



STRATEGIC PLAN 2017 - 2022



PUNJAB COMMISSION ON THE STATUS OF WOMEN

STRATEGIC PLAN

2017 - 2022



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Introduction to the Punjab Commission on the Status of Women

The Punjab Commission on the Status of Women (PCSW) was created by the Punjab Assembly through the Punjab Commission on the Status of Women Act, 2014 as an oversight body to ensure that laws, policies and programs of the Government of Punjab promote women's empowerment; that efforts are made for expansion of opportunities for socio-economic development of women, and discrimination against women in all forms is eliminated. PCSW started functioning in March, 2014.

PCSW has a broad mandate, ranging from review of laws, rules, policies, programs and other measures of the government; to monitoring implementation of laws and policies for achievement of gender equality and elimination of discrimination against women. It is also mandated to facilitate and monitor implementation of instruments and obligations affecting women and girls to which Pakistan is a signatory, and advise the Government before ratification or accession to any such proposed international instrument, covenant, protocol or treaty. A key function of the Commission is to undertake research, collect data for policy recommendations, and monitor

violation of women's rights. It is expected to interact with civil society organizations, experts and individuals and develop active associations with other similar institutions in other countries.

PCSW has powers to seek and receive information, data or documents from any official source and holds powers of a civil court to enforce attendance of any person and production of documents. It can also visit any jail, sub-jail, shelter, crisis center, or other place where women are housed and intervene for redress of women's rights.

The first Chairperson Ms. Fauzia Vihar was appointed on 8th March 2014 after a rigorous nomination and selection process whereby an especially constituted multi-party government Committee recommended appointment of the Chairperson with consensus and a unanimous decision. The Divisional Commissioners and civil society members nominated nine members for PCSW's Board, including seven women, representing eight of nine divisions of Punjab (except Gujranwala, the member for which was later appointed in 2017), plus a non-Muslim member, who were

selected and appointed to the Commission by a government committee that included members of the Punjab Assembly both, from the house and opposition. A representative of the Women Chamber of Commerce and Industries (WCCI) and five ex-officio members from key departments of Finance, Home, Planning & Development (P&D), Law and Parliamentary Affairs and Women's Development were included. The first meeting of the Commission was called on March 18th, 2015 during which four committees were constituted. PCSW is managed by an Executive Committee, which comprises of the Chairperson PCSW, Member Lahore Division, and representatives of WCCI, WDD and the Law & Parliamentary Affairs Department. In addition, it has a Research and Publication Committee, a Legal Committee, and a Monitoring and Evaluation Committee.

PCSW organizational structure is provided in the diagram below.

PCSW Organizational Structure



PCSW Activities and Achievements

After establishment, PCSW began institutionalization and program development simultaneously. One of its first activities was the identification of necessary human resource requirements as well as strong members to support the newly established Commission in the performance of its functions.

During 2015, the PCSW team **visited** almost half the districts of Punjab, met with representatives of concerned government departments, as well as civil society organizations, elected representatives, and the judiciary, oriented them about the Punjab government's reforms on women's empowerment and the role of the Commission, and gathered data on the implementation of the Punjab Women Empowerment Package (PWEPE) 2012 and Punjab Women Empowerment Initiative (PWEI). The team also visited prisons, Dar-ul-Amans, and crisis centers in these districts, and produced monitoring reports for wide dissemination and necessary remedial actions. PCSW also conducted monitoring of the Punjab Local Government Elections, 2015, and produced a report of its findings and recommendations. The Commission's activities resulted in the following **reports**, which included actionable recommendations to relevant government departments and agencies:

1. Elections Monitoring Report
2. Prisons Monitoring Report to the Chief Justice Lahore High Court, 2016
3. Evaluating 2015 Legal reforms Related to Land Inheritance and Their Impact on Women (DAI- EDACE and the Urban Unit)
4. The Situation of Women in Punjab Prisons
5. Sheltering Women from Harm: Dar-ul-Amans of Punjab, 2016 (DAI-EDACE and the Urban Unit)
6. Women's Employment in the Formal Private Sector (Planning & Development Department)
7. Punjab Women's Helpline Report, 2014-2017

During the Commission's first year, management of a **Helpline** for information, referrals and complaints from women of Punjab was transferred by the Women Development Department to PCSW. The 24/7 Toll-Free Helpline service, outsourced to Pakistan's largest private call service company, is managed and supervised by PCSW. It comprises of all-women call agents, three legal

advisors, supervisors and management staff to address inquiries and complaints. The Helpline staff undergoes regular training sessions in order to be updated on changes in laws, regulations, rules, procedures and services. They provide information about women's rights and services, advice and guidance to women callers, and register complaints of lack of response and action by government functionaries.

After Government of Punjab monitored and evaluated the PCSW Helpline, it was immediately recommended for institutionalization within the Commission. Today, the Helpline is a permanent part of the Commission and part of its annual budget. PCSW uses the Helpline to generate short duration calls and text messages to disseminate information about the Punjab government's pro-women laws and policies and record public feedback. So far, the Helpline has responded to over 63,000 calls, including about 60,000 inquiries and around 1100 complaints apart from about 330,036 outbound awareness calls. It has assisted in resolution of 72% of complaints, while resolution of the remaining complaints is in process.

The highlights of the first year were: activating the Helpline, providing input and comments on 33 provincial, national and international policy documents and laws shared by the provincial and national governments for comments, introducing the Commission to provincial government departments/institutions and districts administration, submitting Interim Punjab CEDAW Report to the Ministry of Law, Justice and Human Rights with detailed input from government

departments and civil society members, redress of women's complaints, and initiating work on two major research/monitoring projects.

PCSW also developed and launched Pakistan's first **Gender Management Information System** (GMIS) with support from the Foreign and Commonwealth Office of the UK government in March 2016, and updated it in 2017. The GMIS serves as a central repository of information for key indicators related to women, within thematic areas of demographics, education, economic participation and opportunities, governance, health, and justice. PCSW staff in the nine divisions of Punjab continuously collects data against 275 indicators from surveys, census, 327 provincial departments/institutions and 257 district offices. The GMIS has been expanded in 2017 to include indicators for monitoring SDGs.

Using the GMIS, PCSW has produced two **Punjab Gender Parity Reports** in 2016 and 2017. The Chief Minister of Punjab, who highly appreciated the work of PCSW Chairperson and her team, launched these reports. The reports confirm insufficient participation of women in the workforce and in decision-making roles, redundancy in the legal aid bodies and some other support systems, increasing conviction rates for crimes against women and a gap in wages for women.

