

**PC-1 FORM**

**GOVERNMENT OF PAKISTAN**

**PLANNING COMMISSION**

**PROFORMA FOR DEVELOPMENT PROJECTS**

**(SOCIAL SECTOR)**

**PC-I**

**Establishment of Mediation, Human Rights Training Centre, and  
ADR**

(in the Areas of SDGs, Human Rights & Provision of Legal Aid by  
means of ADR/Mediation, through Awareness, Partnerships)

**Approved Cost: Rs. 315.00 Million**

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Date of Approval of PC-I: 06-06-2022  
Legal Aid and Justice Authority, Islamabad

**GOVERNMENT OF PAKISTAN**  
**PLANNING COMMISSION**  
**PC-1 FORM**  
**(SOCIAL SECTORS)**

<b>1. Name of Project:</b>	Establishment of Mediation, Human Rights Training Centre, and ADR
<b>2. Location</b>	Country Level having head quarter in Islamabad
<b>3. Authorities responsible for:</b>	
<b>i. Sponsoring:</b>	Ministry of Human Rights
<b>ii. Execution:</b>	Legal Aid and Justice Authority, Islamabad
<b>iii. Operation &amp; Maintenance:</b>	Legal Aid and Justice Authority, Islamabad
<b>iv. Concerned Federal Ministry</b>	Ministry of Human Rights
<b>4. Plan Provision:</b>	
<b>a. If the project is included in medium term/Five Year Plan, specify actual allocation.</b>	<p>i) Yes. The project is in line with Government's priorities.</p> <p>ii) The project mainly focuses and based on Statutory mandate enshrined in S. 8 of LAJA Act 2020 as well as following targets set in SDG committed by the Government of Pakistan.</p> <ul style="list-style-type: none"> <li>▪ <b>Target 4.7:</b> By 2030, ensure that <b>all learners acquire the knowledge and skills</b> needed to promote sustainable development, including, among others, through education for sustainable development and <b>sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence</b>, global citizenship, and appreciation of cultural diversity and of culture's contribution to sustainable development.</li> <li>▪ <b>Target 16.3: Promotion of Rule of Law</b> at the National and International Levels and <b>Ensuring Equal Access to Justice for All.</b></li> </ul>

	<ul style="list-style-type: none"> <li>Target 16.10: <b>Ensuring public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements.</b></li> </ul>
<b>b. Provision in the Current Year's PSDP</b>	There is no provision in the Current FY's PSDP 2021-22, however, funds will be allocated in the PSDP 2022-23.
<b>5. Project Objectives</b>	
<p><b>a. The objectives of the sector/sub sector as indicated in the medium term/five-year plan be reproduced.</b></p> <p><b>b. Indicate objectives of the project and develop a linkage between the proposed project and sectoral objectives.</b></p>	<p><b>Objective 1: Institutionalizing ADR Training in Pakistan by Focusing on SDG Targets.</b> by Preparing and enhancing 'Pool of Master Trainers in ADR; their capacity building and up to date training facilities on compulsory and modern ADR techniques enabling them to efficiently demonstrate dispute resolution mechanisms understanding of mediation techniques and showing capability to trained the mediators/reconciliators for provision of ADR facilities across country at gross root level by imparting training to members of reconciliatory committees and Alternative Dispute Resolution Centers of Police Stations and Members of Local Bodies e.g. Union Councils/village Councils thus ensuring easy access to justice for all.</p> <p><b>Objective 2: Lessen Financial Burden over Legal Aid Regime and Reduce Shelf Life of the Cases by Providing Support and Guidance on Pre-Institution ADR</b> through trained mediators and reconciliatory committees of Local Bodies, ADRCs and police stations. Provision of speedy and expeditious dispute resolution mechanism and gross root level will reduce risk of family and civil disputes being converted into criminal cases due to family conflicts and addressing egoistic based lengthy litigations as the root cause of multiplicity of litigation</p> <p><b>Objective 3: Promoting Rule of Law by making the people aware of their rights and obligations enshrined in right based legislations, conventions and legal remedies available to them by educating reasonable numbers of the society including school students</b></p>

