



NATIONAL COMMISSION
ON THE STATUS OF WOMEN

STRATEGIC PLAN

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2022 - 2025



Strategic Plan

**National Commission on the Status of Women
(2022-2025)**

Dr. Osama Siddique

FOREWORD

The National Commission on the Status of Women's Strategic Plan 2022-25 is no ordinary document. When we set out to devise it, we knew this plan could not be drafted by a few people and experts sitting around our office board room. A vision and roadmap for the only federal body representing women's interests must be shaped by the lived experiences and voices of Pakistan's women.

Thus began a 3-month long journey across the length and breadth of our country, including, for the first time, Gilgit-Baltistan and Azad Jammu & Kashmir. In each administrative unit, we met with every stakeholder and decisionmaker: governors, chief ministers, leaders of the opposition, speakers, law enforcement officials, lawyers, civil society representatives, media, educationists and academics, students, women prisoners, survivors of abuse and violence, and members of women parliamentary caucuses. We held seven large, formal consultative sessions, seeking critical input on the state of women's rights in Pakistan, the challenges and barriers to reform, and NCSW's role, including our past successes, areas for growth and priorities moving forward.

The intent of this strategic plan is to establish the direction and structure of the Commission's future activities, including exploring new avenues in the areas of research, knowledge management, and information production to inform policy and actions for women empowerment. And, I am proud to say, for the first time NCSW's strategy addresses the interests of women with special needs, including transgenders and women of determination living with disabilities. But to truly fulfill the promise of this plan we have co-created, NCSW will need continued support and partnership from every individual and institution that has a stake in promoting and protecting the rights of women, from each one of us. Together, we can make sure this document doesn't get added to the pile on the shelf of forgotten promises but lives and breathes through the decisions we make and the actions we take in the coming three years.

I would like to acknowledge Mr. Shazil Malik from Huqooq-e-Pakistan (HeP), a European Union funded project, for their financial support for this Plan; Dr. Osama Siddique, a senior expert from HeP, for generating critical and productive discussion and also preparing and producing the Strategic Report. Equally important has been the contribution of Members and Officers of the Commission, staff of the Programme Wing, UN-Women and UNFPA for providing technical support. Without everyone's goodwill and contribution including that of my team at NCSW, this report would not have been possible.

Ms. Nilofar Bakhtiar Chairperson,
National Commission on the Status of Women

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1. Introduction & Executive Summary

Introduction. The National Commission on the Status of Women (NCSW) is a federal statutory body set up in 2000. It is the outcome of Pakistan's Constitutional commitments as well as its international treaty commitments to empower women and safeguard their rights. In this regard, it has been granted a wide mandate which encompasses multiple ways and means to pursue its stipulated goals. Very concisely, it is envisioned to be an objective observer and documenter of the status of women in the country, and an advocate, a facilitator, a watch dog, and a promoter of their rights.

To date six Commissions have completed their terms and after an interregnum of almost two years the current Commission very recently started functioning under its newly appointed Chairperson. Given this disruption as well as constantly escalating challenges for women in a dynamic, evolving and often turbulent milieu, NCSW recognizes the need to reassess its optimal role in empowering women and protecting their rights. Therefore, it set out to reexamine its mandate, take stock of its past performance, reassess current challenges as well as expectations from stakeholders and public at large, particularly women from all quarters of society, take cognizance of its capacity and highlight the constraints, and determine as well as realign, as required, its priorities with a strategy to effectively meet clearly laid down goals.

This Strategic Plan has been developed by NCSW with the active support of the Senior Strategic Process Expert of the Huqooq-e-Pakistan Promotion of Human Rights in Pakistan Project (the 'Consultant'). It is envisioned to be an evolving document, intended to respond to changing circumstances whilst adhering to the core assumptions, assessments, and prescriptions that it puts forward.

Executive Summary

- 1) The recommendations made in this Report are with full cognizance of, informed by and against the contextual backdrop of the following past & recurrent challenges, constraints, and imperatives:
 - a) Delays and issues pertaining to process of appointment of Chairperson & Members
 - b) NCSW's continuing budgetary & financial constraints
 - c) Impediments to NCSW's administrative autonomy
 - d) Imperative for NCSW to maintain a clear and unequivocally autonomous stance as the representative of the women of Pakistan, and not that of the Government
 - e) Need for role clarification as well as rationalization in view of weight of public expectations
 - f) Need to identify areas of comparative advantage & avoid overlap in a complex and populated human rights organizational landscape

- 2) In view of the above, this Report makes the following **six strategic recommendations**:
 - a) **NCSW ought to rationalize its mandate for greater focus, clarity, and impact.** In other words, it should organize and consolidate its multiple roles and responsibilities under the Act under a few key Functional Areas and then concentrate all its resources on interventions and outputs under those Functional Areas

b) **Given its current financial constraints and personnel shortage NCSW should build capacity and expertise through tapping and utilizing external human resources and collaborations, whilst concentrating available resources on hiring key experts and consultants.** In Section 6.2 this Report identifies, proposes, and elaborates upon the following mechanisms to boost NCSW's networks and expertise and hence a revised organogram.

- I. An enhanced Committee structure with greater role definition and delegation. This Report proposes three Functional/Function Focused Committees to support the Executive Committee, namely: Advocacy Committee; Legal Committee & Research & Data Committee
- II. An Advisory Committee to assist the Executive Committee (for overall direction, building networks, additional credibility) and three Advisory Panels supporting the three Functional Committees (for pro bono technical advice and expertise)
- III. External Consultants
- IV. Identification and recruitment of Core Experts (with expertise in the areas of law, data management, marketing, and monitoring & evaluation)
- V. Institutional Collaborations

Any thematic areas that NCSW prioritizes can lead to multiple interventions that would be, depending on their nature, come under the purview of one, two or all three Functional Committees. For instance, if NCSW decides to intervene in the area of education with a view to boost awareness of women's rights it could design, push and promote awareness campaigns for introducing pedagogical, curricular and syllabic changes for promoting women's rights and obliterating discrimination (through the Advocacy Committee); examine existing educational laws and policies for identifying gaps and problems in curricular and syllabic design, and propose suitable amendments (through the Legal Committee); and, enable and collaborate on research and data collection for identifying flaws and necessary reforms in education system, teaching, curricula and syllabi with a view to remove discriminatory aspects and introduce rights protecting and promoting aspects (through the Research and Data Committee).

c) **NCSW as an Advocate.** This Report identifies the following as NCSW's primary function and role: "Promoter, facilitator, coordinator, sustainer, custodian and advocate of an empowering national narrative and discourse on the status of women and women's rights." This means that NCSW ought to diligently pursue greater institutional inclusion and openness to engage with, showcase, collaborate, & promote valuable works for promotion and protection of women's rights in the country. Section 6.1 (a) proposes specific interventions and KPIs in this area. Section 6.3 further explains the rationale and nature of these interventions as well as proposes additional steps, approaches, and strategies for making this role impactful. Sections 6.1 (a) and 6.3 should therefore be read together.

d) **NCSW as a Watchdog:** NCSW's other primary role identified in this Report is: "A watchdog to prevent any discriminatory laws and policies against women and promoter of empowering and rights protecting laws and policies for women." This in turn requires several actions and steps to strengthen this role. Section 6.1 (b) proposes specific interventions and KPIs in this area. Section 6.4 further explains the rationale and nature

of these interventions as well as proposes additional steps, approaches, and strategies for making this role impactful. Sections 6.1 (b) and 6.4 should therefore be read together.

- e) **NCSW as a Knowledge Production Enabler instead of producing knowledge.** According to this Report NCSW's role ought not to be to itself undertake research but to facilitate and showcase it. Hence its third key function is to: "Facilitate research, knowledge, and information production to inform policy and action for women empowerment." Section 6.1 (c) proposes specific interventions and KPIs in this area. Section 6.5 further explains the rationale and nature of these interventions as well as proposes additional steps, approaches, and strategies for making this role impactful. Sections 6.1 (c) and 6.5 should therefore be read together.
- f) **NCSW as a Monitor:** NCSW also has a monitoring role to identify and redress women's right violations. However, this Report places it somewhat lower in priority as compared to the three aforementioned functions as many other institutions also perform a monitoring function and are better placed to do so, being closer to the ground. Therefore, the Report proposes NCSW's Monitoring to be select, systemic, and institutional. In other words, while it may get involved with individual cases in exceptional circumstances it should: "**Monitor at systemic level the mechanisms and institutional procedures for redressal of women's rights violations.**" Section 6.1 (d) proposes specific interventions and KPIs in this area. Section 6.6 further explains the rationale and nature of these interventions as well as proposes additional steps, approaches, and strategies for making this role impactful. Sections 6.1 (d) and 6.6 should therefore be read together.

- 3) The consultative process leading to this Report also generated rich discussion on **substantive areas of focus on part of NCSW**. Given stakeholder feedback, NCSW's past focus as well as its leadership's envisioned future direction, multiple themes of engagement have been identified and discussed in Section 7. These are grouped under the broad categories of **violence against women, representation of women, empowerment of women, and. strategies for promoting the cause of women.**

2. Methodology

Women's empowerment and rights are cross-cutting areas that permeate all aspects of life and all facets of society. Disempowerment and rights violations are phenomenon that can be economic, social, cultural, political, legal, and often a combination of some or all of these dimensions. They can manifest themselves in the nature of societal norms a society adheres to, the way a society is structured, and the processes it lays out for its functioning. Multiple contextual and surrounding factors and contestations influence levels of empowerment and protection of rights. For instance, how a society approaches empowerment of women and protection of their rights can depend a lot on, *inter alia*, whether it deems certain rights to be universal or culturally relativist; whether it adheres and aspires to norms that are traditional or modern; whether it has an economy that is developed or developing; whether it is characterized by a milieu that is post-colonial or beyond post-colonial; whether its production arrangements are pre-Industrial or post-Industrial; and, whether its constitutional ethos is theocratic or secular.

Given the complexity and multifariousness of this area, at the very outset of this exercise it was decided that the Strategic Plan would be informed not just by documentary review and consultations with Key

Informants but that the net would be cast much more widely. Despite the short timeframe an endeavor was made to go beyond the terms of reference and engage with and capture insights and feedback from a wide range of stakeholders – in terms of background, demographics, and geographical spread.

2.1 Consultations and Engagements

This Strategic Plan therefore is based on extensive consultations that were duly documented and analyzed. In many ways this wide and candid engagement epitomizes very much the ethos for future such inclusiveness, reaching out and dialogue that this Strategic Plan strongly prescribes. The following are the various levels of engagement:

- a. Consultations within NCSW. The Consultant held extensive conversations with the Chairperson at various stages of this exercise, as well as the Secretary (NCSW), current directors, technical advisors, and representatives of collaborating institutional partners.
- b. Consultation with the Chairperson and Members of the Commission. At the outset of this engagement an extensive consultative session with the Chairperson and almost all the Members of NCSW, including Chairpersons of currently functional Provincial Commissions, was held in Islamabad on September 17, 2021. This was a tremendously useful exercise for gauging the vision, internal dynamics, areas of expertise, and valuable insights of the core team entrusted to run NCSW. The participants included both regular Members as well as Chairs of Provincial Commissions on Status of Women.
- c. Stakeholder Consultations in the Provinces. Thereafter, extensive, and wide-ranging all day stakeholder consultations were organized in all the provinces and territories of Pakistan. The Chairperson and Huqooq-e-Pakistan team held engagements in Gilgit-Baltistan, Quetta, and AJK where participant feedback was sought on NCSW's strategic direction. Following that the Consultant led extensive all-day sessions with key stakeholders in Lahore (over two days), Karachi (remotely), Peshawar, and Islamabad. The participants were carefully selected to ensure representation from diverse professional backgrounds with extensive coverage of the informal, NGO, private professional and public sectors. In addition, it was endeavored to invite not only seasoned rights campaigners and institutions of provenance but also newer and younger actors and organizations in the field. The engagements attracted robust participation and generated rich discourse, insights, and ideas. Over 300 stakeholders from hundreds of organizations and institutions participated in these engagements. These conversations were in most cases recorded and the transcripts carefully examined. The Strategic Plan is informed by these engagements. The consultations not only gauged participant perceptions and experiences of NCSW's past performance but also probed their perspectives as to its future focus and interventions. In addition, these meetings were utilized to showcase NCSW's institutional importance and to explore future networking, collaborations, and cooperation – key ingredients of NCSW's mandate.
- d. Consultation with Past Chairpersons: To learn from NCSW's past achievements and challenges, fill the gaps in institutional memory, and ensure continuity between past work and future directions, the Consultant also reached out to all past Chairpersons and engaged at length with all those who made themselves available.

The names of all various interlocutors spoken to and the institutional affiliation of all those who participated in and contributed to stakeholder consultations are provided in **Annexure A**.

2.2 The Questionnaire

The Consultant also prepared an extensive Questionnaire which sought both quantitative and qualitative information. The Questionnaire was designed to determine participant awareness and perception of NCSW's work as well as their thoughts on its future direction and priorities – it thus followed the design of the consultations, which were similarly bifurcated. The Questionnaires were administered to a cross section of stakeholders. The first part of the consultations, and the Questionnaire, focused on participant awareness and perception of the general state of women's rights in Pakistan, key institutions, and the nature and outreach of NCSW's work. After detailed discussion of these themes, the Consultant made a presentation that covered NCSW's legal and institutional landscape, proposed possible options for rationalizing its mandate and prioritizing its activities, and laid out potential future options for capacity building, collaboration, operation, focus, and strategies for further deliberation and discussion. The second half of the Questionnaire, therefore, also comprised of questions that gauged stakeholder feedback on future priorities and directions for NCSW in view of the presentation. In all we received a total of 100 completed questionnaires and the information that they contain has been very useful for the Strategic Plan.

The Questionnaire is attached herewith as **Annexure B**.

2.3 Document Analysis

The Strategic Plan was also informed by a close review of four categories of documents: (i) Legal; (ii) Administrative; (iii) Financial; and (iv) Institutional/Sectoral. Thus, this review includes an examination of NCSW's governing laws, rules, and regulations; NCSW's historical and current budgetary allocations; NCSW's sanctioned staff strength, occupancy, vacancies, and organogram; NCSW's additional organizational documents; NCSW's publications, newsletters and reports; relevant current government and non-government reports and literature on women's rights protection in Pakistan; and the Strategic Vision Report for the Ministry of Human Rights (MoHR) (2020).

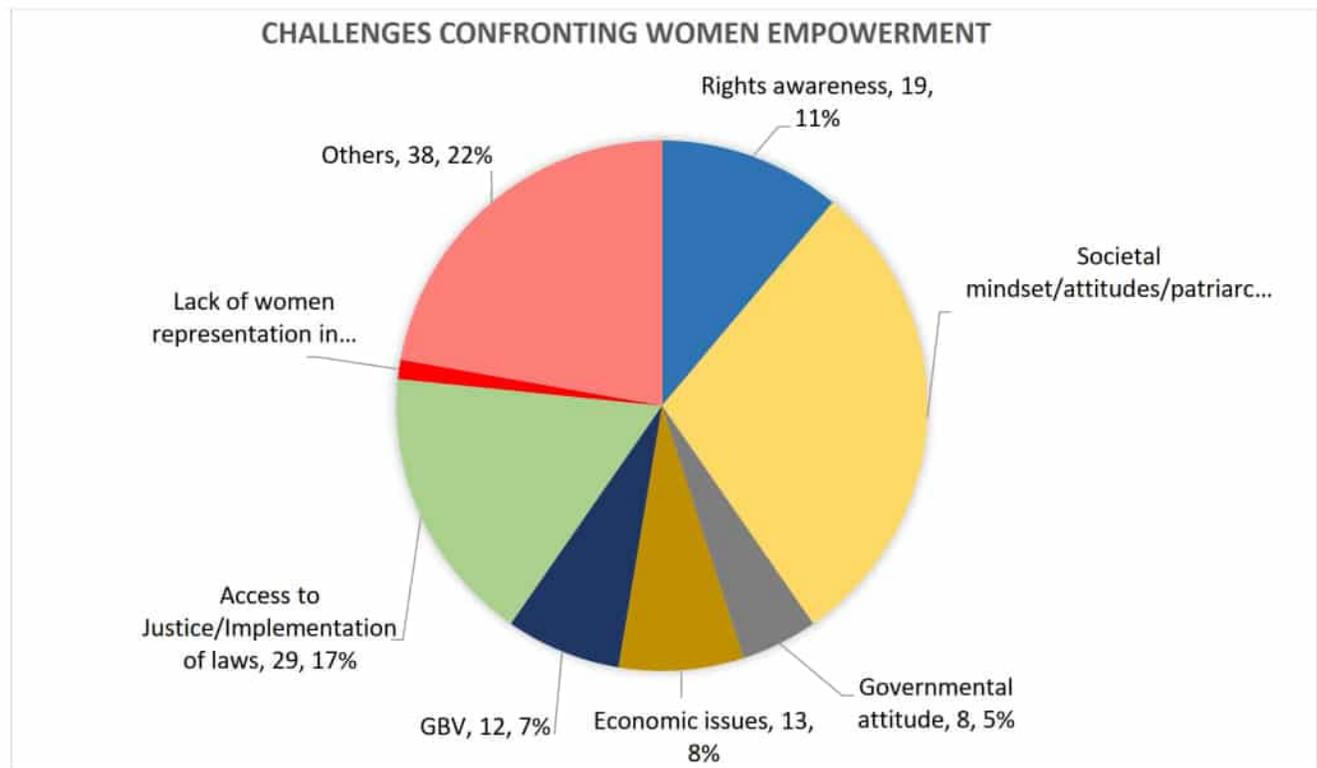
While looking at NCSW's governing law a gap analysis was conducted in order to determine whether it endows the entity with sufficiently encompassing and elaborated roles to meaningfully perform its mandated tasks as well as requisite powers to undertake the same. We came across gaps both in terms of clear delineation of roles – there are a number of at times overlapping functions as well as lack of specificity – and also lack of effective ways to ensure compliance except through persuasion and moral pressure, with the exception of NCSW's role of inquiring into violations of women's rights and its enjoyment of the powers of a civil court under the Civil Procedure Code while calling for information from entities stipulated under Section 11 (i) of the NCSW Act. This has been discussed further in the relevant sections below.

