

# Strategic Plan

**Strategic Plan 2018-2022**



**Society for the Protection of the Rights of the Child (SPARC)**

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## EXECUTIVE SUMMARY

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The Strategic Plan outlines SPARC's evolving approach to protection of Child Rights along with the programmatic direction outlining its priorities for the next five years (2018-2022). It identifies the potential gaps and subsequently highlights where the organization can make the greatest contribution and how its energy and resources will be invested. The strategy provides a conceptual framework for SPARC's engagement on issues pertaining to Child Rights and their protection. The framework of proposed activities and programmes are intended to be in line with current national and international priorities to ensure concrete and doable solutions and to support the achievement of targets as outlined in the SDGs.

This document has been developed based on a critical and thorough review of the previous years' Strategic Plan and the Financial Sustainability Evaluation Report and Strategic Plan Review to aid and enable the organization to put forth a coherent strategy to direct the next 5 years of operation. Based on the SWOT analysis of the review, the following operational plan addresses the weaknesses by seeking to become more financially self-sustainable and have an increased focus on advocacy along with service delivery. Similarly, the identified opportunities in the SWOT analysis put SPARC in a viable position to engage in other private and potential partnerships and to capitalize on their existing strengths by outsourcing from its trainings and research department. SPARC is determined to achieve further visibility and create a niche through quality research and training coupled with community driven initiatives leading to sustainable solutions to issues plaguing children of Pakistan.

Furthermore, it plans to focus on strengthening political commitment and national capacity to legislate, plan and budget for children to enable greater dialogue through advocacy and evidence based research support to inform policy matters at national and provincial levels. Moreover, SPARC is recognized as the country's lead organization which enables implementation of Juvenile Justice System. This niche has been strengthened. Furthermore, the Plan after a wholesome review of the sectors high unmet needs will address the issue of Street Children with the aspiration of making it a replicable model and flagship programme. The Plan also recognizes the value of institutionalized community support structures. The district level Child Rights Committees will be the focus of participatory activities (child & adult) and interventions structured to align with development sector trends and national priorities. It is expected that this grass root empowerment and advocacy instrument will generate external and domestic partners. Similarly, the Plan emphasizes capitalizing on SPARC's flagship research report, *The State of Pakistan's Children*, which enjoys national and international recognition as a valuable source of information on children in Pakistan.

## WHAT IS SPARC

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SPARC is an independent non-government, civil society organization registered in Pakistan in December 1992 as a not for profit under the *Societies Registration Act 1860*. It draws its inspiration from the Constitution of Pakistan and UN Convention on the Rights of the Child. Its flagship is the annual *The State of Pakistan's Children Report*. It uses research, advocacy and awareness raising with relevant stakeholders to bring about changes in the lives of children, including child and bonded laborers, incarcerated juveniles, child victims of abuse and violence. It also draws attention to the needs and issues affecting the girl child, such as early/forced marriage, harmful traditions, access to education and discrimination. With the passage of time, it has entered into service delivery especially in the wake of the 2005 earthquake, 2010 floods and other catastrophes. Similarly, the condition of street children promoted an intervention of protection, care and rehabilitation.

Over the years, SPARC has extended its outreach through regional offices located in Peshawar, Karachi and Hyderabad. Additionally, SPARC presently has project offices in Haripur, Rawalpindi and Multan. It has worked in Balochistan for a briefly and still endeavors to bring about a positive change in the lives of children there. Volunteer groups in the form of community based Child Rights Committees have remained its strength in the past. It had an office in Lahore in a small flat owned by it but the office is presently closed due to resource constraints.

SPARC is certified by Pakistan Center for Philanthropy (PCP) and has consultative status with UN ECOSOC and UN Department of Public Information. It is presently a member of Forum Asia's Executive Committee; and is currently the Child Rights Movement (CRM) Secretariat in Islamabad, having been the CRM Secretariat in Sindh for the past two years.

