KHYBER PAKHTUNKHWA
COMMISSION ON THE STATUS OF WOMEN

STRATEGIC PLAN
2026–2030

Government of Khyber Pakhtunkhwa

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Published by
Khyber Pakhtunkhwa Commission on the Status of Women
Peshawar, Pakistan | 2026

GOVERNMENT OF KHYBER PAKHTUNKHWA

STRATEGIC PLAN 2026-2030

Khyber Pakhtunkhwa Commission on the Status of Women (KPCSW)

An autonomous statutory body established under the KP Commission on the Status of Women Act, 2016, as amended in 2025. This Strategic Plan establishes the Commission's priorities, objectives, and implementation framework for the five-year period 2026–2030, guiding efforts to strengthen gender- responsive governance across Khyber Pakhtunkhwa.

Plan Period 2026 – 2030	**Scope** Provincial & District Level
Legal Basis KPCSW Act,2016 (Amended 2025)	**Focus** Gender Equality & Women's Empowerment

MESSAGE FROM CHAIRPERSON



Dr. Sumera Shams
Chairperson
Khyber Pakhtunkhwa Commission on the Status of Women

It gives me great pleasure to present the KPCSW Strategic Plan 2026–2030, which sets out a clear institutional direction for strengthening the Commission's role in advancing the rights and status of women across Khyber Pakhtunkhwa.

The Plan reflects the Commission's statutory mandate and focuses on institutional strengthening, gender-responsive governance and accountability, evidence-informed policy and decision-making, and greater public awareness. It provides a practical framework for translating these priorities into coordinated and measurable action over the next five years.

The Strategic Plan is also aligned with the broader vision of the Government of Khyber Pakhtunkhwa for inclusive, responsive and people-centred governance, with a particular emphasis on strengthening institutional mechanisms that enable women and girls to participate fully in the social, economic and civic development of the province. The Commission looks forward to contributing to this vision through effective implementation of its statutory mandate and by strengthening coordination across government and other stakeholders.

The Strategic Plan has undergone an extensive process of consultation, review and deliberation before its approval by the KPCSW Board. I appreciate Ms. Shazia Atta, Secretary KPCSW, for authoring the Plan and steering the process through its various stages.

I look forward to the collective commitment of the Commission, District Committees, Government departments and our partners in translating this Strategic Plan into meaningful and sustainable outcomes for the women and girls of Khyber Pakhtunkhwa.

MESSAGE FROM Secretary



Shazia Atta
Secretary
Khyber Pakhtunkhwa Commission on the Status of Women

Shazia Atta Secretary Khyber Pakhtunkhwa Commission on the Status of Women
The KPCSW Strategic Plan 2026–2030 has been developed as a practical roadmap to guide the Commission in fulfilling its statutory mandate over the next five years. In authoring this Plan, my focus has been to establish a clear connection between our legal mandate, institutional priorities and measurable implementation.

Its preparation involved a long and rigorous process of drafting, consultation, review and refinement, followed by detailed consideration and approval by the KPCSW Board. This process has helped ensure that the Plan is both institutionally owned and responsive to the evolving challenges affecting women and girls across Khyber Pakhtunkhwa.

I am particularly grateful to Tahira Kaleem and Madiha Mohsin for their detailed review and valuable technical input, which contributed significantly to refining and strengthening the document. I also acknowledge the guidance of the Chairperson and Members of the Board throughout the process.

I hope this Strategic Plan serves not merely as a policy document, but as a working framework for stronger oversight, accountability, evidence-based decision-making and coordinated action across the province.

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ACRONYMS AND ABBREVIATIONS

The following acronyms and abbreviations are used throughout this Strategic Plan. Familiarity with these terms is essential for effective engagement with the document's content.

Acronym	Full Form
BCC	Behaviour Change Communication
BoS	Bureau of Statistics
BS	Basic Scale (Government Pay Scale)
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CMRA	Child Marriage Restraint Act
CSO	Civil Society Organization
DCSW	District Committee on the Status of Women
DV	Domestic Violence
FATA	Federally Administered Tribal Areas
GBV	Gender-Based Violence
GMIS	Gender Management Information System
GoKP	Government of Khyber Pakhtunkhwa
GSP+	Generalised Scheme of Preferences Plus

Acronym	Full Form
KP	Khyber Pakhtunkhwa
KPCSW	Khyber Pakhtunkhwa Commission on the Status of Women
MEL	Monitoring, Evaluation and Learning
NAP	National Action Plan
NMDs	Newly Merged Districts
PDMA	Provincial Disaster Management Authority
SDG-5	Sustainable Development Goal 5 (Gender Equality)
SOP	Standard Operating Procedure
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UPR	Universal Periodic Review
VAW	Violence Against Women
WPS	Women, Peace and Security

CHAPTER 1

INTRODUCTION

1.1Background and Legal Basis

The Khyber Pakhtunkhwa Commission on the Status of Women (KPCSW) is an autonomous statutory body established under the Khyber Pakhtunkhwa Commission on the Status of Women Act, 2016, as amended in 2025. The Commission serves as the principal provincial institution mandated to safeguard and promote women's rights, monitor the implementation of laws and policies affecting women, and advise the Government of Khyber Pakhtunkhwa on measures to advance gender equality and women's empowerment.

The Commission's mandate extends beyond policy advocacy to include oversight, monitoring, research, coordination, and institutional accountability. Amendments introduced in 2025 further strengthened and clarified several aspects of the Commission's mandate, reinforcing and expanding its role and responsibilities. This legislative development provides greater clarity regarding the Commission's relationship with provincial departments and other public institutions responsible for implementing gender-responsive policies and programmes.

The present Strategic Plan is framed in the context of the amended statutory mandate, evolving provincial governance arrangements, and the need to consolidate oversight, coordination, and monitoring functions of the Commission within a structured planning framework. The Plan is intended to serve as an internal planning and operational reference for the Commission, while also providing clarity to the Provincial Government and line departments regarding the scope, priorities, and implementation approach of KPCSW during the plan period.

1.2 Plan Period, Scope, and Institutional Coverage

This strategic Plan covers the period 2026–2030 and establishes the Commission's strategic priorities, objectives, and implementation framework for the five-year period. The Plan applies to the KP Commission, its Secretariat, and the District Committees on the Status of Women, while providing a framework for collaboration with provincial departments, statutory bodies, development partners, and other relevant stakeholders.

