

ANNUAL REPORT

2024-25



Federal Ombudsperson Secretariat for
Protection Against Harassment (FOSPAH)



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“O you who believe, stand up as witnesses for God in all fairness and do not let the hatred of a people deviate you from justice. Be just: This is closest to piety, and beware of God. Surely, God is aware of all you do.”

(Surah Al-Maidah, Ayat 08)

“Indeed, Allah commands you to return trust to their rightful owners, and when you judge between people, judge with fairness. What a noble commandment from Allah to you! Surely Allah is All-Hearing, All-Seeing.”

(Surah An Nisa, Ayat 58)

“And for all, We have made heirs to what is left by parents and relatives. And to those whom your oaths have bound [to you]—give them their share. Indeed, Allah is ever, over all things, a Witness.”

(Surah An Nisa, Ayat 33)

“Allah commands you regarding your children: the share of the male will be twice that of the female. If you leave only two “or more” females, their share is two-thirds of the estate. But if there is only one female, her share will be one-half. Each parent is entitled to one-sixth if you leave offspring. But if you are childless and your parents are the only heirs, then your mother will receive one-third. But if you leave siblings, your mother will receive one-sixth —after the fulfillment of bequests and debts. “Be fair to” your parents and children, as you do not “fully” know who is more beneficial to you. “This is” an obligation from Allah. Surely Allah is All-Knowing, All-Wise.”

(Surah An Nisa, Ayat 11)

“O believers! Stand firm for justice as witnesses for Allah, even if it is against yourselves, your parents, or close relatives. Be they rich or poor, Allah is best to ensure their interests. So do not let your desires cause you to deviate “from justice”. If you distort the testimony or refuse to give it, then “know that” Allah is certainly All-Aware of what you do.”

(Surah An Nisa, Ayat 135)

GLOSSARY OF TERMS

Act 2010	Protection Against Harassment of Women at the Workplace, Act 2010
Act 2013	Federal Ombudsmen Institutional Reforms Act, 2013
Act 2020	Enforcement of Women's Property Rights Act, 2020
Constitution	Constitution of Islamic Republic of Pakistan, 1973
FOSPAH	Federal Ombudsperson Secretariat for Protection Against Harassment

LEGAL FRAMEWORK GOVERNING FOSPAH



FOREWARD

It is with great pride that I present the Annual Report for 2024-25 of the Federal Ombudsperson Secretariat for Protection Against Harassment (FOSPAH). This report is not merely a collection of statistics and summaries; it is a testament to Pakistan's unwavering commitment to building a society where dignity, safety, and equality are not just ideals, but realities for every citizen.

The dual mandates of FOSPAH to combat workplace harassment and to enforce women's property rights—place it at the very heart of our nation's agenda for social justice and economic empowerment. A safe workplace is the bedrock of professional growth, and secure property rights are fundamental to financial independence of women. By addressing these two critical areas, FOSPAH is dismantling systemic barriers that have long hindered the progress of women and created vulnerabilities for all workers.

The landmark judgments, strategic outreach programs, and internal reforms detailed in this report are indicative of an institution that is dynamic, responsive, and deeply connected to the needs of the people it serves. The significant rise in complaint registration is a clear sign of growing public trust—a trust that has been earned through diligent, transparent, and survivor-centric processes.

FOSPAH's work is shaping jurisprudence, reforming institutional cultures, and, most importantly, restoring faith in justice. This report is essential reading for policymakers, civil society, and every citizen who believes in a more just and equitable Pakistan.

Fauzia Viqar
Federal Ombudsperson

President's Message

A nation is judged by the dignity it extends to its people. The Annual Report 2024-2025 of the Federal Ombudsperson Secretariat for Protection Against Harassment is not just a record of work done. It reflects Pakistan's steady commitment to fairness, safety and equal treatment at work. FOSPAH plays a vital role in upholding the constitutional promise that every citizen deserves respect and protection.

The empowerment of women strengthens Pakistan as a whole. When women are secure in their rights and safe at work, families are stronger, institutions function better and the economy benefits. Addressing harassment is not a side issue. It goes to the heart of productivity, trust and national progress. Each resolved case and each restored right contributes directly to a more confident and resilient society.

This report shows how FOSPAH has grown in its reach and impact. Through its decisions and its engagement across workplaces and educational institutions, it has helped address grievances while also raising awareness to prevent misconduct. Such efforts help ensure that justice is accessible and timely.

Asif Ali Zardari
President, Pakistan



Message from the Ombudsperson

It is with a profound sense of responsibility and optimism that I present our Annual Report for the fiscal year 2024-2025. This year has been one of transformative growth, significant challenges, and, most importantly, tangible impact on the lives of countless individuals who turned to FOSPAH seeking justice.

Our core mission has remained our guiding star: to make justice accessible, swift, and survivor-centric. The 1471 cases we received this year reflect not a rise in misconduct, but a surge in courage and public trust. Citizens are increasingly aware of their rights and confident in FOSPAH's ability to uphold them. Our 79.88% disposal rate is a testament to the tireless dedication of our legal and administrative teams, who work to ensure that justice delayed does not become justice denied.

This year, our landmark judgments have continued to push the boundaries of jurisprudence in Pakistan. We have affirmed that the "glass ceiling" is a form of harassment, that digital spaces are extensions of the workplace, and that cultural norms can never be an excuse for discrimination. In the realm of property rights, we have restored ownership to women who were defrauded or unlawfully deprived of their assets, reinforcing the critical link between economic security and gender equality. But our work extends beyond adjudication. We have launched ambitious initiatives like our Student Ambassadors for Change program

and initiated a full-scale digital transformation with our upcoming Complaint Management System (CMS). These efforts are about building a future where the principles of dignity and respect are embedded in our institutions and our society.

I am immensely grateful to my entire team at FOSPAH from our regional offices to our headquarters in Islamabad for their unwavering commitment. While we celebrate the progress made, we remain acutely aware of the journey ahead. Our vision is for a Pakistan where every workplace is a safe space and every citizen's rights are inviolable. This report is a snapshot of our journey so far, and a renewed promise to continue this vital work with integrity, courage, and compassion.



Secretary's Message

The operational success of the Federal Ombudsperson Secretariat is driven by the seamless integration of our administrative, legal, and outreach functions. As Secretary, I am privileged to report on the immense progress our institution has made this year in strengthening the backbone that supports our public mandate.

In 2024-2025, our focus has been on enhancing efficiency, transparency, and capacity. The Administration, HR and Accounts Wing has been pivotal in this regard. We successfully filled key vacant posts, operationalized our new offices in Quetta and Multan, and undertook a comprehensive revision of the FOSPAH Employees Service Rules to institutionalize performance-based management. These reforms are crucial for building a motivated and accountable team capable of meeting the growing demands for our services.

Our financial management has been exemplary. With a 100% utilization of our allocated budget of Rs. 184.426 million, we ensured that every rupee was directed towards achieving our strategic goals without wastage. All procurement was conducted transparently through the PPRA's e-procurement system, reflecting our commitment to public accountability.

The initiation of our Complaint Management System (CMS) marks the beginning of a new era for FOSPAH. By digitizing our entire case lifecycle, we are not only streamlining our internal workflows but also making the justice process more accessible and transparent for every complainant.

I extend my heartfelt appreciation to every member of the FOSPAH staff. Their professionalism and dedication are the foundation of this institution's success. As we move forward, we will continue to invest in our people, processes, and technology to ensure that FOSPAH remains a model of excellence in public service.



Arif Karim
Secretary, FOSPAH

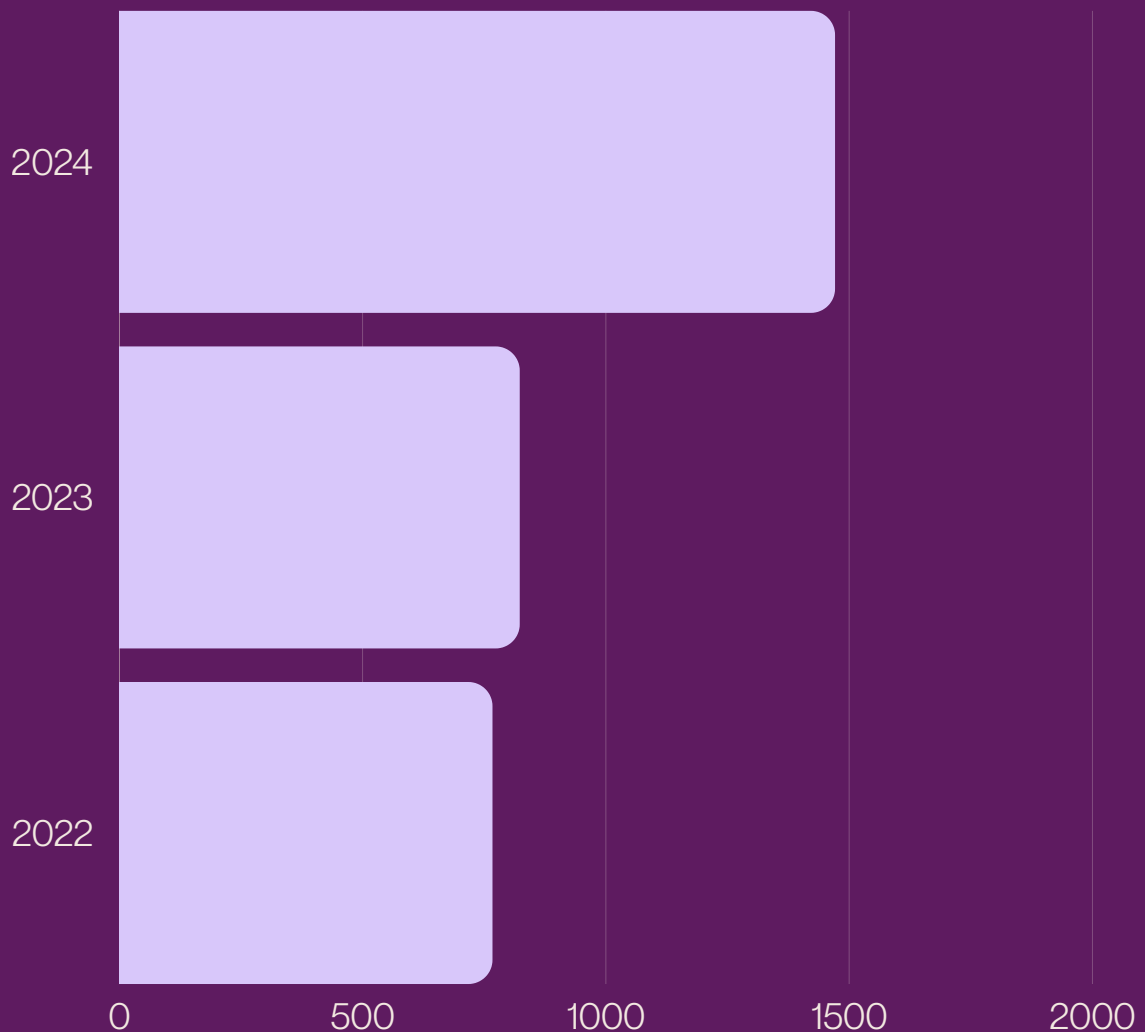
EXECUTIVE SUMMARY

During the reporting period, FOSPAH registered a total of 1,471 complaints, comprising both harassment and property rights cases. This remarkable figure reflects a 375 percent increase from the previous year, underscoring the growing public awareness of workplace protection and the rising confidence in FOSPAH's mandate. Of these complaints, 79.88 percent were successfully resolved within the year, demonstrating the Secretariat's commitment to swift and efficient justice. The demographic profile of complainants highlights the inclusive nature of the law, with harassment complaints filed by 711 women and 409 men. Sectoral analysis reveals that the private sector accounted for the majority of harassment complaints, with 835 cases, while the government sector registered 285 cases, indicating the breadth of FOSPAH's reach across institutional domains.

The year was also marked by significant jurisprudential advancements. Landmark judgments expanded the scope of legal protections, establishing that systemic gender bias and the "glass ceiling" constitute actionable harassment, that digital harassment through platforms such as WhatsApp falls firmly within the ambit of workplace misconduct, and that retaliatory actions against complainants represent a distinct form of harassment. In addition, fraudulent property transfers and unlawful dispossession were effectively reversed under the Enforcement of Women's Property Rights Act, 2020, reinforcing FOSPAH's role in safeguarding women's property rights.

Youth engagement and nationwide awareness remained central to FOSPAH's mission. The inaugural Student Ambassadors for Change Program was launched to foster a culture of respect and accountability on university campuses. Over 150 awareness sessions were conducted across the country, reaching thousands in corporate, government, and academic sectors. The Secretariat's 16 Days of Activism campaign alone engaged more than 80,000 individuals online, amplifying FOSPAH's message of dignity, equality, and justice nationwide. A general public awareness SMS was also sent to more than 160 Million people through PTA, which received significant response.

EXECUTIVE SUMMARY



Number of Complaints Registered (2022 to 2024)

Parallel to these legal milestones, FOSPAH advanced its digital transformation agenda. In partnership with National Information Technology Board (NITB), the groundwork was laid for the development of a comprehensive Complaint Management System (CMS) designed to digitize the entire complaint lifecycle, from filing to final judgment, thereby enhancing transparency, accessibility, and efficiency. The Secretariat also initiated a major revamp of its official website to improve user experience and broaden outreach.