## STRATEGIC PLAN PROCESS

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The 2018-2022 Strategic Plan is based on extensive consultation between SPARC's Board of Directors; field, regional and head office staff. The Plan guides the priorities and work of SPARC for a five year period and builds on the achievements of the organization to date, which include the generation of critical information in the annual SOPC report, promoting awareness through research and communications materials. In addition to developing strong CP and CR training materials and policy standards there are also protection programmes for marginalized abused children in distress. The emerging needs and trends in development sector and challenges to child/human rights have been broadly taken into view and encapsulated in the Strategic Plan Framework. SPARC's Strategic Plan 2018-2022 will be finalized so as to be operational by the first quarter of 2018. The multiyear Strategic Plan will serve to establish annual priority programmes and budget priority. It will serve as the template for BoD, management and partners. SPARC will use this Plan as a compass, not an inflexible blue print for action. It is based on the SPARC commissioned Financial Sustainability Evaluation and Strategic Plan Review Report which was sponsored by KNH. Concurrent to the above rigorous Strategic Plan formulation process, the Financial Sustainability and HR sections have been examined and addressed by management and the BoD. The Financial Sustainability piece as recommended seeks to build the Endowment Fund, engage in sound Assets Management, and diversify funding sources, activate partnerships with government, private section fund raiser and build coalitions.

## STRATEGIC PLAN FRAMEWORK

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CHALLENGES	MITIGATION STRATEGY
<i>Financial Sustainability/ Diversification</i>	Strengthen own income generation by establishing more fundraising streams and diversifying funding resources by tapping local donors/philanthropists.
<i>HR processes and procedures</i>	Introducing performance-based incentive system
<i>Changing donor priorities</i>	Fit in Child Rights in broader framework of SDGs, youth and women rights.
<i>Explore and Exploit Further Growth Opportunities</i>	
<i>Outsourcing of Training Department</i>	Offer training packages to the development sector
<i>Tapping corporate sector</i>	Explore corporate social responsibility
<i>Research and Advocacy</i>	<p>Outsource a balanced mix of academic and field researches of expertise to other research units or civil sector organizations.</p> <p>Increase social media involvement and intervention for research based advocacy and awareness raising.</p> <p>An effective media and communication strategy to be developed and implemented.</p>
<i>Turning CSCs into flagship project</i>	Expansion of CSCs and achieving self-sustainability of existing ones with an increased focus on more community empowerment in view
<i>Introduction of new laws (where needed) with the government / amendment/ enactment of Child related laws</i>	Keep a close watch for changes in existing laws and enactment of new laws to ensure the best interest of children are addressed and any lacunas pointed out for rectification through lobbying and advocacy