Data published in the reports has been highly useful to report on international forums like CEDAW, SDGs, and has received a very positive response from stakeholders, with government, UN and other agencies

actively using its findings and statistics. It will also aid preparation of gender-responsive budgets and gender specific projects and regulations.

PCSW has also conducted a number of **awareness campaigns** to spread its message, including print and electronic media campaign focused mainly on South Punjab; Rickshaw Awareness campaign (100 Rickshaws for one month); awareness of students and public through seminars in universities, colleges and civil society events, and 16 Days of Activism.

In 2016, PCSW participated in over 60 civil society events as a speaker, organized 18 events and received 20 dignitaries. The growing profile of PCSW can be gauged from the fact that, in 2016 alone, PCSW was featured in 32 news stories, 24 television appearances, and 7 radio interviews.

Vision, Mission and Values

During the strategic planning process, PCSW revised its vision, mission and core values in consultation with its members, staff, and other stakeholders:

Vision

A Punjab where women are equal, empowered and prosperous citizens

Mission

Promote women's empowerment and gender equality in Punjab through research; review and revision of laws, policies, programs, rules and regulations; monitoring implementation of instruments and obligations affecting women and girls; and collaborating with government agencies, civil society and the private sector

Values

Our core values consist of the following:

- **Transparency:** we will be honest and open in our functions, and all of our actions will be scrupulous enough to bear public scrutiny
- **Professionalism:** we will strive to acquire and update the knowledge, attitudes and skills required to perform our duties according to the highest standards of excellence
- **Respect:** we will act in a polite, courteous and civil manner in all our dealings
- **Integrity:** we will be morally upright and will follow consistent moral and ethical standards
- **Accountability:** we will ensure that we are evaluated on the performance and behavior related to our responsibilities
- **Gender-sensitivity:** we will be sensitive and empathetic to the needs of our own and other genders, and will take into account societal and cultural factors involved in gender-based exclusion and discrimination

Strategic Direction

This section describes the strategies that PCSW plans to use to achieve its mission during the next five years. It includes the following:

1. Reviewing Laws, Rules and Regulations
2. Facilitating and Monitoring Implementation of Instruments and Obligations
3. Examining Policies and Programs
4. Raising Awareness and Building an Information Base
5. Advocacy and Networking
6. Institutional Strengthening

Review Punjab Laws, Rules and Regulations

Strategic Objective 1: Review laws, rules and regulations affecting the status and rights of women and suggest repeal, amendment or new legislation essential to eliminate discrimination, safeguard and promote the interests of women and achieve gender equality in accordance with the Constitution and Pakistan's obligations under national and international covenants and commitments.

Actions to Achieve Strategic Objective 1:

In the past, PCSW has provided input in the Punjab Protection of Women against Violence Act 2016 and examined legislative/policy areas where discrimination against women was likely, such as the Punjab Marriage Restraint Act 2015 that maintains age of marriage at 16 for females and 18 for males; the Christian Divorce Act; and the Pakistan Penal Code's provisions relating to killings in the name of "honor." PCSW will continue to review existing laws and prepare recommendations for amendments, if required. It will also identify new areas for legislation to promote women's empowerment and gender equality and review Rules and Regulations required for implementation of laws.

For this purpose, PCSW will work in collaboration with civil society organizations, experts, SRU, the Law & Parliamentary Affairs Department, and the Punjab Women's Parliamentary Caucus (PWPC), and conduct systematic research and examine actual cases before suggesting amendments.

Some of the areas in which laws may require amendment in the future are discussed below.

(1) Governance/Representation in Decision Making Positions

PCSW has advocated with the Government of the Punjab for increasing representation of women councilors to a minimum of 33% in the Local Government. The Commission will continue advocacy for achieving this objective, to ensure adequate representation of women, including with necessary amendments to the Punjab Local Government Act, 2013.

PCSW will also review and advocate for necessary amendments in the "National and Provincial Assemblies Allocation of Reserved Seats for Women and Non-Muslims (Procedure) Rules, 2002" to ensure representation of women from all Punjab districts rather than for provincial metropolis only; and for representation of women in decision-making positions in all parties through a change in bye-laws of political parties.

(2) Health

PCSW will advocate with the Health Department, Government of Punjab, for the following:

- Increased focus on preventive healthcare of women and children, including a province-wide information campaign to raise awareness on reproductive healthcare, promote family planning, raise awareness on services to address fistula, breast cancer and other forms of cancer which affect women.
- Institutionalization of health and nutrition programs for girls in all government schools.

- Coordination with Population Welfare Department for an organized and institutionalized reproductive healthcare program.
- Increased Mental health services and facilities in existing hospitals.
- Diagnostic and, if possible, treatment facilities for cancer at Divisional and District levels.

PCSW will advocate for changes in the following health related laws and policies:

- Integration of mental health services into Punjab's Health Sector Strategy, and increase in budget allocation towards facilities for mental health patients to cope with increasing and unresolved mental health issues.
- Legislative cover for the Punjab Cancer Registry so that data sharing by all public and private institutions is made mandatory.
- Inclusion of courses on reproductive health and gender sensitization in Continuing Medical Education (CME), and renewal of licenses to be contingent on acquiring CME.
- Review of policy for litigation requiring husband's permission - such permission should not be required after two children.

(3) Economic Participation and Opportunities

PCSW appreciates the importance of economic empowerment of women for increased control over their decisions and resources. Towards this end, PCSW monitors and supports Government of Punjab initiatives. Recognizing the positive impact of Punjab Land Revenue (Amendment) Act 2015 on women's inheritance, PCSW will advocate for further improvements including separation of

criminal and civil courts, shifting of burden of proof regarding cases where women sign away their claim on inheritance to their male relatives, retrospective payment of land revenue after dispute settlement, and a unifying system for land records across Punjab, wherever possible.

The Punjab Government has committed to passage of legislation for the rights of home based workers and domestic workers. PCSW will, wherever required, support the government in vetting, finalizing and submitting the bills to the Punjab Assembly.

(4) Justice

PCSW will advocate for revision of the Rules of the Muslim Family Laws Ordinance (MFLO), 1961, including specific qualifications for Nikah Registrars; proper procedure for the maintenance of records (the Nikah Register should be certified and stamped by the Chairman, Union Council or the Administrator); and periodic renewal of the Nikah Registrar's license based on compliance with MFLO, 1961 and Punjab Muslim Family (Amendment) Act 2015. It will also review the draft Witness Protection Mechanisms, especially for crimes related to honor to ensure minimum retraction due to witnesses resiling.

