redress mechanism of the CCO.

viii. **Sindh Education Foundation**

With extensive experience in capacity building, advocacy and education reforms, the Sindh Education Foundation can play a useful role in promoting the CCO's work through its network of schools established through public private partnerships. Similarly, engagement with the Education Foundations in the other provinces can also yield dividends for the CCO in terms of providing an organized platform for interaction with children, schools and communities.

ix. **Action Aid Pakistan Youth Program**

Action Aid, an international NGO, has been working in Pakistan since 1992 and has built up a substantial network of operations, mainly in the area of rights-based advocacy to challenge patriarchy and inequality, and promote democratic, accountable and responsive governance. With its strong experience and expertise in the area of policy advocacy, Action Aid can be an effective partner for the CCO in articulation and active pursuit of its agenda for change.

f. [Seeking help from children's Helplines](#)

As mentioned earlier, there are three main children's helplines which have been in operation for some time: the CWPB helpline for distressed children in Punjab; the Madadgar helpline run by the Lawyers for Human Rights and Legal Action (LHRA) in Karachi for providing legal counseling and rehabilitation services for children; and the Rozan Helpline to help with adolescent and youth issues surrounding education, emotional and physical health. All three of these commendable initiatives offer platforms for the CCO in terms of awareness raising, receipt of complaints and advocacy.

g. [Making Child Rights the Business of Business](#)

With an increasing number of private sector organizations developing CSR policies and programs and integrating them within their core business operations, there is ample opportunity for the CCO to engage with the business community for promotion of child rights. In particular, partnership with organizations marketing Fast Moving Consumer Goods (FMCG) for children can be effective in

awareness raising through joint promotional activities such as special messages about and contact information of the CCO on product packs; Point of Sale (POS) displays; SMS campaign; and collaborative cause-based advertising. In this respect, besides direct engagement with select local and multinational companies, the CCO can also approach the various representative business associations such as the FPCCI and the Overseas Chamber of Commerce through their CSR committees, as well as benefiting from UNICEF's long standing relationship with a number of corporate sponsors (see list on page 14).

h. **All Pakistan Newspaper Association**

Mobilization of support from the print media will be critical for the success of this strategy. The All Pakistan Newspaper Association (APNS) is the industry association and offers the ideal platform for engagement with the print media, with potential spillovers to engagement electronic media. It is proposed that the APNS support be solicited for a public service advertising campaign in which the APNS accredited publications participate; initiating a series of op-ed pieces on child rights; and cooperation in providing timely and adequate coverage of the CCO's work through press releases, news stories.

i. **Putting the UNICEF Goodwill (Ambassadors) to work**

The large pool of Goodwill Ambassadors who currently work with the UN or have done so in the past, including Pakistani leaders and icons from different fields such as the cricketing legend Imran Khan and musicians such as Strings and Salman Ahmed, can be involved to front promotional and awareness

raising campaigns in various media. As an aspiration marketing tool, this could be an important initiative under this strategy.

j. **Duke of Edinburgh Award Pakistan**

The Award is an exciting self-development programme available to all young people aged 14-25, equipping them with life skills to make a difference to themselves and their communities. To date almost 5 million young people from over 110 countries have been motivated to undertake a variety of voluntary and challenging activities and the Award has been operational in Pakistan since 1956 and has a large network spread across Pakistan, which can be tapped by the CCO for peer-based awareness and advocacy.

6.2.2. Empowering and enabling citizens to take action

Given the relatively low level of awareness about the WMS amongst the more vulnerable segments of the population, such as children, women, aged and the disabled, especially those in the rural areas, a principal challenge for the CCO would be to raise its own public profile in conjunction with the efforts for widening and deepening of the reach of the WMS. Since the target segment for the CCO is narrower, it would have to develop communication content, identify tools and channels best suited for generating demand for its services amongst children and communities in the marginalized socio-economic strata. This empowerment and enablement process would encompass the following:

a. **Print and electronic media advertising campaign**

Advertising will be the principle tool for creating awareness about the child-specific grievance redress system in the form

of the CCO. Using the print and electronic media, the advertising campaign will be phased and focus on simple messages aimed at informing the public about the CCO services and eliciting action in the form of complaints being filed. A brief on the advertising campaign is at [Appendix C](#).

b. [Awareness workshops/meetings](#)

Engagement with various stakeholders identified in the previous section of this paper—including children—will take place through awareness meetings and workshops. While a detailed plan will be prepared subsequently, [Appendix G](#) provides information on the bare minimum interaction that is necessary for mobilizing stakeholders.

c. [Child Rights Education Clinics](#)

Educating children and adults about child rights constitute an essential part of the communication and outreach efforts and education clinics will serve as an important tool in this effort. Although the clinics will be held across the country by the CCO in collaboration with partners, the rural population and geographical pockets where violation of child rights takes place most—as suggested by data—will be given special focus. Moreover, the clinics will be multilingual and use interactive, visual tools to explain child rights and how the child Ombudsman concept helps protect these rights.

d. [Online CCO resources](#)

With more than 3.7 million internet users and internet access available in nearly 2000 cities and towns across Pakistan

(source: PTA), the potential for IT-enabled services and resources such as the one's listed below, is substantial:

- An interactive CCO website (hosted on the main WMS portal) providing information on which complaints the CCO can receive and resolve; contact details; outline of procedures followed during complaints resolution; guidance on filing complaints, including online complaints; information, news and updates on partners and partner-led activities
- downloadable toolkits, briefs, fact sheets, training material, guides, newsletters
- interactive tools such as a CCO blog, opinion polls, online petitioning
- links to relevant online resources on other websites

e. **CCO Call Centre**

The multilingual WMS Call Centre (see the brief at [Appendix E](#)) being established will also provide citizens with information about the CCO; at a later stage, the Call Centre will also receive complaints over phone, an important consideration for children, especially in the rural areas. Till the WMS Call Centre is functional and even later, the CSO-managed children's hotlines will perform this function on behalf of the CCO as part of a referral system.

