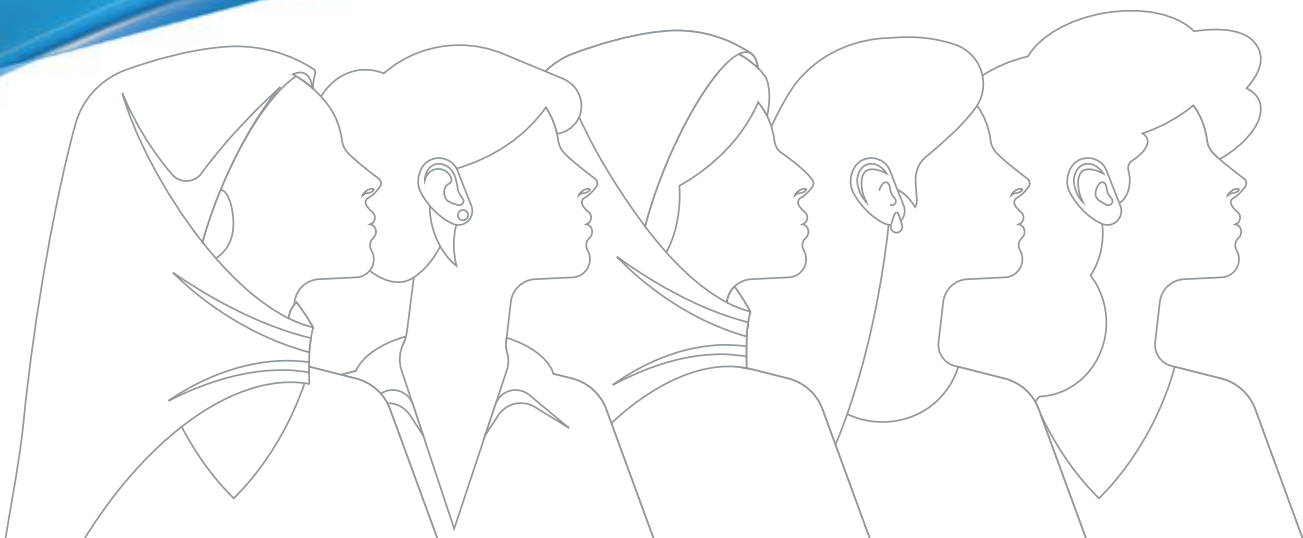




UN WOMEN PAKISTAN
**STRATEGIC
NOTE**

2023 - 2027



CONTENT

01	Context and situation analysis
07	Lessons learned
10	Proposed programme
12	Output 1: National and sub-national government institutions are capacitated to formulate, implement and monitor laws and policies and in the collection, analysis and use of gender-disaggregated statistics and SDG data, in line with national and international GEWE commitments.
14	Output 2: Empowerment of women and girls is promoted through supporting gender responsive policies, programmes, strategies, instruments for the provision of public and private financing and institutional development and strengthening.
16	Output 3: Justice sector institutions and service providers are capacitated, and evidence-based advocacy addressing harmful social norms is advanced, so that women are protected from harmful practices, benefit from safer environments and have equitable access to services and information.
19	Output 4: Women and girls' voice, agency and awareness of rights is strengthened in an enabling environment, so that they exercise their rights, actively and meaningfully participate in communities and rise to leadership positions in both public and private spheres.
21	Output 5: Women and girls benefit from a rights-based, gender responsive conducive environment that ensures their active participation in and benefit from the economy.
25	UN system coordination
27	Strategic partnerships
29	Programme sustainability including exit strategy
31	Management and operations
33	Monitoring and evaluation
34	Research and knowledge management
35	Resource mobilization
36	Communication and advocacy
37	Key risks and risk mitigation

CONTEXT AND SITUATION ANALYSIS

Pakistan is the fifth most populous country in the world, with a population of nearly 227 million people (49.2 per cent female; 50.8 per cent male). Sixty-four per cent of the population of Pakistan is below the age of 30 years, making it one of the largest young populations in the world. Gender inequality is of significant concern in Pakistan: according to the Global Gender Gap Index Report 2022, Pakistan ranks 145/146 for economic participation and opportunity, 135/146 for educational attainment, 143/146 for health and survival, and 95/146 for political empowerment¹. Furthermore, Pakistan ranks 129 out of 140 countries on the Rule of Law Index of the World Justice Project². Moreover, given recurrent natural catastrophes such as floods, droughts, heatwaves, and cyclones, Pakistan has been ranked as one of the top ten countries most affected (currently ranked 8th) by climate change in the past 20 years, and women being affected the most. From 2000 to 2019, Pakistan scored 29.1 on the Climate Risk Index on average, had 502.45 fatalities per year, suffered a USD 3.77 billion economic loss³.

Despite these challenges, Pakistan has taken steps towards formulating policies and laws to protect of human rights, ratifying core international human rights conventions⁴ and

1. https://www3.weforum.org/docs/WEF_GGGR_2022.pdf

2. <https://worldjusticeproject.org/rule-of-law-index/global/2022/Pakistan/>

3 UNDP and NCSW conduct the last of the regional consultations on Gender and Climate Change (Available at: <https://reliefweb.int/report/pakistan/undp-and-ncsw-conduct-last-regional-consultations-gender-and-climate-change>)

4 This includes the Universal Declaration of Human Rights, Beijing Platform for Action, the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW), and the Sustainable Development Goal Agenda of 2030.

introducing pro-women legislation, including the National Gender Policy Framework (2022)⁵, Anti-Rape (Investigation & Trial) Ordinance (2020) and the Domestic Violence against Women (Prevention and Protection) Act in all four provinces of Pakistan. Pakistan's Vision 2025, also acknowledges the discrimination faced by women, and highlights the need to promote an enabling environment for them to realize their full potential and be visible and more effective contributors to the socioeconomic development of the country. **However, while laws for women's empowerment and protection from violence are in place at national and sub-national levels, implementation remains significantly weak – a fact also stressed in the Common Country Analysis (CCA) for Pakistan.**

In seeking to uphold its international and national commitments on gender equality, women's empowerment and human rights-based approaches, lack of availability and analysis of comprehensive gender disaggregated data remain a key gaps, that also hinder priority setting and decision-making. **As per the 5th CEDAW periodic review of Pakistan, one of the biggest challenges is the lack of consistent data on VAW to support the development of appropriate policy responses, which has led to ineffective and weak policy reforms.**⁶

While oversight bodies can play a key role in indirectly triggering implementation of laws, in Pakistan, despite an elaborated architecture of oversight bodies, their low capacity and lack of accountability to address gender equality and women's empowerment results in policy

5 <https://www.pc.gov.pk/web/gender>

6 <https://digitallibrary.un.org/record/3856608?ln=en>



frameworks, programmes, strategies and implementation in both the public and private sectors that are non-gender responsive.

Violence against women (VAW) is widespread – 34 per cent of ever-married women have experienced spousal physical, sexual, or emotional violence⁷, and 56 per cent of ever-married women who reported experiencing physical or sexual violence have neither sought help to stop the violence nor told anyone.⁸ The

outbreak of the COVID-19 pandemic in 2020 exacerbated the situation, whereby reported cases of violence against women doubled from 3,148 in January-June 2020 to 6,253 in July-December 2020.⁹ A total of 22,037 cases of rape were reported in Pakistan in the last six years, from which only 18 per cent reached the level of prosecution and less than 0.3 per cent of perpetrators were convicted, leading to denial of justice and impunity of the perpetrators¹⁰. Conviction rate for rape cases heard in the specialized court rose to 16.5%. Subsequently, the Supreme Court directed that specialized GBV Courts be set up in each of Pakistan's 116 districts¹¹.

There are many factors that impede VAW prevention and response, including patriarchal social norms and lack of access to services (such as law enforcement, speedy justice, health and social services). The threat of violence from perpetrators and a lack of mobility of women to access justice institutions impedes survivors from getting justice. Overall, there is a low level

of understanding of laws among staff of justice sector institutions: according to the World Justice Project's Rule of Law in Pakistan report, the incompetence of investigators was cited as the most serious problem for criminal justice in the country¹². Where there is understanding, laws are frequently ignored due to predominant patriarchal mindsets and community as well as cultural norms that privilege or ascribe higher status to men and lower status to women. Research¹³ shows that women have a low involvement in the decision making process and both women and underprivileged groups hold poor knowledge on their basic rights. Although this has a declining trend, certain norms and beliefs prevail that undermines women's rights, i.e., early marriage or marriage without consent, and lack of access to resources, including those from family inheritance. Regarding institutions, the technical skills and capacity of Pakistani justice sector officials are weak despite improvements in investigation techniques globally. Crime scenes are often contaminated due to a lack of equipment and know-how which results in poor evidence collection, leading to low conviction rates. Also, social, and economic costs of partner and sexual violence are enormous and have ripple effects throughout society. Women may suffer isolation, inability to work, loss of wages, lack of participation in regular activities and limited ability to care for themselves and their children.