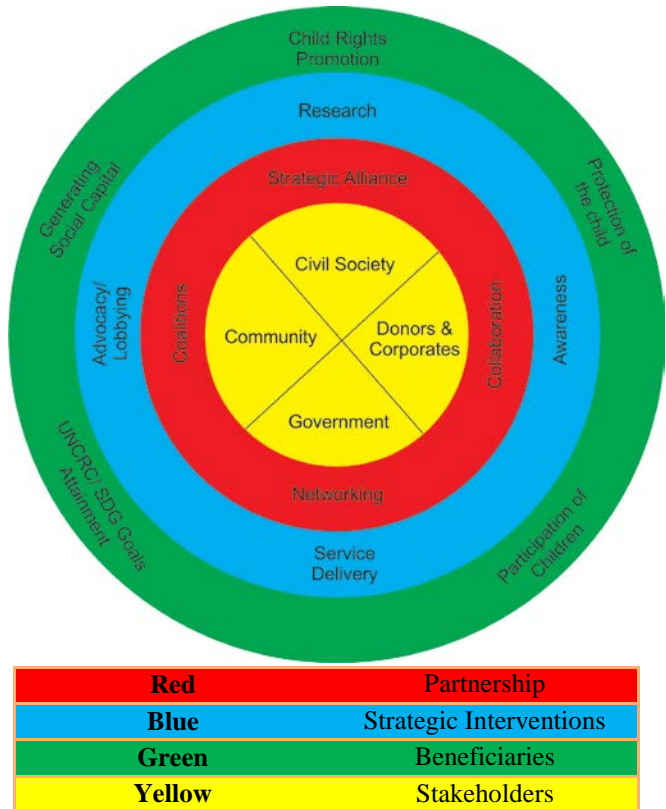
## SCENE SETTER

Pakistan's score is 5.46 out of 10 in the Realization of Children's Rights Index. Pakistan's 2017 Census Report shows a population of 207 million, Population of 0-14 years: 34%, under 5 mortality rate: 66%. There are many social indicators which give a measure of the progress achieved regarding Child Rights since independence. However, the silent scream of this voiceless constituency is reflected in the main problems faced by children of Pakistan. The first victims of poverty are children; they are the weakest and most vulnerable of the 24% population who live below the poverty line. There are around 11 million children becoming servitude in the adult world of work and are victims of human trafficking, exploitation and abuse. Only 71% of children attend primary school and close to one child in six dies before the age to six. Pakistan is one of the countries in the world where boys are as vulnerable as girls to sexual exploitation and poverty, physical and mental abuse, negligence and family problems are the major factors that drive children onto the streets. Internally displaced children by the very nature of their circumstances are deprived of education; suffer from illness, anxiety and stress.

## THEORY OF CHANGE

While recognizing gains in all child rights indicators, much remains to be done. The condition of the children of Pakistan, briefly stated in the scene setter, was a pointer to the need for change. The SPARC construct of change is that it is a process, in which it is necessary to be inclusive of many perspectives and participants.

The Theory of Change diagram explains the process of change by outlining causal linkages; it indicates how strategic interventions by a milieu of stakeholders will impact beneficiaries and its proposition is that the whole of partnership is greater than the sum of individual parts.



The child lies at the center/ heart of SPARC's theory of change. The four fundamental principles of Child Rights that guide its sphere of work include non-discrimination; best interests of the Child, survival, development and participation with inclusion.

To achieve the overall outcome of Child Rights promotion as envisaged under the UNCRC, SPARC employs a mix of approaches involving service delivery, advocacy and lobbying with stakeholders including civil society and government to garner support for the mutual goal of Child Rights. SPARC harnesses partnerships and collaborations with likeminded organizations that share its vision of Child empowerment.



## **Vision**

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*A world in which children are valued and empowered and their rights promoted and protected.*

## **Mission**

*To promote and protect the rights of children in light of international standards and to empower them through advocacy supported by research, awareness raising, service delivery and human and institutional development.*

## **Value Statement**

*COMPASSION – CARE – COMMITMENT*

## **Core Values**

- Commitment to success*
- Honesty - Life is short, but honesty works far and lives long: let us be honest*
- Trustworthy - To be trusted is a great compliment than to be loved. Assuming public trust, one should consider himself or herself to be public property*
- Loyalty*
- Integrity - One leak will sink a ship, and one sin will destroy a sinner. Constantly speak the truth, boldly rebuke vice, and patiently suffer for the truth's sake*

## **Work Ethics**

- Teamwork - SPARC encourages teamwork from collaborative employee participation to inspire effective program interventions.*
- Efficiency - Efficient program development, monitoring and execution is the key aspect of SPARC core principles for Child Rights related program interventions.*
- Professionalism - SPARC employees are expected to adhere to internationally recognized best practices for child protection and to meet the highest standards of professional conduct.*
- Creativity - SPARC encourages creative ideas from its team to more effectively reach to its targeted audience and beneficiaries through innovative program interventions.*

- *Competence - SPARC aims to nurture a pool of the most competent individuals capable to highlight Child Rights issues and designing interventions that can have a meaningful impact.*

## **WHO WE SERVE**

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SPARC primary beneficiaries are children, whom it aspires to serve through its integrated approach of direct service delivery, campaigns, advocacy and research. Different field projects are planned to serve vulnerable children such as street children, victims of violence, imprisoned juveniles, the Girl Child and the working children.

SPARC also serves local and national level institutions including government, civil society organizations, community volunteers and Child Rights defenders by building their capacity to be more responsive to CRs issues through tools of advocacy, training and lobbying.

