



SINDH COMMISSION ON THE STATUS OF WOMEN STRATEGIC PLAN 2018 – 2021



Planet 50-50 by 2030
Step It Up for Gender Equality

Contents

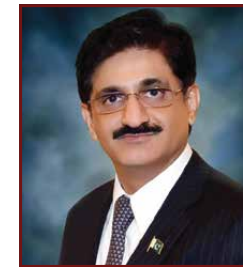
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SINDH COMMISSION ON THE STATUS OF WOMEN STRATEGIC PLAN 2018 – 2021



MURAD ALI SHAH



CHIEF MINISTER SINDH
Syed Murad Ali Shah

Message from the Chief Minister Sindh

It is with much pride that I write this message for the first Strategic Plan of the Sindh Commission on the Status of Women. The establishment of this Commission is a major milestone for the Government of Sindh as it was established in lieu of international commitments of the Government of Pakistan, and shall work to erase gender discrimination from Sindh.

The Sindh Commission on the Status of Women has been given an important and vast mandate. It is the umbrella entity of the provincial government for monitoring government policies and initiatives and overseeing all departments and organs that affect the lives of women in Sindh. Such massive functions and responsible require smart planning and strategic working. I applaud UN Women for providing support to the Government of Sindh by hiring expert consultant Mr. Daud Saqlain to draft the first strategic plan of the Sindh Commission on the Status of Women.

I have been receiving reports from the Sindh Commission on the Status of Women and I am sure that through this Strategic Plan, the Commission will continue its tradition of efficient and committed work for the women in Sindh



Message from the Chairperson, Sindh Commission on the Status of Women

Ms. Nuzhat Shirin

As a continuation of its rights-based approach, the government of Sindh has set another milestone through the establishment of the Sindh Commission on the Status of Women. It is a major step towards achieving the goal of a women-friendly Sindh and has come about after years of hard work of many politicians and activists. The struggle indicates the importance of the Commission and that the hopes of many are riding on the shoulders of the Sindh Commission on the Status of Women.

I am humbled to be the first Chairperson of the Commission. While it is an honour, being the first Chairperson means that I have had to fight through many teething problems for the strengthening of the Commission. In this regard, I am indebted to friends of the Commission who have kept our hopes high. UN Women is a sincere supporter of SCSW and it has stood with the Commission from the beginning. This strategic plan is also being published with their support and for that I thank UN Women and consultant Mr. Daud Saqlain wholeheartedly. SPO, Trocaire, and Australian Aid have also shown continued support as strategic partners of the Commission.

SCSW is working at the maximum speed possible for improving the status of women in Sindh, but the mandate of the Commission is vast and powerful. We work within the system of the Government of Sindh to best advise the government in developing and implementing pro-women legislations, lobby for women's rights by developing inter-departmental and NGO networks, monitor initiatives and departments of the government working for women's issues and guide them by sharing effective redressal mechanisms. All of this however requires rigorous planning and agenda setting. To streamline our efforts, it was my wish for the Commission to have a 3-year strategic plan from which regular workplans can be extracted. UN Women came through on this and hired consultant Mr. Daud Saqlain. Mr. Daud held meetings with members and advisors of SCSW and after many months of labour has drafted the strategic plan. It will be a major help in the coming months of the Commission to have its short-term agendas laid out and will bring clarity to our work.

Everything that we have been able to accomplish would not have been possible without the sincere efforts of my team and our supporters from both within and outside the government of Sindh. The objective of the Commission is to achieve a gender discrimination free Sindh. We know that this is not possible if we work alone, that is why our slogan is

آؤ بمارت سانہ چلو
آؤ ہم اپنے سندرہ کومنفی تعصب سے پاک کریں

Thank you!