The Common Country Analysis (CCA) cites unemployment and a lack of decent work as major drivers of economic vulnerability. It also stresses the need to advance women's empowerment through decent employment and access to economic assets. Statistics show that women account for a mere 22.63% of the labor force while men make up 84.79% of

7 Pakistan Demographic and Health Survey 2017-2018 <https://nips.org.pk/publication/pakistan-demographic-health-survey-pdhs-2017-18-main-report>

8 Ibid.

9 Tracking Numbers: State of Violence against Women & Children in Pakistan – Annual Tracking Report January to December 2020: https://www.ssd.org.pk/_files/ugd/5668b5_2516bb6161e747ab9463facdc3851653.pdf

10 <http://war.org.pk/wp-content/uploads/2022/05/WARs-SGBV-Factsheet-Jan-2020-to-Dec-2021-1.pdf>

11 <https://www.adb.org/sites/default/files/publication/735941/court-companion-gender-based-violence-cases.pdf>

12 https://worldjusticeproject.org/sites/default/files/documents/Pakistan_Report_2017_Final-Online%20Version-Reduced.pdf

13 UN Women PCO Rule of Law KAP Survey Report



the labor force¹⁴. Of the 5.26 million working in the informal sector in Pakistan 81 per cent are women¹⁵. Even though this contribution accounts for 65 per cent of the PKR 400 billion (USD 2.8 billion) in the informal economy of Pakistan¹⁶, **women earn just PKR 3,000-4,000 (\$15-20) per month and as a result face multidimensional vulnerabilities including low-income security, poor nutrition, occupational health issues, an absence of social protection and high economic vulnerability in times of crisis. The CCA notes that, “roughly 9.2% of the population is covered by at least one kind of social protection benefit, significantly lower than the global average of 46.9%. Pakistan’s existing social protection system does not sufficiently cover the so-called ‘missing-middle’ in an economy with high rates of income inequality. Informal and unorganized workers – including self-employed, home-based and domestic workers – are largely not covered by social security”**. The Global Wage Report 2019-20 by International Labor Organization reported the gender pay gap variation between men and women between countries and for Pakistan it is 34%¹⁷. Also, women’s unpaid care and domestic work burden is an issue. According to data from ILO (2018)¹⁸, men in Pakistan are among those who contributed least, providing 8.9%, of total unpaid care work (among countries with such data available). According to the World Bank (2021), majority of the people living on no more than \$1 a day are women. Women workers also make up 74 percent of the informal economy, and those from poor households lack access to decent employment. While the private sector

14 <https://library.fes.de/pdf-files/bueros/pakistan/18611.pdf>

15 Labour Force Survey 2017-18, Government of Pakistan

16 UN Women’s Status Report on Women’s Economic Participation and Empowerment in Pakistan (2016), <https://asiapacific.unwomen.org/-/media/field%20office%20eseasia/docs/publications/2016/05/pk-wee-status-report-lowres.pdf?la=en&vs=5731>

17 <https://library.fes.de/pdf-files/bueros/pakistan/18611.pdf>

18 https://www.ilo.org/wcmsp5/groups/public/---dgreports/--dcomm/---publ/documents/publication/wcms_633135.pdf

in Pakistan has shown commitment towards women empowerment by promotion of gender-responsive workplaces, significant gaps still remain. In the absence of social protection frameworks in the informal economy, the economic stress caused by Covid-19 has pushed more women into home-based work, domestic help, and farm work as wage earners. This has resulted in a further lowering of the wages offered to them¹⁹.

The overarching constraints that restrict economically active women in maximizing their income include cultural constraints of free mobility, restricted access to and acquisition of skills pertaining to business management and expansion, a lack of direct access to markets and technology. Pakistan has some of the widest mobile gender gaps where 38 percent of Pakistani women are less likely than men to own a mobile phone and 49 percent are less likely to use mobile internet²⁰. Access to finance remains a key hindrance, and women in Pakistan rank below global and regional averages in terms of financial inclusion: only 7% of women in the country had a bank account in 2020²¹. Furthermore, women-owned micro, small and medium sized businesses fail to grow due to the financial sector not catering to their specific needs and a lack of access to financial products and services. Women have a limited choice in the type of vocation they can manage from home. As such, they need to depend on men/ middlepersons to help them run their small enterprises, which can lead to risks of exploitation, reduced profits, and vulnerability. On the policy and legislation front, commendable steps have been taken by three (Balochistan, KP, Sindh) of the four provinces to

19 <https://www.thenews.com.pk/tns/detail/760621-feminisation-of-informal-economy>

20 <https://www.unesco.org/en/articles/unesco-collaborate-pakistan-telecommunication-authority-digital-inclusion-and-gender>

21 <https://www.cgap.org/blog/pakistan-gender-intentional-policy-can-make-agent-banking-work-better>



enact home-based workers laws, however there are persistent challenges translating policy into action. These provinces are referred because this law is expected to impact a sizable proportion of at least 4.4 million vulnerable HBWs and ensure better working conditions and facilities for 3.7 million women workers in the formal private sector in Pakistan²², and the data collection activities will be critical in developing a deeper understanding of the impact of the legal reforms. Discussions around the issue of unpaid carework have still to gain momentum in the country.

On women's leadership and/or engagement in decision-making in public life, the **World Economic Forum's Global Gender Gap 2022, ranked Pakistan higher on political participation at 95/146 as more women than ever before are participating in political activity.**²³ Women, however, continue to remain underrepresented in leadership roles and are restricted from taking up positions in the political/public sphere due to systemic challenges.

In the General Elections of 2018, of 272 general seats, only 10 women were elected (in addition to 60 on reserved seats and 1 on minority seat).²⁴

Among 464 women candidates constituting 5.2 per cent of the total candidates, 289 had been awarded tickets by political parties while 175 women ran as independents. There were 5 transgender candidates while male candidates accounted for over 94 per cent of the total. Only seven women were included among the 157 non-Muslim candidates nominated by the parties for the various assemblies²⁵. In the Senate, 19% members are women, while in

the National Assembly, 20.47% members are women²⁶. There is a gender gap of around 9 million in Pakistan's electoral rolls²⁷. According to the Election Commission of Pakistan's (ECP) report on the final electoral rolls for 2018, women comprise 44.1% of approximately 105 million citizens registered as voters²⁸, with youth between the age of 18 and 25 the most under-registered segment. This lack of fair and equal representation at different levels of governance and decision-making has resulted in gender disparity and a democratic deficit. According to UN Women's calculations, at the current rate of progress, gender parity in national legislatures will not be achieved before 2063²⁹.

There are several factors that limit women's participation in the political sphere, including low levels of literacy; patriarchal mindsets that limit women's mobility as voters and candidates, financial constraints; lack of opportunities; violence and harassment in the public and private spheres; and a disproportionate share of responsibilities for the family and home.

Yet, achieving gender equality and women's empowerment is critical for the country's long-term evolution as a resilient democracy that can promote social cohesion and meet its people's needs. For those who do engage in the public sphere, they are dependent on their male counterparts, resulting in patron-client networks which reduce a woman's agency and power. For women who occupy reserved seats, the widespread perception is that they do not have a constituency, and therefore they are not true representatives of their communities. Between 2021 and 2022 the share of women in professional and technical roles as well as in senior, legislative

22 <https://www.worldbank.org/en/results/2022/07/07/supporting-legal-reforms-to-increase-womens-workforce-participation-pakistan>

23 Global Gender Gap Report 2022, World Economic Forum; https://www3.weforum.org/docs/WEF_GGGR_2022.pdf

24 There are 70 women MNAs out of 342 Members of the National Assembly (60 on reserved seats for women, 1 on seats reserved for minorities, and 9 women MNAs directly elected on general seats).

25 <https://www.thenews.com.pk/print/405563-women-in-elections-2018-report-launched>

26 IPU data: https://data.ipu.org/content/pakistan?chamber_id=13482

27 ECP data

28 <https://paktvoter.org/election-observation/gender-gap-in-electoral-rolls-2/2>

29 UN Women, 'Facts and figures: Women's leadership and political participation,' <https://www.unwomen.org/en/what-we-do/leadership-and-political-participation/facts-and-figures>



and managerial roles increased slightly (6.7 percentage points and 5.4 percentage points, respectively). The share of women in senior, managerial and legislative roles in Pakistan remains remarkably low (4.5%)³⁰.

The peace and security landscape in Pakistan also exacerbates issues for women, and stems from regional instability as well as growing divisions between communities on the basis of religious, sectarian and ethnic lines³¹. Ethnicity is deeply rooted in communal, historical, and political backgrounds and is visible where clusters of people are contiguous and interact regularly. It is estimated that around 1,000 girls and young women between 12-25 years from minorities, particularly from the Hindu community in Sindh, are forcibly converted to Islam in Pakistan every year and married to their abductors.³² In 2021, a parliamentary committee rejected an anti-forced conversion bill after the Ministry of Religious Affairs opposed the proposed law despite the protests of legislators belonging to minority communities.³³ Political polarization has also deepened these issues in communities, as threats of intolerance, misogyny, hate speech against minorities and extremist ideologies, especially towards women, have spilled over into virtual spaces.³⁴

There are a range of factors that contribute to rising intolerance (religion, ethnic/caste system, gender, poverty) that vary geographically

within the country. These include: a lack of critical thinking that perpetuates perspectives in binary terms; a growing sense of frustration in the inability to contribute to decision-making, exclusion from the political and democratic process, and a lack of identity and belonging (ethnic/religious minority groups, marginalized and vulnerable, including PWDs and transgender's). In the context of UNSCR 1325 Women, Peace and Security Agenda, **Pakistan has voiced its commitment to the framework that views women and youth as the cornerstone of peacebuilding.**³⁵ In its first National Security Policy (2022-2026), the Government of Pakistan recognized 'gender security'³⁶ as a key pillar and aims to "ensure integration of gender equality and women's empowerment into national security narratives through full and meaningful participation of women in decision-making, law enforcement, the justice sector, and peacekeeping."³⁷ **Additionally, Pakistan remains one of the sixth largest contributors to UN peacekeeping, including female engagement teams and troop contribution.** Challenges remain in translating Pakistan's commitments into actions, as the peace and security domain remains securitized. There is a lack of a dedicated National Action Plan on WPS that outlines steps to engage women to prevent violent extremism, and limited engagement with civil society organizations (CSOs) to raise awareness and complement the state's efforts to disrupt extremist narratives.

From a regional perspective, the takeover by the Afghan Taliban in August 2021 resulted in an influx of refugees and asylum-seekers (mostly women, children and adolescents) in the border areas of Pakistan.³⁸ **Pakistan hosts**

30 Global Gender Gap Report 2022. https://www3.weforum.org/docs/WEF_GGGR_2022.pdf

31 https://www.iss.org.pk/wp-content/uploads/2016/07/SS_No_4_2015_Dr_Minhas.pdf

32 <https://blogs.lse.ac.uk/religionglobalsociety/2022/01/pakistans-dilemma-of-forced-conversions-and-marriages-put-minority-women-at-risk/>

33 <https://www.aljazeera.com/news/2022/3/31/pakistan-hindu-girls-killing-reignites-forced-conversion-fears#:~:text=In%202019%2C%20Khan's%20government%20ordered,two%20sisters%20had%20converted%20voluntarily.>

34 <https://extremism.gwu.edu/sites/g/files/zaxdzs2191/f/Negating%20Stereotypes-%20Women%20Gender%20and%20Terrorism%20in%20Indonesia%20and%20Pakistan.pdf>

35 <https://www.peacewomen.org/node/97372>

36 <https://static.theprint.in/wp-content/uploads/2022/01/NSP.pdf>

37 *ibid*

38 UNHCR estimates that more than 70,000 Afghan refugees are Persons with Specific Needs (PWSN) and face additional challenges (children at risk, women at risk, single



approximately 1.4 million Afghan refugees³⁹ making it the third-largest host country of refugees in the world. The displaced population as well as host communities are affected by scarce social services, information, and decision-making processes and livelihood options. Women in particular, are often confined to their camps and face enormous cultural and political obstacles to becoming self-reliant. Women and youth have limited access to alternative options to engage with each other and host communities, which also results in isolation, a sense of social deprivation and weakening social cohesion in communities. As Pakistan struggles on the financial and economic front internally, hosting thousands of registered and undocumented displaced population further strains government resources and public service delivery. In the climate context, Pakistani communities, especially women, are becoming more vulnerable to disaster-driven displacement. Gender-sensitive resilience measures and relief policies must become part of the national discourse. In Pakistan, climate migration has become a growing reality. Pakistan alone is expected to have around 2 million climate migrants by 2050, not including those who will be displaced due to the sudden onset of climate disasters, such as floods and cyclones ⁴⁰. The monsoon floods of 2022 affected 33 million people and displaced 8 million, and will likely cause the poverty rate to increase to 4.0 from 3.7, and push about 8.4 to 9.1 million people into poverty. The estimated damage has been valued at PKR 3.2 trillion (US\$14.9 billion), equivalent to 4.8 percent of FY22 GDP.

parents, older persons at risk, persons with serious medical conditions)

39 Apart from this, Pakistan hosts 840,000 Afghan Citizen Cardholders (ACC) and an estimated 500,000 undocumented Afghans. UNHCR Pakistan (<https://www.unhcr.org/pakistan.html>).