EXECUTIVE SUMMARY

Performance at a Glance:

TOTAL COMPLAINTS REGISTERED:	CASE RESOLUTION RATE:	COMPLAINANT DEMOGRAPHICS:	SECTORAL FOCUS:
1,471	79.88%	WOMEN VS MEN	PRIVATE VS GOVERNMENTAL SECTOR
This represents a 375% increase from the previous year, highlighting greater public awareness and confidence in FOSPAH.	New cases were resolved within the year, demonstrating our commitment to swift and efficient justice.	Harassment complaints were filed by 711 women and 409 men, underscoring the inclusive nature of the law.	The private sector accounted for the majority of harassment complaints (835 cases), followed by the government sector (285 cases).

FOSPAH's Legal Mandate

The Federal Ombudsperson Secretariat for Protection Against Harassment (FOSPAH) is an autonomous, quasi-judicial statutory body established under the Protection Against Harassment of Women at the Workplace Act, 2010. Charged with the responsibility of safeguarding the dignity, rights, and well-being of employees, FOSPAH stands as a critical institute in Pakistan's effort to combat workplace harassment and promote gender equality.

Over the years, its mandate has been further broadened most notably by the landmark 2022 amendment which expanded the legal definition of harassment to encompass not only overt physical misconduct but also subtler, yet equally damaging, forms of verbal, cyber, and psychological abuse. The 2022 amendment also included gender-based discrimination as part of workplace harassment, and included acts that may embody a discriminatory and prejudicial mind set or notion, resulting in discriminatory behavior on basis of gender against the complainant. In 2020, FOSPAH was given another mandate; Enforcement of Women's Property Rights Act, 2020, to the extent of ICT Islamabad jurisdiction.

Our Vision

A just and equitable Pakistan where every person can work and live with dignity, free from harassment and discrimination.

Our Mission

To deliver swift and accessible justice, champion systemic change, and foster a culture of respect by:

1

Addressing grievances of workplace harassment and violations of women's property rights.

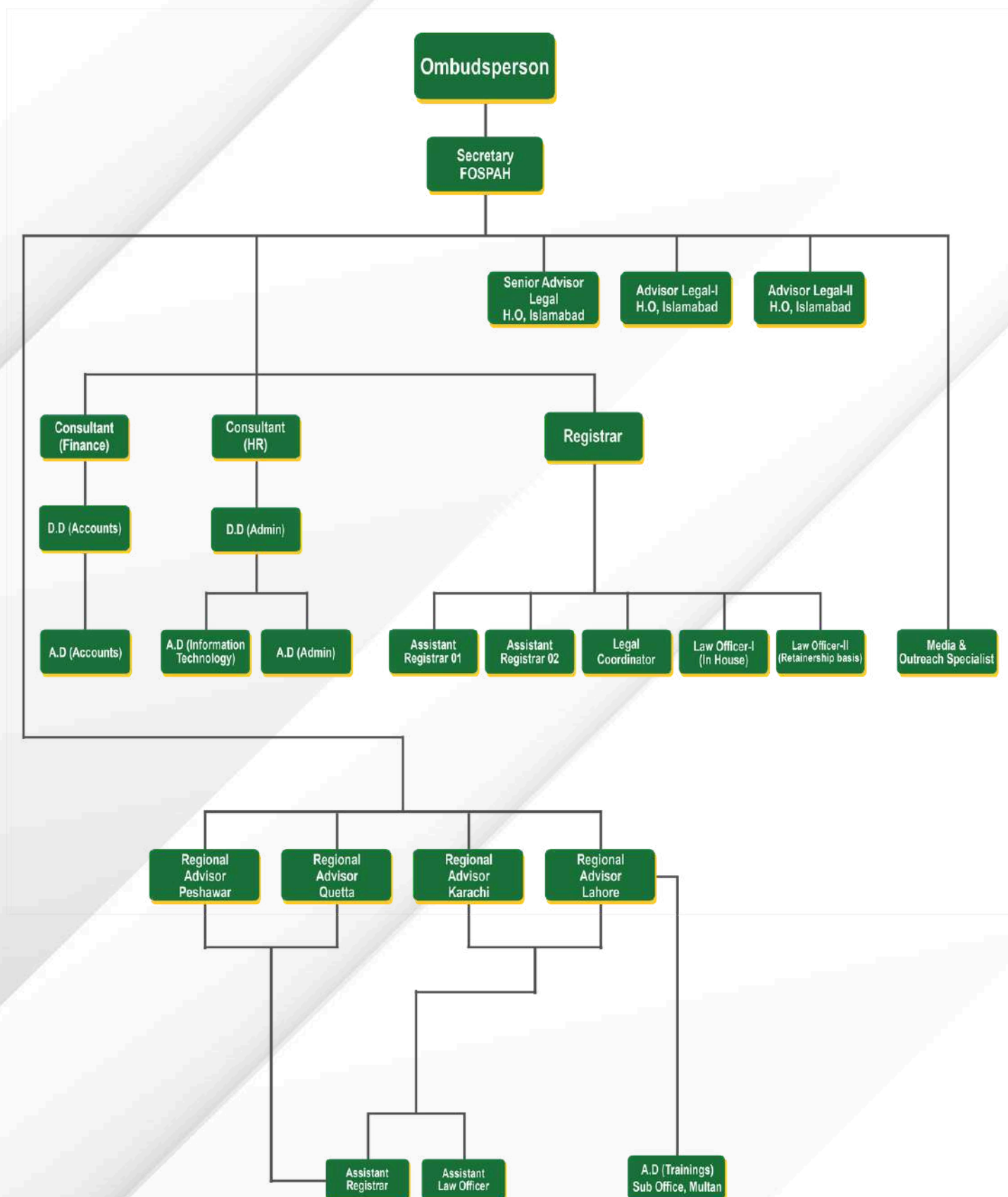
2

Preventing injustice through nationwide awareness, advocacy, and institutional reform.

3

Empowering citizens by upholding their right to dignity and economic independence.

FOSPAH ORGANOGRAM

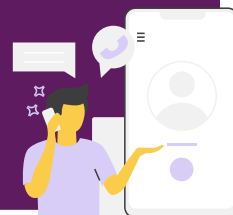


Resolve it Right: Complaint Registration Process

10 Steps to Success

1 Filing of Complaint

The Complaint can be filed in person, at the office by post, online at www.fospah.gov.pk, through email (complaints@fospah.gov.pk) or through FOSPAH helpline (03444 367 367) with details like Name of the Complainant and Accused, Department, Brief details of complaint, prayer etc.



2 Preliminary Hearing

After the registration of Complaint, the Complainant is issued notice for Preliminary hearing.



3 Notice

After the preliminary Hearing, if the Complaint is admissible, notices are sent to the concerned parties.



4 Written Reply/ Defence

At this stage, the Accused has to submit a written reply within 5 days .



5 Ex-Parte Proceedings

In case of non-appearance of either of the Parties, the case shall proceed Ex-parte after 3 notices.



6

Evidence Stage

Parties must submit relevant documents, witness list, and evidence during trial.



7

Arguments

After conclusion of evidence, the parties are called for final arguments.



8

Decision

Parties are informed of the final decision on the given date.



9

Review or Representation

The aggrieved party may file a representation before the President of Pakistan against the decision of the Federal Ombudsperson within 30 days of the decision.



10

Implementation

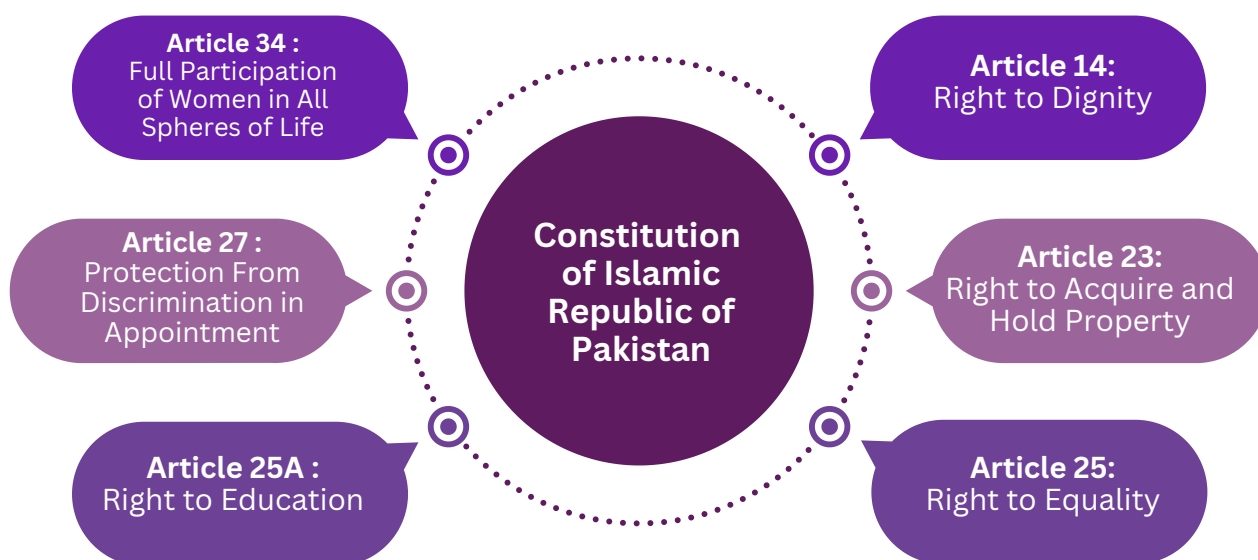
After the period of Representation/ Appeal expires, the concerned party may seek the implementation of the decision.



WHY WAS THE CREATION OF FOSPAH NEEDED?

The Constitution of the Islamic Republic of Pakistan, 1973 (Constitution) contains specific guarantees for the equality and dignity of women. This constitutional architecture for protection of women's fundamental rights rests on the following key provisions:

Constitutional Rights of Women



• Pakistan's Gender Equality Crisis and Global Standing

Pakistan occupies the bottom rank of the Global Gender Gap Index at 148, with its overall parity score slipping from 57% in the previous edition to 56.7%. Since 2006, the country has closed just 2.3% of its gender gap, and this year marks the second consecutive decline from its peak score of 57.7% in 2023.

Economic Participation and Opportunity continues to weaken, falling by 1.3 percentage points. While representation indicators remain stagnant, income disparity has widened slightly and perceived wage inequality has risen by four percentage points, underscoring persistent structural barriers to women's economic inclusion.

Educational Attainment is the only subindex to show improvement, rising by 1.5 percentage points to reach 85.1%. This progress is driven by an increase in female literacy rates, from 46.5% to 48.5%. However, the gain also reflects a drop in male tertiary enrolment, which narrows the gender gap but reduces overall educational reach.

Political Empowerment has suffered a sharp setback. Parity fell from 12.2% in 2024 to 11% in 2025. Although women's representation in parliament improved slightly, ministerial representation dropped from 5.9% to zero, pulling down the overall score.

According to Global Gender Gap Report 2025 by World Economic Forum, Pakistan's gender gap remains stark, with literacy and economic participation reflecting deep inequalities. Only 48.5% of women in the country are literate, highlighting the persistent barriers to educational access and opportunity. In the 2025 edition of the Global Gender Gap Index, Pakistan ranks last at 148th with an overall parity score of 56.7%, underscoring its position among the lowest-performing economies worldwide. The situation is even more critical in the Economic Participation and Opportunity subindex, where Pakistan records a score of just 34.7%, placing it firmly in the bottom five globally. These figures reveal how limited access to education and restricted economic inclusion continue to reinforce one another, leaving women marginalized in both learning and labor, and sustaining one of the widest gender gaps in the world.

- **Workplace Harassment as a Major Barrier to Women's Economic Empowerment**

Workplace harassment remains one of the most entrenched societal barriers to women's economic participation in Pakistan. It is not simply an individual challenge but a systemic issue that undermines professional growth, erodes confidence, and perpetuates inequality. Research shows that more than 93% of Pakistani women have faced harassment in public spaces or workplaces, a staggering figure that reflects how deeply embedded this problem is in everyday life.

In response, the Protection Against Harassment of Women at the Workplace Act, 2010, was introduced to guarantee safer working environments. Yet, legislation alone could not dismantle the weight of social norms or overcome the absence of strong enforcement mechanisms. The persistence of harassment revealed the urgent need for a specialized institution; one equipped with authority, resources, and advocacy power to ensure the Act's implementation and to drive broader workplace reforms.

- **Disparities in Property Ownership and Economic Independence**

A profound disparity exists in property ownership between men and women in Pakistan. Only 3% of women own houses compared to 72% of men, indicating significant obstacles that prevent women from achieving financial independence and security. The Pakistan Demographic and Health Survey (2017-18) shows that 97% of women in Pakistan could not inherit land or property due to patriarchal norms, legal challenges, and restricted access to financial resources. Without economic assets, women face additional vulnerability to harassment and have fewer options to leave abusive or exploitative environments. FOSPAH's role has expanded to include implementing the Enforcement of Women's Property Rights Act, 2020, addressing women's economic security and ownership rights.

- **Legal and Institutional Support as Drivers of Change**

To break down the systemic barriers to gender equality and empower women socially and economically, robust legal frameworks and accessible reporting mechanisms are essential. FOSPAH was established not only to enforce anti-harassment laws but also to foster a culture of accountability and support for victims. Through its mandate, FOSPAH provides women with a platform to voice complaints and pursue justice in a way that respects their dignity and supports their professional growth. By advocating for policy changes and collaborating with organizations across sectors, FOSPAH aims to build a safer, more inclusive environment that encourages women to participate fully in economic and public life without fear.