SPARC research literature on the state of Pakistan's children serves as a credible evidence base for policy makers and organizations to support shifts in child-centered public policy. Through different awareness raising campaigns and social mobilization drives, SPARC engages the people of surrounding communities as active citizens and develops their life skills to fuel participatory social engagement for CRs.

Further to its primary beneficiaries, SPARC is cognizant of the fact that its target audience is far larger, which, particularly plays a vital role in bringing about substantial change. These include government departments, human rights agencies (federal and provincial), local and foreign donors, NGOs, potential donors, CSR departments, media personnel, implementing partners and community members. These groups can be segmented in the following categories:

1. *Primary Audience - Direct partners of SPARC responsible for implementing program policies and activities, e.g., partner NGOs, CSRs, community volunteers, and members of the targeted communities.*
2. *Secondary Audience - SPARC's partners and potential donors that have direct interest in the project outcomes, e.g., donors, potential donors, government departments and community members.*
3. *Tertiary Audience - Individuals and institutions that have direct or related interests in SPARC's work and whose involvement will increase progress and success, e.g., local philanthropists, Child Rights activists, media personnel, national human rights institutions, and community members.*

## **OBJECTIVES**

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### **OVERALL**

Securing and Protecting the Rights of Children in Pakistan as enshrined in Articles 35 & 25 (3) <sup>1</sup> of the Constitution of Pakistan and UNCRC. Further, as provided in instruments, legal provisions, international commitments, such as, the SDGs, ILO Conventions, country laws/ policies etc.

### **SPECIFIC**

Identification of SPARC's specific objective for the current Strategic Plan (2018-2022) was based on the environment scan, past experiences, SPARC niche, high unmet need, good practices and lessons learnt. The prioritized specific objectives are constructed as five Strategic Areas with 5 sub-areas are outlined below.

*The achieving of Strategic Area Targets and Outcomes are subject to Resource Availability.*

## **STRATEGIC PLAN COMPONENTS**

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### *Strategic Area 1:*

*Securing and protecting the rights of Children in Pakistan: UNCRC & SDG Goals 1 (Poverty), 2&3 (Health), 4 (Education) and 16 (Injustice)*

### **Rationale**

SPARC has been committed to Child Rights for over two decades and has rendered many developments in this regard. It has thus far served its cause by writing annual review of Child Rights to report on State's compliance to UNCRC and has also contributed by widely disseminating IEC and research material on UNCRC in user friendly formats to increase national awareness to align Pakistan's Child Rights policies with international standards. Based upon its domain expertise in advocacy and policy making related matters, SPARC continues to act as a pressure group for monitoring State's compliance with the UNCRC. One of the most efficient ways for doing this involves SPARC

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<sup>1</sup>. Article 35 provides that the State shall protect the child. Article 25 (3) empowers the State to make special provisions for protection of children.

consolidating its niche in provincial and federal level forums, dealing with child related promotion and protection. This is coupled with highlighting Child Rights issue at international forums.

SPARC believes that no intervention can be target oriented unless the direct beneficiary group is involved and made conscious of their rights. This includes both children and the community which are envisaged to join hands with SPARC through outreach activities and participatory mechanisms.

Modern Forms of Slavery continue to remain a problem, in spite of the moderate advancements that have been achieved in this regard. SPARC will continue to monitor and address Modern Forms of Slavery through advocacy, lobbying, service delivery through legal aid, Centers for Street Children (CSCs) and reaching out to vulnerable children especially girls who are victimized, coerced and compelled into labor, trafficking, early or forced marriage, begging and various other manifestations of slavery.

It will continue its long-standing practice of building capacity through partnerships with governmental bodies, other civil society organizations, academic institutions and the private sector to support the integration of Child Rights into local and national agendas.

The Theory of Change in totality seeks to provide a willingly owned and inclusive national-level platform for transforming Child Rights scenario in Pakistan through collective efforts of civil society, donors and corporate philanthropists with inclusion of community.