40 <https://www.thethirdpole.net/en/climate/comment-pakistans-policymakers-must-address-climate-migration/>



LESSON LEARNED

A consolidated and well-structured strategic framework facilitates impactful programming through a well-focused approach. This was also **the first recommendation of the Country Programme Evaluation**. In this regard, the UN Women Pakistan Vision document was a first step in organizing the strategic priorities of the Pakistan Country Office (PCO), with a focus on complementarity, value for money and impact. A key approach in this regard is a specific geographic focus in 25 + districts of Pakistan inclusive of expansion into the northern region of Gilgit-Baltistan (GB). This builds on the PCO's competitive advantage with regards to geographic outreach, sustained through sixteen years of work in the country. These 25+ districts also include second tier districts which are not provincial capitals – inclusion of which was a **key recommendation of the INL Evaluation under the EAW portfolio**.

The SN, signifies greater integration among programmes and complementary outcomes, particularly between work on women's economic empowerment and ending violence against women. Results demonstrate that greater women's economic empowerment leads to lesser violence against women and girls on the one hand, and reduced violence leads to better economic outcomes for women. Keeping this fact in view, PCO aims to dedicate a larger pool of resources to Women's Economic Empowerment, since the uplift of women and their communities is essential for their emancipation, and can catalyze fulfillment of their political, socioeconomic and human rights.

The proposed programme includes a combination of scaling up of previous initiatives in traditional areas, as well as stepping into new areas of programming, given the evolving priorities of the country as well as the direction of UN Women globally, as presented in the Strategic Plan. As detailed out in the Proposed Programme section, traditional programming under the thematic areas of Normative Frameworks, Women Economic Empowerment, Ending Violence Against Women and Girls, and Women, Peace and Security, will continue in the upcoming SN period, with innovative and creative pathways to align with evolving contexts as well as to build on the progress made in previous years. Non-traditional areas, including innovative gender financing and a more robust focus on engaging the private sector, will also form an integral part of the proposed programme for the upcoming SN period.

A key enabler of the vision – as well as **a recommendation under Issue 1 of the Audit** – was the formulation of a comprehensive Advocacy and Communication Strategy. This Advocacy and Communication Strategy – complete with key success and performance indicators, roles and accountability, was finalized in October 2022 and is now being rolled out. Among other initiatives, the Communication Strategy also identifies mass media as a key tool for ensuring outreach in communication campaigns, which was **one of the recommendations of the INL Evaluation under the EAW portfolio**.

Furthermore, a risk identification exercise – led by the Operations Unit – was also conducted in order to identify key sources of risk and mitigation strategies. This matrix is now updated periodically with input from the Programme units, in order to improve project implementation and operations, in line with the **Audit recommendation under Issues & 10**.



Creating impact in the lives of UN Women's partners requires a medium to long term view to resource mobilization. In line with **Recommendation 3 and 7 of the CPE and Issue 3 of the Audit**, PCO has developed a comprehensive resource mobilization strategy. This strategy is in line with the strategic priorities articulated in the vision document and the Strategic Note (SN). The PCO also aims to leverage its role in cross-organizational platforms to strengthen its relations with development partners and build synergies based on mutual interests. Such platforms include the Inter-Agency Gender and Development Group (INGAD) and the United Nations Gender-Theme-Group (GTG). The former is a group of a broader range of development partners, and is co-chaired by UN Women and the EU. Partnerships with a broad range of development partners will not only lead to better resource mobilization, but also help build take advantages of cross-organizational learning and any existent complementarities.

Complementarity and collaboration leads to greater impact, and therefore the PCO will aim for greater and broader integration and collaboration within the United Nations Country Team (UNCT), through joint programming and partnership-building, which was also **Recommendation 2 of the CPE and a recommendation under Issue 2 of the Audit**. Stronger partnerships with stakeholders in the government, in relevant ministries, offices and institutions, will also be leveraged to fulfill strategic objectives. The PCO has already managed to create substantial momentum for this in the past year, including through the co-chair of the GTG of the UNCT, and has entered into partnerships with UNDP, UNODC, UNFPA and FAO for joint programs.

Support for grassroots organizations and civil society result in interventions that are suited to local contexts, aligned with strategic priorities as articulated in the SN and facilitate long term strategies that advance the women's movement. UN Women Pakistan aims to build on its engagement with CSOs, including through its Women Empowerment forums, which supports interventions that aligned with and suit local contexts. The PCO will also engage and support civil society led initiatives, especially women and youth-led local organizations, to create community ownership, provide localized solutions and ensure sustainability of initiatives that promote gender equality and women's rights for increased sustainability of interventions, in addition to continuing to identify, strengthen, and scale good practices of CSOs. This is in line with **Recommendation 4 of the CPE**.

Given the patriarchal nature of society in Pakistan, it is also vital to engage men and boys in efforts to tackle VAW. Involvement of male gender champions not only validates women empowerment message at community level but also helps its localisation and uptake by key influencers, including religious leaders and community elders. **Recommendation 4 of the CPE** also points out that behavioral change, including the engagement of men, boys and religious leaders, remains a requirement when seeking to contribute positively to women empowerment. Through strengthening its partnership with the Council of Islamic Ideology and other religious leaders from a range of faiths and sects, the PCO plans to embark upon social norm change in order to address violence against women and girls, with a particular focus on curbing child marriage. This has already been adopted as an important strategy,



and key interventions – especially those related to the access to justice, ending violence against women and girls and protection against harmful practices – include behavioral change communication and outreach campaigns. For the campaign against child marriage, engagement with the Council of Islamic Ideology has resulted in much-needed advocacy and ownership, which will act as an important catalyst for the cause.

Tracking and measuring results, informing implementation, and scaling up strategies to achieve greater impact through comprehensive data and information collection systems is key to delivering high-quality results within stipulated timeframes. In line with **Recommendation 6 of the CPE and a recommendation under Issue 4 of the Audit**, the PCO has prioritized a holistic results-based approach and established a comprehensive monitoring system to ensure accountability and high quality implementation. Building on the renewed capacity of the PCO staff on results-based programming, the office now well positioned to incorporate a results-oriented approach in all areas of its work. Effective M&E teams are established at Islamabad and provincial levels. A key aspect of the M&E strategy is linking with beneficiaries. Over the past year, the Country Representative and the Deputy Country Representative at the PCO have held monthly calls with beneficiaries from the field to gauge impact of interventions and seek their input on current and future needs. Additionally, indicators and result frameworks are aligned vertically and horizontally (i.e. across projects of particular thematic areas and their consolidated alignment with their respective output in the UNSDCF) – which was a key recommendation of the HBW evaluation conducted for the WEE unit.

Adequate staff and clear accountability remain crucial to deliver on an organization’s strategic priorities. To support the implementation of its vision as stipulated in the SN, the PCO has established a new organogram in response to a new business plan. This includes rolling out HR specific initiatives that align with global HR priorities, enable PCO colleagues to work in an inclusive environment that embodies UN and UN Women values. The PCO has also put into place staff wellbeing and anti-harassment committees to create a culture of inclusivity, promote a harassment-free workplace, build team spirit and encourage a healthy work-life balance. These steps have been in response to **Recommendation 6 of the CPE and recommendations under Issue 9 of the Audit**.



PROPOSED PROGRAMME

The pathway for sustainable socioeconomic development and empowerment of women in Pakistan, as captured in the SN Theory of Change, mirrors national priorities and those of the UNCT in the country, as laid out in the UNSDCF 2023-27. Additionally, it builds from a bedrock of UN Women's organizational mandate, and the agency's traditional and emerging areas of work, as laid out in UN Women's Global Strategic Plan (SP). Specifically, the SN outcome derives from Outcome 2 of the UNSDCF 2023-27, and links to the seven outcome areas of the UN Women SP.

The theory of change aims to build an enabling environment for the empowerment of women and girls, one in which their human, social, economic, cultural and political rights are fully protected and upheld. It focuses specially on the fact that people being left behind must be equal agents of sustainable development, and this must be done by enabling and empowering them, ensuring their meaningful participation in decision making and establishing safe and inclusive mechanisms for their civic engagement. Programmatic interventions include vulnerable groups identified as part of the Leaving No One Behind principle of the 2030 Agenda for Sustainable Development, and also identified as part of UNCT Pakistan's CCA⁴¹.

Underpinning the theory of change - and reflective in its output structure - is a consonant complementarity between upstream work, which will result in strengthened institutions, and downstream implementation, which will lead to on-ground action. The thematic focus of the SN Outcome aligns with the thematic priorities of the SP, and includes both traditional and emerging areas of work: normative frameworks, data architectures, innovative gender financing, access to goods, services and resources, voice agency and leadership and social norm change. Embedded into the SN structure are linkages and complementarities across the five outputs, including cross-cutting UN system coordination, which results in an SN outcome that is envisioned to be greater than the sum of its parts.

In order to generate feedback and ownership on the theory of change, PCO held a series of consultative sessions in the four provinces, two federally-administered territories and the federal capital, with stakeholders and partners from the government, civil society and the private sector. Thereafter, the theory of change was also validated by the UNCT with a final endorsement from the RC Office⁴².