The creation of FOSPAH reflects the state's commitment to these goals, acknowledging that achieving gender equality requires not only constitutional guarantees but also proactive and responsive institutional interventions to build a just and equitable society.

FOSPAH THROUGH THE YEARS

Through the years, FOSPAH has undergone a remarkable transformation, driven by a commitment to combat and prevent workplace harassment and promote gender equality. Under the stewardship of Justice Musarrat Hilali (January 13, 2011 - January 14, 2013) and Justice (R) Yasmin Abbasey (March 14, 2013 - February 26, 2018), FOSPAH laid the groundwork and basis for its functions and expansion. The period of 2016-2017 witnessed pivotal initiatives such as parliamentary engagement, the establishment of regional offices, and the integration of technology to enhance accessibility. Through extensive nationwide awareness seminars and training sessions, FOSPAH strengthened its outreach while prudent financial management ensured regulatory compliance, setting a solid foundation for future endeavors. These efforts not only raised awareness about workplace harassment but also empowered individuals to assert their rights, contributing to a more equitable work environment across Pakistan. In the ensuing years, under the administration of Ms. Kashmala Tariq (February 27, 2018 - February 28, 2023), FOSPAH's endeavors moved forward. The broadcast of televised campaigns, online complaint registration, and increased engagement on social media were milestones in FOSPAH's journey. The period also saw a noticeable expansion in awareness activities, demonstrating FOSPAH's increase in outreach activities and commitment to inspiring people across Pakistan to speak up against harassment in the workplace.



Justice Musarrat Hilali
(2011- 2013)



Justice (R) Yasmin Abbasey
(2013- 2018)



Ms. Kashmala Tariq
(2018- 2023)



Ms. Fauzia Viqar
(2023- Present)

FOSPAH's Leadership Throughout the Years

Presently, FOSPAH is headed by the Hon'ble Ombudsperson, Ms. Fauzia Viqar. During her tenure, the Secretariat has witnessed expanded support from stakeholders including lawyers, the executive, donors and, civil society organisations that have contributed to speedy resolution of cases, increased outreach and awareness and, an increase in the number of complaints. overall restructuring and reorganization of FOSPAH, amendments of both mandates are underway, reactivating the regional offices of Lahore, deactivating

Stronger partnerships with like-minded organizations, effective monitoring of complaint processes, and the addition of legal members into the FOSPAH family have enhanced FOSPAH's capacity to resolve workplace harassment and women's property rights cases. Today, as FOSPAH continues its journey on the path of uplifting and empowering women it looks to the public and private sphere for continued support of its mission and vision.

MEET THE FOSPAH LEGAL TEAM



Syed Rafique Hussain Shah
Senior Legal Advisor



Mah Rukh Aziz
Legal Advisor



Malik Mujtaba Ahmed
Legal Advisor (Property)



Sabika Shah
Regional Advisor, Karachi



Lubna Ali
Regional Advisor, Lahore



Mohsin, Law officer
Head Office



Rahman Shahzad
Registrar



Syeda Zainab Sohail
Assistant Registrar
Head Office, Islamabad



Waqar Ahmad
Assistant Registrar
Head Office, Islamabad



Amina Rafique
Assistant Registrar,
Peshawar



Tayyeba Kakar, Law
Officer Quetta



Asghar Sahahid,
AD trainings, Multan

MEET THE FOSPAH LEGAL TEAM



**Sidra Bhoja, Assistant Law
Officer Karachi**



**Shahzib Iqbal,
Assistant Law officer**



**M. Usman Nasar
Assistant Registrar,
Quetta**



**Hassan Nadeem
Assistant Registrar,
Lahore**



**Muhammad Aliyan
Assistant Law Officer,
Karachi**

MEET THE FOSPAH ADMIN TEAM



**Fazal Hakeem, Consultant
(HR)**



**Muhammad Younis,
Consultant (Finance)**



**M. Imran Hassan, Deputy
Director (Admin)**



Rimsha Yousuf, PS



**M. Muneeb Ahmed , Staff
Officer to Ombudsperson**



**Zarmina Iqbal, Assistant
Director (Admin)**



**M. Hammad Ul Hassan, Assistant
Director (Admin)**



**Kamal Zafar, Assistant
Director (IT)**



**Adnan Ilyas,
AD Transport**



**Momina Asif,
Communication Officer**

Chapter 1

INTRODUCTION TO “FOSPAH”

In today’s Pakistan, where the demand for safe, equitable, and dignified spaces is stronger than ever, FOSPAH represents a national commitment to justice that goes beyond legislation. It is not merely an institution; it is a guardian of voices that refuse to be silenced, a platform where accountability is enforced, and a symbol of the country’s resolve to transform workplaces and communities into environments of respect. By addressing harassment and property rights violations, FOSPAH embodies the principle that equality must be lived, not just promised.

Following the enactment of the law, the Federal Ombudsperson Secretariat for Protection Against Harassment (FOSPAH) was established in 2011 as an autonomous quasi-judicial body. Since then, it has provided a trusted platform where individuals can file complaints of workplace harassment and seek justice, while also promoting accountability and dignity in workplaces across the country.



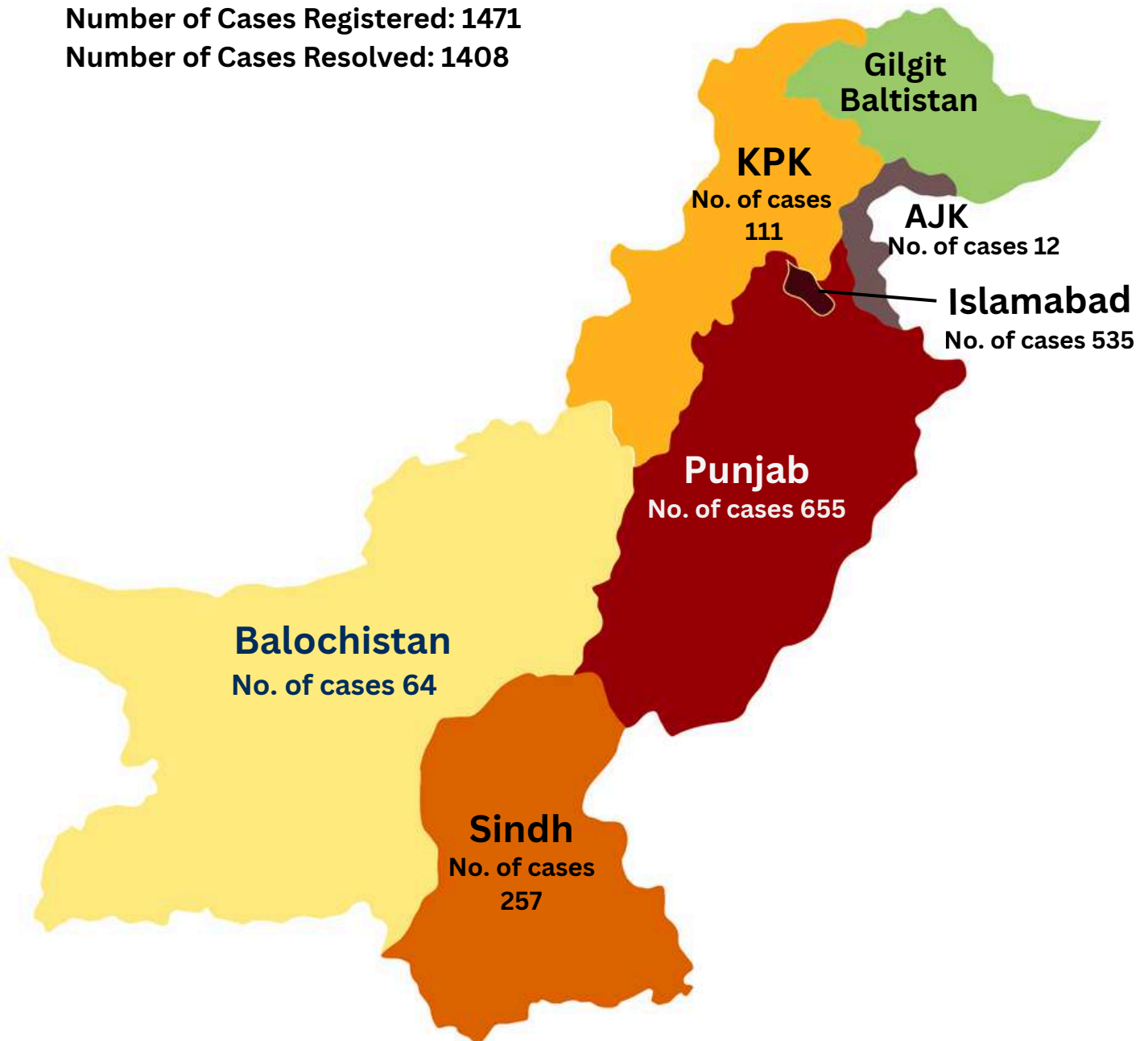
The Secretariat’s expanded mandate under the Enforcement of Women’s Property Rights Act, 2020 further reflects its commitment to safeguarding women’s rightful claims. By addressing inheritance and property disputes in the Islamabad Capital Territory, FOSPAH continues to dismantle barriers that have historically denied women their due, ensuring that justice is not delayed, denied, or diluted.

Today, FOSPAH embodies the principle that equality is not aspirational, it is actionable. Through its decisions, outreach, and enforcement, the institution reaffirms that workplaces and communities across Pakistan must be spaces of dignity, safety, and fairness.

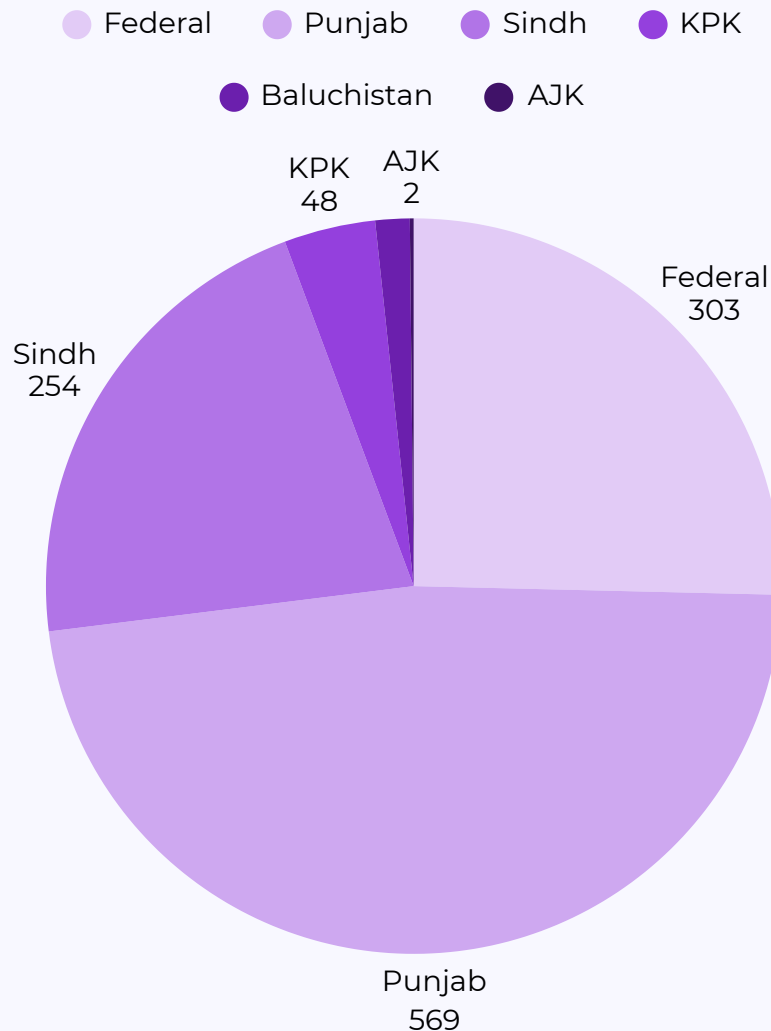
CASES REGISTERED AT FOSPAH ACROSS PAKISTAN (JULY 2024 - JUNE 2025)