A list of documents consulted is attached herewith as **Annexure C**.

3. The Challenges to Empowerment of Women and Role of NCSW

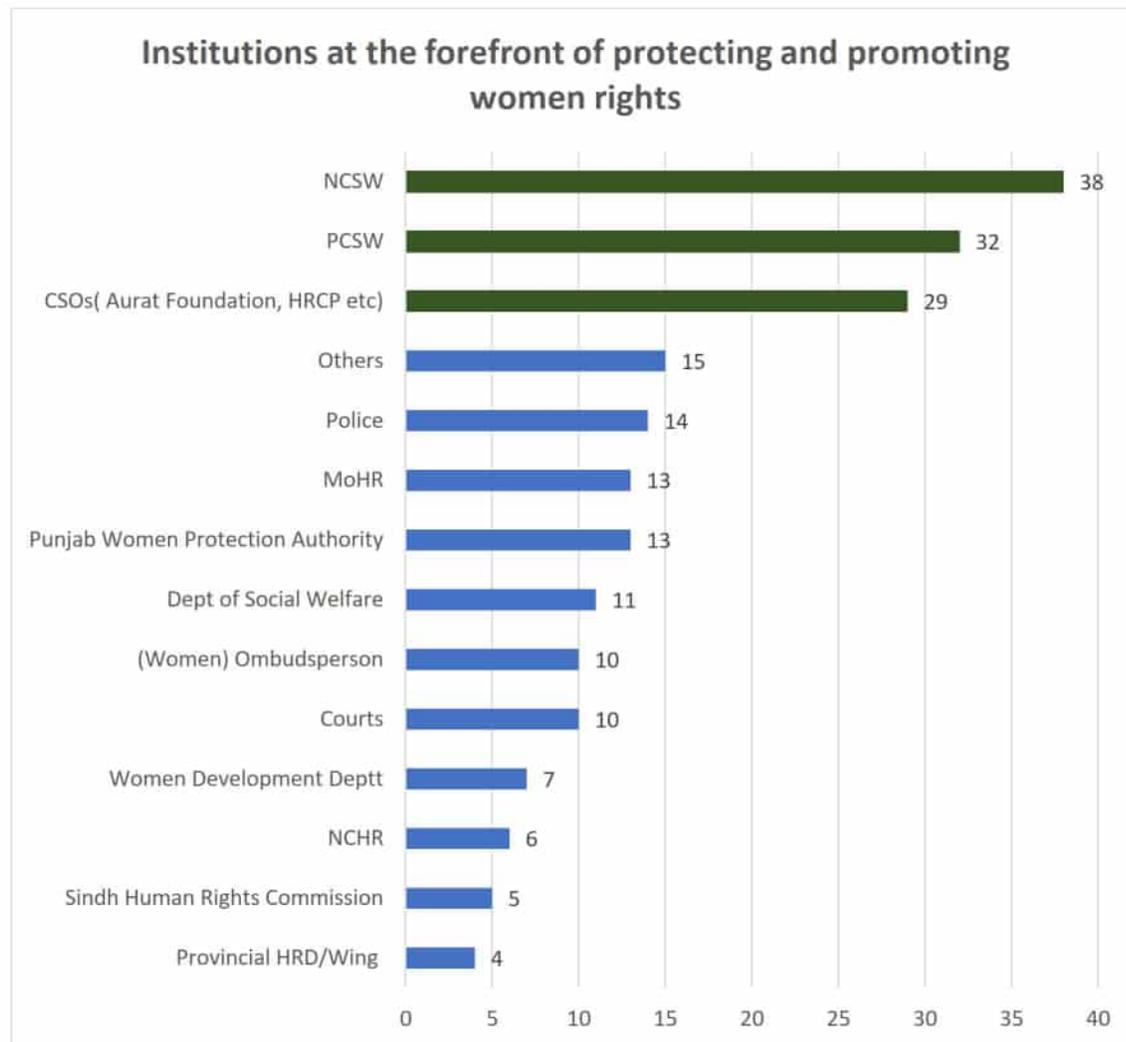
The completed questionnaires provide interesting insights as to understandings and perceptions of primary challenges for women's empowerment as also the role that has been played so far by NCSW to meet these challenges. Responses show societal mindset/attitudes/patriarchy/unequal treatment (50.29 %), lack of access to justice and implementation of laws (29.17 %) and Rights awareness (11%) as the primary challenges.

Figure A: Challenges confronting women's empowerment



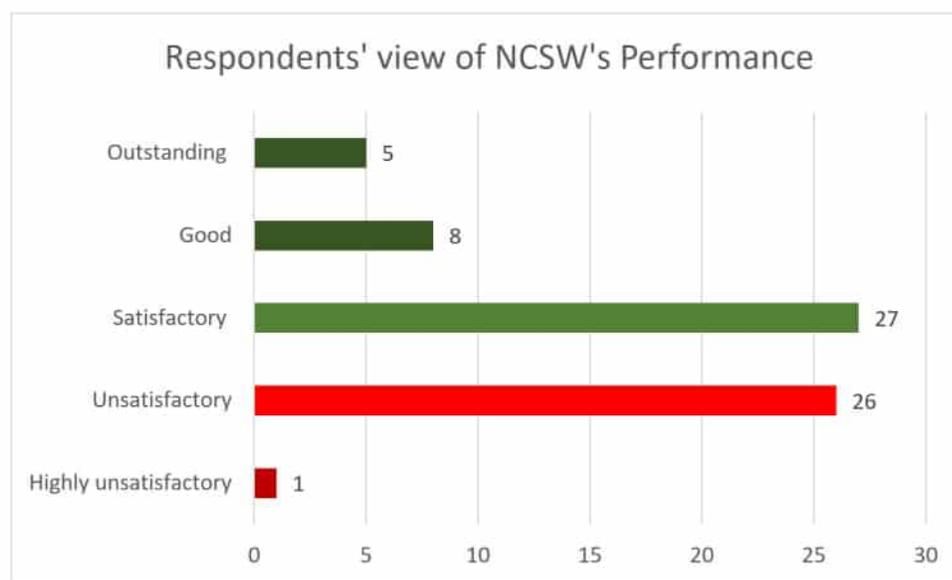
When asked about the 3 institutions which they thought were at the forefront of protecting and promoting women's rights, the respondents listed NCSW, PCSWs and NGOs/CSOs as the top three, followed by a whole host of other institutions, bodies, and organizations.

Figure B: Institutions at the forefront of protecting and promoting women's rights



However, when the respondents were asked about their views on NCSW's performance almost as many found it unsatisfactory as those who found it satisfactory, with a much smaller number finding it good or outstanding.

Figure C: Respondents' View of NCSW's Performance



Thus, from this relatively small but broadly representative sample we can observe a gap between expectations and perceptions of performance.

4. NCSW's Current Capacity and In-House Expertise

Essential to gauging whether an organization has the requisite human resources to meet its mandate is an assessment of its existing as well as anticipated capacity.

Annexure D indicates the number of sanctioned positions for NCSW, the current state of occupancy, and the vacancies. The first striking insight is that as many as 51 out of the 101 sanctioned positions lie vacant. This is a matter of grave concern. It's vital to investigate and address the factors that have led to these positions lying vacant for a considerable period and to expeditiously fill the same. Whether these vacancies have existed due to the non-appointment and consequent absence of the Chairperson over the past couple of years; the fact that NCSW did not prioritize and pursue this matter zealously even when a Chairperson was incumbent; paucity of civil servants willing to be posted at NCSW due to lack of incentives; and/or any institutional cultural barriers for smart and enterprising people to join NCSW, ought to be seriously looked into, in order to develop an informed strategy and make a concerted effort for ensuring that the gaps are filled in the very near future.

In this regard it is very pertinent to note that a vast majority of the senior administrative support positions (BS 16 and above) – 26 out of 33 – remain vacant which means that available senior staff is acutely burdened with additional responsibilities. The current Director Programs, for instance, looks after, *inter alia*, coordination with ministries, divisions & departments; arrangement of program activities and events; preparation of reports on international covenants signed by government; responding to all requests of parliamentary standing committees; liaising with research institutions and CSOs; arrangement and coordination of meetings with UN agencies and other international organizations; administering MOUs and letters of intent with CSOs; dealing with all kinds of human rights complaints and coordination with law enforcement agencies; preparation of annual report and other NCSW publications; and additional assignments as entrusted.

The position of Secretary, NCSW has only been recently filled and it was entrusted over the past two years to one of the Chiefs, who is also currently attending a training program. The other Chief's position, as well as 3 out of 6 Deputy Chief positions and 11 out of 12 of the Assistant Chief positions are also lying vacant. How gaping are these holes is further highlighted by the NCSW's organogram that is provided in **Annexure E** in which the vacant positions in the top administered tier have been highlighted.

What this means is that areas of core expertise that are integral to NCSW's work including, *inter alia*, law and policy review, research, communication, advocacy, coordination, publications, and media, have been without essential administrative personnel for quite some time. This is quite apart from the fact, that NCSW would also require a certain minimum number of domain experts (providing expert substantive support rather than administrative support) in the aforementioned fields, in order to truly make an impact in its mandated areas. However, the posts as currently envisioned and sanctioned look at staffing from a purely administrative support standpoint, with little or no leeway for core functional and domain expertise. An institution expected to conduct legal and policy review, bolster research, collect, collate, and analyze data, network, monitor, collaborate, organize, market, and promote, without the creation of such capacity will always remain dependent on a few donor-funded consultants with limited tenures. Even if NCSW was to majorly enter collaborations and partnerships with other organizations and create committees with external experts – all of which this Strategic Plan advocates and will elaborate on below – without an internal team of domain experts it will always find itself handicapped.

5. NCSW's Operational, Financial and Autonomy Challenges

The six major recurrent and on-going challenges that were prominently pointed out not only in internal engagements with NCSW but also several other stakeholders are as follows:

5.1 Process of Appointment of Chairperson and Members of NCSW

The process laid out for the appointment of the Chairperson under Section 4 of the NCSW Act doesn't provide a remedy for resolving a stalemate, thereby risking an impasse, and the resulting controversy. This and the delayed appointment of the current NCSW Chairperson – despite the National Commission on the Status of Women (Amendment) Act, 2018, mandating that a vacancy of the Chairperson shall be filled in as provided in this Act within thirty days of occurrence of the vacancy' – has resulted in lack of continuity, loss of institutional memory, deacceleration of momentum, dilution of sustained institutional impact, and uncertainties amongst stakeholders and public at large about NCSW's role and contributions

In addition, the process laid out for appointment of Members under Section 5 of the NCSW Act does not take into account the input of the Chairperson, thereby precluding the desirable possibility of the Chairperson forming a team.

Given this, one of the underlying purposes of the stakeholder consultations undertaken for preparing the Strategic Plan was to also contribute towards rebuilding and restoring faith in the institution while proceeding ahead.

5.2 NCSW's Continuing Budgetary and Financial Constraints

Section 14 of the NCSW Act deals with fund and financial control which envisions a National Commission on the Status of Women Fund with primary contributions to come from the Federal annual budget; donations by private individuals and national and international institutions; income from investments by NCSW; all funds held by the Federal Government under the title of National Commission's Fund; and, all other sums or properties or assets which may in any manner become payable to or vest in NCSW in respect of any matter.

The annual budgetary allocations by the Federal Government are highly inadequate to undertake the mandated tasks as well as declining in recent years. Partial utilization of budget whilst the position of the NCSW Chairperson remained vacant – through no fault of NCSW – has also led to reduction of budget in following years.

Annexure F provides details of budgetary allocations to NCSW from 2014 up till the current financial year 2021-22.

Given this situation one important endeavor that this Strategic Plan proposes is raising funds for NCSW. Section 11 (e) of the NCSW Act enables it to “mobilize grants from domestic and international, including multi and bilateral agencies, approved by the Federal Government, for meeting any of its obligations or performing its functions.” This is an area where NCSW ought to seek advice from its existing and future collaborating partners with fund raising and management expertise. NCSW's financial rules have been pending approval for quite some time and are reportedly currently with the Finance Ministry. They are integral for its meaningful and autonomous financial existence and there is indication that they may finally be approved in the near future. Even while this approval is diligently pursued, NCSW would be well served to start learning about fund raising and initiate fund raising efforts, managing any funds so raised under existing federal frameworks for information sharing, transparency and audit for similar institutions, with a view to further streamline fund raising and management once the financial rules are in place.

Once financial rules are in place it would also be very useful to conduct an orientation session for Members of the Commission to bring them up to speed with these as well as additional applicable rules and procedures to further inform and facilitate their functioning.

5.3 NCSW's Administrative Autonomy

According to Rule 12 of the Federal Rules of Business. Human Rights Division, Ministry of Human Rights is entrusted with the task of 'Administration of the National Commission on the Status of Women Act, 2012 (VIII of 2012).' As to the actual operationalization of this role great unclarity exists. The consistent feedback in interviews and engagements has been that the NCSW feels that a lot more needs to be done on part of MoHR to better coordinate with and facilitate NCSW while not constraining it in its autonomous operations. Past Chairpersons have all complained of bureaucratic hurdles, interference, and red tape. A Strategic Vision Plan developed last year for the MoHR also highlighted the need for role clarification between MoHR and NCSW as well as the National Commission on Human Rights (NCHR).¹ In this regard, it further proposed a review of the NCHR Act and the NCSW Act as well

¹ See Strategic Vision Plan and Implementation Framework, Ministry of Human Rights, Government of Pakistan (2020)

as current practices and arrangements and generation of appropriate recommendations, including potentially moving a bill for any necessary amendments while fully adhering to the Paris Principles.²

Another important idea that emerged from the consultations was that instead of the MoHR, NCSW ought to report to the Cabinet Division or another appropriate place. Various participants expressed concern that giving MoHR administrative oversight over NCSW was very problematic as being a government ministry its own performance came with the review ambit of NCSW. An administrative arrangement with the Cabinet Division would not create the aforementioned problem. There is the additional potential advantage of access to the highest policy forum in the government with representation from all ministries and using such access to further NCSW's cross-cutting mandate.