	<p>and human rights &amp; justice sector stakeholders; Improving quality of information available in printed form, training manuals and online training programs and tutorials for high school &amp; college students as well as other human rights and justice sector stakeholders making them capable to advise, educate and guide others about their rights, obligations and remedies available. online training and legal education in the form of a rights-based manual may be made part of the national curricula to meet the objective of enforcement of fundamental rights. This will improve the positive response on rights of others thus, reduce the chances of deprivation of rights and injustice and Promote Rule of Law.</p> <p><b>Objective 4: Institutionalizing Mediation and Reconciliation by providing in person and online Mediation and Reconciliation services for individuals and public sector organizations</b> by providing first of its kind a proper dedicated mediation Centre equipped with trained and skilled human resource backed by statute (in S. 8 of LAJA Act 2020) providing ease in resolving dispute in expeditious and inexpensive manner having options for pre and post institution in person or online mediation as speedy and amicable dispute resolution under Institutionalized ADR regime in Pakistan. These services can be coordinated with the other stakeholders of the justice system in optimizing the benefit of the service and provide Online Dispute Resolution Services in selected fields of law to provide legal solutions to the public at their doorstep and maximize the utility of Information Technology in the informal justice sector.</p> <p><b>Objective 5: Reducing Litigation cost and improving service delivery system by promoting culture of alternative dispute resolution in public sector organizations</b> by focusing on imparting specialized trainings for public sector organizations as per their needs and nature of common disputes thereby enhancing capacity of the institutional mediators. To achieve this goal, the Center can expand its outreach and help in creating a pool of experts who can subsequently</p>
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	<p>start contributing to the departmental Dispute Resolution ensuring majority of disputes are settled departmentally ADR thus saving time and money which will improve service delivery system of the public sector organization.</p> <p><b>Objective 6: Women Empowerment</b> by Ensuring their Participation in aforementioned ADR process up to Union Council level by capacity building through training as master trainers, mediators, and reconciliatory and other range of training services.</p> <p><b>Objective 7: Easing Access to Justice</b> by providing online training in shape of online classes, tutorials, reading materials as well as online counselling and legal advice services through dedicated team of lawyers, ADR experts so that one can take an informed decision before availing any legal remedy.</p>
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## 6. Description, justification, and technical parameters

<p><b>6.1: Describe the project and indicate existing facilities in the area and justify the establishment of the Project.</b></p>	<p>The project is in line with the national and international commitments of Government of Pakistan including SDGs. The project is justified under the functions of Legal Aid and Justice Authority Act, 2020 to discharge of its functions, wherever' appropriate, in coordination and cooperation with other individuals, governmental and non-governmental agencies, departments, bodies. authorities, universities engaged in the work of promoting the cause of legal services to the poor and vulnerable sections of the society. The Section 8 of LAJA, 2020, inter alia, empower the Authority to:</p> <ul style="list-style-type: none"> <li>a) design and establish an effective mechanism for provision, monitoring and evaluation of legal aid;</li> <li>b) promote or cause to be promoted programmes designed to enhance public awareness of the legal aid system in Pakistan;</li> <li>c) undertake and promote research in the field of legal aid with special reference to the need of such aid to the persons;</li> <li>d) take appropriate measures for spreading legal literacy and legal</li> </ul>