f. **Advocacy and Communication toolkits**

An advocacy information toolkit would be developed for use by policy makers, government officials and other stakeholders and partners. The advocacy toolkit would include policy

briefs; newsletters; fact sheets; guidelines for making complaints; speaking points for legislators; FAQs; child right pins; and CD-ROMS.

g. Radio and TV programming

The CCO will benefit from the Community Radio/FM Channel service being launched by the WMS under the SPGRM. Through multilingual programming and targeted communication on different channel, this service will enable provision of news about the CCO and its initiatives; guidelines on filing complaints; and call-in shows for citizen feedback. In addition, TV docu-dramas and infomentaries on child rights such as the one's produced by Sahil and the Youth for Human Rights will be telecast, highlighting various aspects of children's rights, how communities can help protect and promote children's well-being and addressing social stigmas in a subtle way.

6.2.3. Innovations for Improvements

Innovations in approach and practice are necessary for ensuring the objectives of this initiative. The breadth of issues that the REACH project aims to address requires out-of-the-box thinking and adoption of best practices from around the globe. Based on a review of the work done by local and international institutions dealing with child rights, particularly child Ombudsmen offices, as well as an assessment of the gaps which the 'traditional' tools and channels could not fill, several innovations are proposed for bringing about improvements in the child rights landscape:

a. The Ombudsman's Champions of Child Rights Awards

In a bid to use public recognition as an incentive mechanism and a commitment technology for improving performance of the federal government agencies with respect to safeguard and promotion of children's rights, the REACH project will institute the '*Ombudsman's Champions of Child Rights*' Award. The selection of winners will be made on the basis of a transparent process and defined criteria, by an independent jury consisting of eminent people from different walks of life (see [Appendix F](#)). Subject to further discussions with potential subsidiary sponsors of the award, prizes could include training abroad on children's rights issues and study tours of established Child Ombudsman offices.

b. Special Response Team (SRT)

The idea of setting up a Special Response Team is rooted in Articles 17 and 23 of the *Establishment of the office of the Wafaqi Mohtasib (Ombudsman) Order No. 1 of 1983* which give the Mohtasib (Ombudsman) the powers to ask for assistance from any person/authority in complaint investigation and decision implementation. The team will comprise the Ombudsman Office staff and selected CSO members, who will carry out, on a need basis, public interest investigations and reviews on any aspect of children's rights. The results of these investigations or reviews will be used in support of advocacy efforts.

c. Citizen Report Cards

The Citizen Report Card (CRC) is a tool that provides public agencies with systematic feedback from users of public services. The CRCs collect feedback on the quality and adequacy of public services from actual users, thereby providing an opportunity to local communities and CSOs to engage in dialogue with service providers to improve the delivery of public services. By addressing critical themes in the

delivery of public services, highlighting difficulties encountered by users of services and reviewing responsiveness of service providers, it serves as a powerful accountability tool. This instrument will be used to measure public satisfaction with services and performance of two federal agencies within the context of protection of children's rights.

c. Child Friendly Cities

UNICEF and its Innocenti Research Centre have successfully implemented the Child Friendly Cities Initiative (CFCI). The CFCI was launched in 1996 to act on the resolution passed during the second UN Conference on Human Settlements (Habitat II) to make cities liveable places for all; in UNICEF terms, for "children first" based on the argument that the well-being of children is the ultimate indicator of a healthy habitat, a democratic society and of good governance (see Appendix F for a brief on CFCI). It is proposed that the CCO work with the Capital Development Authority (CDA), the only federal government municipal services body, to make the federal capital a model Child Friendly City. The results of this pilot can then be used by other city governments.

d. Child Ambassadors

In order to provide incentives for children's participation and for introducing a tool for public recognition for promotion of child rights, Child Ambassadors are proposed to be selected in federal government schools across Pakistan. The selection of these Ambassadors will be merit-based and through a competitive and transparent process (criteria and other details to be developed later in consultation with the Youth Parliaments and other stakeholders). The roles and responsibilities of the Child Ambassadors would include:

- Making presentations in schools on child rights and the CCO
- Forming school level teams as part of the YES! platform, for providing feedback and recommendations to the CCO for improving its services,
- Organizing school level events such as debates, plays etc.

e. [Child Rights Chapters in Textbooks](#)

As an extension of an earlier suggestion to partner with the Book Group, it is proposed to engage with the Federal Text Book Board to include chapters on Child Rights, the Ombudsman and the CCO specifically, as part of their textbooks on subjects such as Pakistan Studies, Social Studies etc. This would enable wide discussion and engrain the concept of children's rights and how institutions work to protect and promote children's interests. The content of the chapters would be developed by the CCO in conjunction with the Book Group and other partners.

f. [CCO Logo Competitions](#)

Organising a national competition for designing the CCO logo could be a useful tool for enhancing children's involvement in the process of operationalising the CCO. Since the design of the logo would involve obtaining details about child rights and the CCO, this initiative would also serve the purpose of creating awareness amongst children, parents and teachers.

g. [Child Rights Mascot](#)

The tremendous success of the recent campaigns for handwashing, using cartoon characters such as Captain Safeguard, gives reason to

believe that a cartoon character symbolizing the CCO as the protector of child rights, be created and used in advertising campaigns, logo (this could form part of the requirements for the CCO logo design competition), on pins and badges, posters etc. Similar to the handwashing campaigns, animated stories around the cartoon character could be developed and telecast.