5.4 NCSW as the Representative of the Women of Pakistan and their Rights

One of the views frequently and strongly expressed by stakeholders was that while they recognize that NCSW has to have some administrative nexus with the Government (even while the Government ought to adhere to its clear responsibility to ensure NCSW's administrative and financial autonomy and sustainability), NCSW also has to stringently maintain a clear and unequivocally autonomous stance as the representative of the women of Pakistan, and not that of the Government. As a corollary, it is to always clearly maintain a distance from the Government, the State, and any political parties, and firmly and objectively stand up and support the rights of women as protected by the Constitution of Pakistan and the international treaties and covenants to which Pakistan is a signatory and ratifier. Further, NCSW is not tasked and mandated to engage in the country's international image building. Therefore, it ought to objectively report on the state of women empowerment and rights protection in the country; critique the government and the State if either or both fall short of their duties and commitments on these scores; and strongly raise its voice in support of women if the government or the State itself trespasses such rights or acts in a manner that disempowers women. Many interlocutors emphasized that NCSW ought to have clear messaging that it is not an extension of the Government but an autonomous, independent, non-partisan body with clear and significant powers and responsibilities. At the same time, others also underlined the need to not become dependent on donor funding and thereby create any risk of compromising independence of agenda setting.

5.5 NCSW and the Weight of Expectations - Role Clarification & Communication

Many NCSW representatives spoke of the weight of expectations faced by them and the fact that the general public felt that NCSW ought to be intervening, implementing, and making a difference in every sphere and in response to every kind and level of rights violation, even at the grassroots level. At the same time, they shared that they saw comparatively little public understanding of what a policy level institution does; the primary directives in NCSW's mandate; the fact that the 18th Amendment devolves many roles to PCSWs which in any case are more suitable for local interventions and monitoring; and the importance of an apex body like NCSW taking on a more macro level oversight, facilitative, custodian and coordinating role. Given that this Strategic Plan strongly advocates a more rationalized, focused, and circumscribed role for NCSW there is a need to clearly and regularly communicate this to stakeholders and public and that should be an important part of NCSW's future communication strategy. Many interlocutors pointed out that NCSW's communication strategy was going to be key to its future success.

² Principles relating to the Status of National Institutions (the Paris Principles); UNGA resolution 48/134 of 20 December 1993

5.6 NCSW in the Overall Landscape - Overlaps, Comparative Advantage

One of the reasons why this Strategic Plan particularly emphasizes that NCSW's mandate be revisited, clarified, pragmatized and circumscribed is not just to make planning and execution more realistic and doable. The other equally important reason is that NCSW exists in a complex post 18th Amendment landscape with PCSWs mandated with specific roles, and overlapping roles also assigned to other entities at the federal level, such as MoHR and NCHR. Additional bodies such as Women Development Departments, Social Welfare Departments, Human Rights Departments, Ombudspersons' Offices, various other government departments as well as a vast and varied spectrum of NGOs, CSOs, Corporate CSR programs etc., also perform important roles in this area. This necessitates that NCSW give primacy to those of its roles and functions that are exclusive to it; that it is best equipped to perform and has a comparative advantage in; and that are most germane to its jurisdiction and expertise.

6. Main Findings and Strategic Directions

In view of the aforementioned review, consultations and assessments, the following are the 6 main findings and consequent strategies that inform the overall Strategic Plan. These strategies in turn entail multiple actions that are described thereunder. We are proceeding with the assumption that over the next 3 years NCSW will continue to demand greater administrative and financial autonomy from the Government. However, we are proposing that it do so while undertaking several proposed initiatives that can amplify its voice; fill capacity gaps; create alternative means of enhancing administrative and budgetary space and boost its leverage to ensure independence of operations. These 6 strategies are:

- Rationalize NCSW's mandate for greater focus, clarity, and impact
- Build capacity and expertise through external human resources & collaborations
- NCSW as an advocate: Greater institutional inclusion and openness to showcase, collaborate, & promote
- NCSW as a watchdog: Strengthen the Legal Watchdog Role
- NCSW as a knowledge production enabler instead of producing knowledge ³
- NCSW as a monitor: Monitoring to be select, systemic, and institutional

6.1 Rationalize NCSW's mandate for greater focus, clarity, and impact

NCSW's current mandate

Section 11 in Chapter III of the NCSW Act lays down its functions and powers. Barring 3 sub-sections i.e. (e), (h) and (n) respectively, which are facilitative in nature and empower the Commission to mobilize

³ The distinction being made here is between NCSW recruiting staff and consultants to design, conduct and publish research (knowledge production) vis-à-vis NCSW maintaining core staff and consultants that help NCSW: (a) commission research from other institutions that specialize in it; (b) collaborate with other institutions either through co-authorship or by sharing platform, resources etc.; and, (c) showcase and disseminate research produced by other institutions that is rigorous and relevant to NCSW'S mandate (enabling of knowledge production). This Strategic Plan advocates the 'enabling knowledge production' role instead of 'knowledge production' for various reasons: NCSW's mandate under the NCSW Act indicates as much; NCSW has other distinct and important roles to perform and scarce resources; ultimately, it can perform a much more effective job of galvanizing serious research on women's issues than conducting that research itself.

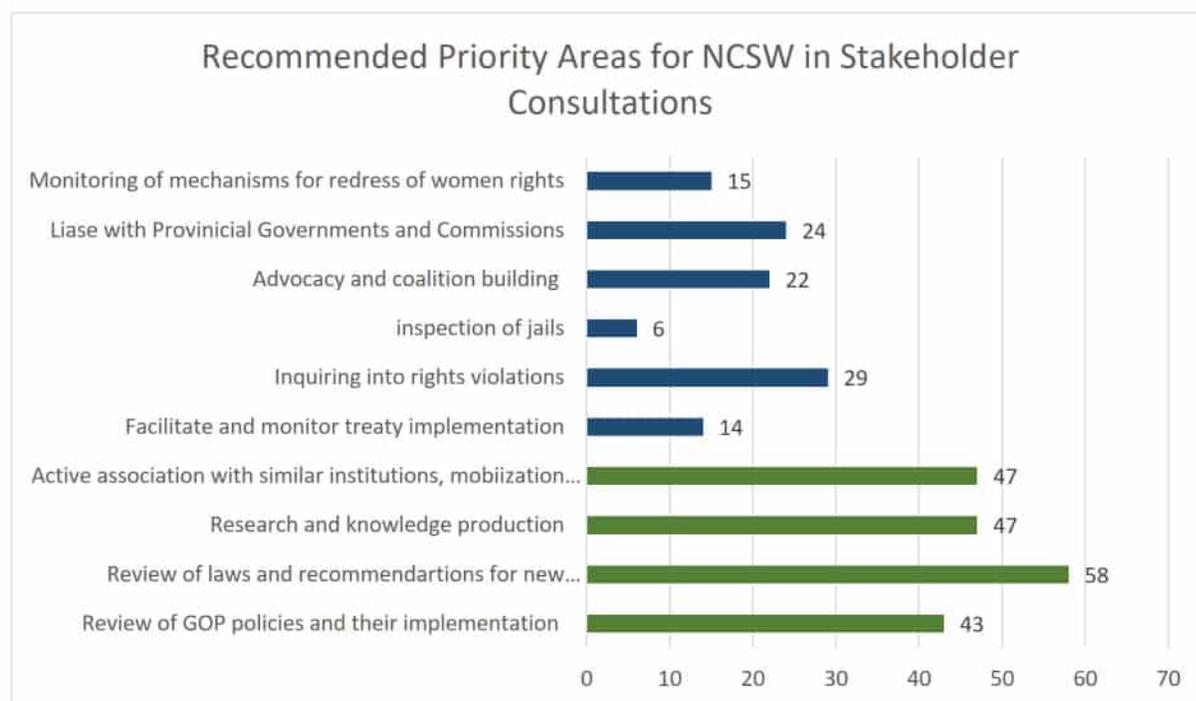
grants; seek information, data, and documents from stipulated sources; and, be entrusted with additional functions by Federal Government, the remaining 11 of the 14 subsections envision a vast variety of roles and interventions on part of NCSW.

Often, there is overlap between the function(s) delineated in one sub-section and another; these stipulated roles range from the broad to the very specific; and there are important areas of overlap with other institutions at the federal and provincial levels. That the functions and powers as laid out in the Act need in certain instances more elaboration as well as, in other instances, greater circumscribing and rationalization, is a theme that consistently emerged in the various meetings and consultations. A need for greater clarity, focus and pragmatization became additionally evident given the capacity constraints and financial and operational challenges faced by NCSW. The various stakeholder consultations further underlined the idea that any future planning and resource needs forecasting and mobilization could also not be realistically undertaken, without first reducing the NCSW's vast and often generic mandate into a few key thematic areas.

In terms of stakeholder views on what ought to be NCSW's priority areas of focus in the future **Figure D** below indicates the following four areas as the most popular choices:

- (i) Review of laws and recommendations for new legislation
- (ii) Research and knowledge production (joint second)
- (ii) Active association with similar institutions, mobilization of parliamentarians, interaction with NGOs etc., (joint second)
- (iii) Review of Government of Pakistan's policies and their implementation

Figure D: Recommended Priority Areas for NCSW in Stakeholder Consultations



A Rationalized Mandate: Functional Focus

Both the analysis of relevant documents and subsequent engagement with stakeholders helped us arrive at the following main overarching themes of NCSW's functions and powers. Indicated against each are also the sections numbers that they capture, the synopsis of the function in a single sentence and proposed key outputs and performance indicators. This process of rationalization allows for clearer and more realistic thinking about future activities and planning for the same.

a) NCSW as an Advocate

Roles delineated in the Act: Interaction and dialogue with NGOs, experts, and individuals; active association with similar commissions and institutions in other countries for collaboration and action; advocacy, lobbying, coalition building, networking, acting as a catalyst for promotion of cause of women to facilitate their participation in all spheres of life; liaising with Provincial Commissions and other concerned provincial organizations.

Section references: Sections 11 (d), 11 (k), 11 (l)

Synopsis of Essential Function: **Promoter, facilitator, coordinator, sustainer, custodian and advocate of an empowering national narrative and discourse on the status of women and women's rights**

KPIs:

- State of Women in Pakistan (Annual Report)
- Mapping and identification of relevant NGOs, CSOs, academic, media, and other partners for engagement and collaboration
- Number of engagements with parliamentarians, government bodies and institutions to advocate and promote NCSW's core agenda
- Number, scope and impact of new coalitions, collaborative arrangements, MOUs etc., with stakeholders and partners in the informal sector
- Number, scope and impact of engagements, activities and joint initiatives with existing and new collaborators and partners in the informal sector
- Identification of core causes and messages for advocacy for each of the coming 3 years
- Number and scale of rights awareness and advocacy campaigns and training programs and/or curricula launched or supported
- Number, scope and impact of engagements and joint initiatives with Provincial Commission on Status for Women (PCSWs) as well as other provincial bodies
- Number of meaningful engagements and collaborations with similar commissions and institutions in other countries
- Formulation of a communication and media strategy
- Number and scope of media campaigns raising NCSW's profile and promoting its message and awareness about its functions and output
- Appointment of Communication Point Persons
- Establishment of a Communication Cell
- Upgradation of NCSW website for greater availability of materials, access, and interactive communication
- Setting up of an NCSW Public Relations cell for ensuring access

b) NCSW as a Watchdog

Roles delineated in the Act: Examine policy, programs and other measures by federal government for gender equality, women's empowerment, political participation, and representation, assess implementation, make recommendations; review federal laws, rules and regulations affecting status and rights of women and suggest repeal, amendment or new legislation to eliminate discrimination, safeguard and promote interest of women, and achieve equality before the law in accordance with Constitution and international covenants and commitments; facilitate and monitor implementation of international instruments and obligations affecting women and girls to which Pakistan signatory and advise Government as to accession to any proposed international instrument, protocol or treaty; and, recommend to Government signing or ratifying of international instruments affecting rights of women and girls.

Section references: 11 (a); 11 (b); 11 (f);11 (g)

Synopsis of Essential Function: **Watchdog to prevent any discriminatory laws and policies against women and promoter of empowering and rights protecting laws and policies for women**

KPIs:

- Revisiting, augmenting, and streamlining of review processes for greater rigor
- Steps taken to make review processes more transparent, participatory, and inclusive
- Number and significance of policies and laws reviewed
- Number and significance of amendments proposed to policies and laws
- Number of proposed amendments to policies and laws accepted
- Number of issues pointed out in terms of implementation
- Number of recommendations for better implementation adopted
- Steps taken to facilitate and improve implementation of international instruments/obligations
- Number of international instruments accessed to by GOP on NCSW's advice
- Development of policy guidelines for gender, anti-harassment policies

c) NCSW as a Knowledge Production Facilitator

Roles delineated in the Act: Sponsor, steer, encourage research to generate information, analysis and studies and maintain a database relating to women and gender issues to provide knowledge and awareness of national policy and strategic action for women empowerment.

Section references: 11 (c)

Synopsis of Essential Function: **Facilitate research, knowledge, and information production to inform policy and action for women empowerment**

KPIs:

- Further augmentation and development of the National Gender Data Base (NGDP)
- Extent of access to and breadth of usage of NGDP
- New indices added to NGDP
- Levels of disaggregation of data added to NGDP
- Additional steps undertaken to ensure authenticity of data
- New sources of data identified and used for NGDP
- Number of research studies promoted and showcased by NCSW
- Number of research studies commissioned and completed by NCSW
- Areas of core agenda covered by research enabled by NCSW
- Evidence of research facilitated or conducted by NCSW influencing laws, policies, frameworks, or processes

d) NCSW as a Monitor

Roles delineated in the Act: Inquire into complaints of women's rights violations (call for information or report from federal government, CSOs, and autonomous or concerned bodies; exercise power of a civil court to enforce attendance and compel production of documents); inspect jails, sub-jails, or other places of custody where women and girls kept and make recommendations; monitor mechanism and institutional procedure for redressal of violation of women's rights.

Section references: 11 (i); 11 (j); 11 (m)

Synopsis of Essential Function: **Monitor at systemic level the mechanisms and institutional procedures for redressal of women's rights violations.**

KPIs:

- Indicators and processes established for monitoring mechanisms and institutional procedures for rights violations
- Number and success of interventions to identify rights violations
- Number of egregious violations inquired into and outcomes
- No of jail inspections and recommendations made
- Specific themes of rights violations, extent of follow up and outcomes
- Specific cases of egregious rights violations, extent of follow-up and outcomes

Section 9, 10, 11 and 12 of this Strategic Report will elaborate further on the indicators and interventions that have been listed above in view of the proposed pragmatized and focused mandate.

6.2 Build Capacity and Expertise through External Human Resources & Collaborations

As has been highlighted, NCSW faces major gaps in terms of staff as well as budgetary constraints. To meet its mandate, it must create further capacity, broaden its network, and increase its leverage to both have an impact as well as to augment its demand for greater human and financial resources based on enhanced performance and impact. Furthermore, greater functional focus and delegation will bring about multiple efficiencies of resource utilization. As it became evident during the various stakeholder engagements there is no dearth of expertise in the market and larger society or willingness of individuals and organizations to contribute to NCSW on a pro bono or low bono basis provided they are meaningfully approached, included, and appreciated, and their expertise effectively utilized.

Following are some of the ways NCSW can build its capacity and expertise through external institutional and human resources and collaborations.

- (a) An enhanced Committee structure with greater role definition and delegation
 - (b) Advisory Committee and Advisory Panels supporting Committees
 - (c) External Consultants
 - (d) Identification and recruitment of Core Experts
 - (e) Institutional Collaborations
- (a) Enhanced Committee Structure – The Executive Committee

Section 13 of the NCSW Act envisions the establishment of a non-time-bound Executive Committee (consisting of the Chairperson and three other members) to oversee the implementation of the decisions and recommendations of the Commission. The Commission can establish other time-bound Committees and can also co-opt to a committee a person possessing special knowledge and expertise on the relevant subject. NCSW has already constituted an Executive Committee. In this regard, it is proposed that the Executive Committee should

- Comprise of the Chairperson and the Chairs of the three Functional Committees.
- Have gender balanced Advisory Committee comprising of 7-10 leading and highly reputable Pakistani human rights scholars, advocates, jurists, champions, and notable citizens with backgrounds in advocating human rights and gender rights causes, who are in good health and energetic, willing to regularly contribute time to assist NCSW in following its Strategic Plan, and whose vast experience and stature would help amplify NCSW's voice and enhance its impact. At least 2 of the Advisory Committee members should be under 40.
- Draw up its basic rules and meet at least once every month to oversee the strategic direction of NCSW and its performance along agreed upon Work Plans.
- Invite the Chairs of Provincial Commissions on the Status of Women (PCSWs) every quarter to update, engage and communicate on NCSW's and provincial initiatives and work
- Oversee and make necessary decisions regarding all administrative and operational decisions of the NCSW.
- Oversee, guide, and facilitate the work of the Functional Committees

- Monitor at systemic level the mechanisms and institutional procedures for redressal of women's rights violations. The specifics of what this would entail have been elaborated upon in Section 6.1 (d) above.