Acronyms

AWP	Annual Work Plan
BISP	Benazir Income Support Programme
CEDAW	Convention on the Elimination of all forms of Discrimination against Women
CNIC	Computerized National Identity Card
CSO	Civil Society Organizations
FAFEN	Free and Fair Elections Network
GBV	Gender-Based Violence
GEWE	Gender Equality and Women's Empowerment
GMIS	Gender Management Information System
HR	Human Resources
ICPD	International Conference on Population & Development
ICCPR	International Covenant on Civil and Political Rights
ICESCR	International Covenant on Economics, Social and Cultural Rights
INGO	International NGO
M&E	Monitoring and Evaluation
NCSW	National Commission on the Status of Women
NGO	Non-Government Organization
SCSW	Sindh Commission on the Status of Women
SDGs	Sustainable Development Goals
SGPR	Sindh Gender Parity Report
SOPs	Standard Operating Procedures
UDHR	Universal Declaration on Human Rights
UN	United Nations
UPR	Universal Periodic Review
VAWG	Violence Against Women and Girls
WDD	Women Development Department

1. Situation Analysis

The state of women in Sindh portrays a dismal situation, where illiteracy, forced marriages, male child preference and economic dependency of women on men are the major contributing factors of gender inequality. According to Free and Fair Elections Network (FAFEN), out of 11.9 million adult women in Sindh province, 2.2 million are yet to get computerized national identity cards (CNICs) and become eligible voters. In 1979, Sindh had 16% rural female enrolment at the primary level. Today, Sindh has 17% female rural enrolment at the primary level, which only marks an increase of 1% over all these years. A report furnished by Sindh's Women Development Department (WDD) shows that a total of 1,643 cases regarding various types of violence against women, from honour killings to forced custody of children and cases for maintenance were filed by women from across the province in just the first six months of 2018.

Women in Sindh

- Total Female Population in Sindh =229,664,78 (48%)
- Sindh's female labor force participation= 13.5 %
 - Literacy rate of women in Sindh =44%
 - Out of School Children (Girls) = 49%

The Government of Sindh achieved a milestone to structurally institutionalize the gender equality and women's empowerment agenda when the Sindh Commission on the Status of Women Act was passed by the Provincial Assembly on 6th April 2015, and subsequently assented by the Governor of Sindh on 12th May 2015. The Commission became functional in September 2017. As per the law, the Government of Sindh was bound to constitute a commission, to be known as the Sindh Provincial Commission on the Status of Women, to exercise the powers and functions conferred upon it within 90 days of passage of the law. In compliance with Section 6 of the Sindh Commission on Status of Women Act, 2015 Ms. Nuzhat Shirin has been appointed the chairperson for a period of three years starting in September 2017.

Sindh Commission on the Status of Women (SCSW) is an oversight body, established to ensure that laws, policies and programs of the Government of Sindh promote women's empowerment, efforts are made for creating and expanding opportunities for socio-economic development of women, and discrimination against women in all forms is eliminated. The SCSW was formed for the promotion of the social, economic, political and legal rights of women in Sindh, as provided in the Constitution of the Islamic Republic of Pakistan 1973, and in accordance with international declarations, conventions, treaties, covenants and agreements relating to women, including the Convention on the Elimination of all forms of Discrimination against Women (CEDAW). The Commission plays an important role in achieving gender equality and socio-economic and political empowerment of the women of the Province.

The Government of Sindh has recently passed the following legislations to empower women and girl:

- i. Sindh Child Marriage Restraint Act, 2013
- ii. Domestic Violence (Prevention and Protection) Act, 2013
- iii. Sindh Commission on the Status of Women Act, 2015.
- iv. The Sindh Shops and Commercial Establishment Act, 2015 (The law was passed in the

wake of devolution of labour to the provinces under the Eighteenth Constitutional Amendment. Among other issues, it includes provisions for entitlement of maternity leaves and working hours specific for women).

