



**United Nations**  
Office on Drugs and Crime

**GENDER EQUALITY**

**AND SOCIAL INCLUSION STRATEGY**

**2025- 2030**



# FOREWORD

The UNODC Country Office Pakistan's Gender Equality and Social Inclusion Strategy (2024–2030) is not only a policy framework but a tangible step towards the goal of a just, equitable and inclusive office environment. This approach is deeply rooted in our pledge to mainstream gender equality and social inclusion across all our activities. In line with this priority, as well as global frameworks such as the UNODC Global Strategy for Gender Equality and the Empowerment of Women (2022–2026) and Sustainable Development Goals (SDGs), this document details a strategic pathway to promote an inclusive environment for men, women and transgender persons to engage and work in Pakistan's justice and security sectors.

As Pakistan confronts cross-cutting challenges related to drug control, organized crime, terrorism, and corruption, COPAK and its key stakeholders need to understand the complex ways that these challenges impact women and marginalized communities. UNODC assumes the responsibility to ensure that the policies we set and the programs we introduce promise gender inclusivity and responsiveness. We aim to set an example for ourselves first and foremost, by creating a working environment across all our offices that is gender inclusive and promotes equality.

This strategy outlines practical steps that COPAK will take to mainstream and apply a gender lens across all its programmes—whether it's criminal justice and crime prevention, drug demand reduction, or countering terrorism and preventing violent extremism. By delivering on the pledge of gender equality in all our work, we will be better placed to support the efforts of the Government of Pakistan in achieving SDG 5 (Gender Equality) and SDG 16 (Peace, Justice, and Strong Institutions), and meaningfully contribute to its national commitments towards building a safer and inclusive society for all.

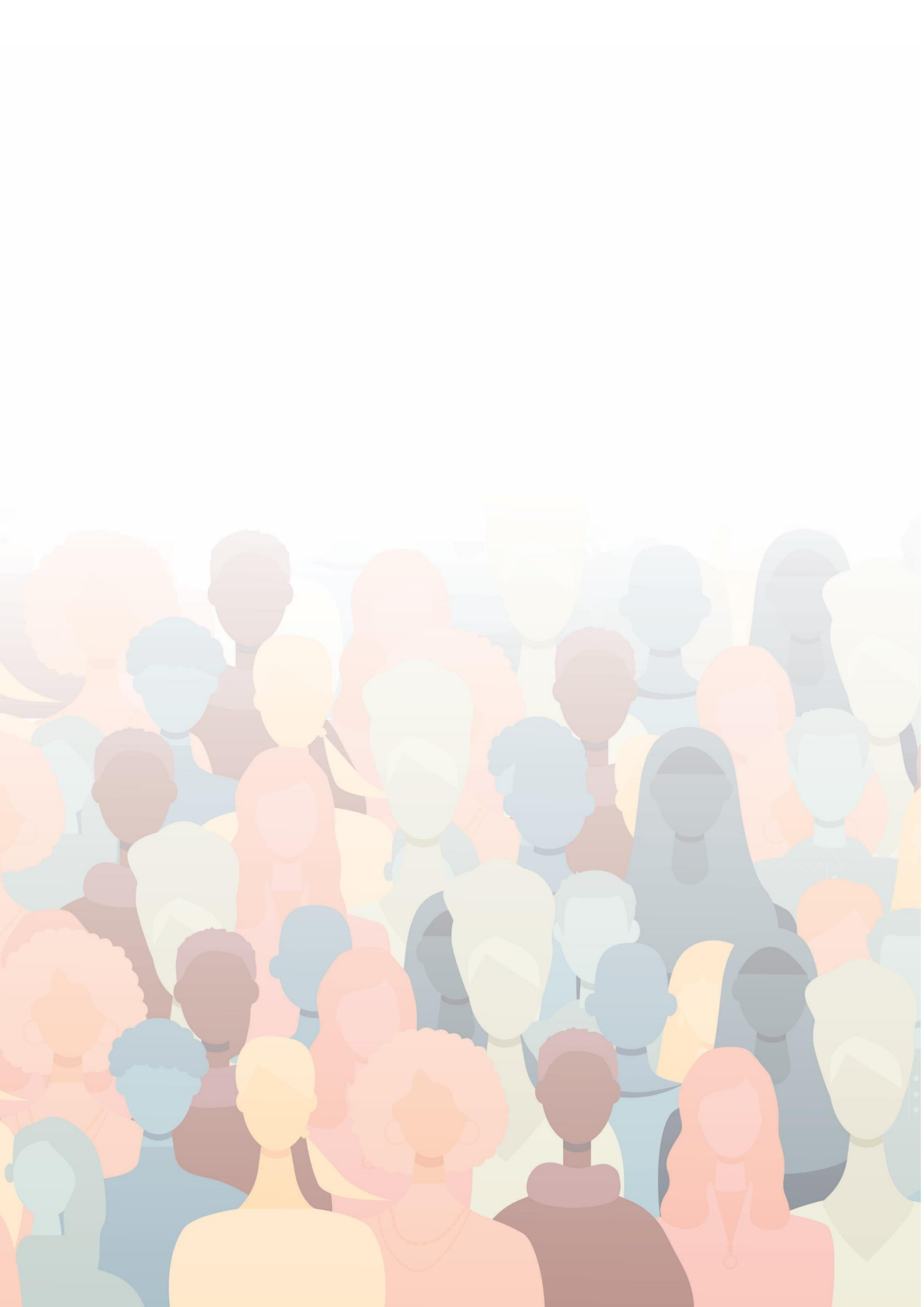
This strategy can only be successful through collective efforts of all stakeholders including the COPAK team, our partners, and the communities we work with. I am hopeful that all members of our office will make every effort to be fully involved and engage in the vision set out in this document and undertake tangible steps to realize our joint goal of a more gender-inclusive working environment.