(b) Functional Committees and Advisory Panels supporting Functional Committees

This Strategic Plan proposes additional Committees for meaningful identification and delegation of tasks, and co-option of external experts and resource persons for additional support and technical advice. Therefore, in addition to the Executive Committee, 3 additional Committees (collectively the 'Functional Committees') with distinct mandates in view of the pragmatized NCSW mandate are being proposed. Additional Committee(s) can be envisioned in the future as and when needed. Furthermore, it is being proposed that these Committees ought to be supported by Advisory Panels. These are the three Committees:

- (i) Advocacy & Promotion Committee (Advocacy Committee)
- (ii) Law & Policy Review and Advisory Committee (Legal Committee)
- (iii) Knowledge Production & Data Management Committee (Research & Data Committee)

It is further proposed that no NCSW Member should serve on more than two Committees, and everyone ought to serve on at least one Committee. The Secretary NCSW and other administrative officials and staff at the NCSW would be invited to the meetings of all 4 Committees. However, the Functional Committees can also have periodic meetings amongst their members, without inviting the administrative staff.

The formation of Committees is also to ensure that NCSW doesn't become a chairperson centric organization and utilizes the expertise, experience, and networks of its diverse Members.

Given the time already lost and the enormity of the challenges ahead it is recommended that the Functional Committees meet at least once every month (in person or virtually). It is further recommended that the Chairperson and all Members of NCSW also meet in person at least once every quarter and supplement this with frequent virtual consultations as necessary.

Any thematic areas that NCSW prioritizes can lead to multiple interventions that would be, depending on their nature, come under the purview of one, two or all three Functional Committees. For instance, if NCSW decides to intervene in the area of Education with a view to boost awareness of women's rights it could design, push and promote awareness campaigns for introducing pedagogical, curricular and syllabic changes for promoting women's rights and obliterating discrimination (through the Advocacy Committee); examine existing educational laws and policies for identifying gaps and problems in curricular and syllabic design, and propose suitable amendments (through the Legal Committee); and, enable and collaborate on research and data collection for identifying flaws and necessary reforms in education system, teaching, curricula and syllabi with a view to remove discriminatory aspects and introduce rights protecting and promoting aspects (through the Research and Data Committee).

(i) Advocacy and Promotions Committee (Advocacy Committee)

There should be an Advocacy Committee that oversees the work in the area and assists, coordinates with and reports to the Executive Committee.

The ambit of the work of the Advocacy Committee ought to be: help NCSW undertake interaction and dialogue with NGOs, experts, and individuals to promote the discourse on women's rights; engage in active association with similar commissions and institutions in other countries for collaboration and action; envision and undertake meaningful advocacy, lobbying, coalition building, networking, and other activities in order to act as a catalyst for promotion of cause of women to facilitate their participation in all spheres of life; and, liaise with Provincial Commissions and other concerned provincial organizations. The specifics of what this would entail have been provided in Section 6.1 (a) above. It is proposed that the Advocacy Committee should:

- Comprise of at least 5 members and no more than 7 members (from amongst the Members of the NCSW) with representation from all regions of Pakistan as represented in NCSW. As much as possible the relevance of the Member's background, qualifications, and experience ought to be kept in consideration while appointing them to the Advocacy Committee.
- Appoint a Chair for a period of one year (renewable), draw its basic rules and meet monthly to oversee its progress and performance along its agreed upon Work Plans as well as to identify new initiatives
- Identify, approach, and appoint members to an Advisory Panel of 7 members on a pro bono basis who are respected professionals in the market and whose experience and advice could be benefited from by the Advocacy Committee. At least 2 of the Advisory Panel members should be under 40. The Advisory Panel should comprise of at least 50 % women and constitute of people willing and regularly available to engage with the Advocacy and Promotions Committee as well as the Executive Committee. The domain expertise required for members of the Advisory Panel of the Advocacy Committee would be advocacy, lobbying, coalition building, networking, administration, and marketing.

(ii) Law and Policy Review and Advisory Committee (Legal Committee)

There should be a Legal Committee that oversees the work in this area and assists, coordinates with and reports to the Executive Committee.

The ambit of work of the Legal Committee ought to be: Review federal laws, rules and regulations affecting women to end discrimination, safeguard & promote interests of women, and achieve gender equality and feedback through repeal, amendment, or new legislation, as appropriate. Also, advise on Federal government policies, programs & other measures for gender equality, women's empowerment, political participation, and their implementation. The specifics of what this would entail have been provided in Section 6.1 (b) above. In addition, the Legal Committee will also focus on the task of recommending the signing/ratification of international instruments and facilitation and monitoring of implementation of international treaty instruments. The Legal Committee should:

- Comprise of 5 members and no more than 7 members (from amongst the Members of the NCSW) with representation from all regions of Pakistan as represented in NCSW. As much as possible the relevance of the Member's background, qualifications, and experience ought to be kept in consideration while appointing them to the Legal Committee.
- Appoint a Chair for a period of one year (renewable), draw its basic rules and meet monthly to oversee its progress and performance along its agreed upon Work Plans

- Identify, approach, and appoint members to an Advisory Panel of 7 members on a pro bono basis who are respected professionals in the market and whose experience and advice could be benefited from by the Legal Committee. At least 2 of the Advisory Panel members should be under 40. The Advisory Panel should comprise of at least 50 % women and constitute of people willing and regularly available to engage with the Legal Committee as well as the Executive Committee. The domain expertise required for members of the Advisory Panel of the Legal Committee would be legal and policy analysis.

(iii) Knowledge Production & Data Management Committee (Research & Data Committee)

There should be a Research & Data Committee that oversees the work in this area and assists, coordinates with and reports to the Executive Committee.

The ambit of the work of the Research & Data Committee ought to be as follows: Facilitate research, knowledge, and information production to inform policy and action for women empowerment. The specifics of what this would entail have been provided in Section 6.1 (c) above. The Research & Data Committee should:

- Comprise of at least 5 members and no more 7 members (from amongst the Members of the NCSW) with representation from all regions of Pakistan as represented in NCSW. As much as possible the relevance of the Member's background, qualifications, and experience ought to be kept in consideration while appointing them to the Research & Data Committee.
- Appoint a Chair for a period of one year (renewable), draw its basic rules and meet monthly to oversee its progress and performance along its agreed upon Work Plans
- Identify, approach, and appoint members to an Advisory Panel of 7 members on a pro bono basis who are respected professionals in the market and whose experience and advice could be benefited from by the Research and Data Committee. At least 2 of the Advisory Panel members should be under 40. The Advisory Panel should comprise of at least 50 % women and constitute of people willing and regularly available to engage with the Research and Data Committee as well as the Executive Committee. The domain expertise required for members of the Advisory Panel of the Research & Data Committee would be research, research on gender, data collection and analysis, report production.

(c) External Consultants

NCSW currently has two external, donor-funded technical experts. While this modus of capacity enhancement will likely continue, with a rationalized mandate, greater focus, and Functional Committees, NCSW ought to be better equipped to identify its specific needs and negotiate that the externally funded consultants are hired to specifically meet its needs.

Rules 8 and 9 of the National Commission on the Status of Women Rules, 2014 govern the appointment of consultants, experts and advisers, and the procedure for appointing or hiring consultants, experts, or advisers. These powers have been relatively underutilized in the past owing to the paucity of funds and non-adoption of financial rules. However, going forward the Executive Committee and the three Functional Committees will require expertise for various initiatives and projects. In addition to paid positions, NCSW should also explore internships, visiting expert positions and pro-bono engagements

and many high-quality people would be interested in the same owing to the prestige and resume value attached with an association with NCSW.

One area where NCSW can call upon external expertise is that of fund-raising. Section 14 (b) of the NCSW Act recognizes 'donations, if any, made by private individuals, national and international agencies.' This is another under-utilized option and can help generate vitally needed additional funds to finance the expertise required for NCSW to undertake its mandated tasks. Fund-raising is now a specialized area and NCSW ought to appoint on its Advisory Committee experienced individual(s) who can help develop parameters and a strategy for fund raising. At the same time, some of the veteran NGOs and CSOs engaged in collaborative work with NCSW can also be brought on board to assist in this regard.

(d) Core Permanent Experts

All the aforementioned augmentations notwithstanding, NCSW needs to create positions for at least 4 core, in-house domain experts that are available to it on full-time and an on-going basis and provide substantive expertise and oversight for its key functions. They ought to have expertise in the areas of law, data management, marketing, and monitoring & evaluation. Additional expertise in fund raising would also be tremendously useful.

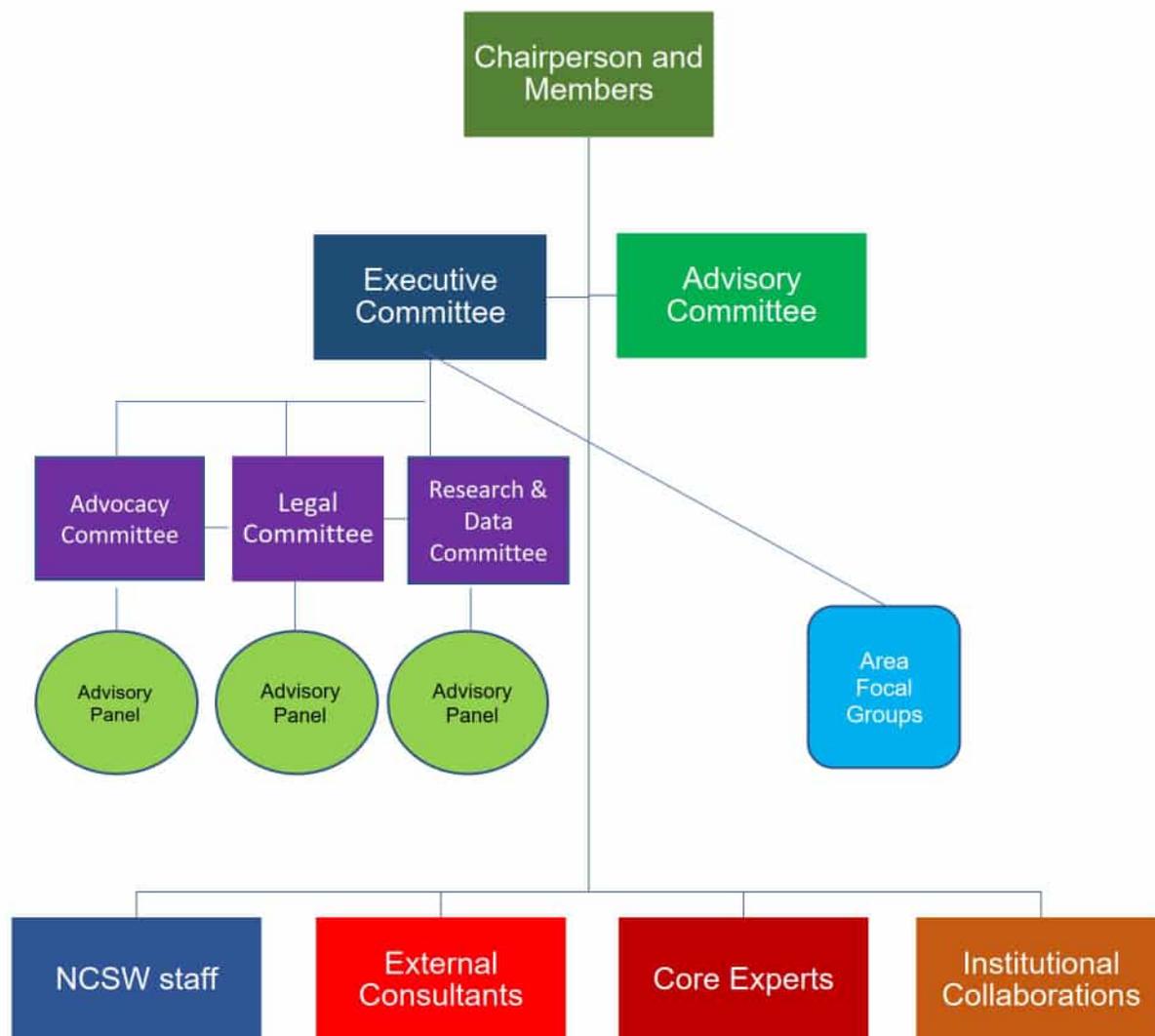
(e) Institutional Collaborations

One of the main findings of the stakeholder consultations is that many NGOs, CSOs, academic and other institutions are desirous of working with NCSW on a semi-formal or formal basis. The Functional Committees in particular should – in consultation with and through approval of the Executive Committee identify and enter MOUs and other suitable arrangements to both synergize and gain additional expertise for their undertakings. This would also tremendously help in increasing and deepening wider ownership in NCSW. The external participatory committee model adopted by the Sindh Commission on Status of Women is reported to have been a great success. Past Chairpersons of NCSW also reported the effectiveness of committees in promoting NCSW's agenda.

Figure E below provides an Organogram of an enhanced Committee structure supported by an Advisory Committee, Advisory Panels, External Consultants, Core Permanent Experts, and institutional collaborations.

Note: The Area Focal Groups box denotes and incorporates substantive area representatives that NCSW has already identified from amongst the Members to extend added focus to key substantive areas e.g., education, political empowerment, health etc.

Figure E: NCSW Organogram



The two primary prescriptions so far in the Strategic Plan, in Sections 6.1 and 6.2 respectively, have been to rationalize NCSW's mandate for greater focus and clarity and to enhance its capacity through an augmented committee structure, advisory committee, advisory panels, external consultants, core permanent experts, and institutional collaborative arrangements.

There was also much additional learning in the meetings and stakeholder consultations when it comes to NCSW's pragmatized roles as:

- An Advocate
- A Watchdog
- A Knowledge Production Enabler
- A Monitor

The next four sections document the ideas and insights gleaned from meetings and consultations and provide additional specific proposals and prescriptions as part of the Strategic Plan.

6.3 NCSW as an Advocate: Need for greater institutional inclusion and openness

One of the ideas that a wide spectrum of stakeholders conveyed as the logical outcome of NCSW's expected overarching role of custodian, observer and narrative builder is that NCSW should prepare an Annual Status of the Women in Pakistan Report, based on information collected and collated from various reliable sources, including PCSWs.⁴ This will be a different output from the Annual Report, as required by Section 16 of the NCSW Act and meant to provide an account of NCSW's performance and utilization of funds. In other words, the Annual Status of the Women in Pakistan Report ought not to be reporting on various activities and initiatives of the NCSW but provide a comprehensive, empiricism based, objective, and rigorous year by year picture of the status of women through data and visual representations based on identified indicators. It ought to also have qualitative assessments of progress or regress along these indicators. The idea is for this to be the seminal and authoritative documentation and benchmark of how much, if any, progress is being made on women's rights, beyond the rhetoric and the impressionistic. This is an output for which NCSW needs to build and utilize its core research and data expertise as well as seek collaborative assistance. There are admittedly certain advantages and efficiencies if the Annual Status of the Women in Pakistan Report and the Annual Report are combined but given their different foci of external assessment vs internal institutional performance reporting they definitely ought to be distinct outputs.

An important point to reiterate here is that the Annual Status of the Women in Pakistan Report is not meant to portray the government or the State or anyone else's perspective or to promote or defend any of their actions. It is meant to be an objective data-based assessment that is determined purely by the evidence before it, which the NCSW is duty bound to ensure is as rigorous, detailed, and credible as can be. In important ways this output epitomizes the very justification and purpose of setting up an independent body for promoting and protecting the rights of women.

In addition, what emerged as the most prominent critique of NCSW is also where lies its greatest opportunity. Not only does its governing law say so but NCSW is widely perceived as a platform rather than as a producer of output. In other words, while it is mandated and does produce certain specific outputs such as legal reviews, reports, data etc., it is essentially looked to as the apex body that sets standards, gauges the state of women's rights according to those standards (by synthesizing and analyzing information collected), defines the discourse, provides an overall view and perspective, and as importantly, provides a platform, a network, an enabling and promotional dimension, a voice and even legitimacy to all the legitimate and meaningful work being done in the country to empower women and protect their rights. To do this effectively it has to be open and embracing, build networks, enter partnerships, and collaborate. It has done so in the past and there is a felt need for it to do more and in a more comprehensive, systematic, and comprehensive manner. In this context, the following are various specific recommendations for NCSW to consider. The Chairperson and Members of the NCSW (with the assistance of NCSW's administrative staff) need to:

- a) Reach out to more players and not just the usual suspects – so not just the established NGOs but also new ones and not just NGOs but also other CSOs, academia, media, and various types of other relevant organizations
- b) Deepen and better structure existing and new partnerships and collaborations – so they don't remain mere MOUs but translate into projects, reports, activities, workplans, action points etc.