The Strategic Plan 2026–2030 is intended to remain sufficiently flexible to respond to emerging policy developments and provincial priorities, while remaining consistent with the Commission's statutory mandate. The Plan does not envisage direct service delivery. Instead, it guides the Commission's efforts to strengthen gender- responsive governance through legislative and policy review, institutional monitoring, stakeholder coordination, advocacy, and public awareness, in line with applicable provincial laws, national policy frameworks, and Pakistan's relevant international commitments.

Oversight
Monitoring implementation of laws and policies affecting women across provincial departments

Advisory
Providingevidence-based recommendations to the Provincial Government on gender equality

Coordination
Facilitating structured engagement with departments, district committees, and development partners

Advocacy
Advancing legislative reform and public awareness on women's rights and gender-responsive governance

CHAPTER 2

STATUTORY MANDATE AND INSTITUTIONAL FRAMEWORK

2.1 Functions and Powers of the Commission

Under the Act, the Commission exercises a range of functions and powers that position it as an oversight and advisory institution rather than an implementing or service delivery entity. These functions collectively establish KPCSW's role as the primary provincial mechanism for gender accountability.

Policy Examination

To examine policies, programmes, projects, and other measures taken by the Provincial Government for women's development and gender equality, assess their implementation, and make recommendations to the concerned authorities where required.

Legislative Review

To review provincial laws, rules, and regulations affecting the status and rights of women, and to recommend repeal, amendment, or enactment of legislation to eliminate discrimination and safeguard women's interests in accordance with the Constitution.

Institutional Monitoring

To monitor institutional mechanisms for redress of violations of women's rights, including access to justice, protection services, and social care facilities, and to advise on measures for improving effectiveness and coordination.

Departmental Review

To examine and review departmental policies, plans, and practices to assess the extent to which gender concerns are adequately addressed.

District Oversight

To establish and oversee District Committees on the Status of Women, in accordance with prescribed procedures, and to provide guidance and receive periodic reports on their functioning.

Budget Approval

To approve the annual budget of the Commission and the District Committees, as provided under the law.

2.2 Organisational Structure

The Commission comprises a Chairperson and Members appointed in accordance with the Act. The Commission is supported by a Secretariat responsible for administrative, technical, and coordination functions. The Secretary of the Commission is the principal executive officer responsible for day-to-day operations, internal management, financial administration, and coordination with provincial departments and district structures. The Secretariat operates from the provincial headquarters and functions as the central point for policy review, monitoring, reporting, and stakeholder coordination. Internal decision- making of the Commission is exercised through meetings convened in accordance with statutory and procedural requirements, with resolutions and recommendations recorded and communicated to the relevant authorities as appropriate.

2.3 Role of District Committees on the Status of Women

District Committees on the Status of Women (DCSWs) are established under the Act as decentralised mechanisms to support the mandate of the Commission at the district level. The Committees are constituted in accordance with prescribed procedures and are required to include a female majority and a female Chairperson.

The primary functions of the District Committees include:

Reviewing district-level policies, plans, and practices from a gender perspective

Monitoring implementation of laws and policies affecting women at the local level

Identifying issues, gaps, and onstraints faced by women in the district and reporting to the Commission.

Supporting awareness and outreach activities within the district, in coordination with the Commission.

The District Committees function under the oversight and guidance of KPCSW and are required to submit periodic reports on their activities and observations. Strengthening the functionality, reporting, and coordination of District Committees is a key institutional priority under this Strategic Plan.

CHAPTER 3

OPERATING CONTEXT IN KHYBER PAKHTUNKHWA

3.1 Governance and Implementation Environment

Khyber Pakhtunkhwa has, over the past decade, expanded its legal and policy framework relating to the status and rights of women. Despite this progress, implementation outcomes remain uneven across sectors and districts. Gaps persist between legislative intent and administrative practice, particularly in relation to enforcement, inter-departmental coordination, and institutional accountability.

Provincial departments vary in their capacity to integrate gender considerations into planning, budgeting, and service delivery. Mechanisms for systematic monitoring of compliance with gender- related laws and policies remain limited. In this context, the role of statutory oversight bodies such as KPCSW is critical to identifying implementation gaps, facilitating coordination, and advising the Provincial Government on corrective measures.

3.2 Status of Women: Key Trends and Challenges

Women in Khyber Pakhtunkhwa continue to face persistent structural disadvantages in education, economic participation, health outcomes, access to justice, and representation in decision-making. While existing policies and institutional mechanisms have contributed to progress in several areas, significant gender disparities remain, particularly in rural, remote, and historically underserved districts. Socio-cultural norms, restrictions on mobility, unequal access to productive resources, and limited opportunities for skills development and finance continue to constrain women's empowerment and participation in public and economic life.

At the same time, the gender landscape is being shaped by emerging provincial priorities and evolving development challenges. Climate change, increasing digitalization, and technological transformation are creating new risks and opportunities that disproportionately affect women and girls. Women's unequal access to digital technologies, digital literacy, climate-resilient livelihoods, and disaster preparedness can further widen existing inequalities if not addressed through responsive policies and programmes.



Education

Persistent gender disparities in enrolment, retention, and completion, particularly at secondary and higher levels in rural districts.



Economic Participation

Limitedaccesstoproductiveresources, finance, skills development, and formal employment opportunities for women.



Access to Justice

Low awareness of legal remedies, weak enforcement, and barriers to accessing formal justice systems at the community level.



Decision-Making

Under representation of women in public institutions, governance bodies, and political decision-making forums.

3.3 Gender-Based Violence and Protection Systems

Gender-based violence (GBV) remains a serious governance and protection concern in the province. Incidents of domestic violence, honour-related crimes, sexual violence, and harassment
continue to be reported. While legislative measures have strengthened the legal framework, enforcement and conviction rates remain low.
Institutional challenges include weak investigation and prosecution, limited survivor support services, gaps in coordination between police, prosecution, health, and social welfare departments, and uneven awareness of legal remedies at the community level. Strengthening institutional response mechanisms and monitoring implementation of relevant laws is therefore a priority within the operating context of the Commission.