Number of Cases Registered: 1471

Number of Cases Resolved: 1408

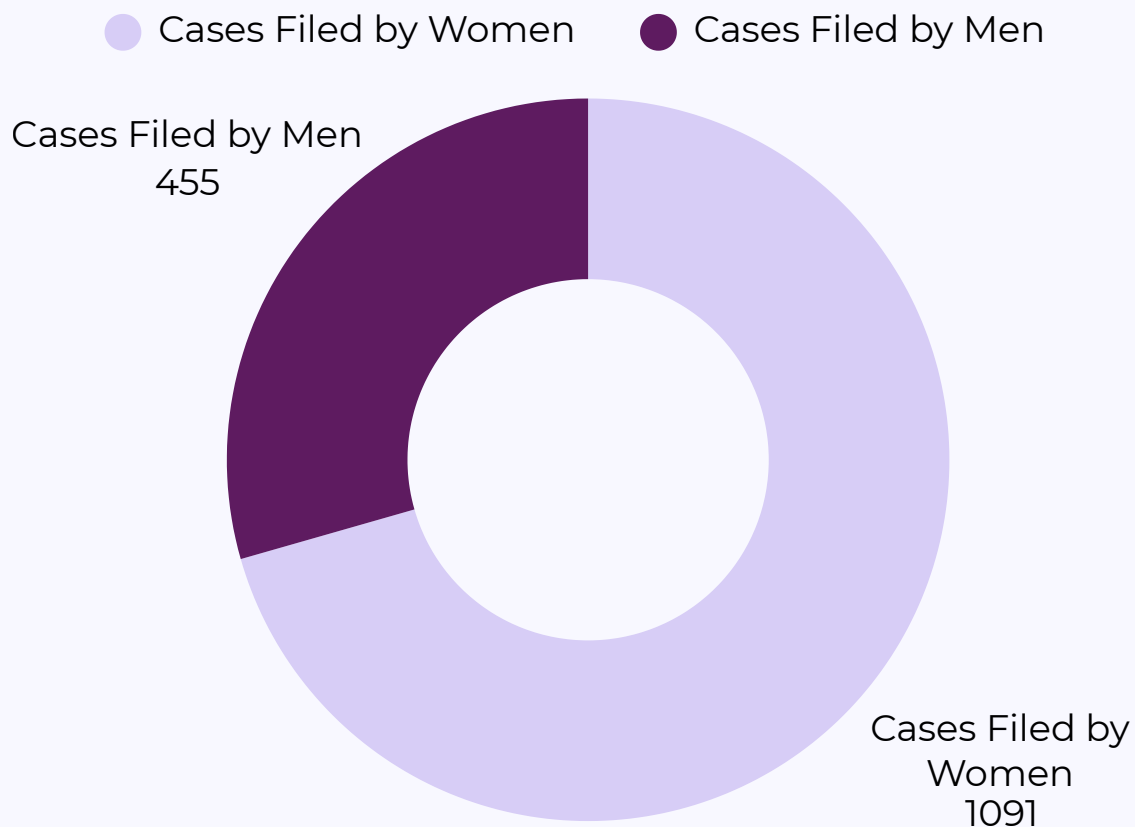


Province Wise Breakdown of Cases (Harassment & Property Rights)



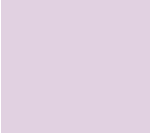
The accompanying chart illustrates the distribution of harassment and property rights cases reported to FOSPAH between July 2024 and June 2025, segmented by province. Punjab registered the highest number of total cases (665), followed by the Federal region (535), Sindh (257), Khyber Pakhtunkhwa (111), Baluchistan (64), and Azad Jammu & Kashmir (12). Harassment cases constituted the majority across all regions, reflecting the Secretariat's core mandate to address workplace harassment. While property rights cases are institutionally processed through the Head Office in Islamabad, they appear under provincial counts when the complainant resides in a province but the disputed property is located in Islamabad; As FOSPAH's mandate extends only to jurisdiction of ICT regarding property cases. The chart thus captures both the geographic spread of complainants and the legal reach of FOSPAH's property rights enforcement mechanisms.

Gender Breakdown of Case Statistics (July 2024 - June 2025)



The gender-wise distribution of complaints registered with FOSPAH during the reporting year reflects the inclusive nature of its mandate. Out of a total of 1,546 cases, 1,091 were filed by women and 455 by men. This data includes both harassment and property rights cases where the later ones can be filed by women only, consolidated from the Head Office and all regional offices.

While the Protection Against Harassment of Women at the Workplace Act was originally designed to safeguard women, its implementation has evolved to ensure protection for all genders. The significant number of male complainants underscores the law's broad applicability and the growing awareness that workplace dignity is a universal right.



AT ITS CORE, FOSPAH IS TASKED WITH THE FOLLOWING:

01

Ensuring a Safe Work Environment

By monitoring and adjudicating cases of harassment, the institution guarantees that every individual whether a woman, man, or transgender person can work in an environment free from harassment and discrimination.

02

Enforcing Legal Protections

Empowered by the 2010 Act, FOSPAH is authorized to receive complaints, conduct investigations, and recommend corrective actions, including imposing penalties on the perpetrators and compensation to the victims where workplace harassment is proven.

03

Expanding the Scope of Protection

With the enactment of the Enforcement of Women's Property Rights Act, 2020, FOSPAH's role has widened to address economic injustices. This extension ensures that women who face discrimination in property ownership are provided with redress, thereby reinforcing the broader mandate of economic empowerment and gender justice.

04

Championing Systemic Change

Beyond individual case resolution, FOSPAH actively advocates for broader policy reforms and institutional accountability. Its mission reflects a commitment to transform workplace cultures, enhance legal compliance, and contribute to the discourse on gender equality and social justice.

IF IT'S UNWANTED, IT'S HARASSMENT.



Unlike internal committees which are often under-resourced or compromised. FOSPAH operates with the autonomy and legal authority to investigate complaints, summon evidence, and enforce compliance through binding decisions.

In addition, the 2020 enactment of the Enforcement of Women's Property Rights Act highlighted a parallel need: the systemic denial of property ownership to women. The majority of Pakistani women are either excluded from inheritance or unable to claim rightful ownership due to social stigma, legal illiteracy, fraud, and family resistance.

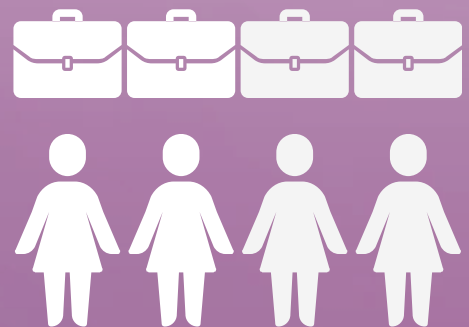
Recognizing that economic independence is fundamental to women's empowerment, the government expanded FOSPAH's mandate to also include resolution of property disputes. This dual authority over harassment and property rights—positions FOSPAH uniquely as a guardian of both personal dignity and economic justice.

Thus, FOSPAH was not merely established as a legal response to misconduct, but as an institutional commitment to gender justice. Its very existence signals the state's recognition that true empowerment requires more than legislation; it requires accessible, responsive, and trusted mechanisms that turn rights into reality.

WHY WAS FOSPAH ESTABLISHED

The establishment of FOSPAH was driven by a pressing national need: to address the pervasive, yet often invisible, crisis of workplace harassment and to provide women and other vulnerable groups with a secure and dignified working environment. Despite constitutional guarantees and the enactment of the Protection Against Harassment of Women at the Workplace Act, 2010, many victims continued to suffer in silence due to entrenched patriarchal norms, fear of retaliation, lack of institutional support, and weak enforcement mechanisms.

FOSPAH was created in direct response to these structural and social challenges. As a specialized body with quasi-judicial powers, it was designed to provide a neutral, independent forum where individuals could report violations without fear, access justice without delay, and hold institutions accountable without bias.



Workplace harassment in Pakistan has long acted as a formidable barrier to women's participation in the economy. Studies consistently reveal that a majority of working women face some form of harassment be it verbal, psychological, physical, or digital at various stages of their careers. These violations not only infringe upon their rights and safety but also force many to exit the workforce altogether, further exacerbating gender disparities in employment, leadership, and financial independence.

Chapter 2

Evolution of FOSPAH

Since its inception, FOSPAH has evolved from a reactive complaints body into a nationally recognized institution that not only redresses grievances but also shapes the national discourse on gender justice. Below is a timeline capturing key milestones in FOSPAH's institutional journey:

2010 — Establishment of FOSPAH

- The Protection Against Harassment of Women at the Workplace Act, 2010 was enacted by the Parliament of Pakistan.
- FOSPAH was established under this Act as an independent and autonomous forum to hear and resolve harassment complaints through a gender-sensitive, and legally empowered mechanism.
- The Federal Ombudsperson was appointed with the authority to summon, investigate, and adjudicate cases involving harassment at the workplace.

2013–2017 — Institutional Consolidation

- FOSPAH began developing its internal rules, case procedures, and reporting formats.
- Multiple awareness sessions were held in collaboration with civil society and government departments to spread knowledge of the law and the Ombudsperson's role.
- The organization built its first database of resolved cases and developed a reference archive for precedents.

2018–2020 — Expansion of Legal Mandate

- FOSPAH's jurisdiction was significantly broadened under the Enforcement of Women's Property Rights Act, 2020, which authorized the Ombudsperson to handle complaints regarding denial of women's inheritance and ownership rights in the jurisdiction of ICT Islamabad.
- This development positioned FOSPAH as one of the few federal bodies tasked with overseeing both workplace dignity and economic equity for women.

Evolution of FOSPAH

2021–2022 — Legal Reform & Strategic Realignment

- A major amendment to the 2010 Act in 2022 expanded the legal definition of “harassment” to include gender-based discrimination, online harassment, stalking, and psychological abuse.
- FOSPAH introduced a restructured complaint intake model and internal capacity-building initiatives.
- The institution began digitizing its workflows to improve case tracking and reporting by engaging National Information Technology Board (NITB), including E-Filing, ensure transparency, accountability and swift disposal of cases.

2023–2024 — Visibility, Outreach & Youth Engagement

- Launched nationwide legal moot competitions in collaboration with law universities/colleges, promoting engagement among future legal professionals.
- Initiated a Brand Ambassador Program in 10 pilot universities, training students as campus-level anti-harassment advocates and engaged them in various awareness programmes.
- Released its first digital media awareness campaign, targeting workplace safety and gender rights through short videos, infographics, and social platforms.
- FOSPAH staff underwent specialized training in trauma-informed interviewing and investigation procedures.

2025 — Institutional Innovation & Cross-Border Engagement

- Participated in the Asia-Pacific Ombudsman Forum and shared insights on Pakistan’s harassment redressal model.
- Initiated work on a Complaint Management System (CMS) to streamline filing, tracking, and data analysis.
- Strengthened partnerships with international development agencies and UN bodies on thematic areas such as gender-based violence, institutional accountability, and digital transformation.

MS. AMINA HASSAN VS. KHUSHHALI MICROFINANCE BANK

Complaint No: [FOH-HQR/214/2023]

Date of Judgment: 11 November 2024

Department: Khushhali Microfinance Bank

Background

Ms. Amina Hassan, a senior executive with over two decades of service, alleged that she was forced to resign, denied severance benefits routinely granted to male peers, and subjected to intimidation after raising concerns about questionable financial practices by senior officials.

Findings

- FOSPAH found nine senior officials and Board members guilty of gender-based workplace harassment under Section 2(h)(ii) of the Act.
- The severance request was escalated to the Board for the first time in Bank history, deviating from normal procedure and evidencing discriminatory intent.
- Token female representation on the Board did not negate the complainant's individual experience of discrimination.
- The Forum recognized the presence of a glass ceiling as a form of actionable harassment.

Impact

This landmark decision:

- Affirmed the "glass ceiling" as a form of workplace harassment, setting a precedent in Pakistani jurisprudence.
- Enforced equal treatment in severance benefits, addressing systemic gender bias.
- Mandated structural reforms to ensure transparency, accountability, and the prevention of workplace harassment.

Key Issues

- Gender-based discrimination: Denial of severance benefits and replacement by a male successor despite no performance failures.
- Biased behavior: Subtle systemic bias ("Think Manager, Think Male") preventing women from advancing or receiving fair treatment.
- Retaliation: Civil suit filed against the complainant after reporting harassment.

Judgment

- The Bank was directed to release severance benefits equal to those granted to male peers.
- Institutional reforms ordered: Establishment of a permanent Inquiry Committee, display of the Code of Conduct in English and Urdu, and regular harassment trainings.

DR. KINZA YOUSFANI VS. DR. ABDUL SUBHAN KAZI

Complaint No: [FOH-ONL/464/2024]

Date of Judgment: 27-06-2025

Department: Isra University

Background

Dr. Kinza Yousfani, Acting Chairperson at Isra University, filed a complaint alleging gender-based aggression by Dr. Abdul Subhan Kazi. She reported that the accused stormed into her office, threw a file at her, snatched her phone, and verbally threatened her, creating a hostile work environment.

Key Issues

- Gender-based intimidation: Whether non-sexual but gendered aggression constitutes harassment under Section 2(h)(ii) of the Act.
- Hostile work environment: Assessing intimidation through the "reasonable woman standard."
- Institutional responsibility: Ensuring workplace safety reforms.

Findings

- FOSPAH held that such gendered aggression qualifies as workplace harassment under Section 2(h)(ii) of the Protection Against Harassment Act, 2010.
- Applied the "reasonable woman standard", concluding that the conduct would create fear and hostility for any woman in a similar position.
- Noted that the accused's remorse and verbal apology did not negate the harm caused.

Judgment

- Penalized Dr. Abdul Subhan Kazi with denial of promotion and increment for two years.
- Directed Isra University to submit a compliance report and implement workplace safety reforms.

Impact

This case:

- Expanded the understanding of harassment to include gendered, non-sexual intimidation.
- Strengthened the use of the "reasonable woman standard" in harassment adjudication.
- Enforced institutional accountability for creating safer workspaces.

MS. NAHEED SAGHIR VS. MR. SAUD UR REHMAN

Complaint No: [FOH-KHI/337/2023]

Date of Judgment: 28-03-2025

Department: Sindh Bank

Background

Ms. Naheed Saghir, Branch Manager at Sindh Bank, lodged a complaint against Mr. Saud ur Rehman, a former intern, alleging persistent harassment. She reported repeated unsolicited calls and messages from multiple phone numbers, uninvited visits to her workplace, and attempts to intimidate her, despite her explicit objections.

The accused filed a counter-complaint, which the Forum dismissed as retaliatory and lacking credibility.

Key Issues

- Persistent harassment: Repeated, unwanted digital and physical contact despite objections.
- Retaliation: Counter-complaint as an intimidation tactic.
- Gendered power imbalance: Whether harassment can occur outside traditional hierarchical structures.