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	<p>awareness amongst the people and, in particular, to educate poor and vulnerable sections of the society about the rights, benefits and privileges guaranteed by social welfare legislations and other enactments as well as administrative programmes and measures;</p> <p>e) encourage the settlement of disputes by way of negotiations, arbitration and conciliation; and</p> <p>f) do such other things as may be expedient or necessary for the proper performance of its functions under this Act.</p> <p><b><u>International Obligations</u></b></p> <p>▪ It has become axiomatic that the nexus between enforcement of human rights enshrined in the Constitution of Pakistan, Right Bases Domestic Legislation and International Obligations pledged being signatory of the aforementioned International Human Rights Conventions and rule of law and sustainable development is now inextricable. Without an efficient justice system which ensures equitable access to justice and the rule of law, the achievement of the SDG Targets No 4.7, 5.1.1, 5.2, 10.34, 16.3 and 16.10 and discharge of international obligations might prove unachievable.</p> <p>Both, the IHRCs and the SDGs are a bold commitment to complete what we have begun and address some of the most pressing challenges facing the world today. The Decade of Action calls for accelerating sustainable solutions to all the world's biggest challenges specially when pendency, cost and complications in litigations result into people's inclination towards the informal dispute resolution system being economical, less complicated, and instant. These constrains impair the functioning of existing judicial system, which has a significant bearing on those people whose rights are violated. Above discussed informal system includes numerous methods for the expeditious disposal of disputes such as negotiations, mediation, conciliation, and arbitration along with other modes. Inclination if people towards ADR system is need of hour on one hand whereas on</p>
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the other calls for State's intervention to formalize the informal system to ensure quality and equality in justice system delivery without fear, favour and discrimination. This is exactly what is needed with regard to above discussed Constitutional Obligations, IHRCs & SDGs. SDG Targets No 4.7, 5.1.1, 5.2, 10.34, 16.3 and 16.10 in particular, clamor for quality and equality in education and justice, peace and strong institutions respectively without any discrimination on the basis of gender, race, religion etc. The goal 5 suggests that all states should take measures so women and girls, everywhere, must have equal rights and opportunity, and be able to live free of violence and discrimination, which can only be possible provide them speedy and gender responsive access to justice. The SDG 10 stresses upon the states parties to ensure equal opportunity and reduce inequalities of outcome, including through eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies, and actions in this regard. The Committee on the Elimination of Discrimination against Women (CEDAW) in its general recommendation 33 on women's access to justice asks the states to **ensure the creation, maintenance and development of courts, tribunals, and additional entities, as needed, that guarantee women's right of access to justice without discrimination on the whole territory of the State party, including in remote, rural and isolated areas. The establishment of mobile courts, particularly for women living in those areas, should be considered, as well as the creative use of modern IT solutions when feasible.** By way of those commitments, it has become the responsibility of the State to promote the Rule of Law at the National and International Level and ensure Access of Justice for all without any discrimination. Access to the expeditious dispensation of justice is a right accredited to every citizen of society in accord with principles of Rule of law and Equity.