### Target

- Promote and protect Child Rights through advocacy, awareness raising networking and establishment of CRCs.
- Undertake advocacy, awareness-raising, research, networking, and need based direct interventions in relation to Child Rights. Monitor Child Rights through newspapers, electronic media, CRCs, and through Child Rights Clubs established in schools and colleges. Organize at least four trainings each year on Child Rights.
- Enforcement of Article 25-A of the Constitution and its enabling legislation in Pakistan.
- Ensure that boys and girls complete free equitable quality primary and secondary education.

- Increase enrollment in selected areas by ensuring quality education.
- Ensure healthy lives and promote well-being for all Children.
- Create awareness regarding safe digital spaces.
- Adoption and enforcement of internal trafficking law, anti-trafficking resource centers, capacity building of Interior Ministry/ Provincial Home Departments/ police, CSOs, FIA, Parliamentarians, undertake research, and setting up referral mechanism.
- Monitor and address Child Rights through appropriate mechanisms at federal and provincial levels especially health status, access to education, cases of children coming into conflict with law, street child, child abuse, child labor/bonded labor or debt bondage, child domestic labor/ forced child labor, kidnapping, trafficking/ child sex trafficking, street child, begging and early child marriage which comes under the ambit of Modern Forms of Slavery.
- Report on State's compliance to UNCRC through parallel reports.
- Continued lobbying on State's ratification and compliance of Optional Protocols to the UNCRC, i.e., Involvement of Children in the Armed Conflict and Communications Procedure.
- Meetings with Parliamentary Committee on Human Rights at federal level and holding of provincial network meetings, member gatherings and peer learning events.
- Avenues of child participation improved and provided to children through increased partnership with local private and public schools and by formation of Child Rights Clubs to raise awareness in children about their rights.
- Engage the media (print and electronic) for effectively covering children's issues.
- Effective use of social media for highlighting key issues tied to children.

### Outcome

- Understanding and implementation of UNCRC by stakeholders improved.
- Participation of children in promotion of their rights supported.
- Increased awareness on children's issues among adults through advocacy campaigns, media, social media and availability of cohesive research data.

## *Strategic Area 2:*

### *Implementation of national laws and policies regarding Child Rights*

*2(a): Improvement of the Juvenile Justice System Ordinance and related laws in all the Provinces, including improvement in the conditions of Child Prison Cells across Pakistan by 2030.*

#### **Rationale**

After strenuous efforts by SPARC, the phenomenon of juvenile delinquency has engaged the attention of society, particularly the law makers and it was primarily due to SPARC's consistent lobbying efforts that the Juvenile Justice Systems Ordinance (JJSO) was promulgated in 2000. As of December 2017, Punjab reported a total number of 615 juvenile prisoners, Balochistan recorded, 36 prisoners, Sindh recorded a grand total of 187 juvenile prisoners and 360 male juvenile prisoners were reported to be languishing in jails of Khyber Pakhtunkhwa.

Furthermore, it is seen that despite the mandated provision of Borstal Institutions in the JJSO, there is a dearth of them throughout the country. There are two in Punjab<sup>2</sup>, both of which are ill-equipped with sub-standard living conditions and inadequate services for improvement of juveniles' condition. Both Borstal Institutes are managed by prisons authorities that sometimes lack training to deal with juveniles. Similarly while five specialized detention centers are operating in Sindh but all have reportedly deplorable conditions unfavorable to the physical and mental well-being of the inmates<sup>3</sup>. There are no functional borstal institutions present in KP and Balochistan at this time. SPARC has in the past provided facilities like filtration systems to Faisalabad Borstal Institute and non-formal education to the juvenile offenders that needs continuation.

#### **Target**

- Establishment of either exclusive Juvenile Courts; or getting the notified judges reserving one day to exclusively handle juvenile cases.
- Further reduction in number of juvenile prisoners.
- Raise demand for State's check on the delinquency and promotion of positive narratives amidst deteriorating security conditions.

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<sup>2</sup> State of Pakistan's Children, 2015

<sup>3</sup> Ibid.