41. LNOB groups include: women exposed to GBV, households headed by women, persons with disabilities, refugees (including Afghan refugees), internally displaced persons, women home-based workers, domestic workers, agricultural workers and religious minorities.

42. RC endorsement and inputs from each of the seven consultative sessions are attached as annexures.



Women and girls are safe, exercise their rights and benefit from economic opportunity.

UN Women Strategic Note Outcome 1.1: By 2027, women, girls and transgender persons in Pakistan, especially those at greatest risk of being left behind, benefit from an enabling environment where they are empowered and reach their fullest potential; and their human, social, economic, cultural and political rights are fully protected and upheld.





Output 1: National and sub-national government institutions are capacitated to formulate, implement and monitor laws and policies and in the collection, analysis and use of gender-disaggregated statistics and SDG data, in line with national and international GEWE commitments.

Link to UNSDCF: Output 2.1 Normative Frameworks and data

Link to SP: Outcome 1 Global normative frameworks, and gender responsive laws, policies and institutions and Outcome 6 Production, analysis and use of gender statistics and sex-disaggregated data

To respond to the needs specific to normative frameworks and data, UN Women Pakistan will support stakeholders to report, monitor and put into action key treaties and international commitments and facilitate the development of national and provincial policies on gender equality and women's empowerment that align with the SDGs. Programmatic interventions will include:

- **Supporting the mainstreaming of gender perspectives in national data collection tools, mechanisms and analysis:** Building on its current efforts jointly with national and provincial stakeholders, PCO will develop a comprehensive indicator framework to respond to the data gaps for missing indicators under Pakistan's national commitments and international reporting requirements. There will be continued focus on the mainstreaming of gender perspective in the SDG data production, analysis and utilization, including gender-disaggregated data and gender statistics at all levels (federal, provincial, local) in civil registration and vital statistics, and building the capacity of various departments to use and analyze available data. This will strengthen the mechanisms for collection, compilation,

and use of standardized cross-thematic data to inform evidence-based reforms and interventions and report on the country's national and international commitments on gender. The PCO will work with the Planning Commission, the National Commission on the Status of Women (NCSW), and the Pakistan Bureau of Statistics to build capacities to collect data and strengthen the indicator framework for gender equality, in order to plug gaps in national surveys. The PCO will continue to work with NCSW to build on and strengthen the National Gender Data Portal (NGDP) and link it with sub-national databases and gender management information systems (GMIS), for it to serve as a one-stop repository of gender-disaggregated data and knowledge products. The NGDP will also be leveraged as a platform for linkages with academia, primarily providing direction in the potential areas of research for students and experts

- **Strengthening Pakistan's oversight, reporting and compliance with international obligations and Treaties⁴³, especially the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the Universal Periodic Review (UPR); the**

43. VNRs; SDG 5 and SDG 8, 10, 16; CEDAW, ICCPR, CRC, UNCAT; CERD; ICESCR, Universal Periodic Review (UPR); Beijing platform



Sustainable Development Goals (SDG) 5, 8, 10, 13 and 16; COP 26 and the Beijing Platform for Action (BPfA): Technical assistance will be provided to Pakistan’s multi-tier reporting and implementation structure involving provincial CEDAW Committees, Treaty Body cells, Treaty Implementation Cells, Women Development Departments and Women Commissions. The interplay of climate and gender equality, especially in the context of the Glasgow Climate Change Conference and session 52-55 of COP 26, will also be an area of focus. PCO will also support linkages and stronger coordination between oversight institutions such as the National Commission of Human Rights, National Commission for Status of Women (NCSW) and CSO alliances to mobilize support for recommended actions and legislative reforms. Linkages between provincial CSWs and the NCSW will be strengthened including with the CSW of Azad Jammu and Kashmir (AJK). This will be supplemented by concrete support to women machineries across the country to institutionalize policies on gender equality and empowerment.

- **Supporting finalization and implementation of a National Gender Policy Framework (NGPF).** This will be based on the priorities and recommendations received in periodic reviews. and will correlate reporting between the Beijing Platform for Action Areas of

Priority, CEDAW and SDG 5 to put the recommendations into action. The NGPF will provide a comprehensive plan of action to measure the progress against the National Plan of Action for Women’s Development, 1998, and the National Gender Policy of the Planning Commission. The PCO will also continue to engage with provincial Planning & Development Departments to ensure that gender-related policies, including gender tools, are implemented.

Strategic Partners:

- Planning & Development Departments (Federal, GB and four provinces)
- Bureau of Statistics (Federal and four provinces)
- Ministry of Human Rights
- National Commission on Human Rights
- National and Provincial Commissions on the Status of Women (Federal and four provinces)
- Federal and Provincial Women Parliamentary Caucuses
- Provincial WE Alliances
- Provincial CEDAW Committees
- Treaty Body cells
- Treaty Implementation Cells
- Women Development Departments (GB and four departments)





Output 2: Empowerment of women and girls is promoted through supporting gender responsive policies, programmes, strategies, instruments for the provision of public and private financing and institutional development and strengthening.

Link to UNSDCF: Output 2.2 Innovative Gender Financing

Link to SP: Outcome 2 Financing for Gender Equality

Inadequate financing for GEWE, including the disparity in financial inclusion, impedes the progress of Pakistani women, and the country's broader development outcomes. As a contribution to addressing inclusive gender financing the PCO will support identification of priority areas of low financial allocation to support the most marginalized and excluded. Programmatic interventions will include:

- **Identifying priority areas that lack access to finance:** As a contribution to addressing inclusive gender financing, PCO will support identification of priority areas of low financial allocation to support the most marginalized and excluded. The identification of priority areas and current gaps will build on initiatives related to generating evidence and data (as identified in Output 1.1) and lead to well-informed resource allocations. A new evidence-based policy action framework will be introduced to help bridge existing gender gaps and to translate existing policies into action.
- **Capacity building on gender-financing tools and establishing gender-responsive finance and planning systems at federal and provincial levels:** Gender Responsive Budgeting (GRB) has been identified as an important tool for advancing gender equality in key national documents, in accordance with existing national policy documents on social inclusion and gender equality.

The PCO plans to support government efforts in using GRB as a tool to advance gender equality and ensure that women's needs are incorporated in policies and related budgets. The PCO will also expand the purview of GRB, so that it is applied to annual development plans (ADPs) and public sector development programmes (PSDP). The expected long-term result of these initiatives is the incorporation of gender equality principles, perspectives and priorities not only in policy making, but also in budgeting at the national and provincial levels, leading to greater accountability and transparency of public finances.

- **Catalyzing new and innovative gender-financing tools:** Capitalizing on the momentum in Pakistan for innovative finance, especially with the recent issuance of Sukuks and green bonds by the Government of Pakistan and the Securities and Exchange Commission of Pakistan's (SECP) issuance of guidelines for gender bonds and green bonds. PCO aims to lead initiatives that unlock finances for women's empowerment using innovative instruments such as gender-backed exchange traded funds (ETFs), mutual funds and bonds. Towards this purpose, the PCO aims to bring all relevant stakeholders onto one platform and provide technical support at various stages of any gender-related instrument issuance.



- **Harnessing private sector capital:** The PCO will aim to advocate for increased private sector capital for GEWE and couple it with initiatives to empower women and girls economically. This will take place in the backdrop of the Women Empowerment Principles (WEPs), where companies will be encouraged to channel investments to advance women empowerment within their organizations.
- **Supporting commercial banks and financial institutions to become gender-responsive:** The PCO plans to engage Pakistan's apex institutions and financial regulators, including the State Bank of Pakistan and the Securities and Exchange Commission. This work will holistically and strategically tackle women's financial inclusion. Part of this engagement will include guiding regulators' policies – such as the Banking on Equality

Policy of the SBP – towards high-quality implementation. Commercial banks and other private organizations in the financial sector will also be engaged for capacity building, including but not limited to, gender-responsive procurement, budgeting and women-friendly HR policies.

Strategic Partners:

- Securities & Exchange Commission of Pakistan (SECP)
- State Bank of Pakistan (SBP) and subsidiary offices
- National Institute of Banking and Finance (NIBAF)
- Pakistan Banks' Association (PBA)
- Pakistan Stock Exchange (PSX)
- Private and public commercial banks
- Microfinance institutions





Output 3: Justice sector institutions and service providers are capacitated, and evidence-based advocacy addressing harmful social norms is advanced, so that women are protected from harmful practices, benefit from safer environments and have equitable access to services and information.

Link to UNSDCF: Output 2.3 Protection Against Harmful Practices

Link to SP: Outcome 3 Positive social norms, including by engaging men and boys and Outcome 4 Women's equitable access to services, goods and resources

The PCO will support reforms to align with international standards and commitments to support full implementation of laws that address the issue of harmful practices against women,, strengthening capacities of service providers for gender responsive justice and services, and engaging men and boys for wider social norm change. The streams of work that support this output have been prioritized to accelerate implementation of legal frameworks to maximize impact by strengthening capacities and capabilities of rule of law stakeholders for gender-responsive justice. Programmatic interventions will include:

- **Supporting implementation of pro women laws through provision of technical assistance and capacity enhancement of key institutions.** A multilayered programme will be rolled out to address structural, institutional, and procedural barriers and ensure that the enforcement of laws is effective and consistent. PCO will focus on five key laws which include: Anti-rape (implementation & trial) Act 2021, Domestic Violence (Prevention & Protection) Act 2021, Protection against Harassment of Women at Workplace (Amendment) Act 2022, Enforcement of Women's Property Rights Act 2019

and Child Marriage Restraint Act 1929. Support towards development of policy and secondary legislation will be provided to address administrative gaps in the laws which may include development of rules of business, standard operating procedures, notification of oversight committees at multiple tiers (mentioned in the laws/ rules) under different laws etc. Support to key stakeholders and institutional partners including Ministry of Law & Justice, Ministry of Human Rights, Women Development Department, Social Welfare Department, Home Department and allied institutions at provincial level will be prioritized. Furthermore, PCO will also undertake legislative scrutiny, finalise legislative reform agenda, and provide technical assistance towards legislative drafting related to the Child Marriage and advocate for increase in the age of child to 18 years. Legislative proposals (amendments in existing laws) related to be tabled in the NA either through MoL&J or through a Private Member. The above components will be supplemented by robust capacity enhancement and advocacy streams (mentioned below) to address structural barriers in women's access to justice. The EAW Laws Gap Analysis



Reports⁴⁴ of pro-women legislation at the national and provincial levels, developed by UN Women, will be updated to include new legislations and identify gaps within them that prevent women from accessing justice. Access to Justice components of the previously developed and approved provincial Gender Equality and Women's Empowerment Policies⁴⁵ will also be used to guide future interventions.