As always, we remain hopeful that we will have the full support of the Government of Pakistan and our civil society partners in our endeavors to achieve inclusive participation of all segments of society, particularly the most vulnerable.

Together, let us strive to create a Pakistan where justice, security, and opportunity are accessible to all—where no one is left behind.



Troels Vester  
Country Representative  
UNODC Country Office Pakistan



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# INTRODUCTION

This document presents the gender strategy of the UNODC Country Office Pakistan (henceforward COPAK) for fiscal year 2025-2030. The UNODC COPAK has developed its inaugural gender strategy to articulate its commitment to align its Country Programme with Global Strategy of UNODC on Gender Equality and the Empowerment of Women (2022–2026). Through this Strategy, UNODC COPAK aims to reaffirm its contribution to UNODC’s global efforts towards the achievement of just, inclusive, and resilient societies.

The UNODC COPAK is now in the third phase of its Country Programme, building on the progress and the contributions made and lessons learned from previous phases. It is an integrated Country Programme approach that, inter alia, builds on the objectives of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women. In its operations, UNODC COPAK enjoys the full support of the Government of Pakistan (GoP) and the civil society organisations.

This strategy aligns with the United Nations frameworks, including the UNODC Strategy for Gender Equality and the Empowerment of Women (2022-2026), the UN System-wide Action Plan on Gender Equality and the Empowerment of Women, and the vision of the 2030 Agenda for Sustainable Development. At the country level, this Strategy adheres to the spirit of all declarations and conventions to which Pakistan is a signatory, namely: the Convention on the Elimination of All Forms of Discrimination Against Women 1979 (CEDAW), the International Covenant on Civil and Political Rights (ICCPR), the Beijing Declaration and Platform for Action 1995, the Universal Declaration of Human Rights 1948, and the International Labour Organisation Conventions.

At its core, this Strategy aims to strengthen the contributions of UNDOC COPAK towards the Sustainable Development Goals (SDGs) 5 and SDG 16. These overarching goals are reflected in the Strategy’s key goals, including: to achieve gender equality and provide a safe and inclusive work environment for all genders in its Country Office as well as all its partner organizations. UNODC COPAK aims to lead by example and integrate members of all genders within its team at all levels. The Strategy also supports COPAK programme teams in building capacities to mainstream a gender perspective across all its four sub-programmatic areas.



# PURPOSE

**The key purpose of the Strategy:** The key purpose of the COPAK's Gender Equality and Social Inclusion Strategy is to improve the representation of women and persons with gendered identities at all levels within the COPAK and in the implementation of the Country Programme III. This will be achieved through measures designed for increased recruitment, retention, and career advancement, creating an enabling environment, and advancing accountability mechanisms. The strategy specifies commitments and action areas for localising and operationalising the global UNODC Gender Strategy. It also specifies mechanisms for ensuring accountability by the COPAK senior management teams for empowering and encouraging staff and managers alike, to assist and support the COPAK to implement the strategies and targets set in this strategy.

The key purpose of this Strategy is to fulfil the two goals embedded in this strategy which aim to:

1. Achieve gender parity at UNODC COPAK: This strategy outlines policies for addressing the specific gender-related challenges that impact COPAK's organisational culture, recruitment of equitable numbers of women, men, and transgender persons in Pakistan.
2. Ensure a socially inclusive work environment at COPAK: The Gender Equality Strategy for UNODC COPAK seeks to ensure that gender mainstreaming mechanisms are fully integrated into all aspects of COPAK's work, creating an inclusive environment for women, men, and transgender persons.
3. Integrate gender-responsive programming activities across all four sub-programmes of UNODC COPAK: The strategy also lays out actions to achieve the broader goals of promoting gender equality in access to justice, reducing drug-related harm, and combating organised crime and terrorism in Pakistan.
4. Advocate for legal reforms to combat gender discrimination: These reforms will enhance the participation of women and transgender persons in the criminal justice system, contributing towards achieving SDG 5 and 16.



# STRATEGY SCOPE

The COPAK Gender Strategy is designed to be fully applicable across all levels of the organisation, from the office to the field, ensuring that gender considerations are integrated into every aspect of COPAK'S operations. This policy applies to all programmes, initiatives, and partnerships within UNODC COPAK, emphasising that gender equality is not a separate or optional component but a core principle that must be woven into the fabric of our work.

UNODC'S Country Programme for Pakistan 2022-2025 (CPIII) was developed on the key principles of integration, inclusiveness, flexibility, and sustainability. These principles are applied in developing and executing programmes under our priority areas which include, amongst others, crime prevention and criminal justice, drug use prevention, as well as combating trafficking in persons and illicit goods.

This gender strategy reaffirms the responsibility of COPAK and its staff including executive leadership, senior and middle management, programme officers, United Nations Volunteers and support staff to uphold the principles of gender equality and work towards creating a socially inclusive work environment. By closing gender gaps within UNODC COPAK, we are better positioned to advocate gender-sensitive policies and implement gender-inclusive programmes in our external work. This alignment between internal gender parity and external programme success underscores the importance of this strategy in fulfilling UNODC COPAK'S overall mission to create a just and secure Pakistan.