h. Child Rights Video Game

Continuing on the theme of ways to attract and involve the maximum number of children in the CCO initiative, it is proposed that in collaboration with Pakistan Software Houses Association (PASHA)—the industry association for software developers—a national competition be organized for developing a simulation video game on child rights, similar to SimCity, where players assume different roles (politicians, public servants, employers, teachers etc.), presented with challenges and parameters for action in a virtual world where children’s rights are under threat and thus have to find ways to ensure that children’s rights are safeguarded in this virtual world. Information on child rights, CCO and its grievance redress services would be made an integral part of the game and its features.

i. Using mGovernance and Social Networking Tools

Exciting new technological developments have paved the way for Government on the Go (GovGo) under the overarching framework of mobile governance or mGovernance. With 90 million users in Pakistan (source: PTA) and coverage of 90% of the population (source; ITU), mobile telephony offers a tremendous opportunity for offering citizens mobile phone-based public services. Initially, it is proposed that a SMS awareness raising campaign be launched, sending push-texts to mobile phones across the country to:

- announce the launch of the CCO

- point people to the WMS website and CCO blog
- provide contact details of the CCO
- guide on what kind of complaints can be handled
- highlight features such as filing of online complaints
- share latest news and events
- announce competitions

In addition, it is proposed to benefit from the widespread use of social networking tools, resources and services such as YouTube, Facebook, Orkut, Bebo, Habbo, micro-blogging services such as Twitter and collaborative networking and content management services such as Drupal, to create awareness about the CCO, build online communities and networks for sharing of experiences, ideas and information. The use of these social networking tools will form part of the YES! initiative.

h. Evidence-led knowledge products

Various knowledge products will be developed in partnership with academia for used in advocacy, including a baseline study on the status of the implementation of the UNCRC; best practice compendiums; policy briefs; and analytical studies on systemic issues in the federal government impacting child rights.

7. Making it Happen

7.1 The challenges of implementation in a dynamic environment can make even the best of plans fail. The CCO has therefore to be conscious of the various pitfalls of the real world, be aware of the risks and develop mitigation strategies. Effective oversight by the Project Oversight Board and guidance from UNICEF also assume great significance, particularly in view of the latter's experience in this field.

7.2 There is also clearly a need for the CCO to be proactive and go the extra mile in terms of engagement with all the stakeholders and potential partners identified in this strategy.

7.3 Challenging as the tasks are and extensive as the activities may seem, all of these are achievable given clarity of purpose, and consistency of effort. A detailed action plan is available at [Appendix E](#), while an abridged version for a two month period covered under the Letter of Agreement executed by the WMS and UNICEF is at [Appendix G](#).

7.4 The CCO must make it happen, for the children of Pakistan deserve it.

APPENDIX A

Terms of Reference for the Civil Society Advisory Committee (CAC)

1. Purpose

1.1 The purpose of the Civil Society Advisory Committee (CAC) of the office of the Wafaqi Mohtasib (Ombudsman) is to strengthen the link between the office of the Ombudsman and the civil society; and to create an institutionalized arrangement for providing advice and feedback to the Ombudsman on the directions, policies, and services of the as they affect the community.

2. Roles and Responsibilities

2.1 The CAC will:

- a. Act as a resource for the office of the Ombudsman on planning, implementation and evaluation of the Ombudsman's services and activities.
- b. Provide strategic advice on and make recommendations for improving service delivery to the general public and to specific vulnerable segments of the public.
- c. Serve as a formal mechanism to exchange ideas and concerns related to the role of civil society in the work of the Ombudsman.
- c. Serve as a communications vehicle to the general public on the work and plans of the Ombudsman and its impact on the public.

3. Membership

3.1 The CAC shall comprise representatives of various segments of the civil society and shall include, but not be limited to the following:

- a. Individuals of known integrity and established expertise in governance, public accountability, social mobilization, human rights, advocacy and outreach
- b. Non governmental organizations
- c. Academia

d. Media

3.2 Members will be selected by the Wafaqi Mohtasib (Ombudsman) in consultation with the UNDP and UNICEF. Due consideration will be given to ensure gender balancing and appropriate geographic representation.

3.3 The tenure of membership shall be three years.

4. Reporting

4.1 The CAC reports to the Wafaqi Mohtasib (Ombudsman) of Pakistan and may present an annual report and other reports to him on policy issues related to any aspect of the civil society-Ombudsman engagement.

5. Quorum

5.1 A majority of all members shall constitute a quorum for the meetings of the CAC.

6. Process

6.1 The CAC will meet at least twice a year. An agenda for each meeting shall be sent by the office of the Wafaqi Mohtasib (Ombudsman) two weeks prior to the meeting. Members of the CAC will be encouraged to contribute to the agenda.

6.2 Decisions of the CAC shall be arrived at through consensus.

6.3 In pursuance of its mandate, the CAC may establish task forces and sub-committees or perform any other activity as agreed to by the CAC and to report thereon to the CAC.

6.4 The CAC members will not receive any form of remuneration; the office of the Wafaqi Mohtasib (Ombudsman) will cover costs relative to their participation in the committee's meetings or any other activity undertaken on the.

7. Secretariat

7.1 The Coordination Section of the office of the Wafaqi Mohtasib (Ombudsman) will serve as the Secretariat for the CAC.

Appendix A continued

TERMS OF REFERENCE FOR THE Accountability Transparency Integrity (ATI) Policy Dialogue Forum

Background

Administrative justice institutions and regulatory and oversight systems are vital for ensuring that citizens receive their entitlements to public goods and services, have access to information and have their grievances resolved in a fair and transparent manner. These institutions help to strengthen accountability of the state institutions for delivery of quality services and ensure that public services are responsive to citizen's needs.