- v. The Sindh Factories Act, 2015 (The law binds factories and other workplaces to reserve a common place for women employees and set up child care centres for children of women employees).
- vi. The Home-Based Workers Act, 2018

2. Powers and Functions of the Commission:

The powers and functions of the SCSW as given under the Sindh Commission on the Status of Women Act are as follows:

- a) Examine the policy, programs and other measures taken or to be taken by the Government for gender equality, women's empowerment, political participation, representation; assess, implementation and make suitable recommendations to the concerned authorities;
- b) Review all Provincial laws, rules and regulations prejudicial to the legitimate interest and rights of women, and suggest accordingly in term of replacement, amendment, addition or legislation afresh essentially needed to eliminate discrimination, safeguard and promote the interest of women and achieve gender equality before law in accordance with the Constitution and obligations under international covenants and commitments;
- c) Sponsor, steer, encourage research to generate information, analysis and studies, and maintain a database relating to women and gender issues to provide knowledge and awareness for Government policy and strategic action for women's empowerment;
- d) Develop and maintain interaction and dialogue with nongovernmental organizations, experts and individuals in the society and an active association with similar commissions and institutions in other provinces for collaboration and action to achieve gender equality in the province;
- e) Mobilize grants from domestic sources and international sources in order to meet any of its obligations or for the performing of its functions;
- f) Facilitate and monitor the implementation of international instruments and obligations affecting women and girls, advise the Government of Sindh in providing opinions and inputs to the Federal Government before accession to any such proposed international instrument, protocol or treaty by the Federal Government;
- g) Seek and receive information, data and documents from any Provincial or Federal sources or entity in the course of the performance of its functions;
- h) Inspect any jail, sub-jail or other places of custody where women and girls are kept and make appropriate recommendations to the authorities concerned;
- i) Act for advocacy, lobbying, coalition building, working as a catalyst for the promotion of its mission;
- j) Liaise with the National Commission on the Status of Women and other Provincial Commissions or any other relevant body;
- k) Monitor mechanisms and institutional procedures for the redressal of violation of women's rights; and
- l) Perform any other functions which may be assigned to it by Government.
- m) The Commission shall, with the approval of the Executive Committee as defined in Section 14, fix an honorarium or remuneration of advisors, consultants and experts, as may be prescribed.
- n) The Commission shall consider, approve and monitor implementation of the Strategic Plan and the Annual Budget.

Meetings of the Commission:

1. A meeting of the Commission shall be held in each quarter of the year at such times and at such place as the Chairperson may decide. The Chairperson may call additional meetings if and when required.
2. All meetings shall be chaired by the Chairperson or in his absence the members present shall elect from amongst themselves a member to preside the meeting.
3. The meeting of the Commission shall be conducted in accordance with the procedure as may be prescribed.
4. The quorum for the meeting of the Commission shall not be less than one half of the total strength of the Commission.
5. The decisions of the Commission shall be taken by the majority of the members present. In case of a tie, the Chairperson of the meeting shall have the casting vote.
6. No act or proceeding of the Commission shall be invalid on the ground merely of the existence of any vacancy in or defect in the constitution of the Commission.

Appointment of Committees of the Commission:

1. There shall be an Executive Committee of the Commission consisting of the Chairperson and two other members to be appointed by the Commission which shall be responsible to oversee the implementation of the decisions and recommendations of the Commission.
2. The Commission may establish such other Committees from amongst its members as it deems fit and may refer to them any matter for consideration and report. The Commission may, if it considers necessary, coopt to a Committee any person possessing special knowledge and expertise on the relevant subject.

Annual Report of the Commission:

1. The Commission shall prepare its Annual Report and shall be presented to the Chief Minister and Women Development Department. The annual report shall include accounts of its performance and utilization of funds.
2. The Annual Report of the Commission shall be laid and discussed in the Assembly.

3. Background

With support from the U.S. Department of State's Bureau of International Narcotics and Law Enforcement Affairs (INL). 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 implement these standards.