# MANDATE

In alignment with the UNODC global mandate, UNODC COPAK is committed to promoting a safe, just, and inclusive society within the country. A critical element of this mission is ensuring gender equality across all four of its sub-programmes. Gender equality is not just a principle but a prerequisite for achieving lasting peace, security, and development. Therefore, COPAK prioritises the inclusion of women in all its initiatives, recognizing that their participation is essential to creating a society where everyone can thrive.

# COUNTRY PROGRAMME AREAS

## Sub-programme - 1

### Transnational Organised Crime and Border Management

- **Strengthens border security** by enhancing the capacity of law enforcement agencies to prevent and counter drug trafficking, smuggling, and other forms of transnational organised crime.
- **Promotes regional and international cooperation** to improve Pakistan's border management and counter-trafficking efforts along key routes.

## Sub-programme - 2

### Criminal Justice, Legal Reforms, GBV and Anti-Corruption

- **Enhances institutional capacity** by improving the legal, procedural, and operational capabilities of Pakistan's criminal justice system, focusing on human rights and anti-corruption measures.
- **Supports vulnerable groups** by aligning legal frameworks with international standards, ensuring fair access to justice, and addressing issues such as gender-based violence and corruption.

## Sub-programme - 3

### Drug Demand Reduction and HIV/AIDS

- **Expands evidence-based drug treatment and prevention services** targeting vulnerable populations, with a special focus on women, youth, and the prison population.
- **Strengthens HIV prevention and care** by providing services to people who inject drugs, their spouses, and those in prisons, aligning with international health standards.

## Sub-programme - 4

### Preventing and Countering Terrorism

- **Enhances the criminal justice system's capacity** to investigate, prosecute, and adjudicate terrorism-related cases, ensuring alignment with international legal standards.
- **Engages community** members in preventing violent extremism through targeted programmes, while improving support for survivors of terrorism

# ALIGNMENT WITH INTERNATIONAL OBLIGATIONS

The COPAK Gender Equality and Social Inclusion Strategy aligns closely with the UNODC Strategy for Gender Equality and the Empowerment of Women 2022-2026, the Sustainable Development Goals (SDGs), and Pakistan’s international commitments regarding gender equality. The strategy reflects the aim of SDG 51, which seeks to "Achieve gender equality and empower all women and girls" by encouraging gender mainstreaming across all areas of our mandate and SDG 162 which aims to “Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.” This alignment is in line with our commitment to the ‘Women, Peace and Security (WPS)’ Agenda adopted in Security Council Resolution 13253.

Women and transgender persons are the most vulnerable in all conflicts and must be included in peace-making processes. Pakistan, as a signatory to key international treaties like the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), the Universal Declaration of Human Rights (UDHR), and the International Covenant on Civil and Political Rights (ICCPR), is committed to advancing gender equality. CEDAW's Article 1 defines discrimination against women as “any distinction, exclusion, or restriction made on the basis of sex,” and calls for its eradication in every aspect of life. Article 2 urges nations to “condemn discrimination against women in all its forms” and take strong, effective measures to eliminate it. Additionally, Article 7 underscores the importance of ensuring women have an equal voice in shaping government policies and participating in non-governmental organisations. COPAK aims to ensure that no discrimination occurs at institutional and programmatic levels whether in recruitment or in any of its programme’s activities and their recipients. COPAK also advocates for these policies to be respected and upheld by all of our partners and professional counterparts.

Moreover, the ICCPR reinforces these principles, with Article 26 stating, "All persons are equal before the law and are entitled without any discrimination to the equal protection of the law," ensuring that all genders, including transgender persons, are given equal opportunities under the law. This aligns with the principles that UNODC COPAK has already been working on and will continue to pursue for the empowerment and social inclusion of all genders.

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<sup>1</sup> <https://sdgs.un.org/goals/goal5>

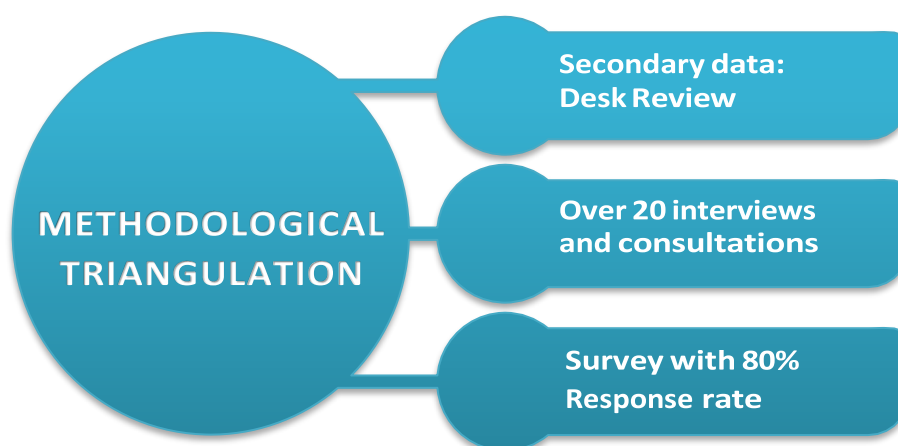
<sup>2</sup> <https://sdgs.un.org/goals/goal16>

<sup>3</sup> <https://documents.un.org/doc/undoc/gen/n00/720/18/pdf/n0072018.pdf>

# RESEARCH METHODOLOGY

## STRATEGY FORMULATION

This Strategy was developed to suit the unique context of the UNODC COPAK. To ensure the Strategy addressed the specific needs of the office, a comprehensive analysis of institutional gender gaps was conducted by using a mixed method participatory approach consisting of both quantitative and qualitative methods such as: in-depth interviews, surveys, and a desk review of existing international and regional strategies. This process provided both qualitative and quantitative insights into the gender dynamics within the organisation.