#### **Access to Justice**

- Fair and equitable access to justice finds its genesis in the

	<p>Constitution of the Islamic Republic of Pakistan, 1973. With specific reference to access to justice, the protections afforded by the Constitution include the following:</p> <ul style="list-style-type: none"> <li>➤ Article 3: Elimination of Exploitation.</li> <li>➤ Article 4: Due Process of Law.</li> <li>➤ Article 9: Right to Life and all basic amenities.</li> <li>➤ Article 25: Equal Protection of Law.</li> <li>➤ Article 37: Promotion of social justice and eradication of social evils.</li> <li>➤ Article 38: Promotion of Social and Economic Well Being of the people of Pakistan</li> </ul> <ul style="list-style-type: none"> <li>▪ Access to Justice is not merely an abstract concept. Access to Justice cannot to be synonymized with access to courts. <b>It permeates the entire justice system and inheres multiple components, and can take many forms, ranging from elimination of socio-economic, political, and regulatory barriers to co-operative state machinery, access to legal representation and inexpensive and expeditious resolution of disputes.</b></li> <li>▪ By way of context, the ease of access to justice for women, girls and marginalized groups is a fundamental component of the criminal justice system in any society and is a strong indicator of access to justice, rule of law, good governance, and human rights. It is evident that <b>enhancing the ability of marginalized to access justice is essential for reducing inequality and discrimination in the society.</b> However, appraisal reflects that in in Pakistan, response mechanisms and services especially for marginalized communities are often inaccessible or inadequate; helplines and other response services have poor capacity for responding to the needs of communities.</li> </ul> <p><b><u>Use of Alternative Dispute Resolution</u></b></p>
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	<ul style="list-style-type: none"> <li>▪ The use of ADR in criminal and civil litigation has ample precedent in Pakistan. There is a vast array of legislation enabling recourse to ADR. However, without corresponding training and a culture shift, these have proven abstracted attempts at reform. <b>Key considerations such as manpower, infrastructure and legal education have been overlooked in the past. For any idea to be translated into practice, training of judges, lawyers, mediators, conciliators, negotiators, and arbitrators is imperative. Contrary to common beliefs, the modes of administration of ADR garner worthy consideration.</b></li>   <li>▪ <b>The Legal Aid &amp; Justice Authority Act S. 8</b> highlights a number of powers and functions of the Authority which includes but are not limited <i>“to promote or caused to be promoted programs designed to enhance public awareness of the legal aid system in Pakistan, take appropriate measures for spreading legal literacy and legal awareness amongst the people... encourage the settlement of disputes by way of negotiations, arbitration and conciliation.”</i> Therefore, for Training, Awareness, Legal Literacy, Negotiation, Mediation, Conciliation and Arbitration services, the Legal Aid and Justice Authority can be engaged with Reconciliation and ADR Committees of Police Stations, Local Government Officials, School Teachers, Human Rights, Activists at Community Level. Especially, in the vulnerable societies, which is having difficulties in approaching courts, cannot afford lawyers or understand cumbersome court procedures. These services need not be limited to the court system and may be extended to provision of online or otherwise.</li>   <li>▪ The Center shall enable the enhancement of human rights by optimal administration of training, particularly to the stakeholders of the criminal justice system in the dispute</li> </ul>
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	<p>resolution process. Prime attention may be focused upon the members of the Union Councils and the Dispute Resolution Councils at the Police Stations. In this manner, the participation of the public can be magnified thereby inculcating public confidence in the justice sector.</p> <ul style="list-style-type: none"> <li>▪ The Center of ADR &amp; Human Rights can also contribute to policy through research, develop innovative approaches to delivery of legal assistance and service delivery and making provisions to provide legal aid to the marginalized and vulnerable sections of the society by ensuring provision of legal education and training through in an organized and structured manner.</li> <li>▪ Also, legal education may also be administered by way of formulation of a rights-based manual and its inclusion in the national curricula. The manuals may be symmetrically calibrated with the different levels of education (e.g., primary, secondary, higher education). In that manner, the ordinary citizen shall be guided in attaining access to justice. Not only will this step ensure the attainment of Sustainable Development Goal 16 for the achievement of Rule of Law, it will also enhance the quality of education for all sectors of the society fulfilling the obligations pledged by GOP under SDG Targets No 4.7, 5.1.1, 5.2, 10.34, 16.3 and 16.10.</li> <li>▪ <b>Target 4.7:</b> By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship, and appreciation of cultural diversity and of culture's contribution to sustainable development.</li> </ul>