UN Women stands behind women's equal participation in all aspects of life, focusing on five priority areas: increasing women's leadership and participation; ending violence against women; engaging women in all aspects of peace and security processes; enhancing women's economic empowerment; and making gender equality central to national development planning and budgeting. UN Women also coordinates and promotes the UN system's work in advancing gender equality.

In Pakistan, UN Women is collaborating with the National and Provincial Commissions on the Status of Women for monitoring compliance to the Gender Equality and Women's Empowerment (GEWE) commitments of Pakistan. Hence, UN Women committed to facilitate and support the process to devise

the Strategic Plan for the SCSW through a consultative process. In this connection, a series of structured and semi-structured consultative meetings were undertaken in Sindh to set the future strategic course of the Commission.

During the consultative process, some fundamental challenges were highlighted to ensure efficacy, productivity and institutionalization of the role of Commission in a sustained manner for the socio-economic and political empowerment of women in the province.

4. Major Challenges faced by the SCSW

- Lack of financial and human resources.
- Budget is not in line with the mandate of the Commission.
- Bureaucratic hurdles in hiring of staff and revising the funds allocation.
- Members need specific trainings to develop common understanding and gelling together to work as a Commission.
- Slow progress towards achieving the mission as a result of social, religious, cultural and power structure barriers.
- Reluctance from political parties and leaders to prioritize progressive and responsive legislations round and for women's rights.
- Resistance to change by power structures particularly the feudal leaders.
- Bureaucratic hurdles in enacting and implementing pro-women legislations.



5. Vision, Mission and Values

Vision:

A province where women enjoy gender equality, live with dignity, are empowered and protected and contribute as equal citizens towards development, in an environment free from all forms of violence and discrimination.

Mission:

Encourage and promote the social, political and economic empowerment of women through reviews and revision of laws, research, policies, programs, rules and regulations and monitoring to mainstream and institutionalize women's rights in collaboration with government agencies, civil society and the private sector.

Values:



6. Strategic Priorities of Sindh Commission on the Status of Women

The SCSW envisages adopting the following strategic priorities to achieve its mission in the coming three years: The Sindh Commission on the Status of Women will work on these strategic priority areas through committees formed on the basis of public-private partnership. They will comprise of members from government departments, civil society organizations, subject experts, donors, UN agencies, and SCSW members and advisors.



Strategic Priority 1: Examine and review Sindh Laws, Rules, Regulations, Policies and Programs to enhance socio-political and economic empowerment of women

Strategic Objective 1: Examine policies, laws, programs and other measures taken by the provincial government for gender equality and women's socio political and economic empowerment, and make suitable recommendations in accordance with the Constitution of Pakistan and other obligations under national and international covenants and commitments.

Prior to the formation of the SCSW, the government departments mandated with the responsibility of Women Development have enacted and adopted legal safeguards/ Acts for the protection of the social, economic, political and legal rights of women in accordance with international declarations, conventions, treaties and covenants. These acts included: Sindh Commission on the Status of Women Act, 2015, Sindh Child Marriage Restraint Act, 2013, Domestic Violence (Prevention and Protection) Act, 2013, Sindh Dowry Restriction Bill/Act (Draft), 2017 and Sindh Acid Crime Control Act/Bill 2017 (Draft).

Since the establishment of the SCSW in November 2017, it is now the mandate of the Commission as per SCSW Act 2015 to push for the enactment of pro-women legislation, and to review laws and policies that are in violation of international declarations, conventions, treaties and covenants signed by the Government of Pakistan. The SCSW will continue to review existing laws and prepare recommendations for amendments, as per requirement. It will also identify new areas for legislation to promote women's empowerment and gender equality and review rules and regulations required for the implementation of laws. For this purpose, the SCSW will work in collaboration with government departments including the Law & Parliamentary Affairs Department, civil society organizations, as well as legal and technical experts, and conduct systematic research and examine actual cases before suggesting amendments.