- Ensure Juvenile Courts compliance with the JJSO provisions, including but not limited to appointment of probation officers and its proper implementation in FATA.
- Lobby with government officials to improve the conditions of the Borstal Institutions/ Remand Home in Karachi to provide services such as non-formal education and legal aid to the juveniles as per the dictates of the JJSO.
- Lobby with Government of Khyber Pakhtunkhwa to make Haripur and Bannu borstals functional and formulate rules for KP Borstal Act 2012.
- Training of police, probation officers, prison staff, Bar associations' office-holders and judiciary.
- Sensitize police on plight of juvenile offenders in Pakistan.
- Establishment of Legal aid/ JJSO panel of lawyers; and allocation of funds for legal assistance to juvenile prisoners and constitute panel of lawyers in the districts which have none.
- Provide government officials with recommendations for effective rehabilitation of juveniles and alternative punishment mechanisms for minor crimes that can prevent incarceration of juvenile delinquents.
- Volunteer bodies like CRCs to be made more robust for working on advocacy and awareness campaigns with community ownership.

### Outcome

- Progress in JJSO implementation.
- Improvement in legal framework and service provision for juveniles (JJSO, borstals, etc.) and implementation advocated.
- Enhanced stakeholders' capacities for effective implementation of laws relating to juveniles.

*2(b): Improvement and implementation of laws related to Child Labor across Pakistan*

**Rationale**

Child labor prevails in many forms in Pakistan. With the formal sector shrinking and the rapid growth of the informal sector, children are seen taking up employment in new occupations. Little has been done to protect minors who are pushed into child labor. Even though the Employment of Children Act is being adopted by provincial assemblies, the ECA itself does not encompass all forms of child labor.

SPARC has recently drafted a position paper on *Child Domestic Labor* with a comprehensive list of proposed legislative and social actions. It shall be SPARC's endeavor that Child Labor in domestic and informal settings emerges as a priority for federal and provincial governments.

Another aspect included in the aims and objectives is increasing the federal and provincial capacity to incorporate mainstreaming of Child specific issues in legislative matters and institutional systems.

**Target**

- Get the minimum age raised to at least 16 years.
- Prohibition of Domestic Child Labor in all Provinces within a period of five years by getting it included in the schedule to the Provincial Employment of Children Acts and following up on the cases.
- Ratification of ILO Convention 189.
- Train labor inspectors.
- Contribute to legal reforms to provide protection to children working in the informal sector and under debt bondage.
- Providing legal aid to cases of Domestic Child Labor and/or abuse.
- Provincial and federal governments formulate policies for Child Domestic Laborers.
- At-least one provincial government passes pending legislation on bonded labor.



- Lobby for child labor survey in at-least two provinces by 2022 to assess the magnitude of underage employment.
- Conduct survey on street children and identify key issues faced by children on the streets, including circumstances that force them into streets and Child Labor.
- Mobilize public opinion against Child Labor.

### Outcome

- Law reforms advocated amongst stakeholders.
- Public opinion mobilized against Child Labor through direct awareness campaigns and coordination of stakeholders.
- Issue of Street Children raised through primary research and advocacy.

*2(c): Getting corporal punishment prohibited against all children in all settings by 2022*

### **Rationale**

Pakistan remains amongst the 50 States where administering of ‘corporal punishment’ is still condoned which prevents affirmative legislation banning corporal punishment<sup>4</sup>.

SPARC was conducive in establishing Child Right Desks in SP (Superintendent of Police) Offices in every district in Sindh for immediate reporting of cases of Violence against Children.

### Target

- Getting corporal punishment law enacted and enforced in all the Provinces.
- Legislation banning corporal punishment is re-introduced in the provincial assembly of Khyber Pakhtunkhwa. Currently, the Khyber Pakhtunkhwa Child Protection and Welfare Act 2010 prohibits corporal punishment “in all its kinds and manifestations”

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<sup>4</sup> “Country Report for Pakistan”, Global Initiative to End All Corporal Punishment of Children, March 2017, <http://www.endcorporalpunishment.org/progress/country-reports/pakistan.html>

but it states that this is “as provided under section 89 of the Pakistan Penal Code 1860”, whereby “reasonable punishment is allowed by parents. This prevents the law from being effectively banning corporal punishment<sup>5</sup>.”