Besides the formal, legal systems of courts of law, a number of institutions exist at the federal and provincial levels to perform defined roles and deliver on specific legal mandates; these include the Ombudsman institutions; regulatory bodies such as the NEPRA, OGRA, PTA and PEMRA; and anti-corruption institutions such as the NAB and ACE. Although the jurisdiction of these institutions is mutually exclusive, their collective outputs and outcomes are geared towards ensuring public accountability, transparency and upholding the rights of citizens. Interaction and coordination between these institutions would thus be very useful, but in the absence of a platform, such interaction has not been possible.

In 2007, the office of the Wafaqi Mohtasib (Ombudsman) took the initiative of organising the Ombudsman's National Consultative Conference. This initiative was appreciated by the stakeholders who attended the conference, including the provincial and specialty Ombudsmen; federal and provincial government representatives; and members of civil society. One of the main recommendations emerging from the conference was that such an event should be made a regular feature.

As a follow up to this recommendation, the office of the Wafaqi Mohtasib (Ombudsman) proposes to establish a Policy Dialogue Forum (PDF), which will serve as a platform for interaction between the relevant government and non-government stakeholders on various Accountability, Transparency and Integrity (ATI) issues in Pakistan. This initiative will form part of the Responsive Mechanisms for Grievance Redress (RMGR) component (being implemented by WMS with the support of the United Nations Development Program (UNDP)) of the Strengthening Integrity and Governance through Support to National Systems (SIGNS) program (UNDP). Subsequent to its establishment the forum is expected to commence activities in the second quarter of 2008. While this forum is being established under the SIGNS-RMGR initiative, the expectation is that the PDF, under the guidance of the Wafaqi Mohtasib, will continue to serve as a platform for policy dialogue well beyond the life of the project.

Objectives

The ATI Policy Dialogue Forum (ATI-PDF) will provide a platform for structured policy dialogue between various stakeholders to discuss, recommend and advocate for policy changes to promote transparency, accountability and integrity in service delivery. In addition to providing a conducive environment for open discussion, the forum also aims to generate broad-based support for the recommended policies/policy changes. The specific forum objectives are:

- To create a platform for discussion of important ATI policy issues with a view to building up a broad-based support for such policies;
- To discuss the policy and systemic issues and challenges facing the administrative justice sector and the ATI institutions in service delivery;
- To identify ways in which the current ATI legislation, policies, systems and procedures could be improved.
- To conduct research on critical ATI issues which would facilitate informed debate and decision making vis-à-vis service delivery;
- To facilitate knowledge sharing amongst all the stakeholders on ATI and service delivery issues through effective knowledge management

EXPECTED OUTPUTS

The above stated objectives will be achieved in the form of the following outputs:

- Policy papers/policy briefs recommending new policies or policy changes
- Research reports and studies on various ATI and service delivery issues
- Knowledge management systems and practices such as Communities of Practice and online repositories
- Annual work plans/annual performance targets and annual performance/activity reports/newsletters
- Working groups/task force reports

STRATEGY

The intended objectives and outputs will primarily be achieved through regular dialogue between ATI institutions, policy makers/parliamentarians, academics/subject experts, civil society members, media and representatives from business community, to stimulate a culture of dialogue and discussion on various ATI and service delivery issues. The dialogue that will take place could range from large conferences on broad issues such as the state of ATI in service delivery in Pakistan to smaller more focused discussions of the task forces on sectoral ATI issues such as policies to improve accountability and transparency in the delivery of health services.

Composition

Wafaqi Mohtasib (Ombudsman)	Chair
Ombudsman of Punjab	Member
Ombudsman of Sindh	Member
Ombudsman of Balochistan	Member
Banking Ombudsman	Member
Federal Tax Ombudsman	Member
Federal Insurance Ombudsman	Member
Chairman NAB	Member
Chairman PTA	Member
Chairman NEPRA	Member
Chairman OGRA	Member
Chairman SECP	Member
Managing Director, PPRA	Member
UNDP	Member
UNICEF	Member
ADB	Member
DFID	Member
World Bank	Member
Bilateral Donors	Members
Civil Society Organizations (5)	Members
National Project Director (RGRM)	Member/Secretary

Co-opt:

Chairmen of the relevant Parliamentary Committees (e.g. Committee on Health, Education, PAC, etc.)

Focal persons from the relevant Federal agencies/ministries (since the end objective is policy formation)

Academicians/subject experts (since conducting research is a part of the TORS)

Meetings

The Forum shall be convened at least once every calendar year.

Provided that the Forum may establish any sub-committees or working groups, which shall meet as per need.

Secretariat

The Program Implementation Unit of the RGMR shall serve as the Secretariat to the Forum.

APPENDIX B

Youth Empowerment Services (YES!)

As part of efforts to encourage and facilitate collective action, it is proposed to establish a Youth Empowerment Service (YES!). This initiative would take the shape of an online and offline platform for interaction, feedback, information exchange and networking between the beneficiaries (children and youth) and stakeholders in the government, civil society and the business community. YES! would have the following features:

YES! Online Platform

- Set up CCO communities on social networking sites such as Facebook, Bebo, Habbo and Orkut for exchange of information and views on children's grievance redress and
- Launching CCO videos, commercials, infomercials on YouTube
- Posting CCO photographs (events, competitions) on Flickr and encouraging users to post their photographs depicting violation of child rights or of events related to promotion of child rights in their communities (school ambassador-led events like debates, plays, presentations)
- Setting up a CCO blog and encouraging citizens to post comments, news, information about child rights
- Set up a partner's page on the CCO website to highlight news, events, achievements and information about partner led activities

YES! Offline Platform

- Organise an annual YES! Pakistan conference, to be attended by partner CCOs, government agencies and other stakeholders including School Ambassadors
- Organise smaller events throughout the year through the partner CSOs
- Publish quarterly YES! newsletters

- Compile and publish an annual compendium of best practices and success stories.