- **Enhancing capacity of justice sector institutions and service providers for gender responsive justice and responding effectively to victims of violence, and bridging the gap between laws and their effective implementation:** Multi-sectoral essential services in line with the Essential Services Package (ESP) - including helplines, reporting checklists, shelters, health care, social service, social and economic rehabilitation, legal services as well as the integration of mental health and psychosocial support - for addressing violence against women and girls - including in the cyber space and disaster-related contexts - will be supported to prioritize the needs of the survivor within the justice chain. Awareness on how to report cases of violence and harassment to appropriate authorities will also be increased. In addition, the PCO will strengthen coordination between the justice sector institutions for improved provision of services, including in the context of emergency. This will include (i) development of Standard Operating Procedures (SOPs) for management of GBV cases; (ii) facilitation of strategic dialogues

among key stakeholders including police, prosecution and prison for enhanced cooperation; and (iii) multi-sectoral coordination frameworks to strengthen referral mechanisms and linkages to ensure that VAW cases are properly dealt with before and during court proceedings. These initiatives will be supplemented by a strong capacity enhancement component to facilitate institutionalization of survivor-centric approaches and 'Do No Harm' principles.

- **Strengthening evidence-based advocacy as a cross-cutting theme to address harmful social norms and attitudes in workplaces, public spaces, and transportation, including engagement of families, matriarchs and men and boys, and support the implementation of social and behavior change strategies, including engagement with the formal education sector:** A strategic shift in PCO's approach moving forward is to integrate behavioural change related to social norms as a cross-cutting theme in all projects to address the issue from multiple dimensions. The strategic note lays increased emphasis on strengthening UN Women's engagement with communities, CSOs and academics to bridge the gap between interventions and impact. Innovative solutions to address the issue of mobility will be identified, and collaborations with non-traditional partners like the aviation industry and transport companies will be explored to support women's access to safe public spaces and transport systems for increased mobility. UN Women will also play its part in connecting

44. <https://asiapacific.unwomen.org/en/digital-library/publications/2020/08/gap-analysis-of-legislation-related-to-ending-violence-against-women>

45. <https://asiapacific.unwomen.org/en/digital-library/publications/2021/01/provincial-gender-equality-womens-empowerment-policies-and-gender-responsive-budgeting>



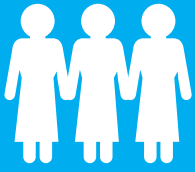
law enforcement agencies with the community in a more empathetic manner through advocacy campaigns to increase trust, promote a positive and friendly image of police, improve access to justice without any fear or stigma; promote female recruitment in justice sector institutions; and engage men and boys as advocates and HeforShe champions to promote gender equality to challenge patriarchal mindsets.

The PCO will also continue to build on and expand its partnerships with UN agencies – specifically with UNDP, UNODC and UNFPA – in the context of improving the capacity of the justice sector and service delivery for women and girls in the country.

Strategic Partners:

- Police (all four provinces)
- Judiciary (all four provinces)
- Ministry of Interior
- Home Departments (GB and four provinces)
- Deputy Commissioner Offices (25+ focus districts)
- Federal and Provincial Ombudspersons for Protection Against Harassment at the Workplace
- Federal and Provincial Judicial Academies
- Legal Aid and Justice Authority (LAJA)
- Taraqqi Foundation
- Aurat Foundation
- Blue Veins





Output 4: Women and girls' voice, agency and awareness of rights is strengthened in an enabling environment, so that they exercise their rights, actively and meaningfully participate in communities and rise to leadership positions in both public and private spheres.

Link to UNSDCF: Output 2.4 Awareness, Voice, Agency and Leadership

Link to SP: Outcome 5 Women's voice, agency and leadership and Outcome 7 UN system coordination for Gender Equality

For the purpose of amplifying women's voices, enhancing their agency and creating a conducive environment for them to rise to leadership positions, UN Women will work to raise awareness on gender-responsive laws and policies, engage with the public and private sectors, and strengthen women networks and organizations. Major programmatic interventions under this output will include the following:

- **Enhancing women's meaningful participation in politics, as voters, leaders, members of political parties and candidates respectively, including as change agents:** The PCO will work with relevant stakeholders such as the Election Commission of Pakistan (ECP), NADRA, parliament, political parties and law enforcement agencies, and advocate for strict implementation of quotas and introduction of new quotas as needed, fair distribution of party tickets and other laws and regulations to ensure substantive and meaningful women's participation in the political landscape.
- **Strengthening the agency and leadership of women in public and private sector organizations, and in national and sub-national parliaments through parliamentary caucuses and other forums (political party offices and women's wings of political parties):** The PCO will also work towards capacity development of women's leadership and meaningful political participation at national, provincial, and local levels through a professional training programme and

establishment of a mentorship programme - in collaboration with established and well-reputed institutions, such as the National School of Public Policy (NSPP) and its affiliated National Institutes of Management (NIM), Pakistan Institute for Parliamentary Services (PIPS), and PILDAT - to guide and support young and new women leaders. A network of women leaders will also be built for developing capacity on gender mainstreaming in laws, policies, programmes, and budgetary processes. The PCO will continue to engage with the private sector for job-generation and economic empowerment for women. For this purpose, the PCO will work towards the capacity development of the private sector, and seeking their commitments towards gender equality and women empowerment through the Women Empowerment Principles (WEPs) platform.

- **Improving Gender Parity in police and justice sector institutions:** In order to remove obstacles for women and enhance their access to justice-sector related services, PCO will work with justice sector institutions including police, levies, prison, prosecution, lawyers to develop pipelines for inclusion of women and development of institutional policies and strategies aimed at recruiting quality women candidates. Advocacy will be carried out on gender sensitive selection processes, women quotas, gender responsive infrastructure, cultural perceptions of policing and male-



oriented sectors and awarding equitable opportunities to women. In addition, academic institutions including law colleges, bar councils and judicial academies will also be engaged to develop and roll out capacity and leadership enhancement programmes for women. Facilitation will also be provided for formation of women's networks, including for police applicants and those in specific roles or with specific experience including those who have participated in UN peacekeeping missions.

- **Advocating, and influencing gender-sensitive security frameworks**, including **Women Peace and Security (WPS) agenda**, to ensure human rights of women and girls in emergency settings, prevent violence against women and girls in crises; and promote the meaningful participation of women in advancing peace and a resilient society **at a local and regional level, as well as in peacekeeping operations**. Building on the momentum of the National Security Policy's recognition of 'gender security', and strengthening and complementing national efforts of the **National Counter Terrorism Authority (NACTA) and civil society organizations (CSOs)** to engage young women and men to promote social cohesion, both in online and offline spaces, will also be a key priority.
- In recognition of the integral role of youth in peacebuilding defined under the Youth, Peace and Security Agenda (YPS), PCO will engage young men and women to actively contribute to local-level conflict prevention efforts and promote social cohesion. PCO will particularly promote youth-led initiatives jointly with local authorities, civil society and law enforcement agencies to increase young people's contribution to inclusive and sustainable peace. PCO will implement the WPS agenda in conjunction with YPS agenda, by strengthening the **capabilities, and participation of local youth and women-led civil society organizations** to support

peacebuilding, women's participation in decision-making, humanitarian crises, law enforcement, justice sector, in peacekeeping, as well as regional peace initiatives, especially vis a vis Afghanistan.

- **Humanitarian-development-peace nexus:** The humanitarian-development-peace nexus will be addressed through PCO's mainstream women empowerment work, including with key stakeholders and civil society organizations, especially women-led civil society organizations, to actively contribute to local-level rebuilding, recovery and peacebuilding. PCO will strengthen its coordination mechanisms under the Gender and Humanitarian Taskforce and disaster management authorities to ensure gender integration in humanitarian response to climate-induced shocks and disasters. In these interventions, negative impacts of urbanization, environmental degradation leading to loss of livelihoods will also be in focus.

Strategic Partners:

- National and Provincial Assemblies (Federal, four provinces, GB and AJ&K legislative assemblies)
- Election Commission of Pakistan (ECP)
- Women Parliamentary Caucuses
- Political parties (20)
- Law enforcement agencies
- National School of Public Policy (NSPP)
- National Institutes of Management (NIM)
- Pakistan Institute for Parliamentary Services (PIPS)
- Pakistan Institute of Legislative Development & Transparency (PILDAT)
- Private sector
- National Counter Terrorism Authority (NACTA)
- CSOs (especially those that are youth-led and women-led)
- Young Parliamentarians Forum (YPF)





Output 5: Women and girls benefit from a rights-based, gender responsive conducive environment that ensures their active participation in and benefit from the economy.

Link to UNSDCF: Output 2.5 Women Economic Empowerment

Link to SP: Outcome 4 Women's equitable access to services, goods and resources

PCO aims that by 2027, more women and girls in Pakistan, particularly the most vulnerable and marginalized and those from lagging districts benefit from sustainable livelihood and decent work opportunities resulting from responsible, inclusive, sustainable, green, and equitable economic development, prioritizing the needs of most marginalized communities first, through the unequivocal commitment to eradicate all forms of discrimination and exclusion. Programmatic interventions will include:

- **Working directly with women living in poverty, with disabilities, and other vulnerable and marginalized women in the formal and informal sectors, including home-based workers (HBWs), women in agriculture, women entrepreneurs, women who own small businesses and formal sector workers.** The programme will provide support to women workers according to the requirements, socioeconomic context and level of urbanization of each programme location, thereby avoiding a generic approach. This will also be guided by the PCO's past experiences in these locations, and will build on existing programs, including those implemented in partnership with UNCT. The PCO will work directly with potential programme partners, mobilizing them, forming them into functional community groups, and linking them with a

diverse range of resources. These will include access to financial services, markets, digital literacy, skill development and enterprise development.

- **Supporting women's registration for Computerized national Identity Cards (CNICs).** There is compelling evidence that the first step for Pakistani women to have real choices and exercise their rights starts with the possession of CNICs, which provide women and their households access to many facilities and services, including government services and guarantees entitlements, food rations, healthcare, voting rights, and educational opportunities for their children. The PCO will therefore work towards increasing women's registration through awareness, handholding, and working closely with NADRA.
- **Utilizing private sector capital coupled with government initiatives to empower women and girls economically.** Drawing on private sector capital, including CSR funds, the PCO will draw private sector companies for implementation of the Women Empowerment Principles (WEPs), such as skill training, micro enterprise development, and digital and financial literacy. The PCO will also encourage and facilitate private sector companies to create a more conducive working environment



for their women workers, by formulating and implementing gender-responsive HR policies. The private sector will also be encouraged for the promotion of gender-responsive value chain – granting women access to economic opportunities, including through gender-responsive procurement. Finally, support will also be provided to incubation centres to provide an ecosystem of services and support to innovative ideas and entrepreneurs, including through forming linkages with sources of venture capital.