In its report on the Dar ul Amans of Punjab, PCSW has appreciated the improvements in the facilities and services provided to women residents, while also suggesting that the Guidelines for running Dar ul Amans be given a legal cover. This would require a legislative amendment, which PCSW will advocate for and subsequently examine, if required.

In addition, while the Punjab Protection of Women against Violence Act, 2016 has been widely appreciated for its detailed attention to implementation and protection of victims, critics have identified gaps, which may need to be addressed through amendments. For example, in order to access emergency protection or shelter, the victim will have to make a complaint to the court. However, with punishment in the form of imprisonment or a significant financial penalty for filing a false complaint, victims may hesitate to make such a complaint. Often under threats from the defendant, harassment from family or due to insufficient external social support and financial dependence on the perpetrator, victims retract their complaints, contradicting their earlier statements or claiming that their original statement was false. In such cases, legitimate victims could be criminalized and re-victimized under this Act. PCSW will work with the Government's institutions such as the SRU for a comprehensive review of the law and propose recommendations for legislative changes agreed upon.

Strategy 2

Review Punjab Laws, Rules and Regulations Facilitating and Monitoring Implementation of Instruments and Obligations

Strategic Objective 2: Facilitate and monitor implementation of international instruments and obligations affecting women and girls to which Pakistan is a signatory, and advise the Government before ratification or accession to any such proposed international instrument, covenant, protocol or treaty.

Actions to Achieve Strategic Objective 2:

PCSW will continue to assist the Government of Punjab in reviewing progress against Government of Pakistan's international commitments, including Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), Generalized Scheme of Preferences (GSP)+ requirements, International Conference on Population and Development (ICPD), International Covenant on Economic, Social and Cultural Rights (ICESCR), International Covenant on Civil and Political Rights (ICCPR), Universal Declaration of Human Rights (UDHR), Universal Periodic Review (UPR), and the Sustainable Development Goals (SDGs), particularly against indicators related to gender equality and women's empowerment, as well as the Beijing Platform for Action, National Plan of Action for Women (1998) and the National Policy on the Development and Empowerment of Women (2002).

At the national SDGs conference on 10th October 2015, a Memorandum of Understanding (MOU) was signed

between the Planning Commission of Pakistan and the United Nations Development Program (UNDP) for implementation of SDGs in Pakistan. Under the leadership of PCSW, the Punjab Bureau of Statistics (BOS) will conduct a province-wide household survey in 2017 to establish a baseline for key gender indicators of the SDGs, especially SDG 5 (achieve gender equality and empower all women and girls) and SDG 8 (sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all). It will also include clusters of non-Muslim women and women with disabilities. PCSW will further advocate for implementation of measures aimed at meeting Pakistan's SDG commitments, specifically SDG 5 and 8. Towards this end, PCSW will provide indicators to the Pakistan Bureau of Statistics, Planning & Development Department (P&DD) and BOS for collecting data regularly to monitor progress.

In addition, PCSW will continue to review any new international instruments and obligations which the Government of Pakistan may consider signing in the future, and which may impact gender equality and women's empowerment in Punjab.

PCSW will also support all other UN campaigns adopted by Government of Punjab to promote economic, social, legal and political empowerment of women in both rural and urban settings. The Punjab

Home-based Workers Policy was notified in April, 2017. In pursuance of the objectives of this policy, PCSW will advocate for recognition of home based workers as workers with all the rights entitled to full time workers. The Government of the Punjab in collaboration with UN Women Pakistan is currently conducting a survey to enumerate women home based workers to support the adoption and implementation of the relevant policy and legislation.

PWPC aims to oversee implementation of laws and highlight persisting gaps, which hinder women's empowerment. In January 2017, PCSW and PWPC signed a Memorandum of Understanding for collaboration in capacity building initiatives for PWPC members, drafting of laws, legal research for future initiatives, policy-making for women's empowerment, monitoring implementation of new laws, and implementation of the SDGs. PCSW will work with PWPC and other committees of the Punjab Assembly to achieve its objectives.

Strategy 3

Examining Policies and Programs

Strategic Objective 3: Examine policies, programs and other measures taken by the Government of Punjab to promote gender equality and empowerment of women and make suitable recommendations to concerned authorities.

Actions to Achieve Strategic Objective 3:

1. Punjab Gender Parity Report (PGPR) and Gender Management Information System

In pursuance of PCSW's mandate to collect data to generate research and obtain information related to women's issues, the Gender Management Information System (GMIS) was set up. Data collected is subsequently used to compile the Punjab Gender Parity Report (PGPR), which analyses data collected and reports annually on women's status across Punjab. PGPR 2016 has served as the Commission's reference point for latest findings by allowing a comparison of patterns and trends in a time-series. This continuous flow of information aids in the formulation of policy recommendations on the basis of reliable data. In doing so, it enables government bodies to effectively respond to the needs of local populations through specifically tailored and customized policy responses.

2. PCSW's Women in Leadership project is aimed at monitoring and facilitating implementation of the 33% quota for women's representation on public boards and committees as mandated by PWEP and the Punjab Fair Representation of Women Act 2014. Through this project, PCSW will develop a strong

network of professional women, eligible to serve on Boards of public entities and will recommend women for nomination on relevant Boards.

3. A Provincial Anti-Discrimination (Employment and Occupation) Act 2015 has been drafted with the support of ILO and will predominantly look into equal remuneration for men and women. PCSW's project "Generating Data to Advance Women's Social and Economic Wellbeing" will provide detailed information on disparity and discrimination against women in employment and entrepreneurial activity. Based on this information, PCSW will advocate for removal of discrimination and promotion of women's economic empowerment through supportive policies of the government.

4. To monitor as well as facilitate implementation of the Punjab Government's policies aimed at promoting women's empowerment, PCSW will undertake the following activities:

- To encourage birth registration of girls, Government of Punjab waived birth registration fee for girls in 2012¹. However, since birth registration of girls is not a priority for many families, gender disparity persists and additional incentives such as monetary benefits are required. PCSW will continue advocacy for measures necessary to increase registration of girls.
- PCSW's project "Generating Data to Promote Women's Economic Empowerment and Social Wellbeing" will reveal crucial information for policy making and needed interventions for women's economic and social empowerment and regional/district level differences

in patterns of empowerment or dis-empowerment. This information will be utilized by PCSW to undertake interventions such as women's economic incubators, Employment Hubs, Rights awareness campaigns and strengthening of services of helpline for women etc. There is also the opportunity to learn from earlier initiatives such as the Herself program of PITB designed to empower women by enlightening them about opportunities in the technical sector and providing soft skills (personal development, communications and presentation skills, technical and business skills), that the Commission will review.