APPENDIX C

BRIEF FOR THE ADVERTISING CAMPAIGN

A. Background

Protection of the rights of children constitutes an important aspect of the responsibilities of the State. As a significant component of the vulnerable segment of society, children rely on the State for ensuring that a credible, efficient and responsive institutional framework exists for upholding their rights. Within the context of children's rights and the protection and promotion of these rights in Pakistan, there is a multiplicity of institutions responsible for addressing and ensuring children's rights at different tiers of government. A draft National Child Policy and a National Plan of Action also exist, although coordination of activities and implementation require greater effort. Moreover, outside of an over-burdened formal justice sector, there is neither a dedicated forum for receiving and resolving complaints of children, nor for public accountability of institutions charged with the responsibility for protecting children's rights. In complying with Article 12 of the United Nations Convention of the Rights of the Child (UNCRC), and as a first step towards achieving the objective of providing an enabling, accessible system for children's grievance redress, the United Nations Children's Fund (UNICEF) and the Wafaqi Mohtasib (Ombudsman) of Pakistan have joined hands to address children's rights issues by setting up a Children's Complaints Office in the Wafaqi Mohtasib (Ombudsman)'s Secretariat. The Children's Complaints Office, established under the Responsible, Enabling and Accountable Systems for Children's Rights (REACH) project, will serve as a dedicated mechanism for receiving and resolving complaints from and about children, against maladministration in any federal agency and will help Pakistan implement the United Nations Convention of the Rights of the Child (UNCRC), with special reference to Article 12.

Initially, the Children's Complaints Office will be based in the Wafaqi Mohtasib (Ombudsman)'s Secretariat in Islamabad, where complaints from and about children will be received and processed against maladministration in federal

public institutions such as the health, education, social and population welfare ministries as well as regarding the immunization, HIV/AIDS, tobacco use

Appendix C continued

control programs. The coverage of this service will be expanded to cover all the eight regional offices of the Wafaqi Mohtasib (Ombudsman) in due course of time.

In addition to redress of children's grievances, the REACH project envisages extensive consultations with stakeholders, including the most important stakeholders, the children themselves through organized platforms such as youth parliaments and ongoing civil society initiatives dealing with children's rights. Under REACH, the Ombudsman will also carry out research on systemic issues leading to infringement of children's rights through poor governance practices and maladministration.

B. Objectives

The main objectives of the Responsive, Enabling, and Accountable Systems for Children's Rights (REACH) project are:

- (i) To establish a dedicated redress and response system for complaints related to and by children, against maladministration by any federal agency;
- (ii) To provide a platform for addressing child rights issues through research, advocacy and engagement with children and other stakeholders on children's rights;
- (iii) To enable the Wafaqi Mohtasib (Ombudsman) to advise the government on systemic issues that impact the rights of children and compliance with the UNCRC.

C. Advocacy and Outreach Strategy

A strategy has been developed to provide a three-pronged strategic framework for the REACH project:

- a. Embedding the advocacy and communication efforts in existing networks and initiatives
- b. Empowering and enabling citizens to act

- c. Innovating for improvements

Appendix C continued

A key tool of this advocacy and outreach strategy is an advertising campaign for which the services of the advertising strategy are being procured.

D. Objectives of the Advertising Campaign

1. To raise public awareness about child rights and the CCO
2. To encourage the target audience to file complaints with Child Complaint Office (CCO) against violation of child rights by federal agencies
3. To build public confidence in the institution of the Wafaqi Mohtasib (Ombudsman) and position it as a dynamic, open and responsible institution.

E. Target Audience: Who are we talking to?

There are two categories of our audience:

Primary audience

- i. Children and adolescents
- ii. Elected representatives at the Federal level including the Cabinet and relevant parliamentary committees
- iii. Federal government Agencies and their officials;
- iv. NGOs working on children's rights issues

Secondary Audience

- i. Private sector organizations
- ii. Media
- iii. Academia
- iv. Donor partners

F. What is the single most important message we want to convey?

All children have rights and the CCO is there to ensure that these rights are not denied to children.

Appendix C continued

G. Where do we want to advertise?

The campaign is expected to run in both the print and electronic media. The precise mix of the media will be expected to form part of the media strategy the agency develops. During the period leading up to the implementation of the main project i.e. November-December 2008, only a print campaign may be run.

H. What is the duration of the campaign?

Based on available budgetary resources, the campaign will last for at least two months.

APPENDIX D

SPGRM SUB-PROJECT PROPOSAL FOR ESTABLISHING THE FEDERAL OMBUDSMAN'S CALL CENTRE

i. Title of Project	Wafaqi Mohtasib (Ombudsman)'s Call Centre
ii. Location:	Remote
iii. Sponsoring Agency	Wafaqi Mohtasib (Ombudsman)'s Secretariat
iv. Executing Agency	Wafaqi Mohtasib (Ombudsman)'s Secretariat
v. Project brief:	
<p style="text-align: center;">Overview</p>	<p>Public perception about the effectiveness and efficiency of any institution is shaped by the nature and quality of responsiveness on first contact. In most public-dealing institutions in the public sector, there is an absence of effective grievance redress mechanisms and the poor service orientation of the staff tends to exacerbate public perception of these institutions as being unresponsive and insensitive to the common man's problems; more often than not, this perception is bolstered at the point of first contact with these institutions. Where certain fora for redress of public grievances and handling of complaints over the quality of service provided by the public sector institutions do exist, in the form of Complaint Cells, these are poorly managed and are considered to be peripheral tasks, rather than a way of reducing customer dissatisfaction and/or considering them as feedback channels.</p> <p>As the premier public grievance redress system in Pakistan, the office of the Wafaqi Mohtasib (Ombudsman) has daily interaction with a large number of members of the public. In 2007, more than 23,000 complaints were filed with the Ombudsman, and during the process of handling these complaints, contact is established at several stages, mainly through written correspondence and personal interaction. There is no service at present in the form of a telephone or web based enquiry system, a service offered by several other Asian Ombudsmen such as Korea, Japan, Hong Kong and</p>