3.4 Climate, Disaster, and Humanitarian Considerations

Khyber Pakhtunkhwa is highly exposed to natural hazards, including floods, earthquakes, landslides, and climate-induced displacement. Recent disasters have demonstrated that women and children are disproportionately affected, facing heightened protection risks, loss of livelihoods, disruption of services, and limited access to relief and recovery mechanisms.

The provincial policy framework recognizes the gender-differentiated impacts of climate change and disasters. However, integration of gender considerations into disaster preparedness, response, and recovery remains inconsistent. This context necessitates closer coordination between gender oversight institutions and disaster management authorities to ensure that women's needs are reflected in planning and implementation.

3.5 Newly Merged Districts: Institutional and Gender Context

The Newly Merged Districts present distinct governance and gender-related challenges arising from historical under-investment, limited service infrastructure, and transitional administrative arrangements. Women in these
districts experience compounded vulnerabilities related to access to education, health, justice, and economic opportunities.

Data availability on women's status in the Newly Merged Districts remains limited, constraining evidence-based planning and monitoring. Strengthening district-level oversight mechanisms and integrating district-specific indicators into provincial monitoring systems are therefore essential components of the operating context for the Commission.

⚠ The Newly Merged Districts require prioritised attention under all four Strategic Priority areas due to compounded institutional and gender-related vulnerabilities.

CHAPTER 4

POLICY, LEGAL, AND COMMITMENT FRAMEWORK

4.1 Constitutional Provisions

The constitutional framework of Pakistan provides the foundation allegal basis for gender equality, non-discrimination, and affirmative measures for women. These provisions are binding on the Provincial Government and guide legislative, administrative, and institutional actions in Khyber Pakhtunkhwa.

Article	Constitutional Provision
Article 25	Guarantees equality before the law and equal protection of the law, and prohibits discrimination on the basis of sex.
Article 25(3)	Empowers the State to make special provisions for the protection of women and children.
Article 34	Obligates the State to ensure full participation of women in all spheres of national life.
Articles 3, 37(e), 38(a)	Require the State to eliminate social injustice, protect vulnerable groups, and promote equitable participation in economic life.

4.2 Provincial Laws and Policies

Khyber Pakhtunkhwa has enacted a range of laws and policies addressing women's rights, protection, and participation. Key provincial statutes relevant to the mandate of KPCSW include:

KPCSW Act, 2016
As amended in 2025— the primary enabling legislation for the Commission.

KP Property Rights Act, 2019
Enforcement of Women's Property Rights Act, 2019.

Reproductive Health Rights Act, 2020
KP Reproductive Health Care Rights Act, 2020.

Domestic Violence Act, 2021
KP Protection of Women Against Domestic Violence Act, 2021.

Home-Based Workers Act, 2021
KP Home-BasedWorkers Act, 2021.

Custom of Ghag Act, 2013
KP Custom of Ghag Act, 2013.

Harassment Act
Protection Against Harassment of Women at the Workplace Act (as adopted and amended in KP).

4.3 Provincial Policy Environment

Khyber Pakhtunkhwa's gender equality priorities are reflected in provincial policies, governance reforms, and sectoral planning processes. Government priorities increasingly emphasize inclusive development, improved public sector governance, evidence-based decision-making, social inclusion, climate resilience, and equitable access to services. These priorities are reflected across multiple sectors, including education, health, social protection, economic development, justice, local governance, and disaster risk management.

The Women Empowerment Policy 2026–2030: A significant development in the provincial policy environment is the Khyber Pakhtunkhwa Women Empowerment Policy 2026–2030, which provides a comprehensive policy framework for advancing women's empowerment and gender equality during the same period covered by the KPCSW Strategic Plan. The Policy adopts a multi-sectoral approach, addressing women's economic participation and livelihood security, access to social services and human development, political participation and public decision-making, legal protection and access to justice, digital inclusion, and climate resilience and disaster risk management.

The revised Strategic Plan establishes a clear relationship between: Women Empowerment Policy implementation → Government monitoring → KPCSW independent review → Evidence-based recommendations → Institutional response and follow-up.

4.4 National Policy Frameworks

At the national level, Pakistan has adopted policies and frameworks that guide gender equality efforts in a devolved governance context. These include the National Plan of Action for Women (1998), National Policy for Development and Empowerment of Women (2002), and the National Gender Policy Framework (2023). The National Gender Policy Framework, in particular, emphasises gender mainstreaming across governance systems, harmonisation of laws, strengthening of provincial gender institutions, and improved data and accountability mechanisms. Provincial institutions, including KPCSW, play a key role in monitoring alignment of provincial laws and practices with national policy directions.

4.5 International Obligations and Reporting Commitments

Pakistan is a State Party to several international conventions and frameworks that impose obligations relating to gender equality and women's rights. While international reporting is undertaken at the federal level, implementation of many obligations falls within provincial jurisdiction. Provincial monitoring, data provision, and institutional compliance are therefore essential to meeting national commitments.

Universal Declaration of Human Rights (UDHR)

Foundational international human rights framework affirming equality and non-discrimination.

ICCPR & ICESCR

International Covenant on Civil and Political Rights and International Covenant on Economic, Social and Cultural Rights.

CEDAW

Convention on the Elimination of All Forms of Discrimination against Women — the primary international instrument for women's rights.

Beijing Declaration and SDG-5

Beijing Platform fo rAction and Sustainable Development Goal 5 on Gender Equality and Women's Empowerment.

UNSCR-1325 & GSP+

United Nations Security Council Resolution 1325 on Women, Peace and Security, and EU GSP+ linked obligations.

4.6 Implications for Provincial Oversight and Compliance

The cumulative effect of constitutional provisions, provincial legislation and policy, national policy frameworks, and international obligations places a clear responsibility on the Provincial Government to ensure effective implementation and oversight. Within this framework, KPCSW serves as a statutory mechanism to support compliance through review, monitoring, evidence generation, and advisory functions. The Strategic Plan 2026–2030 positions the Commission to systematically assess alignment between legal commitments and administrative practice, identify implementation gaps, and provide informed recommendations to the Provincial Government to strengthen governance outcomes relating to the status of women.

CHAPTER 5

STRATEGIC DIRECTION (2026-2030)

5.1 Vision

A Khyber Pakhtunkhwa where women and girls of all ages are able to access public services, economic opportunities, and legal protection on equal terms across all districts, and where provincial institutions consistently uphold women's rights, safety, and participation as a core element of governance and development.