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	<ul style="list-style-type: none"> <li>▪ <b>Target 16.3:</b> Promotion of Rule of Law at the National and International Levels and Ensuring Equal Access to Justice for All.</li> <li>▪ <b>Target 16.10:</b> Ensuring public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements.</li> <li>▪ <b>Target 5.1.1:</b> Whether or not legal frameworks are in place to promote, enforce and monitor equality and non-discrimination on the basis of sex</li> <li>▪ <b>Target 5.2.</b> Eliminate all forms of violence against</li> <li>▪ <b>Target 10.3</b> ensure equal opportunity and reduce inequalities of outcome, including through eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies, and actions in this regard</li> </ul> <p><b><u>Role of Legal Aid and Justice Authority</u></b></p> <ul style="list-style-type: none"> <li>▪ The Government of Pakistan has established a Legal Aid &amp; Justice Authority under LAJA Act 2020 to overcome these issues and fulfil its constitutional obligation. The Authority, whose primary mandate is the provision of legal, financial and other types of assistance to ensure access to justice for the poor and vulnerable segments of the society’ is in prime position to become the flag bearer for the Center of ADR &amp; Human Rights and undertake all the activities mentioned above.</li> <li>▪ By way of context, the term legal aid ought not be confined to mere financial assistance. It also extends to legal, social, educational, and institutional assistance. The legislators were fully cognizant of that fact in the drafting of the statute. That intention of the legislature is reflected in the multitude of functions the Act envisages.</li> <li>▪ According to the legislation, it is the responsibility of the</li> </ul>
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	<p>Authority to <i>‘make policies, principles and guidelines for providing legal aid and financial or other assistance’, ‘design and establish an effective mechanism for provision, monitoring and evaluation of legal aid’, ‘take appropriate measures for spreading legal literacy and legal awareness among the people and ..... Educate poor and vulnerable sections of the society about the rights, benefits and privileges guaranteed by [the law]’ and most notably ‘encourage settlement of disputes by way of negotiations, arbitration and conciliation’.</i></p> <ul style="list-style-type: none"> <li>▪ Given the Authority’s transcendent functions, the Authority not only can anchor the Center of ADR &amp; Human Rights but it’s empowerment can also fuel sustainable growth and development and SDGs 4 and 16 in particular for the promotion of rule of law and enforcement of human rights.</li> <li>▪ The institutionalization of a Center of ADR &amp; Human Rights, Legal Aid, Training and Research is expected to yield many advantages and ensure the achievement of the Sustainable Development Goals. In particular, SDG Targets SDG Targets No 4.7, 5.1.1, 5.2, 10.34, 16.3 and 16.10. shall become achievable by the Center of ADR &amp; Human Rights through its commitment thereto. Even otherwise, Rule of Law is a paramount requirement in any society and underpins institutional development as a whole. Needless to iterate, the upholding of the Rule of Law is a fundamental focus of the Legal Aid and Justice Authority and its legal scheme. The setting up of a focal institution is not only an institutional objective, it is also a national service that paves the path to further sustainable development.</li> </ul>
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<p><b>6.2: Provide technical parameters and discuss technology aspect of the Project.</b></p>	<p>Information Technology will be used for connecting people and sharing information</p> <ul style="list-style-type: none"> <li>▪ Physical interaction and Partnerships will be developed through workshops</li> <li>▪ Interprovincial and inter-ministerial dialogue</li> <li>▪ Focused Group Discussions</li> <li>▪ Specific Agenda and Need Based Trainings for different Stake holders</li> <li>▪ Mobilization of partners resources for the cause</li> <li>▪ Establishment of Data Cell</li> <li>▪ Establishment of M&amp;E Mechanism</li> <li>▪ Use of Resource Persons</li> <li>▪ Keeping the importance of technological development of the modern times in mind, online services may also be made available. Courses and training, legal education, and Online Dispute Resolution may also be provided online simultaneously. All legal material e.g., editorial and literature may also be accessible online.</li> <li>▪ A data monitoring and management mechanism ought to be embedded within the system. This shall enable the monitoring and evaluation of the performance of the Center as well partners e.g trainees, mediators and reconciliators which would lead to remedial/mitigation measures in deficient areas including family laws 1961 and fulfil the constitutional obligation of protecting family as enshrined in Article 35.</li> </ul>
<p><b>6.3: Provide details of civil works, equipment, machinery and other physical facilities required for the project.</b></p>	<ul style="list-style-type: none"> <li>▪ No civil work is required. The project will be established in a government building; therefore, funds will be required for refurbishment work as per requirement. The physical assets for technical experts and project staff including computers, machinery and equipment are required for the project; detail of which is provided at <b>Annex-IV, V and VI.</b></li> </ul>
<p><b>6.4: Indicate governance issues of the sector relevant to the project and strategy to resolve them.</b></p>	<ul style="list-style-type: none"> <li>▪ No governance issues shall arise during implementation of the project as the government supported this project.</li> </ul>