	<p>Malaysia. This not only means that transaction costs are high but also that some inconvenience is caused to the complainant who often feel compelled to personally visit the Ombudsman's offices to ascertain the status of their complaint or get more information about the Ombudsman's services. Cognizant of the need to adopt a more proactive, citizen friendly approach, in line with its strategic vision of improving public access to its services and citizen empowerment, and leveraging the opportunities and benefits proffered by information communication technology (ICT), the office of the Wafaqi Mohtasib (Ombudsman) identified the establishment of a Call Centre as one of the innovative interventions under the Strengthening the Public Grievance Redress Mechanisms (SPGRM). In order to develop a more accessible system of receipt of complaints and to provide new, ICT-based services to the general public, this proposal has been prepared.</p>
Objectives	<ol style="list-style-type: none"> 1. To provide more efficient, accessible and free ICT-based services to the citizens. 2. To reduce transaction costs for the office of the Ombudsman. 3. To portray the image of a responsive, helpful organization.
Functions	<p>The Call Centre would perform the following functions:</p> <ol style="list-style-type: none"> a. Provide information about the rights of the citizen to file a complaint against maladministration by any Federal Agency or in cases where they have been denied access to public records under the FOI Ordinance. b. Provide information on the role of the Ombudsman in grievance redress, including its jurisdiction, processing times and how it can help the public. c. Provide guidance on procedures to be followed for filing a complaint with the Ombudsman. d. Enable tracking of the status of complaints already filed. e. Providing a Complaints Directory Service, referring and redirecting complaints to appropriate institutions if they are outside the Ombudsman's jurisdiction. f. Offering online assistance in the filling up of forms. g. Filing complaints online on behalf of the complainant.

	<p>h. Serve as a means for customer feedback on the Ombudsman's services.</p> <p>The Centre would have a number of distinguishing features:</p> <ol style="list-style-type: none"> 1. Call recording All calls to the Call Centre will be recorded for quality assurance and training purposes. A complete log of calls made, including details of customer relations officer who handled the call; the Customer Line Identification; duration of the call; redirection etc. will be maintained. 2. Automatic Call Distributor (ACD) To minimize queuing time for callers, the ACD system will be operated, with calls not only being distributed to the next available customer relations officer at the Call Centre but where required, redirected to the relevant office. 3. IVR A suite of self-help services, using recorded, multilingual voice messages will be offered to the caller, including information about the Ombudsman's office; its jurisdiction; services offered; contact details etc.
<p>Scope of the Proposal</p>	<ol style="list-style-type: none"> a. Establishment of a Call Centre by outsourcing to a private firm. b. Provision of hardware and software support for the office of the Ombudsman. c. Funds for creating awareness about the Call Centre d. Development of customized applications for integration of the Call Centre with the CMIS database. e. Training of the Ombudsman's staff. f. The conduct of periodic end-user surveys on the facility.
<p>Risks</p>	<ul style="list-style-type: none"> - Resistance from officers/staff of the office of the Ombudsman - Low usage of the facility due to inadequate awareness raising efforts. - Poor quality of service exacerbating undermining the intent.

<p style="text-align: center;">Mode of Implementation</p>	<p>The Call Centre functions will be outsourced to a private firm of repute and experience. However, back office integration with the CMIS, Complaints Registration section and the offices of the Registrar will be required, for which adequate funding will be made available to address workflow reorientation, capacity gaps and behavior change needs.</p>
<p style="text-align: center;">Phasing</p>	<p>The sub-project will be implemented in two phases:</p> <ol style="list-style-type: none"> a. Soft launch whereby the Call Centre will perform functions listed at a,b,c and e in the 'functions' section of this document. b. Full service launch with the Call Centre operating at full functionality levels. <p>The timing of the full service launch will be determined later in view of the experience of the soft launch. It is expected however that the soft launch period will last for at least a six month period. Implementation of other aspects of the sub-project, such as awareness campaigns and capacity building, will be synchronized with the phasing proposed above.</p>
<p style="text-align: center;">Responsibility</p>	<p>SPGRM Project Management Unit</p>
<p style="text-align: center;">Performance indicators</p>	<p>i) Input / process indicators:</p> <ul style="list-style-type: none"> ▪ Development of TOR for hiring of the firm. ▪ Selection of firm. ▪ Process analysis and assessment of current practices in relation to up-front customer handling ▪ Design of training and development of material for training of staff ▪ Development of software patches for integration of Call Centre with the CMIS. ▪ Development of an awareness campaign about the facility. ▪ Design and conduct of end-user surveys ▪ Development of performance benchmarks for Call Centre and back office staff. <p>ii) Output indicators:</p> <ul style="list-style-type: none"> ▪ Call Centre operationalised ▪ Survey conducted ▪ Training of staff ▪ Standards and performance benchmarks enforced. <p>iii) Outcome indicators:</p>

	<ul style="list-style-type: none"> ▪ Increase in complaints and enquiries received and resolved ▪ Improved public image of the Ombudsman
--	--