5.2 Mission

Toadvancegender equality and women's empowerment in Khyber Pakhtunkhwa by promoting gender-responsive governance through independent oversight, monitoring, evidence-based policy and legislative review, institutional coordination, strategic partnerships, public awareness, and advocacy for the protection, promotion, and fulfilment of the rights and dignity of all women and girls.

5.3 Guiding Principles

The implementation of this Strategic Plan shall be guided by the following principles, which reflect statutory obligations and standards of public administration:

Legality and Constitutional Compliance

Allactions of theCommissionshall be grounded in constitutional provisions, statutory authority, and applicable rules.

Institutional Neutrality and Independence

TheCommission shall functionina non-partisan manner, maintaining independence in review, analysis, and recommendations.

Accountability and Oversight

Emphasis shall be placedonmonitoring implementation, identifying gaps, and ensuring follow-up through documented recommendations and reporting.

Evidence-Based Assessment

Policyand legislativereview shall be informed by data, research, and verified information, with due regard to district-level variations.

Coordination and Coherence

Structured engagement with provincial departments, statutory bodies, and district mechanisms shall be pursued to improve coherence in implementation.

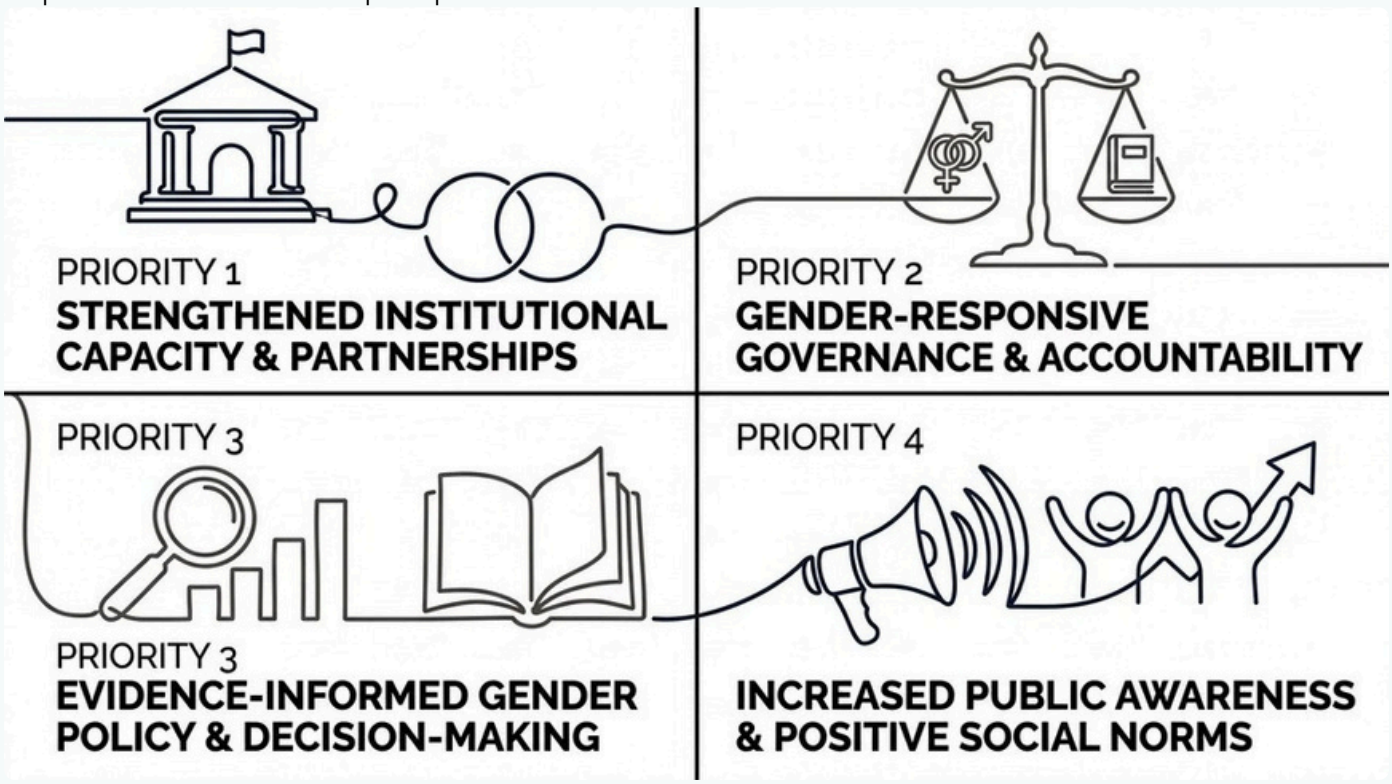
Inclusivity and Equity

Special attention shall be given to disparities affecting rural areas, Newly Merged Districts, and women facing compounded vulnerabilities.

CHAPTER 6

STRATEGIC PRIORITIES (2026-2030)

The KPCSW StrategicPlan2026–2030 isstructuredaroundfourinterlinkedstrategic priorities that collectively address the Commission's statutory mandate, institutional development needs, and the broader gender equality context of Khyber Pakhtunkhwa. Each priority area is underpinned by defined outcomes, key areas of focus, and specific interventions to guide implementation over the plan period.



STRATEGIC PRIORITY 1: STRENGTHENED INSTITUTIONAL CAPACITY, STRATEGIC PARTNERSHIPS AND SUSTAINABILITY

Outcome:KPCSWis institutionally strengthened to effectively fulfill its statutory mandate and provide strategic leadership for gender equality in Khyber Pakhtunkhwa.

Institutional effectiveness is the foundation upon which all other strategic priorities rest. Without adequate governance structures, skilled human resources, reliable financial systems, and strong partnerships, the Commission cannot discharge its statutory mandate effectively. Strategic Priority 1 therefore focuses on building the internal institutional foundations of KPCSW while establishing the external partnerships and coordination mechanisms necessary for influence and impact.