Findings

- Documentary and circumstantial evidence including WhatsApp messages, witness statements, and video recordings supported the complainant's allegations.
- The Forum dismissed the counter-complaint as retaliatory.
- Observed that harassment is not contingent on hierarchy; even interns can harass superiors when enabled by gendered social norms.

Judgment

- Held Mr. Saud ur Rehman guilty of harassment and retaliation.
- Imposed a monetary penalty of Rs. 500,000, payable as compensation to Ms. Saghir.

Impact

This case:

- Expanded the understanding of workplace harassment beyond hierarchical relationships.
- Penalized gender-based intimidation, reinforcing that no staff member, regardless of position, is beyond accountability.
- Strengthened protection for complainants against retaliatory counter-complaints.

MS. UROOJ WAHID VS. MR. KAMRAN CHANNA

Complaint No: [FOH-KHI/445/2024]

Date of Judgment: 30-10-2024

Department: State Life Insurance Corporation of Pakistan

Background

Ms. Urooj Wahid, an employee at State Life Insurance, filed a complaint of workplace harassment against her colleague Mr. Kamran Channa. She alleged that the accused sent her inappropriate WhatsApp messages, including suggestive remarks such as "Yummy Choco" and "Smart slim figure attracts", along with unsolicited YouTube links of romantic songs during late-night hours.

Key Issues

- Digital sexual harassment: Whether inappropriate online messages constitute harassment under workplace laws.
- Reasonable woman standard: Assessing the impact of suggestive remarks in a professional context.
- Scope of workplace harassment laws: Applicability to virtual communication platforms.

Findings

- The accused admitted to sending the messages but claimed they were not inappropriate.
- FOSPAH rejected this defence, applying the reasonable woman standard, and found the content to be suggestive, unwelcomed, and sexually harassing under Section 2(h) of the Act.

Judgment

- Imposed the major penalty of removal from service on Mr. Kamran Channa.
- Levied a fine of Rs. 300,000, with Rs. 250,000 awarded as compensation to Ms. Wahid.

Impact

This case:

- Affirmed that workplace harassment laws extend to digital platforms, reinforcing accountability for virtual misconduct.
- Set a precedent for strict action against digital sexual harassment, ensuring boundaries are respected across all mediums.

Highlighted the application of the reasonable woman standard in evaluating harassment claims.

MS. SAHAR IQBAL VS. MR. ADNAN KHAN

Complaint No: [FOH-ONL-0000098/2023]

Date of Judgment: 11-07-2024

Department: Pakistan International Airlines (PIA)

Background

Ms. Sahar Iqbal, a Flight Attendant at PIA, lodged a complaint against Mr. Adnan Khan, Senior Flight Steward, alleging persistent sexual harassment through WhatsApp messages. The messages included threats of physical harm and defamatory remarks targeting her and her family.

Key Issues

- Sexual harassment: Prolonged unsolicited communication with threats and derogatory comments.
- Defamation and intimidation: Attempts to malign the complainant and coerce her into silence.

Findings

The accused denied the allegations, claiming the complainant wanted to marry him and had demanded Rs. 500,000 to withdraw the complaint. However, after evaluating evidence and material on record, the Forum found the accused guilty of sexual harassment.

Judgment

- Major penalty of dismissal from service imposed on Mr. Adnan Khan.
- Fine of Rs. 500,000 levied, Rs. 300,000 payable to the complainant.

Impact

This case:

- Reinforced the application of strict penalties for digital harassment and intimidation in workplace contexts.
- Sent a strong message to employees in national institutions that harassment, regardless of medium, will result in severe consequences.

MS. AROOSHA KHAN VS. MR. ADNAN LOHANI

Complaint No: [FOH-ONL/0000388/2023]

Date of Judgment: 28-04-2025

Department: Federal Investigation Agency (FIA), Bahawalpur

Background

Ms. Aroosha Khan, Focal Person of CMS/Constable at FIA Bahawalpur, filed a complaint against Deputy Director Mr. Adnan Lohani for sustained workplace harassment. She alleged verbal abuse, mental distress, and humiliation over a period of three years, including an incident where she was humiliatingly expelled from his office. She also cited retaliatory actions taken after filing her formal complaint and the refusal of the accused to acknowledge her medical certificate for mental distress, dismissing it as invalid because it was issued by a private hospital.

Findings

The accused denied all allegations, claiming the complainant was habitually absent and unwilling to perform duties. However, the Forum's review of records found:

- Only two instances of absence, undermining the "habitual absentee" claim.
- No legal justification for rejecting her medical certificate.
- Evidence showing she had shared the CMS password as instructed, and any delay was due to the accused's own inaction.

The Forum ruled that the accused engaged in gender-based discrimination and fostered a hostile work environment for the complainant.

Impact

This case:

- Clarified that systemic practices promoting gender bias amount to harassment.
- Stressed the importance of internal accountability mechanisms to prevent selective targeting and ensure fairness for women employees.
- Directed FIA to implement institutional reforms and awareness programs to create safer and more equitable workplaces.

Key Issues

- Gender-based workplace harassment: Persistent verbal abuse, humiliation, and retaliatory conduct.
- Hostile work environment: Refusal to accept medical leave and unjustified professional targeting.
- Systemic gender bias: Selective application of rules and undermining of women employees.

Judgment

- Penalty: One-year reduction to a lower rank.
- Fine: Rs. 300,000 imposed on the accused, Rs. 200,000 payable to the complainant as compensation.
- Directive: FIA to conduct awareness sessions to foster inclusivity and compliance with the 2010 Act.

MS. AROOJ MALIK V. DR. HAFIZ ISHAQ AND OTHERS

- Complaint No: [FOH-HQR-266/2023]
- Date of Judgment: 19-11-2024
- Department: Federal Urdu University of Arts, Science and Technology, Islamabad

Background

Ms. Arooj Malik, a lecturer in the Business Administration Department at Federal Urdu University of Science and Technology (FUUAST), Islamabad, had been dedicatedly serving the institution since 2006. Since 2015, she endured repeated instances of sexual harassment by Dr. Hafiz Ishaq, Head of the IT Department, including unwelcome advances, late-night calls, and inappropriate messages. Initially, due to familial and social pressures, she did not report the misconduct. Eventually, she filed a complaint with FUUAST's inquiry committee, which failed to act impartially or within the mandated timeline, prompting her to escalate the matter to FOSPAH for proper adjudication.

Findings

The Forum found that:

- The inquiry committee was allotted 30 days to conclude its proceedings but failed to finalize them within the stipulated time.
- The Complainant approached this Forum under section 8
- The Complainant was subjected to unwelcome sexual advances and harassment.

Impact

This case:

- Reinforced that harassment often stems from abuse of power and authority, undermining workplace dignity.
- Underscored the importance of timely and fair redressal mechanisms and served as a deterrent, encouraging other victims to seek justice through FOSPAH

Key Issues

- Sexual harassment: Persistent physical and verbal sexual harassment by the accused.
- Due process concerns: Institutional inaction, with the inquiry committee failing to meet legal requirements
- Institutional failure: Delays by the Inquiry Committee in concluding proceedings.

Judgment

- Major Penalty: Major penalty of dismissal from service was imposed on the accused, Dr. Hafiz Ishaq.
- Fine of Rs 1,000,000 levied, of which Rs 800,000 was paid to the complainant and PKR 200,000 deposited into the national treasury
- FUUAST was directed to implement these penalties and to provide a compliance report to FOSPAH by December 5, 2024

RAHEELA SAAD VS. SAAD BIN ZAFAR & OTHERS

Complaint No: [FOH-HQR/0000297/2023]

Date of Judgment: 18-11-2024

Department: Private Respondents (Property Dispute)

Background

Ms. Raheela Saad, a senior civil servant, jointly purchased an apartment in Islamabad with her then-husband, Mr. Saad Bin Zafar, through a registered agreement in 2015. In 2017, she was unlawfully deprived of ownership and possession when her husband unilaterally leased the property, collected rent without sharing it, and later claimed sole ownership through a second agreement executed without her consent.

Key Issues

- Unlawful deprivation of property under Section 4 of the Enforcement of Women's Property Rights Act, 2020.
- Validity of competing agreements: 2015 joint purchase agreement vs. 2017 unilateral agreement.
- Entitlement to rental income generated from the property.

Findings

- The 2015 sale agreement was declared a valid and enforceable contract under Section 10 of the Contract Act, 1872, creating vested rights in both parties.
- The 2017 agreement lacked legal standing; no evidence of novation or consent by Ms. Saad existed, failing requirements under Section 62 of the Contract Act.
- Adverse presumption (Section 114(g), QSO) was drawn against the respondent for withholding evidence disproving Ms. Saad's contribution.

The Forum emphasized that in a marriage, joint financial contributions are presumed unless proven otherwise.

Judgment

- Ordered the transfer of 50% ownership of the apartment to Ms. Saad.
- Directed payment of 50% of rent collected since 2017, with 10% annual escalation, until physical possession is transferred.
- Fixed compliance review for 29-11-2024.

Impact

This decision:

- Reinforced women's rights under the Enforcement of Women's Property Rights Act, 2020.
- Clarified that co-ownership cannot be unilaterally revoked in a marriage.
- Recognized the implicit financial contributions of working spouses in property acquisition.

MS. FARYAL ABDUL WAHID VERSUS RAJA QAMAR UZ ZAMAN & OTHERS

Complaint No: [FOS-HQR-P/0175/2024]

Date of Judgment: 24-01-2025

Department: Private Respondents (Property Dispute)

Background

The Complainant, Ms. Faryal Abdul Wahid, has initiated this legal proceeding against the Respondents for unlawfully retaining possession of a commercial property i.e. Shop No.2, Ground Floor, Block No.6, Civic Centre, Melody Market, Sector G-6/4, Islamabad. The suit shop was jointly owned by the Complainant's deceased father, Dr. Abdul Waheed and her mother in 1986, which was duly registered as a lease property with the Capital Development Authority (CDA). The suit shop in G-6/4 had originally been leased to the defendants' late father by the Complainant's late father, at a rent that was substantially below prevailing market rates. The Complainant's parents gifted their respective shares to her in 2018. Consequently, the Complainant was the sole owner of the suit shop as she holds a registered gift deed in her favor. She was also entitled to its possession. On the other hand, The Respondent, in their written reply, have claimed that their father purchased the suit property through an oral agreement to sell in 1982. However, they failed to provide any evidence to substantiate their claim, such as receipt of payment, proof of consideration, or any other supporting document.

Findings

- Respondents failed to produce any credible evidence to support their claim—no receipts, sale agreement, or proof of payment. Their reliance on electricity bills and tax notices was deemed insufficient to prove ownership.
- The gift deed to the complainant was found valid and registered.
- CDA's report confirmed the original leasehold rights were lawfully transferred to the complainant's parents and subsequently gifted to her.

Impact

This decision:

- Upholds women's property rights in line with the Enforcement of Women's Property Rights Act, 2020.
- Serves as a legal precedent affirming that registered gift deeds carry enforceable rights, especially for women.
- Provides a restorative remedy for women wrongfully denied possession of property gifted or transferred to them lawfully.

Key Issues

- **Validity of Ownership:** Whether the registered gift deed transferred lawful ownership to Ms. Frayal Wahid.
- **Respondents' Claim:** The respondents asserted that their father purchased the shop through an oral agreement in 1982.
- **Determine the ownership and possession rights of the property** as no formal tenancy agreement was ever executed between the parties.

Judgment

- FOSPAH found that the respondents had no valid title or legal justification for retaining possession.
- Under Section 5 of the Act, the respondents were ordered to: Vacate the property within one month from the date of the order. Hand over vacant possession to the complainant.

BIBI QURAT UL AIN AND MANAGEMENT BAHRIA TOWN

Complaint No: FOH-HQR/0000311/2022

Date of Judgment: 25-10-2023

Department: Private Respondents (Property Dispute)

Background

In 2025, Ms. Bibi Qurat Ul Ain brought a case against the management of Bahria Town before FOSPAH, contesting the cancellation of her 10-marla plot in Islamabad. The cancellation occurred over non-payment of an additional development charge of Rs. 180,100. She maintained she wasn't notified before the action was taken, and she was prepared to pay, yet Bahria Town refused to reinstate her plot.

Key Issues

- Lack of notice or opportunity to pay: Ms. Qurat Ul Ain claimed she was never informed prior to the cancellation.
- Willingness to comply: Despite her readiness to pay, the authorities declined to restore her allotment.
- Refusal by Bahria Town: The authorities refused to reinstate the original plot, despite her readiness to pay.

Findings

- FOSPAH reviewed all original documents and found the cancellation unlawful.
- It concluded that the complainant had been unfairly deprived of her plot, despite having paid the purchase amount.

Judgment

- FOSPAH directly intervened and summoned Bahria Town Islamabad's then-General Manager to resolve the issue.
- The cancellation was deemed invalid, and the complainant's property rights were adjudged to be restored.
- The Authority offered Ms. Qurat Ul Ain a replacement plot, which she accepted following a site inspection and formal application.
- FOSPAH ordered that the new plot be transferred into her name, and she would be charged only the fees applicable at the time of the original cancellation.

Impact

This decision:

- Reinforces FOSPAH's role in ensuring procedural fairness and protecting women's property rights.
- Restored the complainant's possession, enabling her to regain stability and rebuild her life.