### CONSULTATIONS AND INTERVIEWS QUALITATIVE INSIGHTS

Interviews were conducted with over 20 staff members across various levels within COPAK. These interviews provided valuable insights into the lived experiences and perspectives of the staff, allowing for a nuanced understanding of gender-related challenges and opportunities within the office.

A misconception exists, both within the Pakistan Country Office and outside on women's ability to travel to remote areas for work on our sub-programmes. This hinders their selection and participation.

(Office Consultations, Senior Female Officer, COPAK)

## COPAK STAFF SURVEY QUANTITATIVE INSIGHTS

A gender survey was rolled out to all UNODC staff to gather quantitative data on how they would rate the COPAK organizational structure, gender sensitivity trainings, existing social inclusion policies, and other metrics. This broad-based input provided a more representative view of gender-related concerns across different levels of the office.

80% of the COPAK staff believes that the social inclusion of women at COPAK at programmatic levels needs to be improved.

(Interview and Survey Findings, COPAK)

# METHODOLOGICAL APPROACH

This Strategy builds upon the methodology mentioned and mandated by the **UN-SWAP Reporting of System-wide Strategic Gender-related Results<sup>4</sup>** and **UNODC Gender Strategy** which supports the Planet 50-50 by 2030 Agenda. It emphasizes the importance of overcoming the gender gaps at the country offices of the UN to see this change leading to positive outcomes at programmatic levels. The COPAK Gender Strategy has been formulated by applying two approaches while carrying out primary research and drafting policy action points.

- Gender Mainstreaming Approach
- Intersectional Approach

These approaches focus on both internal organisational changes (like achieving intersectional gender parity in staffing) and external programmatic changes (such as increasing funding for gender equality and women's empowerment, particularly in the context of the 2030 Agenda).

## Gender Mainstreaming Approach

**'The UN Women Handbook on Gender Mainstreaming (2022) defines this approach as:**

**"...the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally, and inequality is not perpetuated. The goal is to achieve gender equality."**

UNODC COPAK must apply a gender mainstreaming approach to achieve gender parity by integrating gender perspectives into its programmes and office policies. This involves ensuring that the needs of both men and women are considered in all aspects of programme development, particularly in areas such as **criminal justice, organised crime, and drug use prevention and rehabilitation**. COPAK must prioritise equitable resource allocation, ensuring that funding and services are distributed fairly to support gender equality. This approach ensures that gender disparities both within its office and across its programmes will be addressed by implementing gender-sensitive policies, promoting equal participation, and using gender-disaggregated data for monitoring.

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<sup>4</sup> <https://www.unwomen.org/sites/default/files/Headquarters/Attachments/Sections/How%20We%20Work/UNSystemCoordination/UN-SWAP/UN-SWAP-2-Theory-of-change-for-system-wide-gender-related-results.pdf>



# INTERSECTIONAL APPROACH

An intersectional approach ensures that interventions are designed with an awareness of how various aspects of individuals' backgrounds, identities, and characteristics intersect. In practical terms, this means that when performing a gender analysis, it is crucial to consider how additional factors—such as ethnicity, race, religion, age, sexual orientation, gender identity, and socio-economic factors—interact with gender to affect experiences of discrimination and marginalization.

## Framework for Applying an Intersectional Approach

### 1. Analysis:

The first step is to analyse and explore the root causes of intersectional gender-based discrimination. It is important to ask how will the policy, programme, or action affect those experiencing intersectional discrimination.

### 2. Adaptation:

The second step must be guided by the priorities of those experiencing intersecting forms of gender-based discrimination. The policy then must be adapted to better meet the priorities of those most marginalised.

### 3. Assessment:

The third step entails evaluating whether the policy, programme, or action has addressed the needs and priorities of those most marginalized through the same intersectional lens.

## Example:

In Pakistan, gender-based violence is a serious problem; however, women from marginalised communities face compounded challenges due to intersecting factors such as ethnicity, socio-economic status, religion, and more.

### ▪ Analyse:

Consider language barriers and ethnic discrimination that may increase certain women's vulnerability to violence and limit their access to support services

### ▪ Adapt:

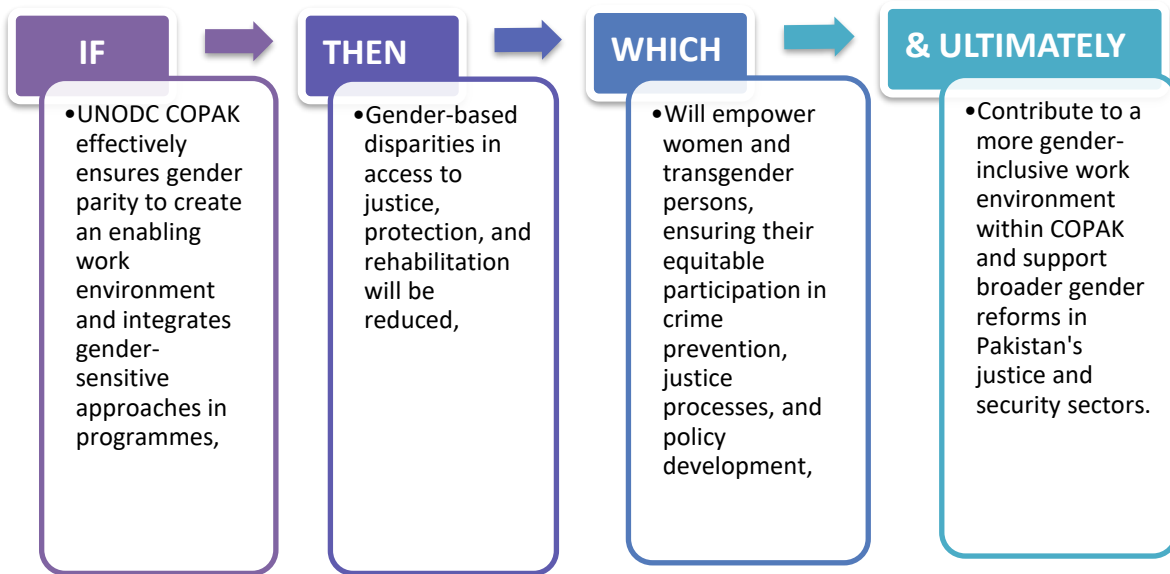
Develop support services that are culturally and linguistically appropriate for women from ethnic minority groups.