Moreover, the SCSW will extend its assistance to the provincial government in reviewing progress against the Government of Pakistan's international commitments, including the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), Generalized Scheme of Preferences (GSP)+ requirements,

International Conference on Population and Development (ICPD), International Covenant on Economic, Social and Cultural Rights (ICESCR), International Covenant on Civil and Political Rights (ICCPR), Universal Declaration of Human Rights (UDHR), Universal Periodic Review (UPR), and the Sustainable Development Goals (SDGs), particularly its indicators related to GEWE, as well as the Beijing Platform for Action, National Plan of Action for Women (1998) and the National Policy on the Development and Empowerment of Women (2002).

Legislative work:

The Sindh Commission on the Status of Women has formed its law committee and legal experts committee on the basis of public & private partnership. Their members comprise of government departments, legal experts, members of the Commission and civil society organizations. When the Commission receives a law to be reviewed, it organizes meetings of its law committee which reviews it and the legal experts then give their expert opinion to review the legislation. Through this mechanism the Commission has already reviewed six laws to date.

- SCSW will map policies, legislations, programs and other measures taken by the Government of Sindh for GEWE.
- SCSW will monitor the implementation of existing legislations focused on the promotion of women's legal, social and economic rights in Sindh Province, highlight persisting gaps and recommend measures as and when required.
- SCSW aims to monitor implementation of following laws and highlight any persisting gaps which hinder women's empowerment in the province: i) Sindh Child Marriage Restraint Act, 2013; ii) Domestic Violence (Prevention and Protection) Act, 2013; iii) Protection against Harassment of Women at Workplace Act, 2010; iv) The Sindh Shops and Commercial Establishment Act, 2015 (The law was passed in wake of devolution of the subject of labour to the provinces under Eighteenth Constitutional Amendment. Among other issues, it includes provisions for entitlement of maternity leave and working hours specific for women); v) The Sindh Factories Act, 2015 (The law binds factories and other workplaces to reserve a common place for women employees an set up child care centre for under-six children of women employees); and The Home Based Workers Act.
- SCSW will engage with the Women's Parliamentary Caucus to identify key legislations on women's issues and make them more women friendly.

Enhancing Women's Leadership and Voice in Decision-making:

The SCSW has notified a political participation committee to increase women's participation in the political process of the country. Women from different political parties are part of it, as well as members of the women's parliamentary caucus. The Commission will work on this strategic priority area through this committee.

- SCSW will advocate with women parliamentarians to promote equal representation of women at the provincial and local government level.
- SCSW will review and advocate for necessary amendments in the "Provincial Assemblies Allocation of Reserved Seats for Women and Non-Muslims (Procedure) Rules, 2002" to ensure representation of women from all districts of Sindh, and for representation of women in decision-making positions in all parties through a change in the by-laws of political parties.
- SCSW will advocate for ensuring the provision of political rights for religious minorities, transgender communities, persons living with a disability and other marginalized segments of society.
- SCSW will advocate with concerned departments to launch awareness campaigns for the general public on women's issues, women's rights and available services, such as women complaint centres, helplines, shelters, etc.

Economic Empowerment and Sustainable livelihoods for women and girls:

- SCSW will advocate to enhance the job quota for women for increasing employment opportunities for women in the public sector.
- SCSW will advocate with the government for initiating sustainable livelihood programs with a focus on rural women and in particular engage with the Benazir Income Support Programme (BISP) to expand its outreach and efficacy.