- Increase sphere of provision of legal aid to cases of abuse and violence against children.
- Awareness raising about child physical, sexual and psychological abuse, neglect and their long term deleterious effects on children’s personality.

### Outcome

- To institute legislative change to improve the quality of life of children.
- Increased awareness to instigate change in public opinion regarding different forms of child abuse.
- Increased outreach to street children.

*2(d): Adoption of a uniform age for both girls and boys in the relevant Child Marriage Laws in all provinces; and their implementation by 2022.*

### **Rationale**

Violence against children continues unabated and often unchecked. The introduction of legislation on child marriage in the Punjab in 2015 does not adequately serve the purpose since it fails to increase the minimum age of girls getting married, unlike in Sindh where the age bar has been raised to 18. Khyber Pakhtunkhwa lags behind in legislation banning criminal traditional practices as well as constraining child marriage as all progressive bills are rejected by a certain conservative segment in the province. Balochistan also remains the same.

### Target

- Lobbying efforts to increase of marriageable age of girls from 16 to 18 in the Child Marriage Restraint Act 1929.

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<sup>5</sup> Ibid.

- Getting a Child Marriage law enacted in KP and Balochistan.
- Getting minimum age of marriage for girls raised to at least 18 years and getting Child Marriage cases prosecuted.
- Monitoring and highlighting CR violence cases/ honor killing/ exchange marriages/ legal aid.

### Outcome

- Institution of legislative change to improve the quality of life of the Girl Child.
- Increased public awareness to instigate change against the vice of Child Marriage.

### *Strategic Area 3:*

*Capacitate and enable the rights of the poor and marginalized, discriminated children in poverty.*

### **Rationale**

Poverty is on the rise in Pakistan. Children are the most vulnerable segment of the population and are suffering a great deal. Poverty and disease together form the perfect mix of circumstances for physically, socially and financially deprived living conditions.

### Target

- 3(a). Poverty is a well documented and plausible etiological feature in the initiation of street life of street children. The situation is further compounded by an array of complex factors in the urban environment. SPARC will establish a technical group to devise and implement a holistic model for the prevention, care and rehabilitation of street children. SPARC Street Children Centers with referral to government Child Protection Bureaus will serve as the nucleus of the model.

## Outcome

- A replicable Street Child Care & Protection Model based on CRC Articles 3, 20, 25, 27 as guiding principles, peoples participation (children + adults) and the spectrum of sustainable child rights advocacy is awareness actuates.
- SPARC seeks to introduce in its existing CSCs in Hyderabad, Multan, Rawalpindi and Peshawar self-sustaining elements such as community involvement, collaborate with government and local philanthropist support. It is expected that by garnering local philanthropic support and by diversifying funding resources, financial dependability on one donor can be reduced to ensure improved financial sustainability.

## Target

- 3(b). Poverty has a child's face; it is most manifest in the education and health sectors. SPARC will take the lead in devising a multi sectoral education cum health model. This intervention will be public girls school based intervention. The public schools will be of the outsourced category under public-private partnership using the participatory approach in devising the model. It will address child/ mother nutrition hygiene/sanitation. It will examine inclusion of a school meal, nutrients for children, life skills education for protection from abuse, basics of hygiene and propound the worth of a girl child. Parents, teachers and children will manage the programme.

## Outcome

A replicable model for the public sector, public private partnership will be available to address the critical issue of girl child's poverty and contribute to SDGs 1, 2, 4, 5, 6 & 17.

## Target

- Improve enrollment, attendance, learning & quality of teaching in selected primary schools for girls and improve nutrition by providing some food through one meal a day programme.
- Impart hygiene/ sanitation and life skills education especially against abuse and neglect.

- Stakeholders driven by engaging children and parents in organizing and planning interventions.