OUR CLIENT TESTIMONIAL

“Grateful to FOSPAH for standing by me and upholding justice” I’m pleased to share that on June 23, 2025 I have been allotted a 7 Marla plot in Bahria Town. Previously, my plot was canceled by the Bahria Town Management due to a small outstanding amount. In response, I filed a case with FOSPAH under the Enforcement of Women's Property Rights Act, 2020. Within 90 days, FOSPAH decided in my favor and directed Bahria Town Management to allot me a 7 Marla plot in a developed area. I would like to highlight that FOSPAH provided me with full support, completely free of charge. Thanks to FOSPAH, access to justice for women has become a reality. I encourage all women facing similar issues not to hesitate in filing a complaint with FOSPAH regarding their property matters. Be confident—you will receive justice and feel truly empowered.

Romana Bashir



“We were introduced to FOSPAH through a recommendation from family friends, which led us to seek their support — and we’re truly glad we did. Our experience was outstanding; the assistance we received was not only timely but also incredibly helpful throughout the process. Despite facing a powerful opponent like Bahria Town Housing, the outcome favored justice, which strengthened our trust in the system. I now firmly believe that FOSPAH is capable of delivering justice fairly and effectively, and I would wholeheartedly recommend it to others.”

- Bibi Qurat ul Ain

OUR CLIENT TESTIMONIAL

I was happy with the swift and prompt actions taken by FOSPAH and its commitment to protecting me from retaliation. It was the freedom to speak about the difficulties and unease that I was going through and their patience, understanding, and support that had a positive impact and kept me going for an unbearable long time to get justice. Every hurdle presented by Mr Hassan Ali Khan Laghari made me more confident that I would definitely get justice at least by FOSPAH, which it did.

I will add that the process was very long, financially difficult, and tiring, but I am happy that he was proven guilty. The penalty was though minor but still gave me satisfaction that I could fight and win. All that was not possible at any other platforms.

I will encourage all women who are victims of work place Harassment to feel free to seek help from FOSPAH, and you will be heard, and justice will prevail.

- Syeda Gulbadan Shahid

"I want to express my sincere gratitude for the immense support I have received from FOSPAH. I am extremely satisfied with the way the organization treated me, especially Ma'am Amina Rafiq and Ma'am Fauzia Vigar, who were extremely kind and compassionate. Harassment is an incredibly challenging experience, and I was completely lost, and overwhelmed. FOSPAH made me feel heard when all the other avenues failed me. Their invaluable guidance and resources empowered me to take control of my situation, and it made a real difference in my life. It is only due to their support that I was able to start working again after being at home for almost a year." – Urooba

OUR CLIENT TESTIMONIAL

“ I sincerely appreciate FOSPAH’s role in providing a fair and respectful platform to address my workplace harassment complaint. Mr. Amjad Khan formally apologized in front of the FOSPAH staff, and I chose to pardon him fi sabilillah (for the sake of Allah). This resolution reflects the spirit of justice, dignity, and compassion that FOSPAH upholds. Jazaka'Allah FOSPAH, for your dedication to protecting women's rights in the workplace.”- Sumera Rubab, Principal (BPS 18) Workers Welfare Board

Chapter 3

16 Days of Activism – Summary

The 16 Days of Activism Against Gender-Based Violence, observed globally from 25 November (International Day for the Elimination of Violence Against Women) to 10 December (Human Rights Day), serves as an annual call to action for governments, civil society, and institutions to end gender-based violence in all forms.

In 2024, FOSPAH actively participated in this global campaign across its Islamabad, Karachi, Lahore, and Peshawar offices, organizing a nationwide series of activities designed to raise awareness about workplace harassment laws, mobilize diverse communities, and strengthen institutional accountability.

Theme & Objective

- Theme (2024): “No Excuse – Ending Harassment is Everyone’s Responsibility” (aligned with the UN Women “UNITE” campaign).
- Objective: To enhance public understanding of workplace harassment laws, engage youth and marginalized groups in dialogue, and foster multi-stakeholder alliances for safe and dignified workplaces.
- Closing Conference: 10 December 2024
- To mark the end of the 16 Days of Activism Against GBV, FOSPAH arranged a press conference.
- Digital outreach exceeding 80,000 individuals across platforms, sparking national dialogue on workplace harassment and gender-based violence.
- A 375% surge in complaints filed compared to the previous year, reflecting increased public trust in FOSPAH.

16 Days of Activism – Summary

- **Launch of two major initiatives:**

- **MySentry App** – a workplace safety tool offering resources and direct reporting mechanisms.
- **Becky’s Button** – a portable panic alarm designed to provide immediate assistance to vulnerable women in public spaces.

Key activities included:

- Awareness seminars and legal literacy sessions at institutions such as IIUI, NUML, Punjab University Law College, Roots International, GCU, IoBM, and IBA Karachi.
- Community engagement programs with Afghan refugee communities, transgender groups, and faith leaders to foster inclusivity and broader outreach.
- Corporate sensitization workshops at Attock Refinery, HBL, Pakistan Stock Exchange, and Dubai Islamic Bank, focusing on policy compliance and workplace harassment redressal mechanisms.
- Press engagements, including launch and closing press conferences to amplify the campaign’s reach.
- Televised appearances of FOSPAH leadership on programs such as PTV’s “Sach to Yeh Hai”, highlighting the Forum’s mandate and ongoing reforms.

16 Days of Activism



Delegation from the Australian High Commission, led by Australia's Ambassador for Gender Equality, Ms. Stephanie Copus Campbell AM, met the Hon'ble Ombudsperson, Ms. Fauzia Viqar at FOSPAH's Head Office.



Honorable Ombudsperson Ms. Fauzia Viqar giving prize to one of the winners of FOSPAH's Art competition held in collaboration with the Pakistan National Academy of Arts (PNCA)

16 Days of Activism



FOSPAH's Karachi Office conducted a seminar at NAB Karachi



FOSPAH's Peshawar Office held an awareness session at Shaheed Benazir Women University



FOSPAH's Quetta Office conducted awareness session at Bank of Punjab, Quetta



FOSPAH's Peshawar Office held an awareness session at FIA Peshawar

16 Days of Activism



The Inspector General's Office, in collaboration with UNFPA and the Food and Agriculture Organization of the United Nations, hosted a closing ceremony for the 16 Days of Activism campaign at the Central Police Office Balochistan, Quetta.



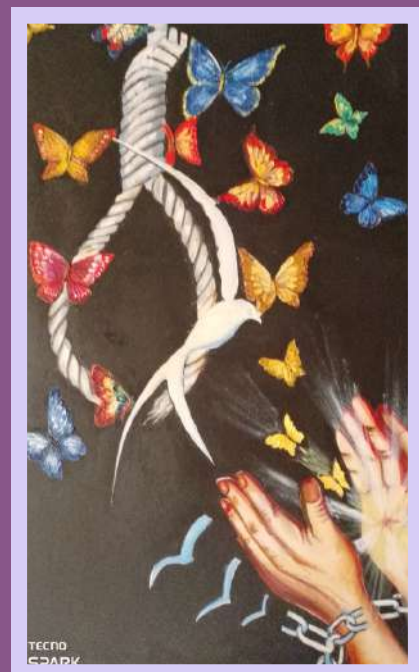
As part of the 16 Days of Activism Against Gender-Based Violence Campaign and with the Petroleum Institute of Pakistan's support, our team held an awareness session at Attock Refinery Limited.

Nationwide Art Competition

As part of the 16 Days of Activism Campaign, FOSPAH organized a nationwide art competition for bachelor's, master's, and college-level students on the theme "Workplace Harassment: Its Forms and Impact."

The competition culminated in a high-profile Art Exhibition on December 10, 2024, at the Pakistan National Council of Arts (PNCA) in Islamabad. The event showcased more than 30 artworks from students across Pakistan, highlighting both the challenges and resilience associated with workplace harassment. The exhibition was graced by Ms. Fauzia Viqar, Hon'ble Ombudsperson; Mr. Ayub Jamali, Director General, PNCA; and Mr. Hassan Nasir Jamy, Secretary, National Heritage and Culture Division.

The event drew a diverse audience, including students, educators, artists, and members of civil society, fostering dialogue on workplace dignity through creative expression.



Awareness Campaigns

In 2024-2025, FOSPAH undertook a robust awareness drive across Pakistan, aimed at amplifying understanding of harassment laws and encouraging proactive institutional compliance. Through in-person sessions, printed outreach, and digital engagement, the Secretariat reached thousands of individuals across public, private, academic, and legal sectors.

Campaign Highlights:

- Over 150+ awareness sessions conducted nationwide in collaboration with universities, bar councils, ministries, media outlets, and corporate institutions.
- Emphasis on in-person engagement through posters, banners, handouts, and interactive sessions across Punjab, Sindh, KP, Balochistan, Islamabad Capital Territory, and Gilgit-Baltistan.
- Launch of multilingual SMS through PTA and WhatsApp campaign targeting rural areas and government institutions.
- Digital outreach boosted through infographics, short videos, reels, and legal explainers shared via FOSPAH's social media platforms.

Launch of Training Sessions for Inquiry Committees

In 2025, the Secretariat's initiative to launch specialized training sessions for Inquiry Committees across public and private sector organizations marked a decisive step in strengthening Pakistan's institutional response to workplace harassment. The necessity of such a program lies in the recognition that laws, however progressive, remain inert unless translated into practice through capable institutions. The Protection against Harassment of Women at the Workplace Act, 2010 provides a robust legal framework, but its effectiveness depends on the competence, impartiality, and sensitivity of those entrusted to enforce it. Without well-trained committees, the promise of justice risks becoming procedural formality rather than lived reality.

The initiative culminated in impactful sessions at leading institutions such as the Bank of Azad Jammu and Kashmir, Hafeez Pirzada Law Firm, and the Centre for Economic Research Pakistan.

At the Centre for Economic Research in Pakistan (CERP), for instance, FOSPAH conducted an in-depth training led by Legal Advisor Ms. Mah Rukh Aziz and Law Officer Mr. Shazib Iqbal. This session blended real-life case insights with interactive exercises, ensuring participants were not only informed but empowered to act with sensitivity and legal precision. Similarly, at the offices of HP - FKM (Hafeez Pirzada, Farooq, Khan & Mirza – Corporate Counsel, Barristers & Advocates), Ms. Aziz provided a comprehensive overview of the Act, focusing on the functioning of inquiry committees and the detailed procedure for filing and pursuing complaints.

Taken together, these initiatives demonstrate that FOSPAH's vision extends beyond compliance, it is about embedding justice into the daily fabric of organizational life. By investing in the competence of inquiry committees, the Secretariat reaffirmed that the fight against workplace harassment is not peripheral but central to the pursuit of dignity, equality, and constitutional justice in Pakistan.



Training session on the Protection Against Harassment of Women at the Workplace Act, 2010 conducted at the offices of HP FKM – Hafeez Pirzada, Farooq, Khan & Mirza – Corporate Counsel, Barristers & Advocates.



Training session for the Inquiry Committee members at the Centre for Economic Research in Pakistan (CERP)

Participation in International Forums

Key International Conferences & Events

- The International Conference on Women's Marriage Rights (ICWMR) was held in Kuala Lumpur, Malaysia, organized by Musawi in partnership with the American Bar Association Rule of Law Initiative (ABA ROLI). Ms. Fauzia Viqar, Federal Ombudsperson at FOSPAH, delivered a keynote session titled "Situating Women's Rights in Muslim Family Laws in Asia: Evolution and Impact."
- At the 4th General Assembly of the Ombudsman Association of OIC Member States (OICOA) in Tehran, Iran, Ms. Fauzia Viqar proposed the establishment of a Committee on Women's Empowerment under the OICOA framework. The initiative aims to address gender-based discrimination, facilitate policy dialogue, and support the implementation of the OIC Plan of Action for the Advancement of Women (OPAAW).
- The Ombudsperson of Bahrain visited FOSPAH Headquarters in Islamabad, accompanied by senior officials of the General Secretariat of the Ombudsman of Bahrain, led by Mr. Mohamed Tawfeeq Ail Taqi, Chief of Development Division. The week-long knowledge exchange focused on understanding FOSPAH's mechanisms for harassment complaint resolution and sharing Bahrain's investigative practices in human rights-related complaints.



**4th General Assembly of the Ombudsman Association of OIC Member States (OICOA) in
Tehran, Iran**



Collaboration with UN Bodies, Regional Ombuds, INGOs

Collaboration with UN Bodies

UNHCR & Pathfinder International – Outreach to Afghan Communities

In collaboration with UNHCR and Pathfinder International, FOSPAH conducted an awareness session in Rawalpindi with Afghan refugee communities. The session addressed gender-based violence (GBV) and workplace harassment, with a focus on empowering participants—especially domestic workers and those in the informal economy—to understand their rights and seek redress.

Collaborations with INGOs

MoU with GIZ – Institutionalizing Safe Workplaces

FOSPAH signed a Memorandum of Understanding with GIZ Women Empowerment to promote awareness of the Protection Against Harassment of Women at the Workplace Act, 2010 across Pakistan's industrial sectors. This collaboration aims to establish and strengthen Internal Inquiry Committees in industries such as textiles, sports goods, and leatherwear, ensuring institutional compliance and fostering gender-equitable, harassment-free workplaces.



Cross-border Learning

Cross-Border Institutional Engagement

At the Fourth General Assembly of the Ombudsman Association of OIC Member States in Tehran, Pakistan's Federal Ombudsperson Ms. Fauzia Viqar advanced a landmark proposal: the creation of a Committee on Women's Empowerment under the OICOA framework.

Designed to confront gender-based discrimination, the proposed committee aims to foster policy dialogue, strengthen Ombudsman institutions through capacity building, and coordinate with OIC women-focused programs to ensure the effective implementation of the OPAAW. It will also serve as a platform for the exchange of best practices among member institutions, thereby amplifying collective efforts toward justice and equality.