- PWEP mandated the setting up of Family Court Complexes in districts across Punjab. PCSW will monitor implementation of this initiative and advocate for strengthening of processes of Family Courts to support women litigants. PCSW will also monitor and support the work of district and provincial Committees meant for providing services to women. Examples of Committees are the Punjab Implementation Watch Committee (to monitor implementation of Protection against Harassment of Women at the Workplace (Amendment) Act 2012), the District Women Protection Committees (to supervise the functioning of Violence Against Women Centers) and the District Enforcement of Inheritance Rights Committees. If required, PCSW will also build capacity of committee members for a better understanding of the roles and functions of the relevant committee.

¹Government of Punjab. Local Government and Community Development Department. SRO No. SOR (LG36-2/2005). Web. 24 Feb. 2017.

Raising Awareness and Building an Information Base

Strategic Objective 4: Sponsor, steer and encourage research to generate information, analysis and studies and maintain a database relating to women and gender issues to provide knowledge and awareness for provincial policy and strategic action for women's empowerment.

Actions to Achieve Strategic Objective 4:

PCSW will widely disseminate laws, rules and regulations emanating from the PWEF and PWEIs, and other relevant legislation by the Punjab government, through electronic, print and social media and other measures, including awareness workshops and sessions in the community and in academic institutions.

The Gender Management Information System is a key research tool that has been developed by PCSW to raise awareness regarding the status of women in Punjab, and for evidence based policy making as well as advocacy for implementation of existing laws, policies and programs.

Based on findings emerging from GMIS and the Punjab Gender Parity Reports 2016 and 2017, PCSW will focus on collecting data and raising awareness on the following issues within 5 thematic areas:

(i) Governance

- Monitor the number of men and women obtaining CNICs with disability logo and getting admissions or jobs against disability quota and raise awareness for increased access to disability related rights
- Track the number of men and women from religious minorities

obtaining admissions or jobs against quota and raise awareness for increased access to jobs for minorities

- Track performance of women MPAs in Assembly business (number of questions during Question Hours, Calling Attention Notices, Private Members' Bills, Resolutions, Motions under Rule 259 and Matters of Public Importance).

(ii) Health

- Sports grounds and related facilities by sex, types of sports taught to women and men, etc.
- Increase awareness on the practice and large number of unnecessary deliveries by cesarean section (based on MICS)
- Track data to establish incidence of breast cancer and raise awareness for prevention (with civil society collaboration)

(iii) Education

- Sex disaggregated data on all Provincial Government and District Government Initiatives in Education
- Increased number of textbooks with messages/lessons related to women's empowerment /gender equality

(iv) Economic participation and opportunities

- Access to social security cards for women workers
- Access to land for women in government land distribution schemes
- Obtain data on the number of home based workers by sex and nature of self-employment and promote their access to government schemes, where possible

- Increased membership of women in unions, associations, and organizations (including Rural Support Programs, Pakistan Workers Confederation, etc.)
- Obtain data on number of working women receiving funds from the Punjab Working Women Endowment Fund
- Obtain data on number of women owners/managers of canteens in government schools and colleges
- Obtain data on number of transport facilities dedicated for women and children
- Obtain data on number of women with motorbike/scooter license

(v) Justice

- Obtain data on number of functional District Women Protection Committees
- Monitor and advocate for increased number of women in the justice sector agencies
- Increase Nikah registrars' awareness of their role and its impact on women's access to rights in marriage
- Undertake research on factors resulting in judicial delays in cases of violence against women, to uncover factors impeding implementation of timelines for cases as given by the National Judicial Policy.

In addition to collecting data and raising awareness on the above-mentioned issues, PCSW project **"Generating Data to Advance Social and Economic Wellbeing of Women in Punjab"** from January 2017 to December, 2018 will include a province-wide district level survey of about 34,000 households, and an in-depth survey of 8 cities of Punjab with concentration of industry, to be conducted by the Punjab Bureau of

Statistics under the stewardship of PCSW. The survey of 8 cities will assess women's current status of employment and barriers for women's equitable access to employment in the private sector, identify regional variations in access to resources, skill deficits, availability of support services and levels of awareness by age and location. The project would develop two new models, i.e. Women's Economic Incubator and Employment Facilitation Hub to promote women's entrepreneurship and employment. The project will be used to strengthen a number of on-going PCSW projects, including the Helpline, GMIS, and the Women in Leadership project.

Through the project, PCSW will also expand the legal and counseling services of its Helpline for better response to complaints of women victims of violence and for linking them with existing district level facilities/institutions like Darul Amans and/or the VAW Centers (envisaged under the Protection of Women against Violence Act, 2016). PCSW will conduct an extensive quarterly awareness campaign through media and its members to increase uptake of services, including sms and voice mail (Urdu, Punjabi, Seraiki, and Potohari). It will focus on districts ranked most vulnerable for women in the PGPR (e.g. district in South Punjab). The project will regularly assess the Helpline's efficacy as a best practice for course correction, when necessary.

PCSW will also explore the possibility of recognition at divisional and provincial levels for districts having the highest overall GPI or showing greatest improvement in overall GPI compared to the previous year. If instituted, the awards can be

distributed by the Divisional Commissioners in each division, while the Punjab Chief Minister could be approached to distribute the provincial awards in a well-publicized ceremony every year. GMIS would serve as the data source for district GPI performance.

Lastly, PCSW will promote research in universities and research institutions on topics related to women's empowerment and gender equality and arrange for recognition events for best research, where possible. PCSW will also conduct research to identify messages in the Quran and Ahadith promoting girls and women's empowerment and gender equality, and widely disseminate the same.

Advocacy and Networking

Strategic Objective 5: Maintain dialogue and collaborate with non-governmental organizations, experts and individuals, and an active association with similar commissions and institutions in other territories, to achieve gender equality at the provincial, national, regional and international level.