- the provision of interest free agriculture-based loans and capacity building on value chain.
- SCSW will lobby with concerned departments for the initiation of an endowment fund to provide sustainable livelihood for women and girls.
- SCSW will advocate to support sectors where women workers and traders predominate on the following areas: improve wages, working conditions and safety; remove discrimination; support women and girls, particularly those who are disadvantaged; promote learning of business and vocational skills; and address barriers faced by women entrepreneurs including the market supply-side gap preventing women from accessing finance.
- SCSW will undertake advocacy to influence economic policies and poverty eradication strategies of the Government of Sindh for gender equality, especially regarding fair wages, provision of quality education, safety measures, social security and accurate data gathering on women workers (industrial and agricultural).
- SCSW will advocate to increase women's access to extension services and credit facilities, including seeds, fertilizers and agriculture/ livestock training.
- SCSW will lobby for the provision of incentives, either through tax credits or preferences in public contract bidding, to businesses that employ a certain percentage of women, especially in decision-making positions
- SCSW will support the facilitation of women's ownership of land and physical assets through effective monitoring of access to property rights in accordance with the inheritance laws.
- SCSW will undertake advocacy for the improvement in conditions of agricultural workers, including provision of education, health care, decent wages, right to association, and protection from harmful chemicals.
- SCSW will advocate for recognizing the "invisible" work of Hari women.

Facilitate and Monitor Implementation of International Instruments and Obligations of Pakistan:

- SCSW will facilitate the Government of Sindh in reviewing progress against the Government of Pakistan's international commitments and obligations, including CEDAW, ICESCR, ICCPR, and UPR.
- SCSW will advocate for the implementation of measures aimed at meeting Pakistan's SDG commitments, especially SDG 5.
- SCSW will continue to review any new international instruments and obligations which the Government of Pakistan may consider signing in the future, and which may impact gender equality and women's empowerment in Sindh.
- SCSW will also support all UN campaigns adopted by the Government of Sindh to promote the economic, social, legal and political empowerment of women in both rural and urban settings.

Strategic Priority 2: End Violence against Women and Girls

The Commission has formed an "Economic Empowerment of Women" committee on the principles of public-private partnership. The members of this committee are from across the province and consist of government officials as well as civil society organizations and those working for home-based workers.

Strategic Objective 2: Redressal of violation of women's rights and Violence Against Women and Girls (VAWG) in Sindh

Violations of women's rights take a vast variety of forms and occur at multiple levels. Violence against women is a violation of women's fundamental human rights, which ranges from domestic violence, harmful traditional practices, son preference, dowry-related violence, honour killing and early marriage to sexual harassment, abuse and online harassment – all of these seriously hamper women's access to their social, economic and political rights.

Therefore, addressing violation of women's rights and ending violence against women and girls will be one of main strategic priority areas of the SCSW.

Monitor mechanisms and procedures for redressal of violations of women's rights:

- SCSW will map the measures taken in Sindh for Relief of GBV and Child Marriages
- SCSW will conduct regular monitoring of programs and services for addressing VAWG.
- SCSW will review mechanisms and institutional procedures adopted by different departments to address VAWG and make recommendations for providing fast and easy access to these services. Review the implementation of effective mechanisms for women to access justice and support
- SCSW will advocate with concerned departments to develop and implement laws and policies that address violence against women and improve their access to justice.
- SCSW will engage with the WDD, law enforcement agencies, women protection cells/ centres, etc. to ensure effective response to cases of Gender Based Violence (GBV).
- SCSW will advocate to establish a database of all GBV cases and refer the survivors to the services required e.g. safe houses or women complaint cells.
- SCSW will advocate with the government for the establishment of one stop service provision for violence survivors in Sindh including services by police, health, counselling, rehabilitation, legal aid and shelters.
- SCSW will advocate for strengthening the capacity of the justice system, including the police, courts and legal community, to respond effectively to VAWG.
- SCSW will engage with government and non-government organizations to help women access justice, including by increasing women's knowledge of the legal system and their rights.
- SCSW will engage with departments responsible for securing the future of women living in Dar ul Amans/ shelter homes and ensure their rehabilitation.
- SCSW will advocate with concerned departments to ensure the provision of education and healthcare facilities for children living in prisons along with their mothers and undertake a comprehensive rehabilitation strategy for the reintegration of women prisoners including regular skills trainings, literacy/ education and life skills in all jails in the province.
- SCSW will advocate to provide legal representation for female prisoners and promote women prisoners' access to dedicated fund, especially for bail.