⁴ An Annual Status of the Women Report is currently in the works through a collaboration of NCSW and UN for Women. It is being prepared by external consultants and is largely data based.

- c) Focus on synergizing, showcasing, and consolidating important work all over the country and on amplifying consensus, supporting critical voices and endeavoring to make NCSW's name associated with all important positive and principled stances and endeavors vis-à-vis women's empowerment and rights protection
- d) Ensure that given the post-18th amendment federal structure there is a rational, meaningful, and workable arrangement and regular communication with PCSWs for coordinated impact. In this regard, it is important to emphasize that there is no hierarchical relationship between NCSW and PCSWs and they are autonomous and empowered in their respective domains. In other words, the PCSW's don't report to NCSW. There are, however, multiple synergistic possibilities between NCSW and the PCSWs and great potential for them to showcase and highlight each other's work. As things stand, the Sindh Commission on the Status of Women, and to a lesser extent the KP Commission on the Status of Women are quite active and NCSW can do well to emulate some of their successful initiatives and coordination with multiple stakeholders. The Punjab Commission on the Status of women is unfortunately still without a Chairperson and Baluchistan is still without a Commission. NCSW can play a facilitative and supportive role to push for filling these gaps. Going forward, close liaising and cooperation between NCSW and PCSW's would be key to making a meaningful impact. Whilst Chairpersons of PCSWs have a seat on the table at NCSW, NCSW should acutely move to further discuss and agree on common areas of cooperation and mutual assistance and specific collaborative arrangements with PCSWs for the following 3 years. Once it develops requisite capacity NCSW could also potentially share its feedback on provincial laws and policies with PCSW in order to pursue parity of standards across the board. A robust relationship and regular exchanges with PCSWs are essential for NCSW in order for it to make its own messaging and interventions more widely disseminated, impactful and far-reaching; to develop greater recognition and credibility across the country; to remain closely cognizant of on the ground issues and developments in order to inform its own thinking; and, to have allies and comrades supporting it in its principled stances and positions for which it may receive pushback from the government and/or sections of society. The PCSWs also stand to gain similarly from such a relationship and exchanges as well as important insights into and learning from the federal, national, and international domains in which NCSW operates. The NCSW can also be a conduit for sharing effective strategies and success stories in different provinces with all the rest.
- e) Ensure that the focus of messaging and activities is not just urban but also peri-urban and rural and that NCSW is cognizant and embracing of multiple and context-specific variables and factors that impact women's empowerment and rights due to their class, caste, ethnicity, geographical location, and various other aspects of intersectionality.

More specifically in terms of development of NGO networks and collaboration, the following steps are recommended to be undertaken

- Map, update and create a network of women's NGOs working on various aspects of women empowerment for regular communication and exchange of information
- Identify credible research-oriented NGOs and build arrangements for showcasing their work on the NCSW platform as well as to do collaborative research
- Tap additional relevant NGOs to gather data required for the Annual Status of Women in Pakistan Report and NGDP
- Focus in particular also on newer NGOs and women's groups working on contemporary and new areas of concern such as cybercrime, media representation of women etc.
- Remain mindful that whilst the significance of collaborating with high quality NGOs was supported across the board, some also raised the important caution that NCSW should not

become or perceived to become an NGO-driven entity and ensure that it retains independence of agenda setting and operation

- Such systematic mapping, identification and creation of networks ought also to be undertaken for academic institutions (with a focus on departments that work on gender studies), media, CSOs, and other relevant organizations
- NCSW has in the past worked closely with women parliamentarians, task forces and caucuses and should continue with this important interface. It can play a leadership role in pushing for empowerment in rights protection through its allies in the aforementioned categories
- Networks and partnerships can be created but are sustainable only through transparency and regular and clear communication. The Functional Committees as well as the Executive Committee ought to have point persons responsible for communication. Going forward NCSW should have a permanent cell responsible for facilitating communication, organizing events, handling print, electronic and social media communication, and ensuring that the NCSW office as well as the website are easily accessible, facilitative, and interactive
- Ensure all collaborators and partners receive due credit and acknowledgement. Some of the interlocutors complained of due credit not being given for work undertaken by them and this necessitates that all such collaborations be duly documented and highlighted with due credit extended
- Coordination and hosting of inter-provincial ministerial groups was identified as another important role NCSW can play and is already playing
- Engage in rights-based advocacy as well as demand-based advocacy – this means that while NCSW should identify for each year key areas for advocacy, it should remain flexible to taking up an issue or cause that emerges as significant in real time
- As it broadens its network and capacity there is tremendous potential for NCSW to organize awareness trainings and more advanced trainings on empowerment and rights for greater grassroots awareness in society, with inexpensive remote learning a very common and real possibility now
- Much more effective use of media, especially social media to raise NCSW's profile and to promote its message. It emerged from stakeholder engagements that there are many entities willing to help NCSW in this regard. NCSW already has a radio show that does awareness generation and more such initiatives are needed to reach diverse sections of society. Some participants also pointed out the value of supporting different media such as drama and art to propagate NCSW's core messages
- Given its macro vantage point NCSW can also link up disparate government and social sector initiatives, support public-private partnerships, and make publicly available information on the entire spectrum of activities being undertaken for women empowerment and rights protection in the country
- In order to sustain institutional memory and retain and display continuity NCSW should document past work under various Chairpersons and make it available on its website
- While maintaining its autonomy, NCSW also needs to plan a calibrated interface with relevant government bodies in order to ensure better communication and implementation of its recommendations
- NCSW should also remain informed about any provincial strategic vision plans being developed by provincial governments and PCSWs, share its own Strategic Plan with them, and endeavor to find common ground and ways to work in tandem
- NCSW will need to ensure contextual sensitivity and awareness of changing provincial, national and regional landscape – for instance, impact on women's rights in KP due to recent

political developments in Afghanistan. In order to remain cognizant of issues at the grassroots level and local and regional variations in terms of nature and manner of disempowerment and rights violations NCSW ought to closely coordinate with regional bodies such as the Provincial Rural Support Programs, Women Development Directorates and PCSWs. Such knowledge will be necessary for it to nuance its message on different themes and issues

- NCSW was expected to appreciate by many participants in the consultations, the indigenous Pakistani movements for the empowerment of women and also assist towards archiving their past contributions for future reference and inspiration
- NCSW needs to develop cells/offices for Public Relations and Communication with a particular emphasis on making it conducive for smaller organizations to also approach NCSW
- Many stakeholders expected NCSW to make this Vision Statement a public document
- A good way to both demonstrate its commitment to inclusiveness and to also build upon the outreach and goodwill achieved through the stakeholder consultations NCSW should try and revisit the names of all those who attended these consultations and expressed interest in collaborations and reach out to them within the next two months

6.4 NCSW as a Watchdog: Strengthening the Legal Watchdog role

This is a specific, exclusive, and significant responsibility entrusted to NCSW. It ought, however, to do the following for greater effectiveness and impact.

- a) NCSW needs to revisit, structure, and streamline its process of reviewing laws and policies to ensure greater rigor, more effective and comprehensive coverage, and meaningful feedback. Given that it currently has no full-time requisite domain expertise the relevant Committee will have to rely on its Advisory Panel whilst the NCSW creates positions for and hires longer-term experts to assist with this task
- b) An important point raised in the stakeholder engagements was that NCSW's own review process ought to be more transparent and involve stakeholder and public consultations. This would require envisioning a meaningful and efficient mechanism. This is important from various perspectives – to add more rigor and ownership to the process as well as to capture important perspectives and insights. All this applies equally to NCSW's work as to accession to and implementation of Pakistan's treaty obligations. Process clarification and augmentation is required so that it has more rigor, transparency, and effectiveness. Many participants that felt that NCSW's proposals should be made public
- c) At the same time NCSW should also develop a mechanism to get inputs from sister Commissions like NCHR and other relevant bodies
- d) Not just new laws but there should be a systematic revisiting of all prevailing laws and exploration of a consultative role when the parliament is drafting a new bill that impacts women
- e) NCSW can make an important contribution by helping to develop gender policies and anti-harassment policies in various public institutions and bodies and thereby ensuring preservation of core principles and consistency
- f) NGDP is a significant unfolding initiative in partnership with UN Women for developing a systematic and centralized online platform with gender statistics on various themes/indicators as well as a knowledge hub. It promises to be very useful for informing stakeholders about gaps and challenges in the way of progressing gender equality; can lend highly useful support to developing legislative, policy and programmatic recommendations that are empirically supported; and also generate data needed for compliance and reporting with international

commitments. It currently has 10 themes, 51 sub-themes, 266 quantitative indicators, 170 qualitative indicators and a total of 436 indicators. At the same time, it is intended to provide a variety of resources (reports and books; articles and perspectives; data sets; visuals and infographics; training material; booklets; pamphlets; posters and leaflets) pertaining to multiple themes as a knowledge hub.⁵ This is an initiative that is deeply relevant to NCSW's core mission and should remain a priority in the next 3 years and onwards. NCSW ought to endeavor to build its own institutional capacity to oversee the quality of and process and analyze data while it continues to work with its partners to ensure that NGDP grows in scope and rigor and that its output is widely disseminated, easily accessible, and increasingly looked to for its value and credibility.

6.5 NCSW as a Knowledge Production Enabler

A broad agreement that emerged from meetings and engagements is that NCSW should primarily be an enabler and promoter of knowledge production rather than being a knowledge producer. In the past, NCSW has produced some important reports and publications. These have been primarily the output of external consultants temporarily working with NCSW or of NCSW staff with an NGO background and experience of research report production. However, it emerges from the mandate as well as stakeholder and popular expectations that NCSW is not really meant to be a research institute or NGO that produces reports but an entity that sets the direction for areas of research, facilitates it, provides good research a platform and disseminates it, and uses research insights to inform its own strategic direction, analytical frameworks, and interventions. This is quite apart from the fact that NCSW simply doesn't have the in-house capacity and expertise to undertake research. At present it has just two external technical advisors who look after not just production of research but various additional responsibilities. In view of this it is proposed that:

- a) NCSW enter arrangements with universities and research institutes conducting research on women's rights and empowerment and identify areas of research that it could then showcase at its platform. In this regard, doctoral, masters and undergraduate students could be assigned themes. At the same time, faculty ought to be identified to explore collaborative work with and to oversee student research
- b) NCSW start an internship program (which could be remote with some presence in Islamabad) to assist with compilation of research on women, data collection, consolidation of relevant information and reports etc
- c) NCSW upgrade its website as the foremost portal for information and research on women in Pakistan
- d) NCSW link up with other regional institutions of a similar nature to share online resources and information. It is currently pursuing a local initiative for linking libraries which should be pursued and completed
- e) NCSW transition to becoming a reliable and easily accessible repository of all existing research pertaining to women in Pakistan as well as in other relevant jurisdictions

⁵ National Gender Data Portal Presentation (2020) – UN Women

6.6 NCSW as a Monitor: Monitoring to be Select, Systemic, and Institutional

NCSW has been bestowed with the role and responsibility of inquiring into complaints of women's rights violations and call for information or reports from federal government, CSOs, and autonomous or concerned bodies. In this regard, it can exercise the power of a civil court to enforce attendance and compel production of documents. Furthermore, it has the power to inspect jails, sub-jails, or other places of custody where women and girls kept and make recommendations. Finally, the NCSW Act requires it to monitor mechanisms and institutional procedures for redressal of violation of women's rights.

Given NCSW's capacity constraints; the fact that monitoring and complaint redressal have been entrusted to other institutions as well; and NCSW's distance from local dynamics; our assessment and a dominant view amongst the stakeholders suggests that NCSW should monitor at a more macro level systems and processes to point out disempowerment and discrimination. This Strategic Plan also proposes putting NCSW's monitoring role on a comparatively lower rung as compared to its other roles of Advocate, Watchdog, and Knowledge Production Enabler, where it performs essential tasks that are exclusive to it.

To elaborate further, given its resource constraints NCSW will have to prioritize those functions that are more exclusively those of NCSW and are not replicated at or overlap with any other institutions. Unlike overall national narrative building and gauging the status of women's rights; review of federal laws and policies from a gender lens; and, providing a national platform for research on women empowerment; the function of inquiring into and monitoring of complaints of women's rights violations is something that falls more squarely within the ambit also of MoHR, NCHR, PCSWs, ombudspersons and other institutions. In addition, NCSW simply doesn't have the same reach at and access to the grassroots level as the other institutions entrusted with such monitoring roles. Nor does it have the staff capacity and expertise for any wide scale monitoring. In view of this:

- a) NCSW is best equipped to monitor violations at systemic and process levels and not on a case-to-case basis. What this means is that it should map existing processes that have a huge bearing on women's rights and/or where they have particular vulnerabilities (for instance, investigation and forensic processes for female victims of violence), develop benchmarks, identify gaps and lacunae in these important processes, determine indicators, establish baselines, and monitor progress on the basis of the data that it collects and asks for
- b) The NCSW can however pick and choose cases of particularly notorious cases of grievous rights violations and add its voice to those of others in condemning them and building pressure for appropriate protections and actions. This is necessary because of its pivotal position as the apex body watching over women's rights and empowerment. The selection of such cases should be decided at the Steering Committee level.
- c) NCSW should continue its past practice of jail visits as an additional monitoring measure. But it should ensure that it follows-up on progress on any recommendations that it makes.

7. Themes of Engagement – Stakeholder Feedback, Past Focus, Future Directions

This Strategic Report has deliberately focused on NCSW's mandate, capacity, finances, processes, and structure, with a view that it already has a rich history, track record and direction in terms of substantive areas of intervention. In the recent past, NCSW has been focusing on the important, even if all too

broad, overarching areas of Voice, Violence, and Economic Empowerment. Going forward what it focuses on and prioritizes should, at one level, be influenced by its desire to build on past achievements and strengths and to maintain continuity. In important ways this would also impact how it expands its domain expertise and boosts its human resource strengths.

However, goal-setting, and thematic prioritization cannot be solely an inward-looking process. NCSW exists in a highly dynamic and complex milieu with a shifting landscape and altering challenges. The new team of the Chairperson and Members bring new experiences, perspectives, and expertise to the table. Further, NCSW is mandated to and seeks to build multiple partnerships and collaborations and, therefore, what its various stakeholders hold as important also matters greatly. In addition, NCSW is meant to constantly gauge the pulse, needs and aspirations of the citizenry, especially women and most particularly vulnerable, disempowered, and discriminated women, and respond meaningfully through its mandated roles. Whilst maintaining the National Gender Data Portal and preparing the Annual Status of Women Report it will have access to data that ought to empirically inform its thinking and future directions. Areas of poor performance in terms of empowerment and rights protection ought to be meriting greater prominence in terms of its efforts and attention. In other words, goal-setting and thematic prioritization is a constantly evolving and dynamic project and nourished by several sources of information and engagement.