### ▪ Assess:

Ensure the collection of both sex- and ethnicity-disaggregated data: e.g., the impact on Baloch, Pashtun, Punjabi, and Sindhi women.

# THEORY OF CHANGE

The Theory of Change is integrated into every stage of this strategy's formulation and UNODC COPAK's work. It is based on the understanding that effective change requires not only policy and legislative reforms but also the transformation of social norms, capacity building of institutions, and active engagement with communities. The strategy posits that by tackling the gender issues at COPAK's institutional and programmatic levels, it will be able to address the underlying factors contributing to gender inequality and discrimination in Pakistan.



# STRATEGIC GOALS

## COPAK'S VISION

The present Strategy has two goals:

### **GOAL A:**

**Enhance the impact of UNODC COPAK'S programmes on gender equality and women empowerment, advancing the agenda of empowering women and transgender persons in Pakistan.**

### **GOAL B:**

**Strengthen the institutional capacity of UNODC COPAK to effectively implement, monitor, and sustain gender- sensitive programmes and policies within its office.**

The **10 strategic priority areas** and action points are designed to achieve these two goals, following the approach set out by the '**Theory of Change**'. Achieving gender parity and social inclusion across COPAK's sub-programmes will enhance its institutional capacity, contributing to the achievement of SDGs 5 and 16 through its programmes.

# PAKISTAN COUNTRY CONTEXT

## GENDER AND SOCIAL INCLUSION LANDSCAPE IN PAKISTAN

Pakistan faces significant challenges in achieving gender equality, particularly within the security and justice sectors. Deep-rooted patriarchal norms severely limit women's agency and mobility, especially in tribal and rural areas. **Pakistan ranks 142 out of 146 countries as per the World Economic Forum's Global Gender Gap Report 2023**, — its highest rating since 2006. This is due to a number of factors, but a key issue is the lack of robust policies and the inadequate implementation of existing frameworks for gender equality and social inclusion.

Despite ongoing efforts, integrating women into decision-making roles within Pakistan's security sector remains a persistent challenge. The criminal justice system is plagued by gender disparities, with women disproportionately facing violence, including domestic abuse, honour-based crimes, and sexual assault. Access to justice for these women is often limited due to institutional barriers and societal biases. Additionally, the absence of sex-disaggregated data hampers effective policy development and intervention strategies. National efforts to counter violent extremism and promote security often lack gender sensitivity, further excluding women from meaningful participation. Addressing these issues remains critical to achieving a more inclusive and secure environment for all Pakistanis.

### Role of COPAK in Advancing Gender Equality

Over the last forty years, the UNODC COPAK has focused on strengthening the rule of law, improving women's access to justice, and addressing crime, corruption, drug trafficking, drug use prevention, human trafficking, and rehabilitation.

Efforts have been made to achieve gender parity at an institutional level, alongside initiatives to create a socially inclusive work environment for all genders with UNODC. However, more must be done to recruit and retain women and transgender persons among COPAK's staff.

Employment Type	No. of Men	No. of Women	% of Women
Fixed Term Contracts	6	4	40%
Service Contracts	56	10	15.5%
Independent Consultants	42	9	18%
UN Volunteers	3	5	62.5%

## COPAK's Gender Parity Metrics

In-depth interviews with staff members at COPAK revealed that **many women have broken the 'glass ceiling' in terms of career progression and are leading different departments at COPAK, such as communications, procurement, finance, and the monitoring and evaluation department.** However, there remains a large gender gap at the middle management and support staff levels that must be addressed through gender-targeted headhunting and ensuring that all phases of recruitment are gender-sensitive with female representation on selection committee. Regarding organisational culture, employees at UNODC COPAK rated the workplace environment as socially inclusive towards women, noting that office policies and the provision of the daycare facility help women to achieve a work-life balance.

The UNODC country programme for Pakistan 2022-2025 has aimed to integrate gender mainstreaming in its priority areas. COPAK is committed to promoting gender equality throughout Pakistan, especially within the following mandate areas:

### 1. Women and the Criminal Justice System

Women<sup>5</sup> and transgender persons in Pakistan face significant challenges within the criminal justice system, both as personnel employed in the system and as individuals seeking justice. The UNODC COPAK has been working to enhance the capacity of the police to respond to the needs of gender-based violence survivors. This includes training law enforcement personnel in gender-sensitive approaches, supporting the recruitment and retention of women in the judiciary and police forces, and advocating for reforms that ensure equal treatment and protection for women within the legal system. UNODC COPAK is also working in the province of Sindh to strengthen the Legal Aid Network for the provision of pro-bono legal aid to the under-trial prisoners (UTPs), including women and juveniles, and offering technical and legal support to UTPs in collaboration with the Sindh Prison Department.