- **Advancing women’s labor participation in high-income professions and jobs of the future, the PCO will work towards promoting women’s participation in STEM** (science, technology, engineering and mathematics) fields, through working with academic institutions, incubation centres and the technology sector. This will include initiatives to connect prospective technology sector workers to the industry through mentorship and internship programs, and build capacities of women in a range of sectors to adopt technological solutions for day-to-day business operations.
- Leveraging its technical expertise to support and facilitate relevant departments for the **implementation of important laws**, including the HBWs law, and implementation of policies on issues such as gender parity and equal pay. Engagements with relevant stakeholders will also be initiated on formulating and implementing laws for the gig economy with the objective of safeguarding the rights of women workers, in line with international human rights standards.

- **Partnering with the federal government’s Poverty Alleviation and Social Safety Division on Pakistan’s agenda for women entrepreneurs.** This includes multiple, large-scale programmes such as Ehsaas Emergency Cash⁴⁶ programme, Ehsaas Amdan⁴⁷ (income) in which the target is that 60 per cent of asset beneficiaries will be women; the Enterprise Scheme for Youth which provides loans of which 30 per cent are given to women; and the Prime Minister’s Kaamyab Jawan (National Youth Development Programme). Provision of cash transfers and grants for women most vulnerable to shocks, including in disaster-related and humanitarian contexts, will also be a priority for the PCO. PCO’s role in this regard would be to expand the outreach of these programmes and facilitate women’s access to these.
- **Influencing policies on labor protection and social security coverage, including pension schemes and health insurance systems, for women working in the informal economy.** Advocacy and awareness will also be increased around unpaid care work, including highlighting the opportunity of employment creation and entrepreneurship in the care economy. The PCO will also build on the lessons in context of COVID-19, and work to address gaps in the provision of social protection programs.
- **Enhance the capacities of women in agriculture and connecting them with high-value supply chains.** Additionally, women farmers’ ability to adapt to the impacts of climate change will also remain as a priority area, and will be supplemented by the provision of climate resilient technologies.

46. https://www.pass.gov.pk/ecs/uct_all.html

47. <https://www.pass.gov.pk/> and <https://www.pass.gov.pk/Detail1cf24ba7-74f2-4afb-897b-6ad4ec4a20aa>



The PCO will also continue to build on and expand its partnerships with UN agencies - specifically with FAO & ILO - in the context of empowering women economically, including through agricultural activities.

Strategic partners:

- Academic institutions
 - Incubation centers
 - SMEDA
 - Telecommunication companies
 - National Database and Registration Authority (NADRA)
 - Benazir Income Support Programme/ Ehsaas Social Protection Programmes
 - Poverty Alleviation and Social Safety Division
- Agriculture Departments
 - Private sector companies
 - NAVTTC
 - WCCI
 - Mera Maan
 - British Asian Trust
 - PPAF
 - RSPN
 - TDAP
 - AKRSP/AKDN
 - Provincial Labour Departments
 - Ministry of IT
 - Ministry of Commerce
 - Pakistan Business Council
 - CSO/NGOs working on WEE



COMPARATIVE ADVANTAGE

Experience: With its 16th year in Pakistan, UN Women PCO has sound experience and a proven track record of delivering for women and girls in the country.

Thought Leadership: PCO has positioned itself as the thought-leader on matters related to GEWE in the country - built on robust knowledge and data repositories, strong technical capacity and resources, and a track record of providing technical advice and support.

Stakeholder Trust: Given PCO's strong and proactive approach to stakeholder engagement, and a carefully built reputation of delivering on commitments, the organization values the trust its stakeholders - including beneficiaries, government officials, donors, CSOs and those from the private sector - accord to it.

Geographic Outreach: PCO maintains offices in the Federal Capital and three Provincial Capitals (Balochistan, Gilgit-Baltistan & Khyber-Pakhtunkhwa), that provide the network to implement initiatives across 25+ districts in the country.

UN System Coordination: UN Women PCO chairs multiple UNCT forums - including the UNSDCF Gender Equality Outcome Group, Gender Theme Group & GRP Task Force - making it the leader for GEWE within the UNCT.

Partnerships: PCO maintains strong relationships with crucial partners from the government, civil society, private sector and development partner organizations.



UN SYSTEM COORDINATION

The PCO's substantive coordination efforts have positioned it as the leader and reliable partner for enhancing the coordination, coherence and accountability of the UN system to deliver on gender equality commitments. PCO played a leading role within the architecture of UN Coordination during the design phase of the United Nations Sustainable Development Framework (UNSDCF) by ensuring that GEWE remained a key priority of the UNSDCF. PCO currently chairs the UNSDCF 2023-2027 Outcome Group 2 on Gender Equality and Women's Empowerment, in close collaboration with the Resident Coordinator Office (RCO) and the dedicated participation of sister UN entities. PCO will continue co-chair the inter-agency GTG with UNFPA, with a focus on providing strategic support and advice to the UNCT to enhance gender mainstreaming efforts and in achieving SDG 5 and the gender equality dimensions of all SDGs throughout the UN Cooperation Framework. In addition to implementing yearly workplans, GTG will continue to promote UN accountability through implementation of the action plan devised as part of the System-wide Action Plan (SWAP) Scorecard comprehensive assessment and host the GTG Secretariat funded by a common UN budget. The SWAP Scorecard follows a self-assessment format that promotes greater participation and ownership across the UNCT, and includes the following areas: Planning; Programming, Monitoring and Evaluation; Partnerships; Leadership; Gender architecture and capacities; Resources, and Results.

In addition to being an active member of the Programme Management Team (PMT), PCO is

part of the security reference groups and is the co-chair of the Operations Management Team (OMT), and will continue and strengthen its role as a member of all sub-groups of the OMT (Budget & Finance, Procurement, Human Resources, Administration and ICT). For example, PCO will leverage its position as the Chair of the Gender Responsive Procurement Task Force (GRP TF) which is comprised of most UN entities, as well as financial institutions such as WBG, IMF, and OSCE. The Task force, while working at the OMT level, through programmatic interventions, will work on capacity building initiatives for Women Owned Businesses (WOB), sharing best practices with the Operations Management Team (OMT) and harmonizing working groups to Deliver as One, which aligns with the strategic note outputs on women economic empowerment, as well as the cross-cutting theme of coordinating for gender equality within the UNCT. In addition, PCO co-chairs the Gender Parity Working Group with the RC to promote gender parity within UNCT, which also aligns with the Field-specific Enabling Environment Guidelines. PCO is also an active member of the HRTF and Humanitarian Country Team (HCT). Through these platforms the PCO aims to provide strategic inputs to enhance efficiency and effectiveness, and to advance important issues that will make UN entities gender-responsive employers. In the past, the PCO has led the evaluation of gender-sensitive, UNDSS-cleared accommodation across the country and facilitated the process of common premises as part of the OMT.

The PCO will continue its lead role in system-wide advocacy actions and campaigns, including the UNiTE campaign, 16 Days of



Activism against GBV, International Women's Day and other observances with a focus on showcasing and incorporating its programmatic approaches and success stories for greater impact. PCO has already managed to create substantial momentum to promote GEWE within UN Pakistan in the past year, and will continue to do so through joint projects, platforms and programmes with UNDP, UNFPA, UNODC and FAO - including in humanitarian contexts - in selected districts in Balochistan, Khyber-

Pakhtunkhwa, Sindh and Punjab. In 2022 alone, the PCO contributed to the implementation of four joint projects - with UNFPA, UNODC and UNDP- of which two were concluded in the year. Going forward, PCO aims to expand its partnerships with UN agencies through joint programming, and aims to include at least three more joint projects in the upcoming SN cycle (this is also included as an indicator in the DRF results framework).



STRATEGIC PARTNERSHIPS

In order to implement its vision effectively and to create change and impact in the lives of partners, the PCO plans to leverage trusted partnerships with both duty bearers and rights holders at the federal, provincial and local levels, along with CSOs, the private sector, youth and media. Currently, PCO enjoys a competitive advantage through maintaining strong relationship with crucial partners from the government, civil society and development partner organizations.

To deliver the proposed programme, partnerships and coordination will be expanded and strengthened. Both, cross-cutting departments and line ministries, as well as other national authorities will be targeted for intensified cooperation. UN Women's natural government counterparts include the women's machinery such as the National and Provincial Commission the Status of Women, Women Parliamentary Caucuses, Provincial Women Development Departments and Social Welfare Departments, and Offices of the Ombudspersons on Protection from Harassment at the Workplace. In addition, the Ministry of Human Rights will continue to be the key government counterpart to ensure women's rights are upheld and realized across the country. UN Women has nurtured these key partnerships in the past and will continue to strengthen in the years ahead.

With the backdrop of the elections in 2023, the National Database and Registration Authority (NADRA) and the Election Commission of Pakistan will be important stakeholders for ensuring women's voter registration and enhanced political participation. The National Authority on Countering Terrorism (NACTA) is

a key interlocutor in advancing WPS agenda nationally and regionally, and in promoting leadership of women in diplomatic service and international development.

The PCO enjoys deepened cooperation with justice sector stakeholders including the Law & Justice Commission of Pakistan, Legal Aid & Justice Authority, Federal and Provincial Judicial Academies, Provincial High Courts, Bar Councils/ Associations, prosecutors and the Legal Fraternity, Federal and Provincial Police departments, Police Training Institutions, and the Levies in Balochistan, which will be key for building a strong human rights and governance portfolio.