The development of this Strategic Vision Plan greatly benefited from extensive stakeholder consultations. Whilst the stakeholders pondered over and debated NCSW's mandate, roles, and powers from structural, legal, administrative, and institutional perspectives they also contributed tremendously to thinking about its desired focus in terms of substantive themes of engagement – whether as an Advocate, a Watchdog, an Enabler of Knowledge Production, or a Monitor. The following are some of the important themes that have emerged from these deliberations as well as our analysis and assessment of the same. Given how recently expressed and extensively explored they are and how wide and deep the engagements themselves, these ought to be of great persuasive value for NCSW as it sets its goals (not in any order of preference or priority).

a **Violence against Women.** Violence against women has been a key area of focus for the NCSW in the past. Important work from the perspective of Gender Based Violence (GBV) has also been done in previous years on domestic violence that resulted in the Domestic Violence Bill. Under this broad theme the sub-themes that got particular attention and emphasis in our deliberations were:

- Economically disempowered women and their greater vulnerability to violence
- Violence against female domestic labour/staff
- Domestic violence
- Rape (Many interlocutors emphasized that rape ought to be a particular focus for NCSW, but it was also acknowledged that prescriptions such as setting up a help line was not the optimal way forward. Instead, NCSW ought to prioritize this theme in its general advocacy and in its monitoring of the gaps in the process when it comes to investigation, prosecution, and adjudication of rape cases)
- Forced Conversion of Women from Minorities
- Cyber Harassment and on-line gender-based violence. Cybercrime and cyber harassment were strongly pointed out as the latest areas of rights violations of women with acutely adverse immediate and longer-term impact. Organizations working at the forefront of this area expressed keenness to work together with NCSW to develop guidelines and improve processes for grievance redressal

- Enabling sociological/psychological studies of increased violence and abuse against women and children
- b **Representation of Women.** How women are represented and portrayed in turn has a huge bearing on how they are treated and whether they are empowered or disempowered. Various important sub-themes were discussed and emphasized under this broad theme:
- Representation of Women on Media. Misogyny, stereotyping, victim blaming, condonation of violence against women, and celebration or normalization of patriarchy, as manifested in some teleplays and media in general received much attention in the engagements. Quite a few participants expressed the view that NCSW ought to work with the media regulator to determine bright lines in terms of what was unacceptable. At the same time, it was felt that NCSW should continue to work with media and industrial players involved in CSR work to put out awareness campaigns and plays that carry the message of empowerment and inviolability of rights. However, many also cautioned that NCSW should be calibrated in its engagement and not commit the error of moral policing.
 - Representation of Women in Curricula. Stereotyping and diminishing of women's roles in society, promotion of patriarchy, and disempowering gender depictions received much attention, particularly in the context of the Single National Curriculum (SNC) and the NCSW was urged to adopt it as one of its areas of scrutiny, oversight, and intervention.
- c **Empowerment of Women.** Various sub-themes and areas of focus were proposed to address systemic, processual, and normative disempowerment of women:
- Health and Reproductive Rights. Many interlocutors pointed out health, and particularly reproductive rights, as a major area of concern in terms of women's disempowerment in making decisions about their bodies, well-being, and health
 - Gender Responsive Budgeting/ gender traceable budgets
 - Gender Audit across departments and monitoring of female representation in general and against quotas
 - The digital divide and its role in exacerbating inequalities
 - Women with special needs as well as women facing psychological challenges
- d **Strategies for Promoting the Cause of Women.**
- New Women Movements fighting for Women's Rights. Many younger participants forcefully advocated that NCSW need to remain abreast with the times and be publicly supportive of new women's movements for rights, such as Aurat March, as a high-profile ally and indeed also take on any attempts by society, state, and the government to malign or intimidate such movement
 - Engagement with male leadership in key stakeholder institutions to make allies and identification of and engagement with male champions of women's causes
 - Campaigns working on negative male perceptions as to women; social taboos faced by women; and normalization of issues faced by women
 - At every consultation there were advocates who said that NCSW ought to seriously consider including promotion and protection of transgender rights in its domain and thus find common cause, while others felt that NCSW's mandate ought to remain exclusive to women

Annexure A: List of Key Persons Consulted

A NCSW and Collaborating Partners

1. Ms. Neelofar Bakhtiar – Chairperson, NCSW
2. Mr. Arif Anwar Baloch – Secretary, NCSW
3. Ms. Humera Azam Khan – Chief, NCSW
4. Mr. Suleman Shah – Deputy Chief (Programs), NCSW
5. Mr. Mukhtar Ahmed – Director (Finance), NCSW
6. Mr. Shahid Iqbal Khan – Director (Admin/HR), NCSW
7. Ms. Nabila Zar Malick – Technical Advisor, NCSW
8. Ms. Shabana Arif – Technical Advisor, NCSW
9. Ms. Saman Ahsan – Program Management Consultant, UN Women, Pakistan
10. Ms. Safiya Aftab – Consultant, UN Women, Pakistan
11. Mr. Jamal Janjua – Consultant, UN Women, Pakistan

B Participants in Consultations with Chairperson and Members of the Commission

Members

- | | |
|---|---|
| 1. Ms. Shaista Bukhari (Member, Punjab) | 6. Ms. Sahibzadi Mardaha Sultan (Member, AJK) |
| 2. Ms. Habiba Hasan (Member, Sindh) | 7. Ms. Sosan Aziz (Member, GB) |
| 3. Ms. Rubina Naz (Member, KP) | 8. Ms. Adeela Khan (Member, ICT) |
| 4. Dr. Kanwal Afridi (Member, KP) | 9. Prof. Dr Sarah Safdar (Member, Minorities) |
| 5. Ms. Fatima Iqbal (Member, Balochistan) | |

Chairpersons – PCSWs

1. Ms. Riffat Sardar (KP)
2. Ms. Nuzhat Shirin (Sindh)
3. Ms. Tehmina Sadiq Khan (AJK)

C Consultations with Stakeholders

Consultations with Stakeholders (Lahore) – Institutional Affiliations

Total Participants: Day 1: 53 + Day 2: 38 = 81

1. UN Women, Pakistan
2. Lahore High Court Bar Association
3. Punjab Bar Council
4. Crisis Centre, Social Welfare Department
5. Bali Memorial Trust
6. Sarim Burney International Trust
7. Lions Club
8. Sakina Rasheed Trust
9. Higher Education Department, Government of Punjab
10. Planning and Development Board, Government of Punjab
11. Women Development Department, Government of Punjab
12. Democratic Commission for Human Development
13. Justice Project Pakistan (JPP)
14. Kashf Foundation
15. Digital Rights Foundation (DRF)
16. ACSW
17. NCSW
18. PWPA/SDF
19. Punjab Police
20. Centre for Social Justice
21. AWAM, Pakistan
22. SAP, Pakistan
23. Shirkat Gah
24. Bardasht
25. Home Department, Government of Punjab
26. Sanjog
27. PCSW
28. VAWC, Multan
29. Wise, Pakistan
30. CPD, Punjab Prosecution Department
31. CPSS
32. IDEAS
33. CIRCLE
34. Literacy and Non-Formal Basic Education Department, Punjab
35. Noor Zainab Welfare Trust
36. ASR/IWSL
37. Dunya News
38. Human Rights Commission of Pakistan
39. District Judiciary, Punjab
40. PTI Monitoring & Evaluation, Punjab
41. Ernst & Young
42. Crofter Foundation
43. Child Protection Bureau
44. HEP
45. Independent Researchers
46. Independent Journalists
47. Human Rights Activists
48. Students
49. Law Department, Government of Punjab

Consultations with Stakeholders (Peshawar) – Institutional Affiliations

Total Participants: 70

1. CERD
2. NYA
3. CHS
4. Independent Consultants
5. Social Worker
6. HEP
7. SHARP
8. PCWR
9. Shirkat Gah
10. De Laas Gul
11. KP Ombudsperson's Office
12. KP Bar Council
13. Omar Asghar Khan Foundation
14. Diocese of Peshawar
15. Department of Law, Government of KP
16. NCSW
17. KPCSW
18. RTS Commission
19. PCSWR
20. Dost
21. KPPWB
22. Rahnuma – FPAP
23. Peshawar High Court Bar Association
24. CERD

- | | | | |
|-----|--|-----|----------------------------|
| 25. | HHDO | 35. | Aurat Foundation |
| 26. | RIHRDO | 36. | Bardasht |
| 27. | R-FPAP | 37. | Lions Club |
| 28. | HFO Organization | 38. | Blue Veins |
| 29. | Home and Tribal Affairs Department, KP | 39. | IWWF |
| 30. | Law & Parliamentary Affairs Department | 40. | PTI-KPK |
| 31. | SWWD | 41. | Panahgah |
| 32. | Bahai.Com | 42. | ROHR |
| 33. | Khwendo Kor | 43. | KP Human Rights Department |
| 34. | KP Provincial Assembly | | |

Consultations with Stakeholders (Karachi) – Institutional Affiliations

Total Participants: 44

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|-----|---|-----|--|
| 1. | Gender & Development, HANDS | 17. | Aurat March |
| 2. | LAS | 18. | HEP |
| 3. | APWA Education & Skills | 19. | NOWC (Now Communities) |
| 4. | Sindh Commission on Status of Women | 20. | Department of Labour, Government of Sindh |
| 5. | Tehrik-e-Niswan | 21. | TG Org/Gender Interactive Alliance |
| 6. | Law Department, Government of Sindh | 22. | Legal Aid Society |
| 7. | Women Against Rape (WAR) | 23. | TAF Foundation |
| 8. | Prosecution Department, Government of Sindh | 24. | Karachi Urban Lab |
| 9. | Human Rights Activists | 25. | Criminal Prosecution Services Department, Sindh High Court |
| 10. | Pathfinder | 26. | Aahung |
| 11. | Sub Rang Society | 27. | Hari Welfare Association |
| 12. | Panah Shelter Home | 28. | SCSW |
| 13. | Aurat Foundation | 29. | NCSW |
| 14. | Sindh Police | 30. | Torchlight Collective |
| 15. | SHRD | | |
| 16. | UNDP | | |

Consultations with Stakeholders (Islamabad) – Institutional Affiliations

Total Participants: 57

- | | | | |
|-----|---|-----|--|
| 1. | Bardasht | 3. | WPC |
| 2. | IRC | 4. | CSW |
| 5. | NCRC | 20. | GTV |
| 6. | Gender Crime Cell, National Police Bureau (NPB) | 21. | 92 NEWS |
| 7. | PTI | 22. | The News Today |
| 8. | Ministry of Law & Justice | 23. | Roz TV |
| 9. | Green Management | 24. | HEP |
| 10. | UNDP | 25. | Lions Club |
| 11. | AGAH | 26. | LAJA |
| 12. | PODA, Pakistan | 27. | FAO |
| 13. | Rawalpindi Chamber of Commerce | 28. | Women in Law |
| 14. | NWWD | 29. | Aurat Foundation |
| 15. | RCCA | 30. | NCSW |
| 16. | POEPA | 31. | Overseas Pakistan Network |
| 17. | NPB | 32. | WDF |
| 18. | UN WOMEN | 33. | SPO |
| 19. | TRCP | 34. | Finance Division, Government of Pakistan |
| | | 35. | Online |

D Consultations with Past Chairpersons

1. Dr. Shaheen Sardar Ali (Remotely)
2. Ms. Anis Haroon (Remotely)
3. Dr. Arfa Syeda Zehra (In Person Interview)
4. Justice (R) Majida Rizvi (Contacted but didn't materialize)
5. Ms. Khawar Mumtaz (Contacted but didn't materialize)

Annexure B: Questionnaire on NCSW's Strategic Vision

#	Question	Answer
1.	What do you think are the main challenges confronting the empowerment of women and gender justice in Pakistan?	
2	Please list three (3) national and/or provincial institutions that you think are at the forefront of protecting and promoting women's rights and gender justice in Pakistan?	(1) (2) (3)
3	Are you familiar with the work of the National Commission on the Status of Women (NCSW)? Yes, or No? If Yes please briefly state some of its recent contributions that you are familiar with.	<input type="checkbox"/> No <input type="checkbox"/> Yes
4	Which do you regard as the THREE (3) PRIMARY THEMATIC ROLES of the NCSW? Please tick mark ✓. Also, please briefly state any interventions by NCSW in these areas <i>under each role</i> that you are familiar with.	A. Watchdog & Advisory – Review of & Feedback on Federal Policies and Laws affecting women B. Enabling Knowledge Production & Data – Facilitation of research and data collection and analysis for awareness generation, information and advising policy pertaining to women's empowerment and gender justice C. Advocacy & Promotion – Championing women's causes, mobilization, promotion of dialogue, liaison with international and local partners D. Recommendatory & Facilitative – Facilitation vis-à-vis adhering to and meeting international commitments on women's rights, especially under CEDAW

#	Question	Answer
		<p>E. Monitoring & Oversight – Oversight of existing mechanisms for rights violation redressal & follow-up on cases/complaints; jail inspections</p>
5	<p>Which three (3) activities from amongst this list do YOU THINK ARE THE CURRENT TOP PRIORITY AREAS for NCSW (these options are not being listed in any order of priority).</p> <p>Please tick mark ✓</p>	<p>A. <u>Review of Federal government policies and their implementation</u>; Review of Federal Government policies, programs & other measures for gender equality, women's empowerment, political participation, and their implementation</p> <p>B. <u>Review of laws and recommendations for new legislation</u>; Review of all Federal Laws, rules and regulations affecting the status and rights of women and suggest amendments and propose new legislation to eliminate discrimination, safeguard and promote the interest of women and achieve gender equality in accordance with the Constitution and obligations under international covenants</p> <p>C. <u>Research and Knowledge Production</u>: Facilitation of research/generation of information on gender issues/maintenance of data base to inform policy, raise awareness and steer strategic action for women empowerment</p> <p>D. <u>Active association with similar institutions/commissions in other countries, mobilization of parliamentarians, and interaction with NGOs, influencers, and individuals in society</u>: Active association with similar commissions and institutions in other countries for action at national, regional, and international level; mobilization of parliamentarians for empowerment of women; development and maintenance of interaction and dialogue with NGOs, experts, and individuals in society</p> <p>E. <u>Facilitate and monitor treaty implementation and recommend signing of new international instruments</u>: Facilitate and monitor implementation of international instruments and obligations affecting women and girls to which Pakistan is a signatory; Recommend signing/ratification of international instruments and facilitation of implementation of international treaty instruments</p> <p>F. <u>Inquiring into rights violation cases</u>; Inquiring and following-up on rights violation cases & complaints with Federal Government, CSOs, autonomous concerned bodies</p>

#	Question	Answer
		<p>G. <u>Inspection of jails:</u> Inspect Jails/Sub-Jails/any place of custody for women and/or girls</p> <p>H. <u>Advocacy and coalition building for dialogue on women rights and increased participation of women in all spheres of life:</u> Advocacy of women's causes – lobbying, coalition building, network building for promotion of cause of women to facilitate their participation in all spheres of life</p> <p>I. <u>Liaise with Provincial Governments and Commissions:</u> Liaise with Provincial Commissions and concerned provincial organizations</p> <p>J. <u>Monitoring of mechanisms for redress of women rights:</u> Monitoring of mechanisms/institutional procedures for redressal of violation of women's rights</p>
6	<p>Which three (3) activities from amongst this list do YOU THINK SHOULD BE TOP PRIORITY AREAS for NCSW (these options are not being listed in any order of priority). Please tick mark ✓</p> <p>Please also briefly state (below each of the 3 selected activities) why you think this should be the case.</p>	<p>A. <u>Review of Federal government policies and their implementation:</u> Review of Federal Government policies, programs & other measures for gender equality, women's empowerment, political participation, and their implementation</p> <p>B. <u>Review of laws and recommendations for new legislation:</u> Review of all Federal Laws, rules and regulations affecting the status and rights of women and suggest amendments and propose new legislation to eliminate discrimination, safeguard and promote the interest of women and achieve gender equality in accordance with the Constitution and obligations under international covenants</p> <p>C. <u>Research and Knowledge Production:</u> Facilitation of research/generation of information on gender issues/maintenance of data base to inform policy, raise awareness and steer strategic action for women empowerment</p> <p>D. <u>Active association with similar institutions/commissions in other countries, mobilization of parliamentarians, and interaction with NGOs, influencers, and individuals in society:</u> Active association with similar commissions and institutions in other countries for action at national, regional, and international level; mobilization of parliamentarians for</p>

#	Question	Answer
		<p>empowerment of women; development and maintenance of interaction and dialogue with NGOs, experts, and individuals in society</p> <p>E. <u>Facilitate and monitor treaty implementation and recommend signing of new international instruments:</u> Facilitate and monitor implementation of international instruments and obligations affecting women and girls to which Pakistan is a signatory; Recommend signing/ratification of international instruments and facilitation of implementation of international treaty instruments</p> <p>F. <u>Inquiring into rights violation cases;</u> Inquiring and following-up on rights violation cases & complaints with Federal Government, CSOs, autonomous concerned bodies</p> <p>G. <u>Inspection of jails;</u> Inspect Jails/Sub-Jails/any place of custody for women and/or girls</p> <p>H. <u>Advocacy and coalition building for dialogue on women rights and increased participation of women in all spheres of life:</u> Advocacy of women's causes – lobbying, coalition building, network building for promotion of cause of women to facilitate their participation in all spheres of life</p> <p>I. <u>Liaise with Provincial Governments and Commissions;</u> Liaise with Provincial Commissions and concerned provincial organizations</p>