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<sup>5</sup> <https://www.unodc.org/pakistan/en/stories/women-police-stepping-in-on-the-frontline-as-first-responders-in-balochistan.html>

### CASE EXAMPLE: Representation in Responders

Empowering women to be on the frontlines of justice not only protects women, transgender persons and vulnerable groups but also is a way to aid victims, through having women as first responders. UNODC COPAK trained a total of 4,582 individuals in 2021 of which 630 (14%) were women. COPAK also trained the inaugural batch of Women Police Constables in Balochistan in collaboration with Police Training College, this was attended by 25 undertraining women police officers from all provinces of Pakistan.

## 2. Organised Crime and its Impact on Women in Pakistan

Women and transgender persons in Pakistan are particularly vulnerable to human trafficking, often for purposes of forced labour and sexual exploitation. Factors such as lack of financial independence, lack of education, and gender-based violence contribute to their vulnerability.

Trafficked women frequently face stigma and limited access to justice, making recovery and reintegration into society challenging. COPAK has been actively involved in combating human trafficking in Pakistan by strengthening legal frameworks, supporting victim protection services, and enhancing law enforcement's capacity to identify and prosecute traffickers.<sup>6</sup>

### CASE EXAMPLE: Crime and Container Control

Women's active participation in law enforcement is key in combating crime. UNODC Container Control Programme (CCP) concluded a three-day workshop on 'Empowering Women's Role in CCP Units'. The purpose of this workshop was to highlight the gender perspective in inter-agency collaboration and elevate women's role in CCP Profiling Units. The challenges faced by women in law enforcement were discussed alongside suggestions on combating gender stereotypes at the workplace.

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<sup>6</sup> <https://www.unodc.org/pakistan/en/stories/women-police-stepping-in-on-the-frontline-as-first-responders-in-balochistan.html>

### 3. Gendered Implications of Corruption

Corruption disproportionately affects women in Pakistan, particularly in areas such as equal access to public services. The impact further exacerbated by their lower socioeconomic status and limited access to education and employment. Many precedents exist where unjust legal case management occurred due to corruption at high institutional levels. This Strategy will work to address the gendered impact of corruption by promoting transparency and accountability within institutions, advocating for women's participation in anti-corruption initiatives, and supporting gender-responsive governance reforms.

#### CASE EXAMPLE: Capacity Building to Combat Corruption

Women represent less than 2% of law enforcement in Pakistan. There have been many capacity building initiatives undertaken by COPAK such as when 25 women police officers from Federal Investigation Agency and Punjab police were trained on investigative techniques. These women police officers were provided with weeklong specialist training and are being coached so that they work in investigative teams along-side their male counterparts. One coaching session was held in March 2021, second in August 2021, more will be held in the coming years.

### 4. Prevalence of Terrorism and its impact on Women

Terrorism has horrific impacts on the most vulnerable members of society, with women impacted as victims of violence and displacement, as well as potential perpetrators or supporters under coercion or manipulation. The involvement of women in terrorist activities is often overlooked, and gender-blind counter-terrorism strategies may fail to address the unique factors driving women's involvement in terrorism or their needs as survivors of terrorism-related violence. Previous efforts by UNODC COPAK have sought to incorporate a gender perspective into counter-terrorism strategies. This strategy advocates for more research in the roles women play in terrorist organisations, as well as the impact of terrorism on women and girls.<sup>7</sup>

<sup>7</sup> <https://www.unodc.org/unodc/en/human-trafficking/glo-act2/Countries/glo-act-holds-second-coaching-sessions-with-female-officers-tasked-with-addressing-human-trafficking-and-migrant-smuggling.html>



### CASE EXAMPLE: Terrorism Prevention Programme

This programme's duration was from August 2022 to July 2024 in Sindh and Balochistan UNODC COPAK strengthened the capacities and coordination mechanisms. Human rights and gender mainstreaming was imbedded in the workshops and consultation sessions. The UNODC supports initiatives aimed at preventing the radicalization of women, rehabilitating and reintegrating women not disproportionately impact women's rights.

- "TANA" Transgender person's Access to Justice was a pilot initiative undertaken.
- Women and Juvenile Facilitation Center was established in Balochistan.
- 15 Gender Desks were established in Quetta.

# STRATEGIC PRIORITY AREAS

The two overarching goals of this Strategy can be successfully achieved through the implementation of the priority action points outlined herein. These objectives and policies will only be fully realised with a strong commitment to affirmative action. COPAK is dedicated to leading by example in achieving gender parity and promoting social inclusion, ensuring that both its programmes and partners follow suit.

## GOAL A

**Enhance the impact of UNODC COPAK's programmes on gender equality and women empowerment, advancing the agenda of empowering women and transgender persons in Pakistan.**

### Priority Areas

#### 1) Priority One: Gender Mainstreaming in Programmatic Work

##### Affirmative Action Points:

- 1.1 Research and analyse gender gaps within existing initiatives under all four sub-programmes of the UNODC Country Programme for Pakistan to inform future strategies.
- 1.2 Undertake gender audits of past phases of sub-programmes to ensure that all future proposals build and expand on previous work, and integrate gender mainstreaming within each project's theory of change (ToC).
- 1.3 Ensure that all programme officers are trained and held accountable for ensuring gender mainstreaming in programmes and activities with quarterly programmatic reports to COPAK's senior management.
- 1.4 All concept notes and programmes should have a gender mainstreaming checklist attached to ensure gender mainstreaming and inclusiveness.