Key Areas

- Institutional governance and organizational development
- Human resource and technical capacity strengthening
- Sustainable institutional systems and processes
- Strategic partnerships and multi-sectoral coordination

Key Interventions

- Strengthen institutional governance, including development of Board Terms of Reference, Board Committees, and governance mechanisms.
- Undertake institutional benchmarking with comparable statutory bodies, including the National and Provincial Commissions on the Status of Women, to inform reforms that enhance KPCSW's governance, organizational capacity, and operational effectiveness.
- Strengthen organizational capacity through recruitment of qualified staff, continuous professional development, and mandatory orientation on the KPCSW Act, mandate, and gender equality.
- Establish and operationalize institutional units aligned with the Strategic Plan priorities.
- Strengthen financial and administrative systems to ensure timely resource allocation and institutional sustainability.
- Establish and strengthen strategic partnerships with provincial departments, civil society, academia and development partners.
- Institutionalize multi-sectoral coordination mechanisms and strengthen linkages with District Commissions on the Status of Women (DCSWs).

STRATEGIC PRIORITY 2: STRENGTHENED GENDER-RESPONSIVE GOVERNANCE AND ACCOUNTABILITY

Outcome: Provincial laws, policies, and public institutions increasingly uphold women's rights through strengthened oversight, accountability, and evidence-informed policy reform.

Gender-responsive governance requires that provincial institutions systematically integrate women's rights and gender equality considerations into the design, implementation, and monitoring of laws, policies, and programmes. Strategic Priority 2 positions KPCSW as the lead statutory mechanism for oversight, legislative scrutiny, and institutional accountability in this domain. The Commission will conduct systematic reviews of provincial legislation and policy, monitor implementation, and issue formal recommendations to drive institutional reform.

1

Legislative Scrutiny

Conduct pre- and post-legislative scrutiny of provincial laws and recommend legislative reforms affecting women's rights

2

Policy Review

Review gender responsiveness of provincial policies, strategies, and programmes across all sectors

3

Implementation Monitoring

Monitor implementation of laws, policies, and government commitments related to women's rights

4

Accountability

Strengthen institutional accountability through systematic monitoring, reporting, and follow-up on KPCSW recommendations

Key interventions also include advocating for adoption and implementation of legislative and policy reforms, and tracking government responses and institutional actions on KPCSW recommendations. Supporting provincial inputs to national and international reporting obligations forms an integral part of this priority area.

STRATEGIC PRIORITY 3: EVIDENCE-INFORMED GENDER POLICY AND DECISION-MAKING

Outcome: Provincial decision-making on gender equality is strengthened through high-quality evidence, research, data, and knowledge management.

Effective gender oversight and advocacy requires a robust evidence base. Strategic Priority 3 focuses on establishing systems and capabilities within KPCSW to generate, analyse, and disseminate high- quality data and research on the status of women in Khyber Pakhtunkhwa. This priority recognises that evidence gaps — particularly in relation to district-level data and sex-disaggregated statistics — undermine the quality of provincial decision-making and limit the Commission's ability to discharge its advisory mandate effectively.

Key Areas

- Research and gender analysis
- Knowledge generation and dissemination Gender data systems
- Learning, documentation, and evidence uptake

Key Interventions

Conduct research, policy analysis, and thematic studies on emerging gender issues

Generate and disseminate evidence to inform provincial decision-making Strengthen gender data systems and promote evidence-based planning

Develop knowledge products, publications, and policy briefs

Promote organizational learning and knowledge management

Establish mechanisms for follow-up and utilization of research findings and recommendations

Gender Management Information System (GMIS)

A flagship initiative under this priority is the development and operationalisation of a Gender Management Information System (GMIS) — a structured platform to consolidate gender- relevant data from provincial departments and district administrations, enabling systematic monitoring, analysis, and reporting on the status of women across KP.

GMIS Framework

Approved framework with gender indicators aligned to provincial priorities

Data Sharing

Strengthened data- sharing arrangements with departments and districts

Annual Reports

Annual Gender Status / Parity Reports published and disseminated

Thematic Research

Commissioned research on GBV, labour, education, and health issues

STRATEGIC PRIORITY 4: INCREASED PUBLIC AWARENESS AND POSITIVE SOCIAL NORMS

Outcome: Public attitudes, awareness, and stakeholder engagement contribute to an enabling environment for gender equality and women's empowerment.

Institutional reform and legislative change alone are insufficient to advance gender equality in Khyber Pakhtunkhwa. Socio-cultural norms, limited public awareness of women's legal rights, and inadequate media engagement continue to hinder progress at the community level. Strategic Priority 4 focuses on shaping the enabling environment for gender equality through strategic communications, targeted awareness campaigns, community engagement, and sustained media partnership.



Strategic Communications

Design and implement strategic communication and public awareness campaigns on women's rights and gender equality across the province.



Community Engagement

Promote community engagement on gender equality and women's rights, including through District Committees on the Status of Women.



Media Engagement

Strengthen media engagement and public advocacy initiatives to promote responsible reporting on women's issues.



Social Norms Change

Foster behaviour and social norms change through evidence-based, context-sensitive communication approaches.

CHAPTER 7

IMPLEMENTATION AND GOVERNANCE ARRANGEMENTS

Implementation of the Strategic Plan 2026–2030 shall be undertaken within the existing statutory and administrative framework of the Khyber Pakhtunkhwa Commission on the Status of Women. Each institutional actor has defined responsibilities that contribute to the overall implementation architecture of the Plan.

Institution / Position	Role in Strategic Plan Implementation
The Commission	Provides overall strategic oversight, approves priorities, reviews progress, and issues recommendations in accordance with its statutory mandate.
The Secretariat	Responsible for day-to-day implementation, coordination with provincial departments and district structures, preparation of reports, and administrative and financial management.
District Committees (DCSWs)	Support implementation at the district level through monitoring, reporting, and local coordination, under the guidance and oversight of the Commission.
Provincial Departments & Statutory Bodies	Cooperate with the Commission by providing information, participating in coordination mechanisms, and responding to recommendations issued by KPCSW.

7.2 Inter-Departmental Coordination Mechanisms

To ensure effective coordination and follow-up, the Commission shall establish structured mechanisms for engagement with key provincial departments and institutions. These mechanisms may include designation of departmental focal persons for coordination with KPCSW, periodic coordination meetings to review implementation of women-related laws, policies, and programmes, and formal communication of findings and recommendations to concerned departments for action. Such mechanisms shall be designed to strengthen institutional coherence and avoid duplication of functions.

7.3 Role of District Committees

DistrictCommitteesonthe StatusofWomen shall serve as the primary decentralised mechanisms supporting the Commission's mandate at the district level. The Committees shall review district-level implementation of laws and policies affecting women, identify and document issues, gaps, and institutional constraints, submit periodic reports to the Commission in prescribed formats, and support dissemination of information and awareness activities within the district.