#	Question	Answer
		<p>J. <u>Monitoring of mechanisms for redress of women rights</u>: Monitoring of mechanisms/institutional procedures for redressal of violation of women's rights</p>
7	<p>On a scale of 1-5 how do you rate the overall performance of NCSW so far? (Where 1 = Highly Unsatisfactory Performance 2 = Unsatisfactory Performance 3 = Satisfactory Performance 4 = Good Performance 5 = Outstanding performance)</p>	
8	<p>On a scale of 1-5 how do you rate NCSW's historic performance in the areas listed next to this question? (Where 1 = Highly Unsatisfactory Performance 2 = Unsatisfactory Performance 3 = Satisfactory Performance 4 = Good Performance 5 = Outstanding performance)</p> <p>Please indicate a rank in front of every activity.</p> <p>If you are unsure or have insufficient information about any activities, you can indicate DK = Don't Know</p>	<p>A. <u>Review of Federal government policies and their implementation</u>; Review of Federal Government policies, programs & other measures for gender equality, women's empowerment, political participation, and their implementation</p> <p>B. <u>Review of laws and recommendations for new legislation</u>; Review of all Federal Laws, rules and regulations affecting the status and rights of women and suggest amendments and propose new legislation to eliminate discrimination, safeguard and promote the interest of women and achieve gender equality in accordance with the Constitution and obligations under international covenants</p> <p>C. <u>Research and Knowledge Production</u>: Facilitation of research/generation of information on gender issues/maintenance of data base to inform policy, raise awareness and steer strategic action for women empowerment</p> <p>D. <u>Active association with similar institutions/commissions in other countries, mobilization of parliamentarians, and interaction with NGOs, influencers, and individuals in society</u>: Active</p>

#	Question	Answer
		<p>association with similar commissions and institutions in other countries for action at national, regional, and international level; mobilization of parliamentarians for empowerment of women; development and maintenance of interaction and dialogue with NGOs, experts, and individuals in society</p> <p>E. <u>Facilitate and monitor treaty implementation and recommend signing of new international instruments:</u> Facilitate and monitor implementation of international instruments and obligations affecting women and girls to which Pakistan is a signatory; Recommend signing/ratification of international instruments and facilitation of implementation of international treaty instruments</p> <p>F. <u>Inquiring into rights violation cases:</u> Inquiring and following-up on rights violation cases & complaints with Federal Government, CSOs, autonomous concerned bodies</p> <p>G. <u>Inspection of jails:</u> Inspect Jails/Sub-Jails/any place of custody for women and/or girls</p> <p>H. <u>Advocacy and coalition building for dialogue on women rights and increased participation of women in all spheres of life:</u> Advocacy of women's causes – lobbying, coalition building, network building for promotion of cause of women to facilitate their participation in all spheres of life</p> <p>I. <u>Liaise with Provincial Governments and Commissions:</u> Liaise with Provincial Commissions and concerned provincial organizations</p> <p>J. <u>Monitoring of mechanisms for redress of women rights:</u> Monitoring of mechanisms/institutional procedures for redressal of violation of women's rights</p>
9	Which are the top three (3) areas which you feel NCSW NEEDS TO FOCUS ON IN ORDER TO FURTHER BOOST ITS OVERALL	A. Build internal technical capacity/hire more qualified staff to perform its tasks of policy and legislative review, research and data collection and analysis

#	Question	Answer
	<p>PERFORMANCE. Mark them in order of priority with 1 being Most important, 2 being Next Most Important, and 3 being Third Most Important.</p> <p>Please tick mark ✓ and indicate the number of priority (1, 2 or 3) in front of your three (3) choices.</p>	<p>B. Pursue greater coordination and collaboration with and greater support (technical, advisory, moral) for other societal entities, NGOs and other organizations working on women’s empowerment and gender justice</p> <p>C. Ensure better communication and information dissemination of the work that NCSW undertakes</p> <p>D. Further strengthen effective advocacy of women’s empowerment and gender justice on different platforms</p> <p>E. Bring about more effective complaint redressal and oversight of rights violations cases</p> <p>F. Provide greater and more effective leadership role in coordinating and synergizing different initiatives for women empowerment and gender justice</p> <p>G. Produce greater output in terms of facilitating Pakistan’s compliance with international treaty obligations on women empowerment and gender justice</p> <p>H. Greater generation of research, data, analysis, and publications on important aspects of women’s empowerment and gender justice, in easy-to-understand form, translated into local languages, and made widely available</p> <p>I. Any Other</p>
10	<p>Please state <u>any additional recommendations</u> that you may have for NCSW’s future strategic vision and thematic priorities.</p>	

#	Question	Answer
11	<p>What do you think NCSW should do to change men's attitude towards women rights with respect to the activities listed against this question?</p> <p>Please mention under each activity</p>	<p>A. <u>Active association with similar institutions/commissions in other countries, mobilization of parliamentarians, and interaction with NGOs, influencers, and individuals in society:</u></p> <p>B. <u>Advocacy and coalition building for dialogue on women rights and increased participation of women in all spheres of life:</u> Advocacy of women's causes – lobbying, coalition building, network building for promotion of cause of women to facilitate their participation in all spheres of life</p>
12	<p>Do you think NCSW is fully autonomous and independent of the Government. Please rate autonomy on a scale of 1 to 3 where:</p> <p>1 is fully autonomous 2 is generally autonomous 3 is partially autonomous</p> <p>If your answer is 3, what would you suggest to increase autonomy?</p>	

Name (If you would like to mention): _____
 Designation/Organization: _____

Annexure C: List of Documents Consulted

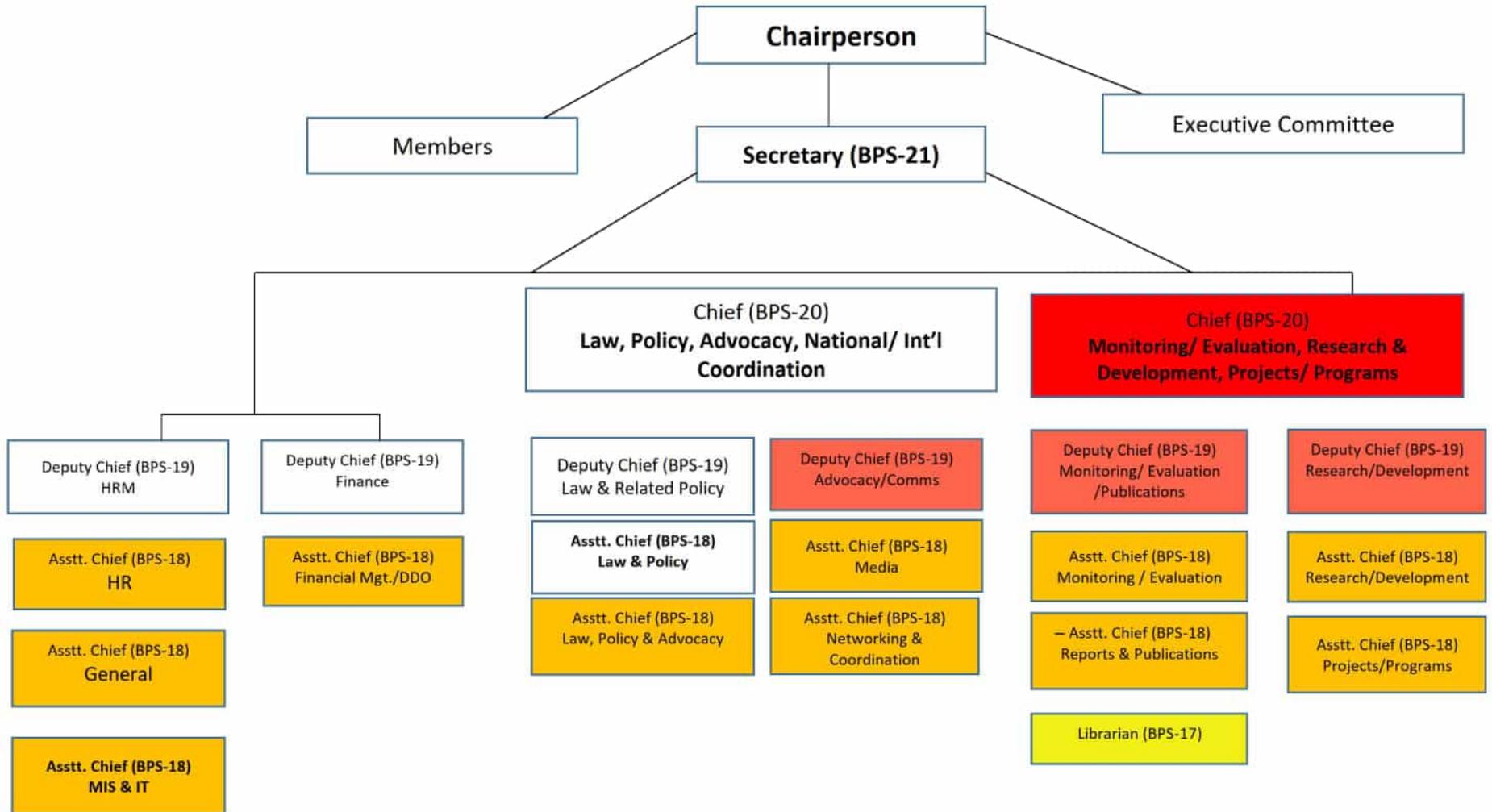
1. Constitution of Pakistan, 1973
2. National Commission on the Status of Women Act, 2012
3. National Commission on the Status of Women (Amendment) Act, 2018
4. National Commission on the Status of Women Employees (Recruitment and Conditions of Service) Rules, 2018
5. National Commission on the Status of Women Rules, 2014
6. NCSW Annual Report 2006
7. NCSW Annual Report 2007
8. NCSW Annual Report 2010-2012
9. NCSW Annual Report 2013
10. NCSW Annual Report 2014
11. NCSW Annual Report 2015-16
12. NCSW Annual Report 2017
13. NCSW Annual Report 2018-19
14. Federal Rules of Business – 14. A. Human Rights Division
15. Strategic Vision Plan and Implementation Framework, Ministry of Human Rights, Government of Pakistan (2020)
16. UN Women - Presentation for NCSW, 2021
17. UN Women - National Gender Data Portal Presentation, 2020
18. NCSW Needs Assessment Report, 2021

Annexure D: Sanctioned Personnel Strength, Occupancy and Vacancies at NCSW

No.	Name of Post with BPS	No of Posts	Filled Posts	Vacant Posts
1	Chairperson	1	1	0
2	Secretary/DG (BS-21/20)	1	1	0
3	Chief (BS-20)	2	1	1
4	Deputy Chief (BS-19)	6	3	3
5	Assistant Chief (BS-18)	12	1	11
6	Librarian (BS-17)	1	0	1
7	Private Secretary (BS-17/18)	1	0	1
8	Assistant Private Secretary (BS-16)	9	0	9
9	Assistant (BS-14)	10	8	2
10	Stenotypist (BS-14)	12	8	4
11	Upper Division Clerk (BS-9)	2	1	1
12	Lower Division Clerk (BS-7)	13	9	4
13	Driver (BS-4)	3	2	1
14	Naib-Qasid (BS-1/2)	23	10	13
15	Sweeper (BS-1)	2	2	0
16	Mali (BS-1)	1	1	0
17	Chowkidar (BS-1)	2	2	0
	Total	101	50	51

Source: NCSW.

Annexure E: Organogram of the National Commission on the Status of Women



Annexure F: NCSW – Budget Allocation (2013-2022)

Government of Pakistan
Ministry of Human Rights
National Commission on the Status of Women
Year-wise detail of Budget Allocation

(Rupees)

S.No.	Financial Year	Budget					
		Original Allocation	Token / Sup. Grant	Technical Sup. Grant	Re-appropriation by Ministry	Surrendered	Final Grant
1	2013-14	17,500,000	-	-	-	-	17,500,000
2	2014-15	111,500,000	3,000	-	(198,970)	(53,121,000)	58,183,030
3	2015-16	78,000,000	9,000	-	-	(12,000,000)	66,009,000
4	2016-17	45,000,000	3,000	-	(7,080,000)	-	37,923,000
5	2017-18	25,000,000	-	50,000,000	-	(17,000,000)	58,000,000
6	2018-19	50,000,000	-	-	-	(1,785,553)	48,214,447
7	2019-20	40,000,000	25,000,000	-	(3,482,000)	-	61,518,000
8	2020-21	57,820,000	-	-	(2,090,000)	-	55,730,000
9	2021-22	52,820,000	-	-	-	-	52,820,000
10		-	-	-	-	-	-
11		-	-	-	-	-	-
12		-	-	-	-	-	-

Annexure G: Implementation Framework with Timelines and Key Performance Indicators

Aspect	Components	Results	Activities	KPI	Timelines	
NCSW as the Custodian and Advocate of Women Rights	Keeping watch over the overall state of women in the country	Comprehensive and holistic assessment of women rights and status in Pakistan for baseline purposes	<ul style="list-style-type: none"> Development of format Determination of categories and levels of disaggregation of data to be collected, compiled, analysed, and disseminated Publication of Report 	Published Report ⁶	June 2022	
	Coordination and Facilitation	Increased information about institutions and individuals working for women protection	<ul style="list-style-type: none"> Mapping and identification of Government bodies, NGOs, CSOs, academia, media etc., working on women issues 	Compendium of institutions and individuals working on women issues along with their work	First phase to be completed by June 2022 Rest on-going	
		Improved Coordination between parliamentarians, government bodies and institutions	<ul style="list-style-type: none"> Mapping of parliamentarians voting record on women issues Engagements with parliamentarians to increase awareness about women issues 	<ul style="list-style-type: none"> Voting patterns Number of engagements 	On-going	
		Improved collaboration and joint activities between Govt, institutions, and Civil Society		<ul style="list-style-type: none"> Engagements with PCSW 	<ul style="list-style-type: none"> Number of engagements 	On going
				<ul style="list-style-type: none"> Collaborations between institutions 	<ul style="list-style-type: none"> MOUs Activities under MOUs 	On going

⁶ The Consultant is cognizant of on-going work by NCSW and UN Women on a similar report. However, since it is work in progress and amenable to alterations and modifications in emphasis and direction it remains to be seen what its methodology, focus, ambit, and scope are. To the extent that it follows the same ethos and intent as what is being proposed here, it will become the edifice to build further on.