The PCO will scale up its engagement with the private sector, including commercial banks and financial institutions, in women's economic empowerment. Private sector engagement will be imperative in the framework of Women's Empowerment Principles (WEPs). PCO's work with the private sector to date is premised on an understanding that the private sector is instrumental for advancing GEWE across the different aspects of women's lives in Pakistan. In the next five years PCO will continue its focus on building the private sector's understanding and commitment for GEWE results in a realistic manner. Whilst GEWE is not the private sector's core business the focus will remain on leveraging partnerships with the private sector to accelerate awareness and advancement of GEWE in the world of work. In the past year, PCO has entered into partnerships with prominent businesses, including one of the largest conglomerates of the country, Nishat Group,



and Pakistan's largest telecom operator, Jazz Telecom. The PCO will continue to strengthen its due diligence processes when engaging with the private sector, and build on the experiences of its newly established due diligence committee. Recognizing that more programmatic intervention and strategic planning is needed to engage the private sector to integrate gender mainstreaming into corporate agendas, business policies and frameworks, these efforts would focus on promoting safer mobility, harassment-free workplaces and gender responsive policies, while also pushing for gender responsive procurement for a diversified supplier base and bridging the digital gender divide.

UN Women Pakistan will build on its private sector pool to encourage more companies to join WEPs platform while working with existing members to influence CSR spendings, advocate for gender responsive policies and increase women workforce participation in formal economy. Renewed focus will be on initiatives for gender responsive marketplaces. For financial inclusion, inline with State Bank of Pakistan's 'Banking on Equality Policy' joint activities and advocacy will be focus for improving women access to financial institutions and launch of customized financial solutions for women-owned businesses. For programmatic interventions, UN Women Pakistan will leverage its private sector pool to bring in financial and in-kind contributions leveraging unique expertise and insights that private sector brings for sustainability and to further strengthen outcomes of existing WEE programmes.

The PCO aims to expand its network of journalists and media partners, and build wider partnerships under the framework on Media Compact to reach mutually beneficial agreement through which valued media partners are invited to scale up their focus on women's rights and gender equality issues through high-quality coverage and editorial decisions, complemented

by gender-sensitive corporate practices. In addition, PCO will use media partnerships to amplify the voices, concerns and experiences of marginalized women and girls to promote women's rights and gender equality.

The proposed partnership with men allies, CSO alliances, and government stakeholders will help change social norms as this collaboration will create a conducive environment by initiating both community dialogue and policy discourse. This collaboration will further ensure that legal protections for women and marginalized groups are in place, awareness exists to use these provisions, and support mechanisms are accessible. This will all contribute to changing social norms against women and vulnerable groups.

In the past, PCO has contributed opinion pieces in leading English dailies, such as Dawn, The News, Tribune, and the Nation, and pitched interviews with the country's state television, Pakistan Television. In the current SN period, PCO will continue to build on these partnerships and explore private electronic partnerships on both radio and television platforms. These partnerships will be instrumental in increased visibility and promising advocacy efforts to champion women's rights and gender equality issues through editorial articles, features, and news coverage.

The PCO will support and partner with CSOs at the local level, specifically the provincial Women Empowerment (WE) Alliances instrumental in guiding interventions at the grassroots level through their own strategic plans and ensuring that programme activities translate into sustainable community actions. In the past, PCO has partnered with prominent CSOs of the country including Rural Development Foundation (RDF), Aurat Foundation, PAHEL Pakistan, Community Development Foundation (CDF), Democracy Reporting International (DRI) and Balochistan Rural Support Program (BRSP).



PROGRAMME SUSTAINABILITY INCLUDING EXIT STRATEGY

The proposed programmes will be implemented to build on and complement existing systems in Pakistan to support **national ownership** and ensure **alignment with national priorities** through the following strategies:

- **Developing the institutional capacity** of key stakeholders, including rights holders and duty bearers, at all levels to formulate, implement and monitor gender-responsive policies, laws, and strategies. The PCO will support the national women machinery and relevant ministries to meet their global normative commitments to GEWE, and support will be extended to implement global commitments as specified in CEDAW, CSW, Beijing Platform for Action and the SDGs. The PCO will continue its support on the National Data Gender Portal (NGDP) to collect, analyse and disseminate holistic gender statistics.
- **Enhancing multi-stakeholder partnership and coordination mechanisms** to create change and impact in the lives of beneficiaries. The PCO will leverage its comparative advantage in the country through trusted partnerships with both duty bearers and rights holders at federal, provincial and local levels, along with CSOs, the private sector, financial institutions, development partners and UN agencies.
- **Engage and support civil society led initiatives**, especially women and youth-led local organizations, to create community ownership, provide localized solutions and ensure sustainability of initiatives that promote gender equality and women's

rights, as project operations phase out. PCO will continue to identify, strengthen, and scale good practices of CSOs so that they continue to support their communities and work in conjunction with government stakeholders.

- **Promoting knowledge generation and exchange** to ensure the effectiveness and sustainability of capacity development and awareness-raising interventions for various stakeholders. Furthermore, by creating an environment of continuous learning, adaptation, and reflection - including through working with academic institutions and think tanks for generation of knowledge and research - the PCO will engage stakeholders to collect feedback on programme interventions, identify good practices and lessons learned and exchange new ideas and approaches for innovation. The PCO will continue to invest in knowledge products to build a strong culture of sharing knowledge internally and externally.
- **Strengthening communications** to promote social and behavioural change. The PCO has a specific focus on leveraging strategic communications and public advocacy for GEWE and positioning UN Women as a thought leader and trusted champion. The PCO continues to engage the media and public influencers to challenge negative stereotypes and promote positive social norms. By delivering the right messages to the right audiences, PCO will forge new alliances with non-traditional partners, including men and boys, and mobilize broad public support and soft interventions.



The PCO exit strategy will identify programme interventions that are ready to be phased out and draw good practices and lessons learned for on-going interventions. It will also outline approaches and activities that will help maintain certain benefits of each project beyond the SN period, in order to support the sustainability of initiatives already implemented. Focusing will remain on enhancing existing relationships for creating transformative change and putting in place effective mechanisms to hand over responsibilities seamlessly to government agencies and civil society actors for a smooth transition into post-project operations. The aim would be to create an environment and

systems which are living, local, and guarantee sustainability over time. A primary consideration in this regard will be to gauge and build on partner readiness and capacity to maintain priorities, well beyond the implementation of specific initiatives. This approach will also be augmented by building the capacity of women leaders, gender champions and communities to self-advocate on issues that are imperative to the empowerment of women, including women's equality and economic empowerment. Leveraging the GTG platform is also a key, since this will lead to ensuring a streamlined approach within the UNCT for exit and sustainability approaches.



MANAGEMENT AND OPERATIONS

The PCO started its operations in Pakistan in 2007. Historically it has been a small to medium sized office. In 2020, PCO prepared a vision document (VD) comprised of a vision for the future and a clear roadmap. This VD has been put into action and the PCO is now ready to become a large Office. As a starting point, PCO has established an international post of Deputy Country Representative. The position holds the dual function of Programme Management Specialist to ensure adequate capacity to manage the resources of PCO effectively and to deliver UN Women's triple mandate. Currently the PCO has a main office at the capital Islamabad, suboffices in the provinces of Khyber Pakhtunkhwa and Balochistan, and programme presence in the provinces of Sindh, Punjab and Gilgit Baltistan. As the PCO grows, there will be a need for more working space both at the central and provincial levels. In line with the BOS, the PCO plans to increase its human resource footprint in the provinces by co-locating with other UN agencies. At the central level, the PCO has begun work to extend and refurbish its current office to accommodate more staff. Within the UNCT, UN Women will also play its role as co-chair of the OMT in aiding progress towards the five service lines under the BOS in Pakistan: common administrative, finance, human resource, procurement and ICT services.

In this SN period, the programme size and funding is expected to double to more than USD 10 million per annum, along with an increase in the human resource portfolio. The PCO has conducted an extensive talent mapping exercise to identify in-house technical expertise. A new Organogram for the office has been developed and finalized after discussions with the Regional Office (RO). This exercise has been supported by a staff costing which will inform a staffing cost

recovery policy and help ensure that staff costs, to the extent possible, are covered through non-core funds. Salary funding will be secured, with at least 80 per cent from non-core sources. The PCO will explore the options of moving personnel to better and more secure contract modalities.

The office will continue to provide an enabling work environment that attracts and retains qualified and highly competent staff. A career progression plan has been developed to ensure that the PCO remains the first choice for professionals who wish to continue their careers in the field of Gender Equality. The PCO is also creating an environment of transparency and inclusive decision making to give the whole team a sense of ownership. There is a special focus on ensuring work life balance and to cultivating a culture of duty of care towards colleagues. Staff capacity building plays an important role in the development of an organization and the PCO is focused on improving individual capacities and leadership skills. Besides providing skill development courses, the PCO initiated a plan of on the job trainings at different levels through job swaps as well as sending colleagues to other countries on short term assignments to learn from ongoing practices across regions. These are envisaged as part of a capacity-development program, so that building staff capacity goes beyond one-off trainings. In this way the team will have diverse national and international experiences. The PCO has also initiated an office welfare committee responsible for identifying measures to make the PCO a respectful and staff friendly workplace as well as arranging various social and cultural events.

The PCO has initiated an Operations cafe's to build better understanding of policies and procedures



and to foster a culture of knowledge sharing. The PCO will strengthen its management and operations systems and processes to maintain its delivery target of greater than 90 per cent. As the majority of the programmatic work is implemented through partners, an extensive HACT and/or risk-based capacity assessments process is carried out which will continue. A regular orientation and guidance system with close monitoring for Partners is in place to ensure compliance with UN Women's policies and timely delivery of results and to ensure that audit reports are unqualified. A close partner monitoring process is in place to ensure timely liquidations of partner advances.

Corporately, UN Women is moving to a new Enterprise Resource Planning (ERP) system QUANTUM. ***The upgrading of ERP impacts all in-house business processes as well as those that UN Women outsources and therefore has implications for the whole organization. The PCO will ensure a whole of organization approach to the change and ensure that its staff are well prepared through various learning sessions to minimize the impact of this change.***

The security situation in the country will be closely monitored to ensure a proactive approach to security, including consultations with the Regional Security Specialist as necessitated by the situation on ground. Given the security context of the country, where there has been a spike in security-related incidents in the provinces, the PCO will move to a province-centric approach: this includes the hiring of a Local Security Assistant for Balochistan and Khyber-Pakhtunkhwa, covered with UNDP under the joint operations for premises. The office will also endeavor to provide regular security briefings to all Managers, which will be delivered by the Operations Manager. Additionally, security trainings such as defensive driving training for drivers (armored cars), Women Security Awareness training and other training as listed on the SRM Measures in 2023 will also be provided.

Pakistan CO will ensure active participation

in the Security Management Team (SMT) meetings while maintaining full compliance with mandatory Security Risk Management measures, including timely updates and submission of the UN Women Security and Safety Compliance Survey. The SMT is represented at the Country Representative level, with the Operations Manager regularly present. At the provincial office level also, the Heads of Sub-offices play a critical role mirroring the SMTs. Following the established security mainstreaming process, the office will continue to engage with the local UNDSS and Regional Security Specialist to identify and resource security requirements.