The Commission shall provide guidance, standard operating procedures, and oversight to ensure consistent functioning of District Committees across the Province.

7.4 Internal Decision-Making and Reporting

Internal decision-making within the Commission shall be conducted in accordance with the Act and applicable rules. Meetings of the Commission shall be convened as required to review progress, approve reports, and consider recommendations.

The Secretariat shall maintain proper records of proceedings, decisions, and communications. Periodic progress reports shall be prepared for submission to the Commission and, where appropriate, to the Provincial Government.

01

Commission Meeting

Review progress, approve reports, consider recommendations

02

Secretariat Reporting

Prepare periodic progressreports and maintain official records

03

Government Submission

Submit reports and recommendations to the Provincial Government as appropriate

CHAPTER 8

MONITORING, EVALUATION, AND REPORTING

8.1 Performance Monitoring Framework

Implementation of the Strategic Plan 2026–2030 shall be monitored through a structured performance monitoring framework aligned with the strategic priority areas and objectives set out in this Plan. The monitoring framework shall include defined outputs and outcome indicators linked to each strategic priority area, annual work plans prepared by the Secretariat and approved by the Commission, and periodic internal reviews to assess progress against planned activities. Monitoring shall focus on tracking implementation, identifying constraints, and facilitating timely corrective measures.



Annual Plan | **Quarterly Track** | **Annual Report** | **Evaluation**

ANNUAL REPORTING, MID-TERM REVIEW, AND END-TERM EVALUATION

1

Annual Progress Reports (2026– 2030)

The Commission shall prepare an Annual Progress Report covering implementation of the Strategic Plan during each financial year, including a summary of activities, progress against agreed indicators, key findings from legislative and policy reviews, and issues requiring attention of the Provincial Government.

2

Mid-Term Review (2028)

A mid-termreview shallbeconducted to assess progress, identify implementation challenges, and determine whether adjustments to priorities or approaches are required. The review shall focus on effectiveness of coordination and monitoring mechanisms, functionality of District Committees, and adequacy of institutional and resource arrangements.

3

End-Term Evaluation (2030)

At the conclusion of the plan period, an end-term evaluation shall assess overall performance, outcomes, and institutional impact of the Strategic Plan. The evaluation shall inform institutional learning and accountability, preparation of subsequent strategic planning cycles, and reporting to the Provincial Government on achievements and constraints.

CHAPTER 9

RESOURCE FRAMEWORK

9.1 Human Resources

Effective implementation of the Strategic Plan 2026–2030 is contingent upon the availability of adequate and appropriately skilled human resources within the Commission. The Secretariat of KPCSW shall function as the principal operational arm of the Commission and shall be staffed in accordance with the sanctioned strength approved by the Provincial Government. Staffing arrangements shall ensure availability of administrative, legal, research, and coordination capacity necessary to discharge the statutory functions of the Commission.

Where required, capacity enhancement of existing staff shall be undertaken through structured orientation and training, subject to approved procedures and available resources. Deployment of staff to support coordination with District Committees shall be prioritised to strengthen district-level monitoring and reporting

9.2 Financial Requirements

The financial requirements for implementation of the Strategic Plan 2026–2030 shall be met through a combination of budgetary allocations by the Provincial Government and, where applicable, mobilisation of external resources in accordance with government policy and procedures. Core operational expenditures of the Commission, including Secretariat staffing, statutory functions, and routine monitoring activities, shall be met through allocations provided by the Provincial Government in the annual budget.

The Commission may seek technical and financial support from development partners, international organisations, and other external sources to supplement provincial resources, particularly for activities relating to research, data systems, capacity building, awareness initiatives, and special thematic studies. All externally supported activities shall be aligned with the objectives and priorities of this Strategic Plan and shall be subject to applicable financial management, reporting, and accountability requirements

9.3 Information and Data Systems

Information and data systems are essential to support evidence-based monitoring and advisory functions of the Commission. During the plan period, emphasis shall be placed on development and operationalisation of a Gender Management Information System (GMIS), strengthening data-sharing arrangements with provincial departments and district administrations, and ensuring consistency, reliability, and timeliness of data used for analysis and reporting. Information systems shall be developed in a manner consistent with government standards and shall support integration with existing provincial data systems, where feasible.

Provincial Budget
Core operational expenditures funded through annual Provincial Government allocations

External Support
Supplementary funding from development partners for research, data systems, and capacity building

GMIS Development
Data systems aligned with government standards and integrated with existing provincial infrastructure

ANNEX I

ACTIVITY MATRIX (2026-2030)

StrategicObjective1:Strengthened Institutional Capacity, Improved Coordination and Sustainability of KPCSW

S.No.	Activity	Responsible Entity	2026	2027	2028	2029	2030	Expected Output
1.1	Notify and operationalize a Provincial Inter-Departmental Coordination Committee on Women's Issues	KPCSW / Social Welfare Department, KP	✓					Committee notified and functional
1.2	Nomination of senior focal persons (BPS-18 and above) by line departments	Line Departments	✓					Departmental focal persons esignated
1.3	Quarterly coordination meetings to review compliance with women-related laws and policies	KPCSW	✓	✓	✓	✓	✓	Minutes and action points issued
1.4	Review departmental Rules of Business for gender-related gaps	KPCSW / P&D Department	✓	✓				Review notes and recommendations issued
1.5	Follow-up on implementation of agreed inter-departmental actions	KPCSW	✓	✓	✓	✓		Compliance tracking reports
1.6	Development of Board Terms of Reference, Board Committees, and governance mechanisms	KPCSW, Social Welfare Department, Law Department, and Provincial Assembly	✓					Amended Act Passed from the provincial assembly
1.7	Undertake institutional benchmarking with comparable statutory bodies	KPCSW and Development Par tners	✓					Institutional reforms through comparative benchmarking study
1.8	Establish and operationalize Task Force aligned with the Strategic Plan priorities	KPCSW	✓					4 strategic task forces established
1.9	Strengthen financial and administrative systems to ensure timely resource allocation and institutional sustainability	Social Welfare Department, KPCSW, and Finance Department	✓	✓	✓	✓	✓	Increased budgetary allocations each year for KPCSW
1.10	Institutionalize multi-sectoral coordination mechanisms and strengthen linkages with DCSWs.	KPCSW and Line Departments	✓	✓				Multisectoral coordination mechanism in place with representation from key government departments
1.11	Notification and activation of all District Committees on Status of Women (DCSWs)	Social Welfare Department / KPCSW	✓	✓				DCSWs functional
1.12	Development of SOPs for DCSWs	KPCSW	✓					SOPs issued
1.13	Capacity- building of DCSW members	KPCSW	✓	✓	✓	✓		Training sessions conducted
1.14	Establish regular reporting mechanism from districts	KPCSW / DCSWs	✓	✓	✓	✓		District reports received
1.15	Strengthening Secretariat staffing and technical capacity	KPCSW / Finance Department	✓	✓				Key posts filled