Aspect	Components	Results	Activities	KPI	Timelines
					First phase to be completed by June 2022
	Communications	Improved communications	<ul style="list-style-type: none"> Formulation of communication strategy 	<ul style="list-style-type: none"> Communication strategy formulated 	Formulated
<ul style="list-style-type: none"> Identification of core causes and message for advocacy 			<ul style="list-style-type: none"> Core causes and messages included in the Communication strategy 	Formulated	
Improved information		<ul style="list-style-type: none"> Conduct of media campaigns raising NCSW profile and promoting its message Appointment of communication points person Establishment of a communication cell Upgradation of NCSW website 	<ul style="list-style-type: none"> Media campaigns formulated and run Notification of communications points persons New NCSW website 	<p>First media campaign completed by December 2022</p> <p>Appointment of communication point persons by June 2022</p> <p>Communication cell to be established by June 2022</p> <p>Website to be upgraded by March 2022</p>	
NCSW as a watchdog of legislation	Analyzing legislative and administrative proposals from	Improved legislative proposals and	<ul style="list-style-type: none"> Review of legislative process for increased input on women rights Review of legislative proposals 	<ul style="list-style-type: none"> Augmented legislative process Number of legislative proposals reviewed Number of laws reviewed 	Existing laws reviewed by December 2022

Aspect	Components	Results	Activities	KPI	Timelines
	women rights lens	legislative instruments	<ul style="list-style-type: none"> Review of laws 	<ul style="list-style-type: none"> Number of issues pointed out Number of recommendations to improve legislative documents 	New laws to be reviewed on on-going basis
	Policy making	Improved policies on gender related issues (women in the justice system, harassment polices etc.)	Review of policies	<ul style="list-style-type: none"> Number of policies reviewed Number of issues identified Number of recommendations to improve policies 	<p>Existing policies reviewed by December 2022</p> <p>New policies to be reviewed on on-going basis</p>
NCSW as a knowledge production enabler	Data bases	<ul style="list-style-type: none"> Improved data bases Increased use of NGDP 	<ul style="list-style-type: none"> Identification of new data categories/indices Identification of new sources and data authentication methods 	<ul style="list-style-type: none"> Number of additional data categories/indices added to NGDP Number of data categories improved through definitional clarity New sources of data identified and used for NGDP Levels of disaggregation of data added to NGDP 	First phase to be completed by June 2022
	Knowledge production	Increased useful knowledge production	<ul style="list-style-type: none"> Research supported by NCSW Laws influenced by NCSW research 	<ul style="list-style-type: none"> Number of research studies promoted and showcased by NCSW Number of research studies commissioned and completed by NCSW 	At least 5 research studies completed by December 2022

Aspect	Components	Results	Activities	KPI	Timelines
				<ul style="list-style-type: none"> • Areas of core agenda covered by research enabled by NCSW • Laws/policies influenced by NCSW supported/facilitated research 	Further 5 research studies completed by December 2023
NCSW as a monitor	Identification of rights violations	Improved identification of rights violations	Establishment of indicators and processes for monitoring mechanisms	Number of indicators and processes established	November 2022
			Establishment of institutional procedures for rights violations	<ul style="list-style-type: none"> • Number of institutions establishing new procedures for identifying right violations • Number of procedures identified 	November 2022
	Action to undo rights violations	<ul style="list-style-type: none"> • Improved detection of rights violations in different area • Improved redress of violations 	<ul style="list-style-type: none"> • Jail inspections • Inquiries into rights violations • Identification of egregious violations 	<ul style="list-style-type: none"> • Number of jail inspections • Number of inquiries conducted into rights violations by different fora • Quality parameters of inquiries • No of specific themes inquired into • No of follow ups 	Quality parameters formulated by June 2022 Rest on-going

Annexure H: Cost Estimation for the Implementation of the Strategic Plan

Aspect	Activities	KPI	Cost
NCSW as the custodian and Advocate of Women Rights	<ul style="list-style-type: none"> Development of format Determination of categories and levels of disaggregation of data to be collected, compiled, analysed, and disseminated Publication of report 	Published report	Formulation and publication of report: Rs 10 million
	<ul style="list-style-type: none"> Mapping and identification of Government bodies, NGOs, CSOs, academia, media etc working on women issues 	Compendium of institutions and individuals working on women issues along with their work	Formulation and publication of compendium Rs 5 million
	<ul style="list-style-type: none"> Mapping of parliamentarians voting record on women issues Engagements with parliamentarians to increase awareness about women issues 	<ul style="list-style-type: none"> Voting patterns Number of engagements 	Formulation of research report: Rs 2.5 million
	<ul style="list-style-type: none"> Engagements with PCSW 	<ul style="list-style-type: none"> Number of engagements 	No cost
	<ul style="list-style-type: none"> Collaborations between institutions 	<ul style="list-style-type: none"> MOUs Activities under MOUs 	No cost
	<ul style="list-style-type: none"> Formulation of communication strategy 	<ul style="list-style-type: none"> Communication strategy formulated 	No cost
	<ul style="list-style-type: none"> Identification of core causes and message for advocacy 	<ul style="list-style-type: none"> Core causes and messages included in the Communication strategy 	No cost

Aspect	Activities	KPI	Cost
	<ul style="list-style-type: none"> • Conduct of media campaigns raising NCSW profile and promoting its message • Appointment of communication points person • Establishment of a communication cell • Upgradation of NCSW website 	<ul style="list-style-type: none"> • Media campaigns run • Notification of communications points persons • New NCSW website 	<p>Media campaign designed and run: Rs 20 million</p> <p>New website: Rs 2.5 million</p>
NCSW as a watchdog of legislation	<ul style="list-style-type: none"> • Review of legislative process for increased input on women rights • Review of legislative proposals • Review of laws 	<ul style="list-style-type: none"> • Augmented legislative process • Number of legislative proposals reviewed • Number of laws reviewed • Number of issues pointed out • Number of recommendations to improve legislative documents 	Review report of existing laws: Rs 5 million
	Review of policies	<ul style="list-style-type: none"> • Number of policies reviewed • Number of issues identified • Number of recommendations to improve policies 	Review report of existing policies: Rs 5 million
NCSW as a knowledge production enabler	<ul style="list-style-type: none"> • Identification of new data categories/indices • Identification of new sources and data authentication methods 	<ul style="list-style-type: none"> • Number of additional data categories/indices added to NGDP 	Identification of data categories, new data sources and indices: Rs 2.5 million

Aspect	Activities	KPI	Cost
		<ul style="list-style-type: none"> • Number of data categories improved through definitional clarity • New sources of data identified and used for NGDP • Levels of disaggregation of data added to NGDP 	
	<ul style="list-style-type: none"> • Research supported by NCSW • Laws influenced by NCSW research 	<ul style="list-style-type: none"> • Number of research studies promoted and showcased by NCSW • Number of research studies commissioned and completed by NCSW • Areas of core agenda covered by research enabled by NCSW • Laws/policies influenced by NCSW supported/facilitated research 	Each research study: Rs 2 million- Rs 3 million
NCSW as a monitor	Establishment of indicators and processes for monitoring mechanisms	Number of indicators and processes established	Indicators and processes report: Rs 1.5 million

Aspect	Activities	KPI	Cost
	Establishment of institutional procedures for rights violations	<ul style="list-style-type: none"> • Number of institutions establishing new procedures for identifying right violations • Number of procedures identified 	No cost
	<ul style="list-style-type: none"> • Jail inspections • Inquiries into rights violations • Identification of egregious violations 	<ul style="list-style-type: none"> • Number of jail inspections • Number of inquiries conducted into rights violations by different fora • Quality parameters of inquiries • No of specific themes inquired into • No of follow ups 	Quality parameters: Rs 1 million Rest: No cost

Annexure I: Annual Work Plans

Aspect	Activities	KPI	Workplan				Timelines
			Q1	Q2	Q3	Q4	
NCSW as the custodian and Advocate of Women Rights	<ul style="list-style-type: none"> Development of format Determination of categories and levels of disaggregation of data to be collected, compiled, analysed, and disseminated Publication of report 	Published report					June 2022
	<ul style="list-style-type: none"> Mapping and identification of Government bodies, NGOs, CSOs, academia, media etc., working on women issues 	Compendium of institutions and individuals working on women issues along with their work					First phase to be completed by June 2022 Rest on-going
	<ul style="list-style-type: none"> Mapping of parliamentarians voting record on women issues 	<ul style="list-style-type: none"> Voting patterns Number of engagements 					On-going
	<ul style="list-style-type: none"> Engagements with parliamentarians to increase awareness about women issues 						On-going
	<ul style="list-style-type: none"> Engagements with PCSW 	<ul style="list-style-type: none"> Number of engagements 					On going
	<ul style="list-style-type: none"> Collaborations between institutions 	<ul style="list-style-type: none"> MOUs 					On going

Aspect	Activities	KPI	Workplan				Timelines
			Q1	Q2	Q3	Q4	
		<ul style="list-style-type: none"> Activities under MOUs 					First phase to be completed by June 2022
	<ul style="list-style-type: none"> Formulation of communication strategy 	<ul style="list-style-type: none"> communication strategy formulated 					Formulated
	<ul style="list-style-type: none"> Identification of core causes and message for advocacy 	<ul style="list-style-type: none"> Core causes and messages included in the communication strategy 					Formulated
	<ul style="list-style-type: none"> Conduct of media campaigns raising NCSW's profile and promoting its message 	<ul style="list-style-type: none"> Media campaigns formulated and run 					First media campaign completed by December 2022
	<ul style="list-style-type: none"> Appointment of communication point person 	<ul style="list-style-type: none"> Notification of communications point person 					Appointment of communication point person by June 2022
	<ul style="list-style-type: none"> Establishment of a communication cell 						Communication cell to be established by June 2022
	<ul style="list-style-type: none"> Upgradation of NCSW website 	<ul style="list-style-type: none"> New NCSW website 					Website to be upgraded by March 2022
NCSW as a watchdog of legislation	<ul style="list-style-type: none"> Review of legislative process for increased input on women rights 	<ul style="list-style-type: none"> Augmented legislative process 					Existing laws reviewed by December 2022

Aspect	Activities	KPI	Workplan				Timelines
			Q1	Q2	Q3	Q4	
	<ul style="list-style-type: none"> Review of legislative proposals Review of laws 	<ul style="list-style-type: none"> Number of legislative proposals reviewed Number of laws reviewed Number of issues pointed out Number of recommendations to improve legislative documents 					New laws to be reviewed on on-going basis
	Review of policies	<ul style="list-style-type: none"> Number of policies reviewed Number of issues identified Number of recommendations to improve policies 					Existing policies reviewed by December 2022 New policies to be reviewed on on-going basis
NCSW as a knowledge production enabler	<ul style="list-style-type: none"> Identification of new data categories/indices Identification of new sources and data authentication methods 	<ul style="list-style-type: none"> Number of additional data categories/indices added to NGDP Number of data categories improved through definitional clarity 					First phase to be completed by June 2022

Aspect	Activities	KPI	Workplan				Timelines
			Q1	Q2	Q3	Q4	
		<ul style="list-style-type: none"> New sources of data identified and used for NGDP Levels of disaggregation of data added to NGDP 					
	<ul style="list-style-type: none"> Research supported by NCSW 	<ul style="list-style-type: none"> Number of research studies promoted and showcased by NCSW 					At least 5 research studies completed by December 2022
	<ul style="list-style-type: none"> Laws influenced by NCSW research 	<ul style="list-style-type: none"> Number of research studies commissioned and completed by NCSW Areas of core agenda covered by research enabled by NCSW Laws/policies influenced by NCSW supported/facilitated research 					Further 5 research studies completed by December 2023

Aspect	Activities	KPI	Workplan				Timelines
			Q1	Q2	Q3	Q4	
NCSW as a monitor	Establishment of indicators and processes for monitoring mechanisms	Number of indicators and processes established					November 2022
	Establishment of institutional procedures for rights violations	<ul style="list-style-type: none"> Number of institutions establishing new procedures for identifying rights violations Number of procedures identified 					November 2022
	<ul style="list-style-type: none"> Jail inspections 	<ul style="list-style-type: none"> Number of jail inspections 					On going
	<ul style="list-style-type: none"> Inquiries into rights violations 	<ul style="list-style-type: none"> Number of inquiries conducted into rights violations by different fora 					On-going
	<ul style="list-style-type: none"> Identification of egregious violations 	<ul style="list-style-type: none"> Quality parameters of inquiries No of specific themes inquired into No of follow ups 					Quality parameters formulated by June 2022 Rest on going

Annexure J: Communication Strategy

Communication Strategy

1. Background

The National Commission on the Status of Women (NCSW) is currently in need of a comprehensive and effective communication policy. The lack of a communication policy and strategy has not only resulted in weak awareness about the Commission's working but has also negatively affected the discourse on women rights. The Commission accordingly decided in 2021 to come up with a communication strategy so as to improve its outreach and message. This Communication strategy is the outcome of the Commissions expressed desire.

2. State of Public opinion

Conversations with stakeholders and opinion surveys show that women are not held in high regard and societal bias is rampant. The patriarchal nature of the society is accepted by most people and the same is considered to be the biggest challenge to women's rights. The Commission will have regular polls conducted about women's status so as to gauge the effectiveness of its communication strategy

3. Objectives

The NCSW's chief objective is to increase awareness about the Commission, create a positive image about it and improve the quality and depth of the overall discourse about women's rights in the country. The Commission's communication will carry the following underlying messages:

- The National Commission on the Status of women is a key interlocutor on women's rights in all their shapes and manifestations
- The Commission performs its work in close collaboration with multiple governmental and non-governmental institutions
- Women's rights are human rights, and they form part of the overall framework of human rights

The overall message can be summed up as "Women's rights are human rights and together we can improve them"

4. Targets and Implementation

Four target groups have been identified for this strategy

- **Opinion formers**- the top priority group will be reached through a specially constructed relational database containing contact details of up to five thousand persons and institutions. This database will include government and non-governmental actors working on human rights.
- **Justice sector actors** is a target group which is essential for protection and projection of women's rights. However, this particular group will be targeted within the overall framework of rule of law
- **Informed general public** potentially interested in status of women. Activity in this regard will be focused on people who themselves want information pertaining to women's rights
- **General public** will be informed broadly about the Commission's working and women's rights through the NCSW website

The Communication Cell of NCSW shall play a key role in the Commission's communication efforts. A thorough review of Communication team members and work priorities will be undertaken based on this strategy and its implementation

An evaluation system will be established to gauge user reactions to NCSW's information products and services. In this regard, the relational database will be used to generate random samples for feedback from the target groups. The Commission will also track audience ratings of its TV and radio programs.

5. Resources

The budget for public information is Rs (NCSW to confirm). This amount has increased in nominal terms over the past 5 years (NCSW to confirm). Commission information activities are run by the Commission's media office which is not properly funded (NCSW to confirm). The Commission must allocate more budget for communications, majorly redo its website, and invest in a 'women' magazine which should showcase women success stories, highlight attitudes about women and what has been done to improve women rights.

6. Information activities

The Commission's information activities will include electronic communication and relays. It shall also use its Annual Report for communication purposes. Other key information activities will be

- An annual conference of journalists
- An annual conference on women and justice
- Dissemination of the Annual Status of Women in Pakistan Report
- Dissemination of the NCHR's Annual Report

- The publication of a periodical on women's rights, women success stories etc.
- TV and radio programs on women issues

The Commission's website will be a key tool and shall be updated regularly. The website shall be aesthetically pleasing, easy to navigate and shall have information for both ordinary public as well as informed general public. As part of this strategy all of the Commission's communications will be reviewed to enforce key messages.

7. Threats

The Commission's work is crucial. Absence of interventions will lead to weaker understanding of women's rights and a perpetuation of societal and institutional biases. Therefore, the Commission cannot afford to leave the communication universe empty and unoccupied. Threats that the Commission's communication strategy may face include potential allegations of portrayal of women's rights as inconsistent with societal and religious norms. The Strategy will specially ensure that communication messages are couched in appropriate language and risks are mitigated. Furthermore, women's rights shall not be portrayed as inconsistent or conflicting with broad human rights.

PRESIDENT, SPEAKERS, CMS, LEADERS OF OPPOSITION



Chairperson and Board Members meeting with the Speaker National Assembly; Asad Qaiser



Chairperson and Board Members meeting with the President of Pakistan; Dr. Arif Alvi



Meeting with Governor Balochistan



Meeting with Chief Minister along with Ministers, MNAs, MPA,s Balochistan



Meeting with Governor Khyber Pakhtunkhwa along with Chairperson PSW, Women Parliamentarians and Board



Meeting with Governor along with Board members and Chairperson PSW Sindh



Meeting with Chief Minister Punjab along with Board Members



Meeting with Governor Punjab along with Board Members



Meeting with the Prime Minister Azad Jammu and Kashmir



Meeting with Chief Minister Gilgit Baltistan

CIVIL SOCIETY ORGANIZATIONS



Islamabad Civil Society Organizations consultation



Visit to Rawalpindi Chamber Of Commerce And Industry



Islamabad Chamber of Commerce and Industry



Civil Society Blochistan



Mr Osama Author of report



Shazil Malik, Haqooq e Pakistan

PARLIAMENTARIANS AND MEDIA



AJK media consultation



AJK parliamentarians, CSOs and Stake Holders



Lahore media consultation



Karachi media consultation



Islamabad media consultation



KPK media consultation



KPK parliamentarians from major political parties



Punjab parliamentarians from major political parties

JAILS AND PRISONS



Anti Harassment Cell Lahore



Women's Jail in Quetta



Women police station Balochistan



IG prison & NCSW Sindh members in Karachi Women Prison



IGP AJK



Chairperson checking food quality provided to inmates at women Jail



Chairperson NCSW interacting with the jail inmates during Peshawar Women jail's visit.



Chairperson checking prisoners records at Kotlakhpat Jail

EDUCATIONAL INSTITUTES , CRISIS CENTERS AND WDD's



AJK Women crisis center and shelter homes



with Minister Sania Nishtar and VC Quaid azam university Islamabad



Shaheed Benazir Bhutto Women's University Peshawar



SBKW Women university Balochistan



NCSW members with Parliamentary Secretary women development



IBA Karachi



F.J Degree College for Women GB



women development department GB