#### 2) Priority Two: Gender-Responsive Monitoring and Evaluation

##### Affirmative Action Points:

- 2.1 Integrate gender-specific indicators into all monitoring and evaluation frameworks to track gender inclusion in programmes. These indicators can be found in the UN-SWAP Reporting of System-wide Strategic Gender-related Results.<sup>8</sup>

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<sup>8</sup> UNODC standard indicators available here [https://www.unodc.org/documents/Gender/21-05005\\_GEEW\\_handbook\\_REV2\\_ebook.pdf](https://www.unodc.org/documents/Gender/21-05005_GEEW_handbook_REV2_ebook.pdf)

- 2.2 Mandate the regular collection of sex-disaggregated data, analysing it to inform programme design and implementation.

### **3) Priority Three: Focus on Intersectionality in all COPAK Programmes**

#### **Affirmative Action Points:**

- 3.1 Conduct gender analyses using an intersectional lens, considering factors like ethnicity, socio-economic status, and geographic location to address marginalization by applying the Intersectional Framework outlined in the UNODC Global Gender Strategy.
- 3.2 Develop specific intersectional action plans for specific vulnerable groups, such as transgender persons and women from ethnic minorities in Pakistan.
- 3.3 Conduct an annual workshop exclusively for men, focusing on topics related to positive masculinities, because deeper change could also be supported by men.

### **4) Priority Four: Mobilizing Resources for Gender Equality Initiatives**

#### **Affirmative Action Points:**

- 4.1 Develop a strategic plan to secure gender-focused funding from donors and partners. This plan can include drafting grant and fund requests with specific action plans that outline the impact these funds will have on achieving SDG 5 under each sub-programme of the UNODC Country Programme for Pakistan.
- 4.2 Report on resource allocation towards gender inclusion to ensure funds are effectively utilised and programmes are impactful. Reports drafted after the conclusion of each programme must include data on how this programme impacted women and transgender persons.
- 4.3 Appoint a focal person on Preventing Sexual Exploitation, Abuse, and Harassment to address concerns related to sexual exploitation and sexual abuse.

## **5) Priority Five: Strengthen Partnerships for Gender Inclusion**

### **Affirmative Action Points:**

- 5.1 Encourage all partners and counterparts (government, NGOs, and UN agencies) to promote gender-inclusive practices by holding conferences and disseminating training material and data to aid partners in incorporating a gender lens in UNODC COPAKs mandated areas.
- 5.2 Integrate gender training workshops at the Inception Phase of each new project to orient government and civil society partners on how gender mainstreaming is integrated in the project plan and throughout project components, interventions, and results framework.
- 5.3 Participate in joint initiatives and knowledge-sharing platforms with local and international organisations to improve gender programmes.

## **6) Priority Six: Strengthen Gender-Responsive Public Communication**

### **Affirmative Action Points:**

- 6.1 Promote gender inclusion in all public-facing communications by ensuring diversity in visuals, language, and messaging.
- 6.2 Display gender-inclusive communication products prominently within the office.
- 6.3 Conduct public awareness campaigns tailored to Pakistan's regional and cultural contexts to advocate for gender equality, particularly focusing on the rights women and transgender persons.
- 6.4 Produce research and knowledge products capturing gender-related impacts and results of COPAK's sub-programmes for dissemination to the wider community of practice within the UN system and among national and international stakeholders.

## GOAL B

**Strengthen the institutional capacity of UNODC COPAK to effectively implement, monitor, and sustain gender-sensitive programmes and policies within its office.**

### Priority Areas

Strengthen the institutional capacity of UNODC COPAK to effectively implement, monitor, and sustain gender-sensitive programmes and policies within its office.

#### 7) Priority Seven: Gender Mainstreaming at the Institutional Level

##### Affirmative Action Points:

- 7.1 Encourage gender-targeted headhunting initiatives to motivate more women to apply for roles at COPAK.
- 7.2 Strictly enforce a gender-inclusive recruitment process, including gender-sensitive interviewing techniques and bias-mitigation training for COPAK Human Resources Unit and Monitoring and Evaluation staff, ensuring that women are present on the selection panel.
- 7.3 Provide mentorship to orient first time applicants to the complexities of the UN recruitment system, enabling women from all backgrounds to apply. This can be achieved by appointing an existing staff member as a mentor to potential recruits.
- 7.4 Incorporate a gender lens while formulating any COPAK policy document or programme brief with the assistance of the UNODC Vienna Gender Focal Person and a Gender expert.
- 7.5 Ensure a gender-inclusive work environment by providing facilities such as dedicated parking for women (where parking areas are limited), daycare and separate toilets for women and transgender persons.
- 7.6 Implement practices that promote work-life balance such as limiting work-related communication after working hours, flexible working hours, and providing employee assistance programmes which offer confidential support services for employees dealing with personal or work-related challenges, such as stress management counselling and quality Mental Health and Psycho-Social Support (MHPSS) services.

## **8) Priority Eight: Gender-Sensitive Communication and Training**

### **Affirmative Action Points:**

- 8.1 Develop guidelines for gender-sensitive language in both English and Urdu, ensuring these guidelines cover internal, external, and social media communication<sup>9</sup>.
- 8.2 Implement Bi-Annual training on gender-sensitive communication and interviewing techniques for all staff. This must be done in person to ensure effectiveness.
- 8.3 Gender sensitivity training must be tailored to the specific audience, because an approach that is effective in Islamabad may not be suitable for Quetta.
- 8.4 Ensure representation of women in all photo material, social media content, and communications by including dedicated sections on gender inclusion in correspondence with interlocutors.