### Outcome

- Child and parent involvement in promoting the best interest of the child.
- Improved nutritional status of child.
- Protection through life skills education of both parent and child.
- A replicable model in the public sector public-private partnership based on participatory approach at the community level.

### *Strategic Area 4:*

*Community mobilisation - CRCs to be made community based intervention.*

### **Rationale**

The Plan consultation process at all levels stressed the need, on a priority basis, to draw on the SPARC experience of CRCs, Child Parliaments, Child Clubs, Help-lines and child abuse watchdogs. It was recognized that the democratic process in Pakistan was taking root and the Plan would be deficient without a priority thrust for community mobilization of a volunteer cadre, peoples' participation (children, adults) and the spectrum of sustainable child rights advocacy and awareness activities.

SPARC CRCs in all provinces acted as volunteer bodies and watchdogs on Child Rights violation and reporting. While some CRCs successfully emerged as a voice for and of children, SPARC now aims to reinvigorate CRCs by galvanizing their support for Child Rights through institutionalized arrangements.

### Target

- Drawing on past experience, CRCs of local community members would be established at district level.
- Capacity building of volunteer members as CP and CR advocates.

- Establish and train nucleus vigilance groups against child abuse/ violence.
- CRC child membership organizes issue specific in and out of school activities.
- CRCs participate in awareness raising campaigns.
- Increased reach to new audiences through effective media and communication by producing press releases, fact-finding reports and cultivating relations with media outlets and reporters.

### **Outcome**

The strategy aims at strengthening social demand for protection from abuse and violence and improvement of Child Rights by promoting ownership and involvement of children and adults within the target community.

### *Strategic Area 5:*

*Sustain SPARC contribution as principal Child Rights Organization: SOPC, training, research and Resource Center on Child Rights and Child Protection*

### **Rationale**

To achieve the ends envisioned in this document, SPARC's implementation strategy will focus on capacity development through its training department and technical assistance through service provision. Using its resources of research designing and data collection, SPARC will generate and support policy dialogue and advocacy to influence policy.

SPARC will maintain its position as a training and resource center on Child Rights. Its training unit will offer capacity building packages to private, corporate and government sector and tweak its resources best suited to the needs of the client/ contracting agency. The Resource Center will continue to be upgraded with latest research, publications and relevant IEC material.

### **Target**

- With a view to strengthening the State of Pakistan's Children Report (SOPC); undertake a review of all critical aspects of the publication.

- SPARC formulates a Strategy on domestic child labor. The Domestic Child Labor Policy will be the springboard of the Strategy.
- SPARC develops a comprehensive set of manuals and training apparatus for training on CP and CR, including specific modules for subtopics such as child labor, violence against children, child sensitive workforce, etc.
- Training on positive discipline programs, targeting primary caregivers and teachers. Advocacy for inclusive approach towards Street Children especially in the Child Labor survey.
- Profile of CR raised at international level by collaborating with international organizations working on child issues of concern such as human trafficking, violence/ abuse of children.
- SPARC targets schools and encourage activities promoting counter narratives to promote peace and harmony.

### Outcome

- A state of the art State of the Pakistan's Children Report.
- Evidence based research and data available on CP & CR.
- Domestic Child Labor will be strategized for action.
- Training department revitalized and structured to cater to needs of public/ private sector.
- Availability of updated and dynamic training mechanism which is shared with, and training provided to: government bodies, NGOs, educational institutes, etc.

## ACRONYMS

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CRC	Child Rights Committees
CRM	Child Rights Movement
CP	Child Protection
CR	Child Rights
CSC	Center for Street Children
CSR	Corporate Social Responsibility
CSO	Civil Society Organization
IEC	Information, Education & Communication
ILO	International Labor Organization
JJSO	Juvenile Justice System Ordinance
KP	Khyber Pakhtunkhwa
KNH	Kindernothilfe
HR	Human Resource
SDGs	Sustainable Development Goals
SPARC	Society for the Protection of the Rights of the Child
SOPC	The State of Pakistan's Children
SWOT	Strengths, Weaknesses, Opportunities and Threats
UNCRC	United Nations Convention on the Rights of the Child