Appendix D continued

Potential Queries and Responses		
No.	Query	Response
1.	Who will provide the data and what method will be used for data transfer.	Data will be provided through the CMIS and house application of the Ombudsman.
2.	Since data has to be extracted from the Ombudsman's CMIS and house application, will details of design of hardware/software be provided.	Details of the design of software, and hardware will be provided only to the selected firm.
3.	How much bandwidth will be required for link between the Call Center and Ombudsman's CMIS.	256 K
4.	In which provincial languages the Customer Relations Representative (CRR) will provide response? Please provide the percentage of each language.	CRRs will respond the following languages, with the tentative percentages as shown below: <ul style="list-style-type: none"> • Urdu 55% • Sindhi 10% • Punjabi 10% • Balochi 5% • Pushto 10% • English 5% • Seraiki 5%
5.	Who will pay the charges of outbound calls	The selected firm.
6.	Will the product training be provided to CRRs at selected firm's facility?	Yes
7.	What will be the limitations of Multilingual support? Will it be restricted to IVR and CRRs only or Web Portal, and Live chat as well?	Multilingual support will be provided to IVR and CRR, however for Web Portal and Live Chat English and Urdu will be used.
8.	Who will conduct the end-user surveys?	The firm hired will conduct the online surveys.
9.	Do we have to coordinate with all the departments for data collection, or you will provide us the data using Word/Excel	The data will be provided through a web-based interface. However, during customer call handling, reference to Investigating Officers, Registrar or the Coordination Section may be required.
10.	What level of call handling will be the selected firm's responsibility: 1) Average 2) advisory level 3) Expert level	Average and advisory levels
11.	Does client needs skill base routing to agents (Specialized skills)	Yes, clients need skill based routing to agents.
12.	Where the training to CRRs will be conducted	TBD later
13.	Who will be responsible for updation of training needs specially the services domain time to time and who will bear the expenses?	Refresher training will be the responsibility of the selected firm. Related costs will be included in the bids offered.
14.	Is it necessary that the Call Center to be placed at Islamabad	No
15.	How will abandoned calls be handled.	Most enquiries will be answered by CRR as most of the data will be available through web-based

	interface. Remaining queries will be forwarded to the office of the Ombudsman
16. Will the selected firm have direct access to the CMIS or required data will be provided to the firm.	Select views will be replicated on the web-based interface to decrease call time and enable quick response to caller.

Appendix E

CHAMPIONS OF CHILD RIGHTS AWARD

This award will recognize the achievements of individuals and organizations that have demonstrated leadership and commitment to promoting child rights; made a difference in their communities; and contributed to the implementation of the UNCRC.

CATEGORIES

Awards will be given in two categories:

- Individual Champion of Change
- Institutional Champion of Change

ELIGIBILITY

For individuals: The award will be open to all residents of Pakistan.

For institutions: Must be a legal entity working in Pakistan.

SELECTION PROCESS

Selection of winners will be based on a mixture of public voting (20% weight) and expert assessment through a panel of judges (80%). Public votes shall be solicited through online and SMS based voting. The panel of judges will comprise have the following composition:

Minister for Social Welfare	Chair
Chairman of the NA Standing Committee on Social Welfare	Member
Chairman of Senate Committee on Social Welfare	Member
Wafaqi Mohtasib (Ombudsman)	Member
UNICEF representative	Member
Two representatives of CSOs	Members
Two representatives of the Youth Parliaments	Members

Members of the panel of judges will have equal voting rights. The decision for the award will be made on the basis of weighted majority votes.

SELECTION CRITERIA

The selection would be made on the basis of the following broad criteria:

- Scope and nature of achievements
- Impact on children and communities
- Inclusiveness of process leading to achievements
- Innovation and creativity

APPENDIX F

What	How	When								Who
		2009				2010				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Establishment of a Youth-led Oversight Mechanisms on Child Rights <u>Indicators:</u> 1. Sub-Committees formed for UN CRC oversight by both Youth Parliament 2. At least one review report published	Engagement with Youth Parliaments to explain the roles and responsibilities of the CCO and components of the REACH project Facilitating reviews, discussions and meetings Facilitating oversight through support for developing and dissemination of bi-annual reports of the sub-committees									<ul style="list-style-type: none"> • Head of CCO • PILDAT • Youth Parliament of Pakistan
Integration with the overarching WMS communication strategy <u>Indicators:</u> 1. WMS advertising launched, including CCO messages 2. CSO Orientation kit and criteria used for CSO engagement	Adopting various outputs of the SPGRM such as: <ul style="list-style-type: none"> ▪ CSO contracting terms ▪ CSO Orientation kit ▪ CAC and PDF ▪ CCO messages 									<ul style="list-style-type: none"> • Communication • PILDAT Youth Parliament of Pakistan
Establishment of legislative oversight mechanism <u>Indicator:</u> Cabinet Sub-Committee on Child Rights notified.	Engagement with the Cabinet to explain the roles and responsibilities of the CCO and components of the REACH project									<ul style="list-style-type: none"> • Ombudsman • UNICEF

What	How	When								Who
		2009				2010				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Mobilize CSOs for collective action on awareness raising, information and experience sharing and policy advocacy <u>Indicators:</u> 1. Online presence of YES! established 2. Annual YES! retreat organized 3. Two best practice compendiums published	Entering into partnerships with select CSOs to launch the Youth Empowerment Services (YES!) platform									<ul style="list-style-type: none"> • Communication Specialist • IT specialist
	Supporting and scaling up ongoing CSO initiatives									
	Using existing children's Helplines (Madadgar, Rozan and CPWB) for referral of complaints									
	Launch CCO website, blog, social networking communities on Facebook, Orkut, Bebo, Habbo, YouTube,									
Mobilize business community support for child rights <u>Indicators:</u> 1. Cause based promotional campaign launched. 2. Corporate sponsorship of infommentaries, publications, events, child rights education clinics, public service campaigns	Joint promotional activities such as special messages about and contact information of the CCO on product packs; Point of Sale (POS) displays; SMS campaign; and collaborative cause-based advertising.									<ul style="list-style-type: none"> • Ombudsman • UNICEF • Head of CCO
	Engagement with representative business and industry associations such as the APNS, FPCCI and the Overseas Chamber of Commerce									
Empowering and enabling citizens to act <u>Indicator:</u> 1. Advertising campaign and awareness workshops launched 2. Call Centre established 3. At least four special programming telecast 4. Four education clinics held	Develop and launch: a. Print and electronic media advertising campaign b. Awareness and orientation workshops c. Child rights education clinics d. Call Centre e. Radio and TV programming									<ul style="list-style-type: none"> • Advertising Agency • CCO • Partner CSOs