Actions to Achieve Strategic Objective 5:

Rights and services for women, as provided for in laws and policies, are not widely known and hence rarely accessed. Developing a culture of access to rights requires widespread knowledge, which is why PCSW has undertaken regular information and awareness campaigns, utilizing conventional and social media. It has conducted numerous awareness sessions in academic institutions and in local communities and has worked in collaboration with the Punjab Textbook Board to introduce chapters on the rights of women and violence against women in school curricula.

Further collaboration is required with various government departments and bodies for widespread **information dissemination** on women's empowerment, gender equality and available resources and redressal mechanisms in Punjab. For this purpose, PCSW will increase **collaboration/ networking** with various government departments/bodies and institutions including inter alia Divisional Commissioners/DCs, Law and Parliamentary Affairs (PA) Department, Police department,

Prisons Department, PSCA, Punjab Social Protection Authority (PSPA), LG&CDD, Social Welfare Department (SWD); as well as other actors, such as members of the academia/intelligentsia, media, international research organizations, lower and superior judiciary, parliamentarians, religious leadership, WCCI, Punjab Women's Caucus, and women in decision making positions. Such collaborations will also help with **monitoring** various women's empowerment and gender equality activities.

In order to identify the role of various state and non-state actors working for women's empowerment, or who directly or indirectly support or oppose actions in this regard, PCSW developed a Coverage Matrix, listing the various actors involved, and their various roles. Each actor was given a score of 1 (inactive), 2 (moderate) or 3 (active), indicating the degree to which the actor was playing a specific role (e.g. advocacy, capacity building, etc.) in women's empowerment (see **Annexure A**).

An analysis of the matrix reveals that some actors, like CSOs, donors, INGOs, the Punjab SMU, NCSW and social media are already playing important roles in the promotion of women's empowerment and gender equality. The conventional media, Human Rights & Minority Affairs Department (HR&MA), Local Government & Community Development (LG&CD) Department, Ministry of Human Rights (MOHR), National Commission on Human Rights (NCHR) are also playing important roles in support of women's empowerment.

PCSW has, since its establishment, been networking and collaborating with various government and non-government stakeholders, including the ones mentioned above. These collaborations have included events organized by the Commission itself, exchanges and visits of dignitaries, events in which the Commission was invited to disseminate information regarding its mandate and the initiatives of the Punjab government, and formal MoUs. Specific examples include PCSW's participation in the First Women Judges Conference, consultation on criminal law (offences in the name of honor), criminal justice stakeholder meetings for data sharing, PSCA board meeting, UNESCAP and UN Women meeting on SDGs, Newspaper Forums on Women's Empowerment and violence against women, elections for Women's Caucus, Conferences for Women Farmers' empowerment, and legislative amendment input and consultations.

In the next three to five years, PCSW will continue to collaborate with organizations and experts working to raise awareness on women's rights, particularly those with large outreach in Punjab as well as those already working closely with the Punjab government (e.g. NRSP, PRSP). PCSW will also work to increase capacity of all those working to raise awareness and promote women's empowerment, as well as raise awareness with the use of success stories that PCSW will collect from common women who have benefited in different ways from different government services, including from the Helpline and other actions taken

PCSW members, provincial, district and local governments, and others.

Priority advocacy issues for PCSW are the following:

- Implementation of its recommendations given in its report evaluating "Legal Reforms 2015 on Land Inheritance,"
- Fair wages, education, safety measures, social security and accurate data gathering for women workers (industrial and agricultural)
- Increased women's access to extension services and credit facilities, including seeds, fertilizers and agriculture/livestock training
- Implementation of the Punjab Labor Policy, including a greater number of female inspectors, compliance of all establishments employing women with regard to registration, valid work contracts, issuance of social security cards, health, safety and harassment prevention measures, provision of transport, and all other measures as mandated by law
- Provision of incentives either through tax credits or preferences in public contract bidding to businesses that employ a certain percentage of women, especially in decision-making positions
- Facilitation of women's ownership of land and physical assets through effective monitoring of access to inheritance and property rights.
- Improvement in conditions of agricultural workers, including provision of education, health care, decent wages, right to association, and protection from harmful chemicals.

In addition to the above mentioned priority areas, PCSW will also advocate for the following initiatives/reforms in the justice sector:

Legal Aid

- Improvement in the legal aid system of the Punjab Bar Council to ensure accessibility and quality of assistance
- Advocate to make state funding to Bar Councils contingent on performance
- Development and streamlining of referrals and provision of legal aid system.

Prisons

- In addition to basic rights provided in the Jail Manual, children who accompany their mothers in prisons should be provided education, and healthcare facilities.
- Comprehensive rehabilitation strategy for re-integration of women prisoners including regular skills trainings, literacy/education and life skills institutionalized in all jails
- Dedicated posts for experts, e.g. mental health expert, dentist, vocational teacher, literacy instructor, etc. for women inmates.
- Adequate legal representation for female prisoners and an effective monitoring mechanism to ensure quality of representation.
- Promote women's access to dedicated funds for prisoners, especially for bail.

Legal Education

- Improved quality of legal education through amendments in curriculum and a focus on gender sensitization.
- Mandatory law clinics in all law schools.

Implementation of Laws/Rules

- Funding under Women in Distress and Detention Fund Act 2010 activated and enhanced to increase access to legal aid, bail and other support services for deserving women

Traditional mediums such as puppet theater, working with cultural actors known for their work in promoting pluralism, local language and culture, women's empowerment and gender equality (e.g. Lok Virsa, Ajoka, Lok Raahs, Sangat, Rafi Peer and Interactive Resource Centre) and media campaigns are envisioned in the short and long term to promote women's empowerment and positive messaging around women's abilities and contributions.

MICS data shows that the most accessible medium of information for women is television. Television plays are particularly popular among women, and in recent years, television has produced plays with strong women empowerment themes. PCSW will promote such purposive television plays, wherever possible, for increased messaging on women's empowerment and gender equality that can reach the most inaccessible audiences in an entertaining and engaging manner. Modern mediums such as animated films will also be explored for promoting awareness of issues such as harassment, denial of inheritance and property rights, violence against women etc. In addition, PCSW will promote programs for empowerment of the girl child, including inter alia the popular Meena series, and the Girl Child badges of the Pakistan Girl Guides Association.

Institutional Strengthening

Strategic Objective 6: Strengthen PCSW's capacity to function in an integrated and sustainable manner with a continuous focus on its mission and with appropriate staff skills and systems in place.