The PCO has adopted and is using the new Business Continuity Crisis Management Application (BCCMA). Through annual updates and testing of the Business Continuity and Crisis Management Application, the office will aim to maintain 100% compliance with the Business Continuity and Crisis Management requirements and, upon requirement, conduct facilitated exercise with Regional Security Specialist to strengthen overall resilience.

In the area of Occupational Health and Safety, the office will engage the corporate OHS manager, upon requirement, to assess current compliance and assist in addressing deficiencies if they are identified in country office and sub offices. A robust plan is in place to ensure that all incoming staff have completed their mandatory courses including BSAFE SSAFE.

Physical inventory management checks are carried out regularly to confirm the location and tagging. This exercise is being conducted at the central and sub-office levels. PCO will continue to ensure that it is an Information Security Compliant office through the regular adoption and updating of set processes.

The PCO staff have undergone extensive Results Based Management (RBM) training to improve RBM and reporting capacities. The PCO will continue to ensure compliance in recording data in **PGAMS, LEADS** and **DAMS** through regular coaching and effective monitoring.



MONITORING AND EVALUATION

The PCO remains committed to advancing a strong culture of RBM throughout the organization in its programming and operation cycles, which builds on comprehensive capacity-building training delivered to the entire PCO staff in 2021. PCO now plans to operationalize RBM principles through project lifecycles - including development of theories of change that clearly articulate the assumptions underpinning the causal linkages between inputs, outputs, outcomes and impact, development of robust results frameworks, regular monitoring to track trends of indicators through streamlined data flows, and regular updates to programme leads so as to support better management and course correction.

A newly established M&E Unit will play a key role in implementing the plan - with Provincial Monitoring Focal Officers in Balochistan and Khyber-Pakhtunkhwa, and a Planning & Monitoring Focal Officer in the Islamabad Office. Beyond geographic coverage, the M&E focal points also have specific M&E-related roles across project-monitoring, monitoring for UNSDCF and the SN, and formulation of

monitoring plans and corporate reporting requirements. This newly established unit will be separate from Programmatic Units, and will work directly under the leadership and advice of the Country Representative, to maintain neutrality and adherence to high standards of quality assurance. As a routine process, the M&E unit regularly updates a composite indicator matrix, presents it to senior management at monthly meetings, and includes indicators suitable for all PCO projects and initiatives. In addition, systems have been put in place for senior management to directly interact with beneficiaries on a regular basis allowing regular feedback to flow from the field to managers.

Specific activities will also be outlined under organizational effectiveness and efficiency (OEE) in the AWP/BWP, including capacity development implementing partners and other partner organizations to increase their institutional capacities. The PCO also plans to conduct evaluations for specific programmes and projects under different outputs, which will again feed into high-quality and impact-oriented interventions.



RESEARCH AND KNOWLEDGE MANAGEMENT

Placing women's rights at the centre of all its efforts, the PCO has emerged as a thought leader in knowledge creation that fills critical gaps in the evidence base that supports advocacy campaigns; building competencies, knowledge and awareness; sensitizing justice sector officials and promoting evidence-based policy and legislative reforms.

In line with its Knowledge Management Plan, PCO will continue to invest in knowledge products (including research products, videos, and online newsletters) to ensure the effectiveness and sustainability of capacity development and awareness-raising interventions for various stakeholders. This work aims to build a strong culture of sharing knowledge internally and externally. In the Women's Economic Empowerment Portfolio, the PCO has planned several research studies and knowledge products to understand the different needs of its partners and to collect data which will help in the effective and smooth implementation of the projects. Moreover, the PCO will continue its series of WEE Status Reports and National Commission on Status of Women (NCSW) Status reports.

Dissemination of research and knowledge products is crucial to sustaining impact, informing policies and contributing to broader social norm change. In this regard, the PCO will not only use its existing partners, from both rights holders and duty bearers groups, to disseminate its knowledge products, but will

also leverage multi-stakeholder platforms such as the GTG and INGAD. This work will guide thought leadership by utilizing cutting-edge research and knowledge products. Internally, the PCO will continue to discuss and deliberate on new knowledge and evidence generated, through virtual spaces such as webinars and online workshops, and in-person events such as seminars and brown-bags.

In the research and data collection domain, the National Commission on the Status of Women (NCSW) has established a National Gender Data Portal (NGDP) with support from UN Women and with inputs from other federal and provincial government departments. The PCO will scale-up this extensive digital portal which already includes data related to 413 qualitative and quantitative indicators across 10 different themes, to serve as a knowledge hub and repository of research on gender issues. The NGDP will generate a National Report on the Status of Women as well as thematic briefs, on a regular basis, which will guide policy makers to design and implement sustainable and impactful interventions.

The PCO will also continue with its key research and knowledge series – such as the survivor journey mapping research (including a National Level Study on Survivors' Journey Mapping), national and provincial baseline studies on economic empowerment initiatives for women in shelters and prisons, and resource packages on key concepts related to VAW.



RESOURCE MOBILIZATION

Since 2021, the PCO's resource mobilization efforts have doubled with further projected growth in financial resources actualized and in the pipeline. With a focus on fully funded medium to long term programmes the PCO has strengthened its position with donor agencies. The implementation of the SN 2023-2027 will require total resources of approximately USD 71 million over the next five years.

For the SN period, the main targets for resource mobilization remain bilateral and multilateral donors. UN Women will also continue to work with traditional and non-traditional donors and possibly explore new partners who have already provided funding or have committed to funding, namely, Norway, INL, Germany, EU, Korea and Japan. Partnerships with multilateral development banks, including the Asian Development Bank (ADB) will also be pursued, particularly in the context of access to finance for women businesses as well as gender-responsive budgeting. The PCO will also look towards mechanisms to tap available government funding. In line with UN Reform, the PCO will continue to focus on joint programming to enable greater coherence on gender equality and women's empowerment. The PCO will also prioritize the combined efforts of the UNCT and resource mobilization planning for the UNSDCF,

in line with commitments under the UNCT Multi-year Funding Framework (MYFF).

The PCO will also leverage its membership in various multi-stakeholder platforms, including the Inter Agency Gender and Development (INGAD) group, which the PCO co-chairs along with the EU. This and similar platforms such as the WE Alliances and GTG will be used, among other things, to mobilize resources for the PCO's initiatives on women empowerment and promote PCO's past work and display partnerships, thus attracting other donors to come forward for potential collaborations.

The PCO also views the private sector as a nontraditional partner with great potential, not only to raise resources but to use their platform and expertise to make their working places safer for women to enter and to be retained. UN Women will establish stronger relationships with renowned players in the industry and tapping into their corporate social responsibility fund and ensuring full collaboration.

Finally, the PCO will continue to work with relevant UN sister entities in alignment with the UNSDCF and forge effective collaboration mechanisms with them, including UNFPA, UNICEF, FAO, UNDP, UNODC, WFP and UNHCR.



COMMUNICATION AND ADVOCACY

For the next five years, the PCO's plans will focus on leveraging strategic communications and public advocacy for GEWE and positioning UN Women as a thought leader and trusted champion. A blend of visibility and advocacy efforts will drive the strategic communications at the PCO, details of which will be part of the upcoming AWP/BWP.

Building on its award-winning collaborations with unconventional partners, the PCO will strengthen its strategic partnerships with media, the government, the private sector, social media profiles, influencers and celebrities, sports organizations, grassroots youth organizations, and CSOs.

To expand outreach the PCO will maintain the brand and enhance its outreach fully leveraging traditional channels as well as digital media, particularly social media to communicate results, highlight human interest stories, share knowledge, and nurture desired social change,

to expand and strengthen partnerships, mobilize resources and spark innovative ideas. Stronger communication of programme results and impact stories to development partners and national audiences will reinforce the credibility of UN Women as the lead entity on gender equality and women's empowerment.

Social media will be used to engage and pursue key influencers, youth and policy makers, tap into their networks and widen the pool of gender advocates and changemakers. Moreover, targeted disruptive and transformative social media campaigns will be devised to break cycles of discriminatory social norms and practices, introduce progressive discourses on GEWE and reinforce positive role modeling. Through active engagement and joint advocacy efforts between the United Nations Communications Group (UNCG) and Gender Theme Group (GTG), gender-responsive and inclusive communications will be leveraged.



KEY RISKS AND RISK MITIGATION

The Pakistan country context for gender equality and women's empowerment is challenging, with deep rooted patriarchal norms, gender inequality and discrimination against women. As a small UN entity in Pakistan, UN Women is faced with several internal and external risks that may impede the delivery of results as per UN Women's mandate.

Coordination risks include overlapping mandates across UN entities, exacerbated by weak coordination mechanisms which accentuate this risk. Other risks range from resource mobilization risks leading to decrease in funding for development work due to donor fatigue and post COVID-19 pandemic pressures leading to limited interventions on GE, to operational risks which include but are not limited to safety &

security risks, human resources risks and legal risks. A very significant risk identified relates to SH and PSEA where policies and procedures on SH and PSEA are not shared with all implementing partners due to the unavailability of materials in local languages. Another risk identified for the coming years is linked to the need for a strengthened Sub Office structure given that all the work happens in the field. Details of all identified risks, mitigation actions, responsible staff as risk owners and timelines are outlined in the risk register attached. The risk focal point regularly updates the risk register in the Enterprise Risk Management System after consultation with the various stake holders. The Operations Manager is also part of these discussions to finalize and have these approved.



UN WOMEN IS THE UN ORGANIZATION DEDICATED TO GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN. A GLOBAL CHAMPION FOR WOMEN AND GIRLS, UN WOMEN WAS ESTABLISHED TO ACCELERATE PROGRESS ON MEETING THEIR NEEDS WORLDWIDE.

UN Women supports UN Member States as they set global standards for achieving gender equality, and works with governments and civil society to design laws, policies, programmes and services needed to ensure that the standards are effectively implemented and truly benefit women and girls worldwide. It works globally to make the vision of the Sustainable Development Goals a reality for women and girls and stands behind women's equal participation in all aspects of life, focusing on four strategic priorities: Women lead, participate in and benefit equally from governance systems; Women have income security, decent work and economic autonomy; All women and girls live a life free from all forms of violence; Women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and humanitarian action. UN Women also coordinates and promotes the UN system's work in advancing gender equality.