Generate an evidence-based information hub to inform policy advocacy, programme interventions and awareness-raising campaigns

- SCSW will set up a Gender Management Information System (GMIS) to collect data and generate research related to women's issues. The data will be used for planning purposes, for compiling the Report on the Status of Women in Sindh which will also assess gender parity in the province, and providing an evidence base for pro-women legislations drafted and passed by the Sindh Government.
- SCSW will develop and maintain a database on gender-based discrimination and violence and ensure close coordination with existing information hubs across Sindh including the WDD, shelters, helplines and Civil Society Organizations (CSOs) to respond to the cases.
- SCSW will undertake a mapping of girls and women from religious minorities obtaining admissions or jobs against the quota and raise awareness for increased access to jobs for minority women.

Strategic Priority 3: Institutional Strengthening of the Commission

Strategic Objective 3: Strengthen and institutionalize systems, functions and by laws with appropriate and skilled human resource and budget allocation to effectively achieve the mission.

- SCSW will devise internal policies (HR, financial management, procurement, etc.) and SOPs to ensure the smooth and effective functioning of commission.
- In order to strengthen its capacity to achieve its mission and implement its strategic plan, SCSW will engage a consultant/ firm to review its systems and SOPs relating to HR, finance and accounts, program implementation M&E, documentation and reporting, as well as external communication and coordination. The consultant/ firm will also assess staff capacities, identify gaps, and prepare a plan to

fill the gaps and improve capacities. The plan will include recommendations on human, technical and financial resources required by the SCSW. It could be possible for SCSW to generate such resources from Development funds, donations or create positions for recruitment of new staff.

- SCSW will engage with the provincial government to finalize budgetary allocation to execute the interventions in its strategic plan.
- SCSW will complete the recruitment of required human resources and undertake needs-based capacity building programs/ trainings.
- SCSW will engage its members professionally according to their skill set.
- SCSW will engage with UN agencies, INGOs, private sector and other donor agencies to generate funds to meet the set strategic targets.
- SCSW will devise a communication strategy to showcase, advocate and promote the achievements of commission.
- SCSW will establish an Information and Knowledge Management System to improve the knowledge base of its staff and members on various areas related to GEWE.

7. Strategic Plan Execution Approach

- The members of the SCSW(including ex officio) will devise its SoPs including roles and responsibilities of members
- An Annual Work Plan (AWP) will be chalked out from the Strategic Plan to achieve set objectives for each year
- The Chairperson will submit the budget request according to the AWP to the Finance Department through WDD
- Commission members will meet on a quarterly basis for the execution of work plan
- A clear roadmap will be included in the SoPs to

ensure the presence and outreach of commission's interventions in the whole province, particularly rural areas

- Need-based capacity building trainings/ programs/ mentoring will be organized to build the capacity of the members of SCSW
- Policies on HR, financial management, procurement, etc. will be developed for the SCSW
- A clear Job Description of each staff member will be devised

- The Chairperson will form and activate the proposed advisory/ technical committees
- Quarterly meetings of each advisory/ technical committee will be organized. Meeting minutes, actions and follow up will be properly documented.
- Networking meetings will be held on a regular basis with donors, UN agencies, INGOs, government departments, CSOs, media, lawyers,

private sector, etc.