Actions to Achieve Strategic Objective 6:

In order to strengthen capacity to achieve its mission and implement its strategic plan, PCSW will engage a consultant/firm to review its **systems and SOPs** relating to HR, finance and accounts, program implementation, M&E, documentation and reporting, as well as external communication and coordination. The consultant/firm will also assess **staff capacities**, identify gaps, and prepare a plan to fill the gaps and improve capacities. The plan will include recommendations on human, technical and financial resources required. It could be possible for PCSW to generate such resources from Development funds, donations or create positions for recruitment of new staff. Besides providing recommendations to PCSW on how to improve its systems, the consultant could also assist PCSW to prepare for external certification (e.g. ISO 9000).

Institutional strengthening and ensuring sustainability will also require PCSW to have its **own premises** rather than functioning in rented premises. For this purpose, PCSW will assess its space requirements for the next ten years, and generate funds from the government or from donor grants for the acquisition of appropriate space for its office(s). In addition, strengthening capacity will require improvements in existing systems,

development of new systems (e.g. induction processes, human resource management, financial management/accounting, performance appraisal/feedback, leadership transition, M&E), purchase of necessary materials and equipment, development of policy and procedures manuals (e.g. financial management, HR, communication, gender mainstreaming)², and training of existing staff.

While PCSW has a strong legal team, it also needs staff with **expertise** in economic and social empowerment of women. The project on economic empowerment and social well being of women will help PCSW recruit such staff. However, PCSW will try for increased posts as part of its current budget. It will also promote a culture of continuous learning for its staff and Board members through measures such as online and other courses and meetings/sessions for reflection and capacity building of staff etc. Such sessions/meetings can be held in divisions or locations other than Lahore.

In order to improve planning, monitoring, internal communication, coordination and team work, PCSW will plan regular team **meetings** at fixed intervals, where all team/project leads will share progress/achievements against established goals, challenges, and further opportunities. Annual strategic review and staff retreats will also be planned to review PCSW strategic objectives and achievements, annual planning and budgets, and review of previous annual targets.

PCSW will establish an **Information and Knowledge Management**

Center, which will house the GMIS server; a digital and virtual library with print, audio-visual and digital materials related to women's empowerment and gender equality, resourced by qualified professionals. The Center will encourage and support both academic and research activities of researchers, activists and policy makers.

PCSW's Board members have strongly recommended that PCSW should assert its **autonomous status** and develop a **decentralized structure** with a strong presence in the districts³. This would require financial autonomy and strength, the autonomy to approve and implement its own plans and targets, and the power to have its recommendations related to women empowerment and gender equality enforced in Punjab. A decentralized structure would mean having officially appointed District Committees on the Status of Women in each district of Punjab, each having core paid PCSW staff, plus carefully selected official members from relevant government departments, elected female members, legal fraternity, CSOs, etc. The PCSW Board will consider the pros and cons of such a structure, including the human, physical and financial requirements, and its operational implications. Such a change would also require amendment in PCSW's governing law.

²PCSW will explore the possibilities of adopting user-friendly software (e.g. MS Project) for more efficient and effective planning and monitoring.

³The Khyber Pakhtunkhwa government established District Committees on the Status of Women (DCSWs), though these entities have not yet become fully functional.

4

Long and Short Term Strategic Plans

PCSW will focus on the following macro strategic directions during the next five years:

1. Reviewing Laws, Rules and Regulations
2. Facilitating and Monitoring Implementation of Instruments and Obligations
3. Examining Policies and Programs
4. Raising Awareness and Building the Information Base
5. Advocacy and Networking

In order to implement these strategies PCSW will implement the following long-term strategic plan:

| Strategic Actions | Responsibility | Year 1 | | | | Year 2 | | | | Year 3 | | | | Year 4 | | | | Year 5 | | | |
|---|--------------------------------|--------|---|---|---|--------|---|---|---|--------|---|---|---|--------|---|---|---|--------|---|---|---|
| | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| Strategy 1. Reviewing Laws, Rules and Regulations | | | | | | | | | | | | | | | | | | | | | |
| 1.1. Review existing and new laws, rules and regulations, suggest changes | | | | | | | | | | | | | | | | | | | | | |
| 1.2. Review and propose amendments to National and Provincial Assemblies Allocation of Reserved Seats for Women and Non-Muslims (Procedure) Rules, 2002 | | | | | | | | | | | | | | | | | | | | | |
| 1.3. Propose additions to health policies, to cover <i>inter alia</i> women's mental healthcare, reproductive health, and cancer screening. | | | | | | | | | | | | | | | | | | | | | |
| 1.4. Advocate for passage of laws on home based and domestic workers | | | | | | | | | | | | | | | | | | | | | |
| 1.5. Undertake review for revision of Rules of MFLO | | | | | | | | | | | | | | | | | | | | | |
| 1.6. Advocate for incorporation and stringent implementation of Guidelines for Darul Amans | | | | | | | | | | | | | | | | | | | | | |
| 1.7. Review draft and provide input into Witness Protection Mechanisms for honor crimes | | | | | | | | | | | | | | | | | | | | | |
| 1.8. Advocate for ILO Convention C-177 | | | | | | | | | | | | | | | | | | | | | |
| 1.9. Ensure implementation of Punjab Protection of Women Against Violence Act, 2016 | | | | | | | | | | | | | | | | | | | | | |
| Strategy 2. Facilitating and Monitoring Implementation of Instruments and Obligations | | | | | | | | | | | | | | | | | | | | | |
| 2.1. Review progress against international obligations | | | | | | | | | | | | | | | | | | | | | |
| 2.2. Execute MoU with PWPC – trainings, advocacy, research, monitoring implementation, etc. | | | | | | | | | | | | | | | | | | | | | |
| 2.3. Advocate for adoption of Women's Empowerment Principles by private companies | | | | | | | | | | | | | | | | | | | | | |
| 2.4. Generate data to advocate for equal remuneration for men and women | | | | | | | | | | | | | | | | | | | | | |
| Strategy 3. Examining Policies and Programs | | | | | | | | | | | | | | | | | | | | | |
| 3.1. Recruit specialist staff for Helpline | Senior Management + Legal Unit | | | | | | | | | | | | | | | | | | | | |