The proposal drew strong endorsement from OICOA President Mr. Mehmet Akarch, who instructed the Secretariat to begin work on its realization. FOSPAH stands firmly aligned with this initiative, reaffirming its dedication to women's rights and inclusive justice across the Muslim world. As Ms. Viqar declared with conviction, "Let no woman endure indignity in silence. Let justice rise from our shared values."



Engagement with Bahrain Ombudsman – Advancing Bilateral Learning & Gender Justice

FOSPAH–Bahrain Ombudswoman Meeting represents a landmark dialogue between two pivotal institutions dedicated to human rights and gender justice in their respective countries. Held virtually on 29 January 2025, the meeting brought together Ms. Fauzia Viqar, Pakistan’s Federal Ombudsperson, and Ms. Ghada Hameed Habeeb, Bahrain’s Ombudswoman and Chairperson of the Prisoners and Detainees Rights Commission.

Key Agenda & Areas of Exchange

- **Mandates & Processes:** Comparative insights into the mandates of both Ombudsman offices, particularly FOSPAH’s dual role under the Protection Against Harassment of Women at the Workplace Act, 2010 and the Enforcement of Women’s Property Rights Act, 2020.
- **Expeditious Complaint Resolution:** Sharing FOSPAH’s Complaint Management Information System (CMIS) and discussing Bahrain’s mechanisms for reducing case resolution time and ensuring timely enforcement.
- **Property & Inheritance Rights:** Addressing critical challenges in Pakistan, where 97% of women do not inherit land or housing and 70% refrain from claiming their inheritance due to fear of family backlash. Both offices explored collaboration with the Bahrain Supreme Council for Women to exchange policies that have successfully advanced women’s property rights.
- **Awareness & Outreach:** Reviewing Bahrain’s public engagement strategies and presenting FOSPAH’s multi-pronged awareness model, which includes national media campaigns, community outreach programs, and partnerships with corporations and NGOs—leading to a 375% surge in complaints filed in 2024.
- **Enforcement & Compliance:** Discussing legal provisions and administrative measures for ensuring adherence to Ombudsman orders, including penalties for defiance and transparency mechanisms to drive compliance.

Both offices agreed to explore joint capacity-building programmes for investigators and legal teams, proposed a comparative study on complaint-handling mechanisms to identify best practices and areas for reform, and committed to knowledge-sharing sessions on gender justice and workplace rights. Potential engagement with the Supreme Council for Women in Bahrain was also identified as a pathway to advancing gender-sensitive policy reforms.

Student Ambassadors for Change Program

In 2025, FOSPAH launched the Student Ambassadors for Change Program, a nationwide initiative to engage university students as advocates for safe and equitable campuses.

The program officially kicked off with a virtual orientation session, bringing together passionate students from diverse regions. These ambassadors will lead awareness campaigns, organize campus activities, and champion gender justice within their institutions.

The Ambassador Journey:

The program is structured into four dynamic phases, ensuring continuous growth and impact:

1. Getting Started & Learning the Ropes – Orientation and short trainings on workplace harassment, gender-based violence, and women's property rights.
2. Planning Your Impact – Submission of a 3-month action plan with measurable goals (e.g., awareness sessions, creative campaigns).
3. Getting Active – Hosting events, contests, and webinars, running social media campaigns, and mobilizing peers for change.
4. Giving Regular Updates – Monthly progress reporting, bi-monthly feedback calls, and recognition through FOSPAH's platforms.

This program aims to build a network of trained youth leaders equipped to challenge harassment, discrimination, and inequality — starting from their campuses and extending into their communities.

Digital Transformation

Complaint Management System (CMS)

To modernize and streamline its complaint handling procedures, FOSPAH has initiated the development of a comprehensive Complaint Management and Information System (CMIS) in collaboration with the National Information Technology Board (NITB). This system is designed to automate the full lifecycle of a case — from registration and initial scrutiny to final adjudication.

The finalized mockups of the platform reflect an intuitive, user-friendly interface that eliminates the need for physical submissions. With full digital access, complainants will be able to:

- Submit complaints online
- Upload supporting documents
- Track their case in real time
- Receive notifications and updates at every step

Case parties will also be able to view the daily cause list, hearing schedules, and download hearing notices, short orders, and final judgments — all through a secure dashboard. To improve transparency and accountability, the system features built-in feedback mechanisms for users and real-time analytics for institutional performance monitoring. This automation will not only reduce delays but also significantly improve accessibility and public trust in FOSPAH's redressal processes.

Digital Transformation

Website Revamp & Accessibility

FOSPAH is undergoing a full revamp of its official website (www.fospah.gov.pk) to improve interactivity, user experience, and accessibility. Key enhancements include:

- A more dynamic and user-centric design
- Improved navigation and complaint-filing flow
- Integration of Urdu for bilingual accessibility
- Responsive layout for mobile and tablet devices

The design prototypes have already been finalized, and development is actively underway. Once live, the new website will serve as a central platform for awareness, legal education, and user engagement — especially for marginalized and remote communities.

Press & Public Acknowledgement

FOSPAH is undertaking a comprehensive redesign of its official website (www.fospah.gov.pk) to enhance interactivity, user experience, and accessibility.

The new platform will feature a dynamic, user-centric interface with streamlined navigation and an improved complaint-filing flow. To ensure bilingual accessibility, Urdu integration has been prioritized, alongside a responsive layout optimised for mobile and tablet devices.

Design prototypes have already been finalised, and development is actively in progress. Once launched, the revamped website will serve as a central hub for awareness, legal education, and user engagement, with particular emphasis on reaching marginalised and remote communities. This initiative reflects FOSPAH's commitment to digital inclusivity and its broader mandate of safeguarding women's rights through accessible institutional mechanisms.



Ombudsperson restores land to three complainants

ISLAMABAD: Federal Ombudsperson Secretariat for Protection Against Harassment has ordered the restoration of possession of over five kanals of land to three complainants, Sajeela Naeem, Shaheen Akhtar and Asma Akbar.

The decision issued under the Enforcement of Women's Property Rights Act, 2020 was swiftly complied with by the deputy commissioner.

According to a statement, as per the view of the complainants, the Hameed Nawaz group, which has multiple FIRs filed against them for illegal land occupation, had been holding the property unlawfully. The complainants recounted stories of violence and intimidation at the hands of armed men sent by Hameed Nawaz, who demolished their homes with heavy machinery, leaving families homeless and devastated.

These women and their families faced not only physical displacement but emotional trauma as they were forced to watch their homes and belongings being destroyed.

The ombudsperson took action, issuing an order to the deputy commissioner, who acted promptly to ensure the complainants' land was restored. The ombudsperson's intervention brought to an end the distress experienced by the complainants, who expressed profound gratitude for the speedy process and just resolution of their case.

Asma Akbar, an overseas Pakistani and mother of four daughters, described her despair as she sought help from multiple forums, only to be met with silence. "I felt like no one was listening to us, no one cared," she shared. "The ombudsperson office was our last hope, and it delivered."

"This victory is a weight off," said one of the complainants, Sajeela Naeem, adding that, "we are thankful to the ombudsperson office for its timely action in returning our land".

The case highlights the ombudsperson's commitment to providing timely and effective justice, particularly in

Anti-harassment committees to be set up at healthcare facilities

ISLAMABAD: Federal Ombudsperson for Protection Against Harassment at the Workplace (Fospah) Fauzia Viqar held a meeting with the health ministry and its ancillary departments to strengthen protections for female healthcare workers.

The health ministry committed to ensuring the establishment of internal anti-harassment committees in all healthcare facilities and to carry out a detailed audit of these institutions regarding the availability of necessary facilities for healthcare workers.

The meeting was convened in response to reports of harassment and to address the ongoing challenges of sexual harassment and gender discrimination faced by female healthcare workers, including doctors and nurses, in both public and private health sectors across Pakistan.

Ms Viqar stressed the need for compliance with the requirements in the law and outlined ways and measures to better ensure the safety, security, and well-being of frontline healthcare workers.

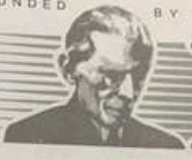
She highlighted specific measures such as common rooms, functional bathrooms, and CCTV surveillance, underscoring the urgent need for improved workplace facilities to ensure the dignity and safety of female healthcare workers.

Ministry of Health, Pims, NIH, PMDC, and Polyclinic representatives provided the status of progress on key areas, including the establishment of Anti-Harassment Committees, the display of the code of conduct in all facilities, staff training and awareness on harassment laws, the current state of facilities for doctors and staff, and updates on ongoing harassment cases.

The meeting concluded with several key resolutions to enhance protections for healthcare workers, including doctors, nurses, and para-medical staff.

Special secretary ministry of health Mirza Nasiruddin Mashud expressed his resolve to establishing internal anti-harassment committees in all healthcare facilities and to carry out a detailed audit of these institutions regarding the availability of necessary facilities for healthcare workers. — Staff Reporter

FOUNDED BY: QUAID-I-AZAM MOHAMMAD ALI JINNAH



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Federal, provincial ombudspersons vow to implement women's property rights

By Our Staff Reporter

ISLAMABAD: The Federal Ombudsperson for Protection Against Harassment (FOSPah) at workplace Fauzia Viqar and provincial ombudspersons on Tuesday vowed to play their role in proper implementation of laws related to women's property rights.

The FOSPah convened meeting with provincial ombudspersons to discuss the amendments in the Enforcement of Women's Property Rights Act, 2020. Held at FOSPah's Head Office, the meeting brought together key stakeholders from across the country to discuss existing statutes, challenges, and strategies for ensuring women's property rights.

The participants of the meeting highlighted common hurdles in protecting women's property rights, such as procedural delays, societal resistance to women's property ownership, and lack of awareness among stakeholders and the public.

Discussions focused on the Enforcement of Women's Property Rights Act, 2020, identifying gaps in implementation, addressing mutual challenges, strategising solutions to ensure the law's effectiveness, and broadening the powers of the ombudsperson.

Matters of common interest were also deliberated, including the need for enactment of property laws in Sindh, Balochistan, and Gilgit Baltistan, where the Act 2020 is absent, proposed amendments to strengthen existing laws, and follow-ups with the government to advocate for women's property rights in underserved regions.

Participants shared regional experiences, highlighting common hurdles in protecting women's property rights, such as procedural delays, societal resistance to women's property ownership, and lack of awareness among stakeholders and the public. The proposed amendments include adding the property rights of transgender persons to the Act 2020, auction of property between the family members, increased

scope of the definition of property (moveable and immovable) in the EWPR Act, 2020, and strict execution of the order of the ombudsperson, among other suggestions.

"The Women's Property Rights Act, 2020, is a special law aimed at empowering women and safeguarding their legal rights. However, its success depends on collective efforts to overcome implementation and execution challenges and ensure justice for women across the country from deprivation to their rightful share of the property," said Ms Viqar.

KP ombudsperson Ms Rakshanda Nas highlighted the substantial challenges that come with the enforcement of women's inheritance and property rights. Senior Legal Adviser Ms Maraj Tareen at the Legal Development Authority, provided an in-depth analysis of the challenges associated with the implementation of legal orders related to the transfer of property in the name of the legal heirs, particularly in cases involving court's stay orders and instances of recanted statements. Punjab ombudsperson Ms Nabecela Hakim high-

lighted the widespread prevalence of women's dowry-related issues and their profound social and economic implications.

The meeting also addressed the importance of strengthening institutional mechanisms, capacity building, and outreach initiatives to expedite resolution processes.

Participants committed to working together to advocate for women's property rights where such protections are non-existent, strengthen current laws, and actively follow up with the government to address roadblocks hindering implementation.

The session concluded with a pledge to prioritise enhanced coordination, develop robust awareness campaigns, and ensure timely justice for women, underscoring the importance of protecting their property rights as a fundamental aspect of gender equality and empowerment.

Besides others, the meeting was attended by Punjab Ombudsperson Nabecela Hakim, KP Ombudsperson Rakshanda Nas, Acting Balochistan Ombudsperson Saira Aris, Consultant Sindh Ombudsperson Manshar Ali Jatoi and several other government officials.

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ISLAMABAD: Federal Ombudsperson against Harassment Fauzia Vigar chairs a high-level session here on Tuesday. Punjab Ombudsperson Nabila Hakim, KP Ombudsperson Rukhsanda Naz, acting Ombudsperson Balochistan Saira Atta, Consultant to Ombudsperson Sindh Manthar Ali Jatui and Registrar Fospah Rehman Shehzad are also present.

Ombudspersons discuss women's property rights law

By Tahir Khalil

ISLAMABAD: Federal Ombudsperson for the Protection of Harassment Fauzia Vigar on Tuesday had an important meeting with provincial ombudspersons to discuss the implementation of the Women's Property Rights Act, 2020.

The meeting, held at the FOSPH head office, brought together provincial ombudspersons to examine existing laws, challenges, and strategies to ensure women's property rights are upheld.

Participants included Nabeela Haqim, Provincial Ombudsman Punjab; Rukhsanda Naz, Provincial Ombudsman of Khyber Pakhtunkhwa; Saira Atta, Acting Provincial Ombudsman of Balochistan; and Manthar Ali Jatui, Consultant Provincial Ombudsman of Sindh among others.

The primary focus of the meeting was the implementation of the Women's Property Rights Act, 2020.

The participants worked to identify gaps in the enforcement process, address common challenges, and develop strategies for effective implementation.