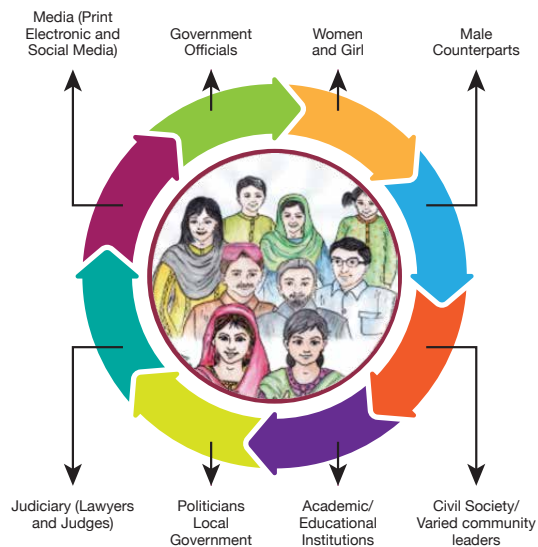
- SCSW will liaise with the line department (SGA&CD) to finalize its financial and recruitment rules
- A Communication strategy of the SCSW will be formulated
- A research cell will be formed to serve as a hub of information/ reference material regarding women and girls' rights and GBV

- Information and knowledge management system will be set up
- Field and monitoring visits will be planned according to the annual plans of the commission and in emergency on the chairperson's request
- The Chairperson along with commission members will raise funds from different donor agencies, private sector, INGOs, etc.

- Quarterly performance review meetings of the Commission will be conducted with proper documentation of minutes and follow up actions.
- A quarterly supplement will be prepared and disseminated to share the progress and achievements of SCSW.

8. Key Stakeholders

The stakeholders involved in the work of the SCSW include, but are not limited to:



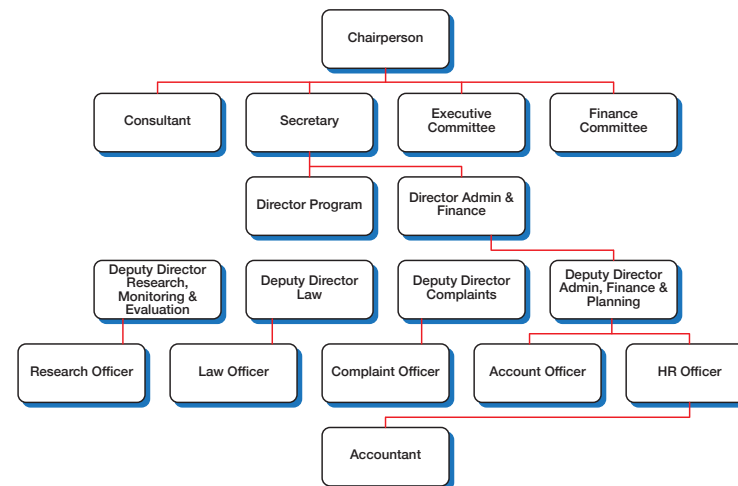
9. Monitoring and Evaluation

The overall purpose of the Commission's monitoring, evaluation and research strategy is to support informed decision-making by providing timely, accurate and critical analysis to SCSW management. More specifically, a key priority of this strategy will be to enhance the quality of design so that programmes and projects developed under this strategy have greater clarity with regard to what is to be achieved and how, and are logically connected with precise outcomes, outputs, targets and indicators. Baselines and end-lines will be conducted for these interventions to measure progress. Where possible and appropriate, secondary data will be used to collect information on the identified indicators. Efforts will also be made to develop and promote standardized results across interventions to facilitate comparison and analysis at an organizational level. Moreover, quality and rigor of monitoring and data collection will be further enhanced by strengthening mechanisms for systematic community feedback through the creation of complaint redressal systems. The monthly, quarterly and annual meetings will be used to review and assess achievement against targets. Units/ teams and individuals with outstanding achievements will be rewarded both through their annual appraisals and awards in the annual staff retreat.

10. Structure of the Commission

SCSW is comprised of 21 members (three from each division of Sindh Province and 5 ex-officio members who shall be representatives of the Provincial Departments of Women, Law, Finance, Home and Social Welfare, not below BPS-19, and who shall have the right to vote. The organizational structure is provided in the diagram below.

Administrative Organogram of SCSW



Implementative Organogram of SCSW