| Strategic Actions | Responsibility | Year 1 | | | | Year 2 | | | | Year 3 | | | | Year 4 | | | | Year 5 | | | |
|---|-------------------|--------|---|---|---|--------|---|---|---|--------|---|---|---|--------|---|---|---|--------|---|---|---|
| | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| | | | | | | | | | | | | | | | | | | | | | |
| 3.2. Prepare database of resource persons in districts | | | | | | | | | | | | | | | | | | | | | |
| 3.3. Assess formation and functioning of Committees in districts, provide technical support | | | | | | | | | | | | | | | | | | | | | |
| 3.4. Launch information package for PWEP and PWEI | | | | | | | | | | | | | | | | | | | | | |
| 3.5. Train staff of departments in province and districts on PWEP and PWEI components | | | | | | | | | | | | | | | | | | | | | |
| 3.6. Engage with NADRA and ECP to increase birth registration of girls and; female CNICs and voter registration; and improvements in election systems and processes | | | | | | | | | | | | | | | | | | | | | |
| 3.7. Engage with Women Caucus, DBAs, Press Clubs, trade unions, and associations of NGOs to increase female membership and office bearers | | | | | | | | | | | | | | | | | | | | | |
| 3.8. Implement Women in Leadership project | | | | | | | | | | | | | | | | | | | | | |
| 3.9. Advocate for increased budgets for women's empowerment including in health, education and economic empowerment. | | | | | | | | | | | | | | | | | | | | | |
| 3.10. Engage with corporate sector to use CSR funds for women empowerment | | | | | | | | | | | | | | | | | | | | | |
| 3.11. Health sector initiatives | | | | | | | | | | | | | | | | | | | | | |
| 3.11.1. Carry out advocacy with Health Department for improved preventive and school health and nutrition, and community mental health | | | | | | | | | | | | | | | | | | | | | |
| 3.11.2. Provide active input in Punjab Women Empowerment Packages based on research findings of PCSW | | | | | | | | | | | | | | | | | | | | | |
| 3.11.3. Engage with UNICEF to resume / expand initiatives for women health (e.g. re-printing and dissemination of books promoting women health), and inclusion of number of women using cell phones in MICS | | | | | | | | | | | | | | | | | | | | | |
| 3.12. Education sector initiatives | | | | | | | | | | | | | | | | | | | | | |
| 3.13. Work with SRU and Education Department for provision / expansion of sports facilities for female students | | | | | | | | | | | | | | | | | | | | | |
| 3.14. Work with ASER, ITA, PCE and others to engage the Education Department for increase in female enrolment, literacy and learning, including through cell phones | Senior Management | | | | | | | | | | | | | | | | | | | | |
| 3.15. Engage with SRU and BLCC for innovative means for women to acquire literacy and information through cell phones | | | | | | | | | | | | | | | | | | | | | |
| 3.16. Work with SRU and Punjab Curriculum & Textbook Authority to include pro-women and human rights context in the form of stories | | | | | | | | | | | | | | | | | | | | | |
| 3.17. Economic participation and opportunities sector initiatives | | | | | | | | | | | | | | | | | | | | | |
| 3.17.1. Engage with the Punjab government for effective implementation of its women economic empowerment initiatives and Labor Policy | | | | | | | | | | | | | | | | | | | | | |
| 3.17.2. Advocate for wider implementation of WCCI initiatives for women entrepreneurs | | | | | | | | | | | | | | | | | | | | | |
| 3.17.3. Advocate for greater participation of women in Domestic Workers Union | | | | | | | | | | | | | | | | | | | | | |

| Strategic Actions | Responsibility | Year 1 | | | | Year 2 | | | | Year 3 | | | | Year 4 | | | | Year 5 | | | |
|---|----------------|--------|---|---|---|--------|---|---|---|--------|---|---|---|--------|---|---|---|--------|---|---|---|
| | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
| | | | | | | | | | | | | | | | | | | | | | |
| 3.17.4. Advocate for implementation of recommendations given in PCSW report on Legal Reforms 2015 on Land Inheritance | | | | | | | | | | | | | | | | | | | | | |
| 3.17.5. Advocate for rights of women agricultural workers, village groups, and incentives for businesses employing women in decision making positions | | | | | | | | | | | | | | | | | | | | | |
| 3.18. Justice sector initiatives | | | | | | | | | | | | | | | | | | | | | |
| 3.18.1. Implement pilot project on Transitional Housing | Project team | | | | | | | | | | | | | | | | | | | | |
| 3.18.2. Implement project on capacity building of Nikah Registrars | Project team | | | | | | | | | | | | | | | | | | | | |
| 3.18.3. Advocate for implementation of recommendations given in PCSW monitoring reports on Darul Amans and prisons | | | | | | | | | | | | | | | | | | | | | |
| 3.18.4. Advocate for setting up and subsequently monitor functioning of Family Court Complex in remaining districts of Punjab | | | | | | | | | | | | | | | | | | | | | |
| 3.18.5. Collaborate with relevant organizations to monitor functioning of District Women Protection Committees, promote HAVP, WoW, and Women Safety App | | | | | | | | | | | | | | | | | | | | | |
| 3.18.6. Advocate for legal aid, prison reforms, legal education, implementation of laws/rules, and removal of procedural delays | Legal Unit | | | | | | | | | | | | | | | | | | | | |
| Strategy 4. Raising Awareness and Building an Information Base | | | | | | | | | | | | | | | | | | | | | |
| 4.1. Expand GMIS to include additional indicators | | | | | | | | | | | | | | | | | | | | | |
| 4.2. Implement project on economic and social well being | Project team | | | | | | | | | | | | | | | | | | | | |
| 4.3. Conduct literature review to identify and promote messages in Quran and Ahadith on women empowerment and gender equality | | | | | | | | | | | | | | | | | | | | | |
| 4.4. Conduct research on female agricultural and brick kiln workers, and use for advocacy for their rights | | | | | | | | | | | | | | | | | | | | | |
| Strategy 5. Advocacy and Networking | | | | | | | | | | | | | | | | | | | | | |
| 5.1. Engage with government, cultural actors, RSPs, and others with community outreach to raise awareness about rights, programs and facilities | | | | | | | | | | | | | | | | | | | | | |
| 5.2. Engage with UNICEF and relevant government agencies for implementation and expansion of initiatives for the girl child | | | | | | | | | | | | | | | | | | | | | |
| 5.3. Engage with stakeholders identified in Coverage Matrix for advocacy, information dissemination, capacity building, monitoring, review and research, facilitation, service delivery | All Units | | | | | | | | | | | | | | | | | | | | |