Discussions also highlighted the need for property rights laws to be enacted in Sindh and Balochistan, where such legislation is currently missing.

The participants shared regional experiences, discussing the common obstacles to protecting women's property rights, including legal delays, social resistance, and lack of awareness.

Ms. Fauzia Vigar emphasised the critical role of provincial ombudspersons and regional advisers in safeguarding women's rights and underscored the importance of enhanced cooperation and information sharing among all stakeholders.

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ایک دن کے اندر ریکارڈ انصاف، وفاقی محتسب فوزیہ وقار کے حکم پر بڑی کارروائی

شکایت کنندہ کو ایک لاکھ پچاس ہزار روپے وفاقی محتسب ہراسیت کی مداخلت سے معاملہ خوشحالی سے طے

اسلام آباد (ظاہر ظہیر) وفاقی محتسب سیکریٹریٹ برائے انسداد ہراسیت فوسپا نے ایک ہراسیت اور مالی بدعنوانی کے مقدمے کو ریکارڈ وقت میں حل کیا اور شکایت کنندہ کو ایک دن کے اندر انصاف فراہم کرتے ہوئے (ایک کروڑ تین لاکھ روپے) کی بڑی رقم واپس دلوا دی۔ ارم آصف نے کاشف گیلانی کے خلاف

شکایت درج کروائی تھی جس میں انہوں نے راولپنڈی کے ایک پلاٹ کے حوالے سے ہراسیت اور مالی بدعنوانی کا الزام عائد کیا۔ عزم کے قائل سے ہونے والی پریشانی نے فوسپا کو فوری طور پر مداخلت کرنے پر مجبور کیا۔ رجسٹرار عدالت سب ڈسٹرکٹ وفاقی محتسب محترمہ فوزیہ

باقی صفحہ 7 نمبر 18

Chapter 4

Administration, HR and Finance

The Administration and HR Wing plays a pivotal role in ensuring smooth operations at the Secretariat. As the first point of contact for employees and external partners, the Wing manages employee recruitment as per requirement of the organization, their documentation, service matters including transfer and posting, training and development, career progression and organizational systems including logistic support, procurements through tendering process as per PPRA Rules, management of transport etc, that support the achievement of institutional goals.

In 2004-2025, under the guidance of the Hon'ble Ombudsperson, significant reforms were introduced to enhance administrative efficiency and staff performance:

- **Restructuring and Recruitment:** Essential vacant posts in administration and accounts were filled through a competitive process. The legal team was also strengthened with the induction of qualified legal professionals against various positions.
- **Regional Expansion:** FOSPAH Regional Office in Quetta and a Sub-Regional Office in Multan were made functional with the minimum required staff recruited to ensure operational effectiveness.
- **Service Rules Update:** The FOSPAH Employees Service Rules 2014 were revised as FOSPAH Employees Service Rules 2025, vetted and approved by the Establishment Division, and forwarded to the Finance Division for their vetting relevant to the financial matters.
- **Performance Management:** Job descriptions (JD's) and Key Performance Indicators (KPIs) were developed for all officers and staff. Contract extensions were made strictly on performance-based, complemented by honoraria/awards and incentives for outstanding work. Surprise checks by senior management further ensured accountability and timely disposal of cases.

Administration, HR and Finance

- **Procurement:** The annual procurement cycle was completed as per requirement of the organization in line with the PPRA's e-procurement (EPAD) policy, ensuring transparency, efficiency, and value for money.

Sound financial management remained a cornerstone of operations during the reporting period. Guided by principles of economy, efficiency, and transparency, the Admn & Accounts Wing ensured optimal utilization of resources without compromising on service delivery.

Key milestones include:

- **Budget Utilization:** A total allocation of Rs. 184.426 million approved budget by the Finance Division, for the year 2024-25, under recurring heads was fully utilized with no excess or savings.
- **Capital Investment:** Rs. 8.88 million were incurred on the purchase of IT equipment, plant, and machinery, in relaxation of austerity measures with the approval of the Finance Division.
- **Transparent Procurement:** Annual procurement was executed under PPRA Rules 2004 through the EPAD process, enhancing transparency and accountability.
- **Audit:** The Office of the Director General Federal Audit conducted an external audit for 2024–2025. Audit Report is awaited, after its receipt it will be properly responded and the Hon'ble Ombudsperson, as Principal Accounting Officer, will convene a DAC meeting for its discussion and settlement.

Administration, HR and Finance

Internal Reforms, Challenges, and Improvements

As FOSPAH scales its services and public interface nationwide, internal strengthening remains a core pillar of its operational philosophy. In 2024–25, a number of administrative reforms and procedural upgrades were initiated to ensure responsiveness, efficiency, and transparency — while also contending with structural and systemic challenges common to autonomous bodies.

Key Internal Reforms (2024–25)

- Complaint Lifecycle Digitization:
- Upgrades to the Complaint Management System (CMS) allowed for smoother intake, better tracking, and improved documentation across regional offices.

File Management Restructuring:

- Transition toward digitized recordkeeping, minimizing backlog and loss of documentation — with Head Office implementing a new file coding system and work on getting e-filing system initiated.

Streamlined Inter-Office Coordination:

- Introduction of weekly internal review meetings across Islamabad, Karachi, and Lahore offices to track progress, identify delays, and ensure legal consistency.
- Resolution of issues in time.
- Ensure inclusiveness.

Service Rules Revision (In Progress):

- Updation and Revision of FOSPAH Employees Service Rules-2014, to make it in line with the present day requirements and institutionalize performance metrics.

Administration, HR and Finance

In alignment with its expanding mandate and growing national footprint, FOSPAH's strategic priorities for 2025–26 reflect a deepened focus on institutional effectiveness, digital transformation, inclusive justice, and public trust. These goals build on past achievements while setting measurable targets for the coming year.

1. Strengthen Regional Accessibility

- Expand legal staffing and complaint registration capacity in underrepresented regions, particularly in Balochistan, Gilgit-Baltistan, and AJK
- Deploy mobile complaint facilitation camps in remote districts
- Improve Urdu/regional language resources for awareness materials

2. Deepen Digital Transformation

- Complete rollout of fully digitized Complaint Management System (CMS) in all regional offices

3. Expand Awareness & Training

- Conduct 100+ preventive workshops/seminars across government, private, and academic institutions
- Develop and distribute sector-specific guidelines for harassment redress and IC strengthening
- Partner with PEMRA, PTA, and civil society to scale digital safety campaigns

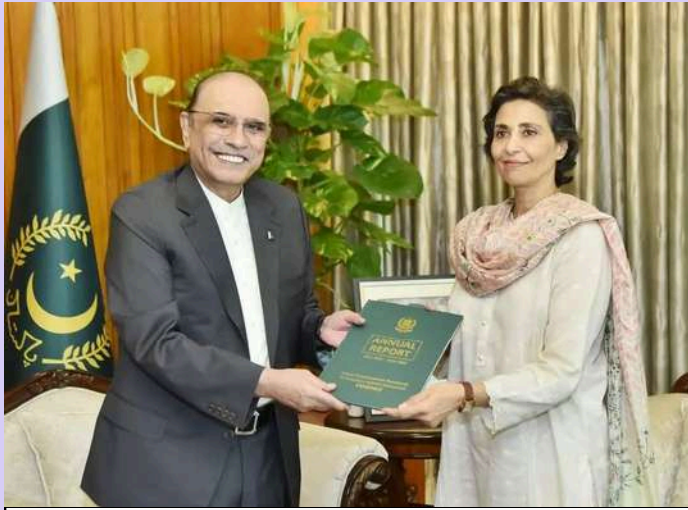
Administration, HR and Finance

4. Enhance Youth-Centric Programming

- Institutionalize the FOSPAH Brand Ambassador Program across 25 universities
- Increase internship placements by 30%
- Launch online modules and orientation videos tailored to students and early-career professionals

5. Strengthen Global Engagement

- Represent Fospah in at least two international ombudsperson or gender justice conferences
- Collaborate with regional ombudman Institutions and UN partners on capacity exchange, legal harmonization, and reporting alignment
- Publish a comparative analysis of ombudsperson structures across South Asia



The Honorable Ombudsperson, Ms. Fauzia Viqar, presented FOSPAH's Annual Report to President Asif Ali Zardari, who praised its role in women's development and urged wider media outreach.



The Honorable Ombudsperson, Ms. Fauzia Viqar, addressed the Sheikhupura Chamber of Commerce on the Harassment Act 2010 and FOSPAH's role in ensuring safe workplaces for women.



FOSPAH conducted a meeting with renowned journalists at Head Office for discussing the mandate of FOSPAH.



FOSPAH joined an awareness session by Schlumberger Pakistan (SLB) on 28th August 2024, where the Federal Ombudsperson stressed equal opportunities and safe workplaces for women, especially in male-dominated fields like engineering.



FOSPAH's Federal Ombudsperson Ms. Fauzia Viqar joined the USIP's National Faculty Training on Women, Peace & Security to promote inclusive and safe environments.



FOSPAH, in collaboration with the Bank of Azad Jammu & Kashmir, held two sessions at the Kashmir Institute of Management, Muzaffarabad, training 80 employees on the Harassment Act and promoting institutional reforms in AJK.



Federal Ombudsperson Ms. Fauzia Viqar spoke at the International Conference on Women's Marriage Rights, highlighting how legal empowerment in Muslim family laws drives women's social and economic progress.



Federal Ombudsperson Ms. Fauzia Viqar met UNHCR representatives to discuss joint efforts against workplace harassment, focusing on legal mechanisms, referral pathways, and integrating FOSPAH awareness into UNHCR programs.



FOSPAH held a collaborative session with UNDP Pakistan, led by Federal Ombudsperson Ms. Fauzia Viqar, to raise awareness on workplace harassment and gender-based discrimination, emphasizing inclusive protections under the 2010 Act.



At NUST, FOSPAH's session revealed the silence around reporting harassment, as Law Officer Meher Jamy educated 46 law students on key legal protections.



FOSPAH and Islamic Relief Pakistan held an awareness session at MC Girls Secondary School, promoting girls' rights to education and inheritance to empower students through legal and gender awareness.



FOSPAH held a training on 6th September 2024 at Islamic Relief Pakistan for Community Officers on harassment laws and promoting safe, dignified workplaces.



FOSPAH's Assistant Registrar, Mr. Waqar Ahmed, conducted an awareness session at the launch of Islamic Relief Canada's local referral mechanism, emphasizing women's empowerment, education, and property rights.



FOSPAH concluded the #16DaysOfActivism campaign with a press conference led by Hon'ble Ombudsperson Ms. Fauzia Viqar, launching two innovative tools: MySentry App and Becky's Button.



The Hon'ble Ombudsperson, Ms. Fauzia Viqar, participated in the launch of the World Bank's report on 'Women's Economic Empowerment in Pakistan' by SARGIL.



In collaboration with the Law Students' Council, FOSPAH held a workshop on harassment and property rights to equip future legal professionals with tools to uphold justice.



At the EmpowerHer Conference by COPAIR, Federal Ombudsperson Ms. Fauzia Viqar called for bold, accountable action beyond policy to eliminate workplace harassment.



On January 28, 2025, the first-ever Khuli Kacheri dedicated to women's property rights was held at the Tarlai Revenue Center, Islamabad.



Ms. Fauzia Viqar, held a meeting with key members of the Gilgit-Baltistan Assembly to discuss the establishment of the Provincial Ombudsperson Office.



FOSPAH joined the Ombudspersons Roundtable Network Event with Shirkat Gah to strengthen legislation and coordination for women's protection across provinces.



Ms. Fauzia Viqar, Federal Ombudsperson, emphasized FOSPAH's unwavering commitment to upholding universal rights over cultural relativism during UNICEF's 'Equality vs Equity' session



At Police Lines Peshawar, police officers pledged to uphold dignity and stand against workplace harassment, reaffirming Article 14 of the Constitution.



FOSPAH conducted an awareness session at the Motor Transport & Engineering Unit, National Highways & Motorway Police, Quetta



Federal Ombudsperson Ms. Fauzia Viqar and GB's Minister Ms. Dilshad Bano discussed establishing a FOSPAH office in Gilgit to ensure accessible justice and safer workplaces for women across the region.



In Gilgit, Federal Ombudsperson Ms. Fauzia Viqar met civil society at the AKRSP office to discuss workplace harassment and strengthen implementation of the Harassment Act, 2013.



In Gilgit, Federal Ombudsperson Ms. Fauzia Viqar met Governor Syed Mehdi Shah to discuss FOSPAH's regional expansion and ensure stronger enforcement of the Harassment Act, 2013.



In Gilgit-Baltistan, Federal Ombudsperson Ms. Fauzia Viqar met senior officials to strengthen institutional safeguards for women and advance the implementation of the Harassment Act.



Ms. Fauzia Viqar met Chief Justice Ali Baig and Justice Raja Shakeel in Gilgit-Baltistan to discuss judicial support for workplace harassment redressal.



FOSPAH's Federal Ombudsperson Ms. Fauzia Viqar met UN Resident Coordinator Mr. Mohamed Yahya to discuss joint efforts for women and transgender empowerment.



Our Khuli Katcheri at Tarnol Revenue Center shed light on the persistent barriers women face in claiming their rightful property ownership.



FOSPAH conducted an awareness session at the Women Development Department Sindh on identifying and unlearning normalized workplace harassment.



Ms. Fauzia Viqar, Federal Ombudsperson, emphasized FOSPAH's unwavering commitment to upholding universal rights over cultural relativism during UNICEF's 'Equality vs Equity' session

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