What	How	When								Who
		2009				2010				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Intensive children and youth involvement <u>Indicators:</u> 1. Child Ambassadors appointed in at least half the Federal Government schools 2. CCO logo and mascot designed 3. Child rights video game launched	Appoint Child Ambassadors									<ul style="list-style-type: none"> Federal Government Schools PASHA CCO
	Children's CCO logo and mascot design competition									
	Child rights simulation video game									
Effective policy and rights based advocacy <u>Indicators:</u> 1. Child Friendly City Initiative launched in Islamabad 2. Child Rights chapter included in federal schools textbooks	Engagement with CDA to make Islamabad a Child Friendly City									<ul style="list-style-type: none"> Head of CCO CSO partners
	Engagement with the Federal Text Book and Curriculum Development Boards and CSOs for developing and including a chapter on child rights and the CCO in the curriculum for Pakistan Studies and/or Social Studies subjects									
Development of evidence-led knowledge products <u>Indicator:</u> 1. Independent study on State of Child Rights, at least 2 policy briefs, one systemic issues study and one SRT study published 2. At least one CRC published	Partnering with academia to develop knowledge products									<ul style="list-style-type: none"> Research Specialist Partner academic institutions Consultants
	Hire consultants to carry out CRC study									
	Identify subject area, establish a SRT and carry out a study									

APPENDIX G

ACTION PLAN FOR ADVOCACY AND OUTREACH DURING NOVEMBER-DECEMBER 2008

What	How	When	Who
<p>Mobilize CSOs including children and youth networks for collective action on awareness raising, information and experience sharing and policy advocacy</p> <p><u>Indicators:</u></p> <ol style="list-style-type: none"> 1. Two workshops organized 2. Workshop reports published 3. Two focus groups with children and youths held 	<p>Workshops on “Importance of Grievance Redress Mechanisms for Children” organized in Lahore and Karachi</p> <p>The Lahore workshop to be organized in collaboration with NCCWD and the Karachi workshop with LHRA.</p> <p><u>Participants:</u> 50 in each workshop</p> <ul style="list-style-type: none"> - CSOs - Representatives of Youth Parliaments - Representatives of other children’s networks - Media - Academia - Federal government agencies - Key provincial agencies - Donor partners <p><u>Venues:</u> National Institute of Management Lahore Institute of Banking Karachi</p> <p><u>Presided by:</u> Ombudsman in Lahore Federal Minister for Social Welfare in Karachi</p> <p><u>Structure:</u></p> <ol style="list-style-type: none"> 1. Introduction/Welcome by NCCWD and LHRA 2. Presentation on REACH by Head of CCO 3. Break out sessions on two themes: <ol style="list-style-type: none"> a. Challenges of Implementing the UNCRC b. Importance of Advocacy, Outreach and Partnerships <p><u>Costs:</u> Cost of participants = Rs. 1000 per head x 50 x 2= Rs. 100,000 Documentation= Rs. 20,000 Travel and per diem= Rs. 35,000 x 4 x 2= Rs. 280,000 Administrative support = Rs. 20,000 Total for 2 workshops=Rs. 420,000</p>	<p>Lahore: Monday 1 December</p> <p>Karachi: Monday 17 December</p>	<ul style="list-style-type: none"> • NJS and FM for planning the events including their content and structure • Head of CCO and RS to coordinate with NCCWD and LHRA for all logistic arrangements

	<p>Focus Groups in Islamabad, Peshawar and Quetta with children and youth networks to be conducted as part of the review of effectiveness of existing children's helplines.</p> <p><u>Participants:</u> 15 in each session= 15x3=45</p> <p><u>Venues:</u> Islamabad WMS Office Peshawar WMS Office Quetta Serena Hotel</p> <p><u>Cost:</u> Cost per participant=Rs. 500x 15 x 3= 25,000 Documentation= Rs. 10,000 Administration support= Rs. 10,000 Travel and per diem= Rs. 20,000 x 3 x3= Rs. 180,000 Total= Rs. 225,000</p>	Islamabad 27 November Peshawar 3 December Quetta 19 December	<ul style="list-style-type: none"> ▪ NJS and FM for organizing, conducting focus groups and developing a report on outcomes ▪ Head of CCO to coordinate logistics with UNICEF
<p>Empowering and enabling citizens to act</p> <p><u>Indicator:</u></p> <ol style="list-style-type: none"> 1. Advertising campaign and awareness workshops launched 2. Participation in at least two talk shows each on TV and radio 3. CCO website, hosted on the WMS website portal, launched 	<p>Develop and launch:</p> <ol style="list-style-type: none"> b. Print and electronic media advertising campaign c. Disseminate information about the CCO through radio, TV shows, website and press releases/media briefings <p><u>Cost:</u> Advertising= Rs. 1,000,000</p>	Advertising campaign : starts 5 Dec Website : 1 Dec Press release : 1 Dec Participation in radio : starts 5 Dec and TV shows	<p>Head of CCO and UNICEF to brief ad agency and oversee their output</p> <p>Ombudsman, SP, Head of CCO, NJS and FM to</p>
<p>Capacity building of CCO and WMS staff</p> <p>Indicators:</p> <ol style="list-style-type: none"> 1. Training manual developed and published 2. Training of CCO and WMS staff on the manual conducted 	<p>Review of child protection materials and preparation of training manual for investigation officers</p> <p><u>Cost= Rs. 200,000</u></p>	Starts 5 December	Head of CCO for recruitment of consultant and review of output