## **9) Priority Nine: Capacity-Building for Leadership on Gender Inclusion**

### **Affirmative Action Points:**

- 9.1 Include gender empowerment initiatives in the Key Performance Indicators (KPIs) for COPAK senior management, establishing gender parity targets and social inclusion initiatives, such as: monthly sub programme team meetings to discuss challenges faced by women and transgender persons and to address any stereotypes.
- 9.2 Introduce mentoring programmes for existing women employees, with a focus on leadership roles and retention strategies.

## **10) Priority Ten: Accountability and Reporting Mechanisms**

### **Affirmative Action Points:**

- 10.1 Appoint a dedicated Gender Focal Person or Team, supported by an independent review panel, to handle gender-related complaints and ensure policy enforcement.
- 10.2 Establish secure and confidential channels for reporting gender-related issues, including harassment, discrimination, and bias. The Gender Team should oversee this responsibility, ensuring that the designated focal person has job security to promote a fair process and eliminate any fear of retaliation for raising concerns.

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<sup>9</sup> <https://www.unodc.org/unodc/en/gender/gender-and-thematic-areas/gender-general-tools.html>

10.3 Conduct a Gender Parity and Social Inclusion Survey annually to make informed decisions and incorporate staff feedback on areas requiring improvement.



# ANNEX - 1

## Annex-1: List of Additional Resources on Gender Parity

- **UNOV Gender Strategy**  
<https://www.unodc.org/unodc/es/gender/unov-unodc-gender-strategy-2022-2026.html>
- **UNODC HANDBOOK- FRAMEWORK TO MEASURE AND REPORT ON GENDER-RELATED SDG RESULTS**  
[UNODC Handbook: Framework to measure and report on gender-related SDG results](#)
- **UNODC Guide on Gender-Sensitive Language and Communication**  
[https://www.unodc.org/documents/Gender/gender\\_sensitive\\_language/Gender-sensitiveCommsGuide-English-final.pdf](https://www.unodc.org/documents/Gender/gender_sensitive_language/Gender-sensitiveCommsGuide-English-final.pdf)
- **Gender Checklist for Content Creation**  
[https://www.unodc.org/documents/Gender/Gender\\_checklist\\_for\\_content\\_creation\\_2018.pdf](https://www.unodc.org/documents/Gender/Gender_checklist_for_content_creation_2018.pdf)
- **Gender-Sensitive Research Tools**  
[https://www.unodc.org/documents/data-and-analysis/statistics/DataMatters\\_4\\_2022.pdf](https://www.unodc.org/documents/data-and-analysis/statistics/DataMatters_4_2022.pdf)
- **UNODC Evaluation Guidelines and Templates**  
<https://www.unodc.org/unodc/en/evaluation/guidelines-and-templates.html>

# ANNEX - 2

The survey on the work environment at the UNODC COPAK highlights several key findings regarding gender equality and social inclusion. Overall, respondents express a moderately positive perception of the organisation's efforts, but there are areas for improvement.

Key conclusions include:

**Understanding of Gender Equality:** Employees demonstrate a strong awareness of gender equality, with an average rating of 4.08.

**Social Inclusiveness:** While efforts toward inclusion are evident, the perception of social inclusivity scores 3.79, suggesting some gaps that could be addressed by implementing this gender strategy.

**Leadership Support:** Support for gender equality from leadership receives a 3.74 rating, indicating room for more active promotion and engagement.

**Gender Representation:** Respondents feel the balance of gender representation across roles and levels is somewhat lacking, scoring 3.30. This could be overcome by applying a gender lens during recruitment.

**Comfort in Expressing Concerns:** There is moderate comfort in voicing concerns, rated at 3.28, highlighting a need for a more supportive and open environment.

Overall, while the office has established a foundation for gender equality and inclusivity, it must take additional steps to ensure balanced representation, leadership engagement, and open communication for further improvement.

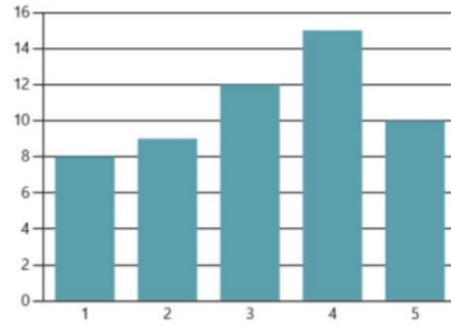
1. What is your Gender? آپ کی صنف کیا ہے؟

Male (مرد)	36
Female (عورت)	15
Other (دوسرے)	0
Prefer not to say (گے نا کہنا چاہے)	3



16. How effective is the feedback mechanism for addressing gender-related issues or suggestions? آپ کے دفتر کا فیڈ بیک میکنزم یا شکایات کا طریقہ کتنا موثر ہے؟

3.19  
Average Rating



7. Do you believe the gender sensitivity and social inclusion trainings you have underwent thus far are sufficient or more are needed? کیا آپکو یقین ہے کے جو تربیت آپ نے حاصل کی ہے وہ کافی ہے یا نہیں جواب کے لیے

Yes (ہاں)	28
No (نہیں)	26







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**United Nations**  
Office on Drugs and Crime

Plot # 5-11, Diplomatic Enclave, G-5, Islamabad, Pakistan  
Tel: +92 51 2601461-2 Fax: +92 51 2601469  
Email: [unodc-pakistanfieldoffice@un.org](mailto:unodc-pakistanfieldoffice@un.org)  
Website: <http://www.unodc.org/copak>