ACTIVITY MATRIX (2026-2030) – STRATEGIC OBJECTIVES 2, 3 & 4

S.No	Activity	Responsible	2026	2027	2028	2029	2030	Expected Output
. 2.1	Establish Legislative and Policy Review Committee	Entity KPCSW	✓					Committe e notified
2.2	Annual review of priority provincial laws affecting women	KPCSW	✓	✓	✓	✓	✓	Review reports issued
2.3	Consultations with stakeholders on legal reforms	KPCSW	✓	✓	✓	✓		Consultation records
2.4	Submission of formal recommendation s to Government / Assembly	KPCSW	✓	✓	✓	✓		Recommendations submitted
2.5	Monitoring implementation of KP Women Empowerment Policy (2026–2030)	KPCSW	✓	✓	✓	✓	✓	Policy monitoring reports
2.6	Support provincial inputs to national and international reporting	KPCSW	✓	✓	✓	✓		Contributions submitted

Strategic Objective 3: Evidence Generation, Data Systems, and Research (Selected Activities)

S.No.	Activity	Responsible Entity	2026	2027	2028	2029	2030	Expected Output
3.1	Finalize and approve Gender Management Information System (GMIS) framework	KPCSW / P&D Depar tment	✓	✓				GMIS framework approved
3.2	Secure funding (provincial and external) for GMIS development	KPCSW / P&D / Development Par tners	✓	✓				Funding arrangements finalized
3.3	Establish GMIS unit within KPCSW Secretariat	KPCSW	✓	✓				GMIS unit operational
3.4	Develop gender indicators aligned with provincial priorities	KPCSW / Bureau of Statistics	✓	✓				Indicator framework issued
3.5	Annual Gender Status / Parity Repor ts	KPCSW	✓	✓	✓	✓		Published analytical reports
3.6	Commission thematic research on priority issues (GBV, labour, education, health)	KPCSW	✓	✓	✓	✓		Research studies completed
3.14	Develop Monitoring and Evaluation Framework	KPCSW	✓					M&E framework approved
3.16	Mid-term evaluation of Strategic Plan	KPCSW			✓			Mid-term evaluation report
3.17	End-line evaluation	KPCSW					✓	Final evaluation report

Strategic Objective 4: Increased Public Awareness and Positive Social Norms (Selected Activities)

S.No	Activity	Responsible	2026	2027	2028	2029	2030	Expected Output
. 4.1	Develop a provincial legal awareness and communication framework	Entity KPCSW	✓					Framework approved
4.2	Preparation of simplified guides on women-related laws	KPCSW	✓	✓				Legal guides issued
4.3	District-level awareness sessions through DCSWs	DCSWs / KPCSW	✓	✓	✓	✓		Sessions conducted
4.4	Observance of national and international days (IWD, 16 Days, etc.)	KPCSW	✓	✓	✓	✓	✓	Public events held
4.5	Engagement with media for responsible reporting on women's issues	KPCSW	✓	✓	✓	✓		Media engagements conducted

ANNEX II

MONITORING FRAMEWORK FOR STRATEGIC PLAN (2026-2030)

S. No.	Strategic Area	KeyOutput / Result	Performance Indicator	Data Source	Reporting Frequency	Responsible Entity
1	Inter-Departmental Coordination & Institutional Alignment	Provincial coordination mechanism operational	Coordination Committee notified and meetings held	Notifications, meeting minutes	Quarterly	KPCSW Secretariat
2	Inter-Departmental Coordination & Institutional Alignment	Improved departmental responsiveness on gender issues	Number of departments submitting compliance updates	Departmental reports	Bi-annual	KPCSW
3	Evidence Generation & Data Systems	Gender Management Information System (GMIS) established	GMIS developed and functional	GMIS records	Annual	KPCSW / P&D Deptt.
4	Evidence Generation & Data Systems	Evidence base on status of women strengthened	Gender Status Reports published	Published reports	Annual	KPCSW
5	Public Awareness & Legal Literacy	Awareness on women-related laws improved	Number of awareness activities conducted	Activity reports	Quarterly	KPCSW / DCSWs
6	Public Awareness & Legal Literacy	Media sensitisation improved	Number of media engagements / orientations	Training records	Annual	KPCSW
7	Institutional Strengthening	District Committees on Status of Women functional	Number of DCSWs notified and operational	Notifications; district reports	Bi-annual	Social Welfare Deptt. / KPCSW
8	Institutional Strengthening	Institutional capacity enhanced	Number of capacity-building activities conducted	Training reports	Annual	KPCSW
9	Legislative Review & Institutional Monitoring	Gender review of laws and policies under taken	Number of laws/policies reviewed	Review reports	Annual	KPCSW
10	Legislative Review & Institutional Monitoring	Improved implementation of KP Women Empowerment Policy	Monitoring report on WEP implementation	Monitoring reports	Annual	KPCSW / P&D Deptt
11	Monitoring, Evaluation & Learning	Strategic Plan progress assessed	Annual Progress Report prepared	Annual report	Annual	KPCSW
12	Monitoring, Evaluation & Learning	Mid-course corrections informed	Mid-Term Review completed	Evaluation report	Mid-term (2028)	KPCSW
13	Monitoring, Evaluation & Learning	Overall outcomes assessed	End-Term Evaluation completed	Evaluation report	End of Plan (2030)	KPCSW

ANNEX III

RISK AND MITIGATION FRAMEWORK (2026-2030)