While implementing all the strategic actions mentioned in the first year of the long-term plan, PCSW will focus on the micro strategic direction of institutional strengthening of PCSW. For this purpose, PCSW will implement the following institutional strengthening plan:

| Strategic Actions | Responsibility | Year 1 | | | |
|--|----------------------------------|--------|----|----|----|
| | | Q1 | Q2 | Q3 | Q4 |
| 1. Institute monthly, quarterly and annual meetings, including information sharing and capacity building | All units | ■ | ■ | ■ | ■ |
| 2. <i>Design PCSW systems, strategies and staff recruitment and capacity development plan</i> | | | | | |
| 2.1. Review systems and SOPs, policy manuals, staff capacities, gaps | Consultant(s) | ■ | | | |
| 2.2. Re-design old and introduce new systems, SOPs, policy manuals | Consultant(s) | | ■ | | |
| 2.3. Prepare recruitment and capacity building plan | Consultant(s) | | ■ | | |
| 2.4. Prepare ADP budget, including additional staff, equipment, materials | Finance unit | | ■ | | |
| 2.5. Get approval of budget, including new staff, equipment and materials, from P&D and Finance | Finance unit | | ■ | ■ | |
| 2.6. Recruit and train staff, purchase equipment and materials | All units | | | ■ | |
| 2.7. Design strategies (communication, advocacy, research, gender, partnership) | Consultant(s) with all units | ■ | | | |
| 2.8. Set up Information & Knowledge Management Center | Research and Communication Units | ■ | ■ | | |
| 3. <i>Restructuring of PCSW</i> | | | | | |
| 3.1. Prepare Concept Paper for re-structuring of PCSW, own premises, resources required | Board and Team | ■ | | | |
| 3.2. Get approval for amendment to PCSW Act from Law Department and cabinet | Board, Legal Unit | ■ | ■ | | |
| 3.3. Get revised PCSW structure passed in Assembly, amendment in Rules and Regulations | Board, Legal Unit | | ■ | ■ | |
| 3.4. Get approval from P&D and Finance department for revised organogram and budget | PCSW Board and Team and Team | | | ■ | ■ |
| 3.5. Recruit additional staff | PCSW Board and Team | | | | ■ |
| 3.6. Acquire own premises | PCSW Board and Team | | | | ■ |

5

Monitoring and Evaluating the Plan

Using the multi-year work plan, the PCSW team will prepare a plan for the year 2017-18. The targets to be achieved during the year shall be negotiated and agreed to by all unit/team members. The Information and Knowledge Management Center (IKMC) of PCSW will be responsible for overall monitoring and evaluation of the PCSW Strategic Plan. Once all staff members have agreed to the annual targets derived from the multi-year work plan, IKMC will ensure that the unit(s) responsible for completing a specific activity or achieving a specific objective carries out the activity within the given time frame. They will also ensure that the resources required for completion of each activity is available to the implementing unit/team on a timely basis, and of the required quantity and quality. They will manage the same in coordination with other units, particularly Finance and HR.

The monthly, quarterly and annual meetings will be used to monitor and assess achievement of tasks against targets. Units/teams and individuals with outstanding achievements will be rewarded both through their annual appraisals and awards in the annual staff retreat.

Annexure A:

Coverage Matrix

1= inactive, 2=moderately active, 3= highly active in relation to specified role

| Actors | Roles | | | | | | | |
|-----------------------------|------------------------------|----------------|----------------------|---------------------|----------------------|------------------------------|--------------|------------------|
| | Collaboration/ Networking | Monit oring | Review & Research | Service Delivery | Capacity Building | Information Dissemination | Advo cacy | Facilitat ion |
| CSOs | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 2 |
| Donors | 3 | 3 | 3 | 1 | 3 | 3 | 3 | 3 |
| INGOs | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 2 |
| SMU | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 2 |
| NCSW | 3 | 3 | 3 | 1 | 3 | 3 | 3 | 2 |
| Social Media | 3 | 3 | 2 | 1 | 3 | 3 | 3 | 3 |
| Conventional Media | 3 | 3 | 2 | 2 | 1 | 3 | 2 | 3 |
| LG&CD | 3 | 2 | 2 | 3 | 3 | 2 | 1 | 3 |
| MOHR | 2 | 3 | 3 | 2 | 3 | 3 | 2 | 1 |
| NCHR | 2 | 3 | 3 | 1 | 3 | 3 | 3 | 1 |
| HR&MA | 3 | 3 | 3 | 1 | 2 | 2 | 2 | 1 |
| P&D | 3 | 2 | 3 | 1 | 2 | 2 | 1 | 3 |
| SWD | 3 | 2 | 2 | 3 | 2 | 1 | 1 | 3 |
| WDD | 2 | 2 | 2 | 3 | 2 | 2 | 2 | 2 |
| PSPA | 2 | 3 | 3 | 2 | 1 | 3 | 1 | 1 |
| Higher Judiciary | 3 | 3 | 1 | 3 | 2 | 1 | 1 | 1 |
| Police | 2 | 2 | 2 | 3 | 2 | 1 | 1 | 2 |
| WCCI | 2 | 2 | 1 | 3 | 2 | 2 | 2 | 1 |
| Commissioners/DC | 2 | 2 | 1 | 3 | 1 | 1 | 1 | 3 |
| PSCA | 2 | 2 | 2 | 2 | 1 | 2 | 1 | 2 |
| Intelligentsia | 2 | 1 | 3 | 1 | 2 | 1 | 2 | 1 |
| International Research Orgs | 2 | 1 | 2 | 1 | 2 | 1 | 2 | 2 |
| Law and PA | 2 | 2 | 3 | 1 | 1 | 1 | 1 | 2 |
| Cultural Actors | 1 | 2 | 1 | 1 | 2 | 2 | 2 | 1 |
| Parliamentarians | 2 | 3 | 1 | 1 | 1 | 1 | 2 | 1 |
| DLEC | 1 | 2 | 1 | 3 | 1 | 1 | 1 | 1 |
| Women Caucus | 2 | 1 | 1 | 1 | 2 | 1 | 2 | 1 |
| Women in Decision Making | 1 | 1 | 1 | 3 | 1 | 1 | 2 | 1 |
| Lower Judiciary | 1 | 1 | 1 | 3 | 1 | 1 | 1 | 1 |
| Prisons | 1 | 1 | 1 | 3 | 1 | 1 | 1 | 1 |
| Religious Leadership | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |

STRATEGIC PLAN 2017 - 2022



PUNJAB COMMISSION ON THE STATUS OF WOMEN