S.No.	Risk Category	Identified Risk	Likelihood	Impact	Mitigation Measures	Responsible Entity
1	Institutional	Limited institutional capacity within KPCSW Secretariat	Medium	High	Phased capacity enhancement; prioritisation of statutory functions; targeted training and rational deployment of staff	KPCSW
2	Institutional	Delay in notification or activation of District Committees on Status of Women (DCSWs)	Medium	High	Early engagement with Social Welfare Department and District Administration; phased activation and monitoring	KPCSW / Social Welfare Deptt.
3	Coordination	Weak inter-departmental coordination and ownership	Medium	High	Formal notification of Provincial Coordination Committee; nomination of senior focal persons (BPS-18 and above); periodic review meetings	KPCSW
4	Financial	Insufficient or delayed budgetary allocations	Medium	High	Advance budget planning; linkage with ADP and non-development heads; mobilisation of supplementary and external financing	KPCSW / Finance Deptt. / P&D Deptt.
5	Financial	Over-reliance on project-based or external funding	Medium	Medium	Gradual mainstreaming of core functions into provincial budget; external funding limited to technical assistance and system development	KPCSW
6	Data & Evidence	Delay in establishment or operationalisation of GMIS	Medium	High	Phased system development; interim use of departmental data; engagement of third-party technical support	KPCSW / P&D Deptt.
7	Data & Evidence	Limited availability or quality of sex-disaggregated data from depar tments	High	Medium	Standardised reporting formats; capacity building of departmental focal persons; escalation through coordination mechanism	KPCSW
8	Legal / Policy	Resistance or delay in legislative or policy reforms	Medium	Medium	Evidence-based recommendations; structured consultations; engagement with relevant departments and Assembly forums	KPCSW
9	Operational	Socio-cultural resistance affecting outreach and awareness initiatives	Medium	Medium	Context-specific communication strategies; engagement of community leaders, media, and civil society	KPCSW / DCSWs
10	External	Climate-induced emergencies and humanitarian crises disrupting planned activities	Medium	High	Flexibility in work plans; integration with PDMA response mechanisms; prioritisation of monitoring and advisory role	KPCSW
11	Governance	Changes in administrative leadership affecting continuity	Medium	Medium	Institutionalised procedures; documented work plans and SOPs; reliance on statutory mandate rather than personalities	KPCSW
12	Monitoring	Weak follow-up on recommendations issued by KPCSW	Medium	High	Tracking of recommendations; periodic reporting to Government; escalation through coordination forums	KPCSW

ANNEX IV

INSTITUTIONAL ROLES, RESPONSIBILITIES, AND REPORTING ARRANGEMENTS (2026-2030)

Note:KPCSW shall report to the Provincial Government in accordance with its statutory mandate.

S. No	Institution / Position	Role	Key Responsibilities
1	**Khyber Pakhtunkhwa Commission on the Status of Women (KPCSW)**	Principal statutory, advisory, and oversight body on matters relating to the status of women in Khyber Pakhtunkhwa.	Review and examine provincial laws, rules, and policies affecting women and recommend amendments or new legislation where required. Monitor implementation of women-related laws, policies, and programmes across provincial departments. Advise the Provincial Government on measures to eliminate discrimination and promote gender equality. Coordinate with line departments for alignment of policies and implementation practices. Compile, analyse, and report evidence on the status of women, including through periodic reports and the Gender Management Information System (GMIS). Oversee and guide the functioning of District Committees on the Status of Women. Submit annual progress reports and thematic briefs to the Provincial Government.
2	**Chairperson, KPCSW**	Provides strategic leadership and ensures effective discharge of the Commission's mandate.	Preside over Commission meetings and approve strategic and operational plans. Oversee the functioning of the Secretariat and ensure implementation of approved decisions. Represent the Commission in official forums and inter- governmental engagements. Approve submission of reports, recommendations, and advisory notes to the Government.
3	**Members of the Commission**	Contribute to policy review, oversight, and advisory functions of the Commission.	Participate in Commission meetings and committees. Contribute to review of laws, policies, and institutional practices. Support thematic work, consultations, and field oversight as assigned. Provide expert input on emerging issues affecting women.
4	**Secretary, KPCSW**	Acts as the principal administrative and accounting officer of the Commission.	Manage day-to-day operations of the Secretariat. Implement decisions of the Commission and Chairperson. Coordinate with line departments, district administration, and relevant institutions. Ensure preparation of work plans, budgets, progress reports, and monitoring documents. Supervise Secretariat staff and oversee financial and administrative matters. Serve as focal point for coordination with Planning & Development, Finance, and Social Welfare Depar tments.
5	**KPCSW Secretariat**	Provides technical, administrative, and logistical support to the Commission.	Provide research, legal review, data analysis, and documentation support. Maintain records of meetings, decisions, and follow-up actions. Support implementation of the Strategic Plan and Monitoring Framework. Coordinate awareness, capacity-building, and consultation activities. Support development and operation of GMIS and reporting systems.
6	**District Committees on the Status of Women (DCSWs)**	Function as district-level oversight and reporting mechanisms under the guidance of KPCSW.	Monitor implementation of women-related laws and programmes at district level. Identify and report issues affecting women to the provincial Commission. Support awareness and outreach activities in coordination with KPCSW. Submit periodic reports on district-level status and activities.
7	**Line Departments**	Remain responsible for implementation of sectoral laws, policies, and programmes affecting women.	Design and implement gender-responsive policies and programmes within their respective mandates. Nominate focal persons for coordination with KPCSW. Provide data, reports, and information required for monitoring and review. Respond to recommendations issued by KPCSW and report on follow-up actions.
8	**Planning & Development Depar tment**	Supports alignment of planning, monitoring, and data systems with gender objectives.	Facilitate integration of gender considerations in development planning. Support establishment and linkage of gender-related data systems. Coordinate on monitoring of Women Empowerment Policy implementation.
9	**Finance Department**	Facilitates fiscal oversight and budgeting processes relevant to the Strategic Plan.	Provide budgetary allocations for approved activities. Support integration of gender-responsive budgeting practices. Review financial implications of policy and legislative proposals.
10	**Reporting and Accountability Arrangements**	KPCSW shall submit Annual Progress Reports to the Provincial Government.	Periodic thematic or issue-specific reports may be submitted as required. Mid- Term and End-Term reviews shall inform Government on progress, constraints, and corrective actions. Recommendations and follow-up actions shall be formally tracked and reported.

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