## 7. Capital cost estimates

<ul style="list-style-type: none"><li>▪ <b>Indicate date of estimation of Project cost.</b></li><li>▪ <b>Estimated Project Cost</b></li><li>▪ <b>Basis of determining the capital cost be provided. It includes market survey, schedule rates, estimation on the basis of previous work done etc.</b></li></ul>	<p>6<sup>th</sup> June, 2022</p> <p>Rs. <b>315.00</b> million</p> <p>Year-wise capital cost, physical assets, administrative and recurring cost is provided at at <b>Annex-IV, V and VI.</b></p> <p>The cost has been estimated on the basis of existing market rates. It is likely that at the time of actual procurement these estimated costs may be varied.</p>
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## Phasing of Capital Cost

### Year-wise/component-wise financial phasing

		Rs. In Million		
S. No	Item/ Description	Year-1	Year-2	Total
1.	Employees Related Expenses	26.460	27.783	54.243
2.	Operating Expenses	105.957	112.200	218.157
3.	Physical Assets	28.250	11.750	40.00
4.	Civil Work/ Renovation/ Refurbishment of building	2.000	0.600	2.600
<b>Total</b>		<b>162.667</b>	<b>152.333</b>	<b>315.00</b>

<b>8.</b>	<b>Annual operating cost</b>	<p><b>Annual operating and maintenance cost after completion of the project:</b></p> <p><input type="checkbox"/> The operating cost of the project will be met from the regular budget of the Ministry after completion of the project if transferred from development to non-development budget with essential posts.</p> <p><b><u>Sustainability of the Project:</u></b></p> <p><input type="checkbox"/> Sustainability of the project will be based on successful completion of development phase and achievement of objectives of the project.</p>
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<b>9.</b>	<b>Demand and supply analysis</b>	<p><input type="checkbox"/> Pakistan is the 5<sup>th</sup> largest country in the world with a population exceeding two hundred million people. The Constitution of the Islamic Republic of Pakistan grants each of these citizens the fundamental protection of access to justice.<sup>1</sup> Given Pakistan's low literacy rate (below 60%)<sup>2</sup>, access to justice is used as a license to litigate at an increasingly prevalent rate leading to a massive number of cases being litigated before the courts of Pakistan. Given Pakistan's incapacitated judicial structure, the judiciary has not been able to address the wave of litigation proportionately. In such context, a number of deficiencies</p>
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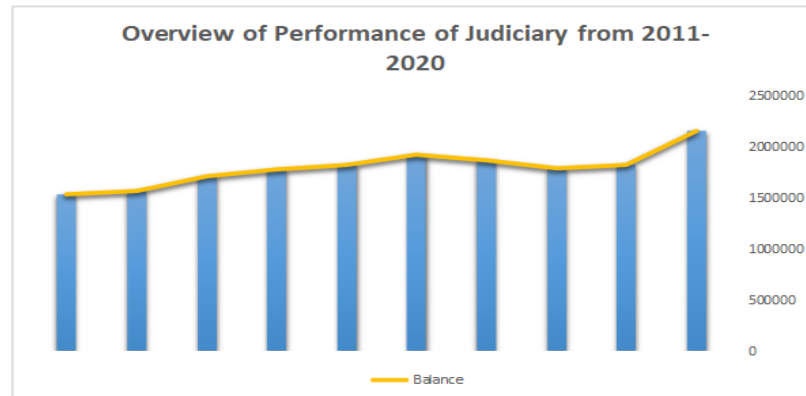
<sup>1</sup> Articles 4, 9 and 10A of the Constitution of the Islamic Republic of Pakistan, 1973.

<sup>2</sup> Pakistan Bureau of Statistics Literacy Report,

[https://www.pbs.gov.pk/sites/default/files//population\\_census/census\\_2017\\_tables/pakistan/Table12n.pdf](https://www.pbs.gov.pk/sites/default/files//population_census/census_2017_tables/pakistan/Table12n.pdf)

surface including administrative bottlenecks, professional incapacities, and unutilization of alternate means of dispute resolution. The prevalence of these factors bears direct nexus to the delay in dispensation of justice and increasing the backlog and shelf life of the case in Pakistan.

- Existence of such problems provides opportunities to global activists to stigmatize Pakistan on international plane. Latest statistics indicate that the persistence and exacerbation of the above problems have triggered a consistent increase in the number of cases over the past decade.



- Considering the values at the end of the year 2020 alone, and amid the emergence of the COVID-19 pandemic, there is a total of 2.2 million cases pending in various courts of Pakistan. The year 2020 alone witnessed an increase of 22% rate from previous year. This increasing trend builds a strong case for improvement in the performance of justice sector actors and the diversion of cases towards ADR. Another aspect is that the pendency growth is greater in the lower courts of Pakistan. While pendency in superior courts<sup>3</sup> is 3%, the same is 18% in the lower courts<sup>4</sup> of Pakistan. The Figure 2 and Figure 3 show a court wise trend of the pendency of cases in various superior and lower courts of Pakistan.

<sup>3</sup> Superior courts include Supreme Court of Pakistan (SCP), Federal Shariah Court (FSC), Lahore High Court (LHC), High Court of Sindh (HCS), Peshawar High Court (PHC), High Court of Balochistan (HCB) and the Islamabad High Court (IHC)

<sup>4</sup> Lower courts include District Judiciary Punjab (DJP), District Judiciary Sindh (DJS), District Judiciary Khyber Pakhtunkhwa (DJK), District Judiciary Balochistan (DJB) and District Judiciary Islamabad (DJI)



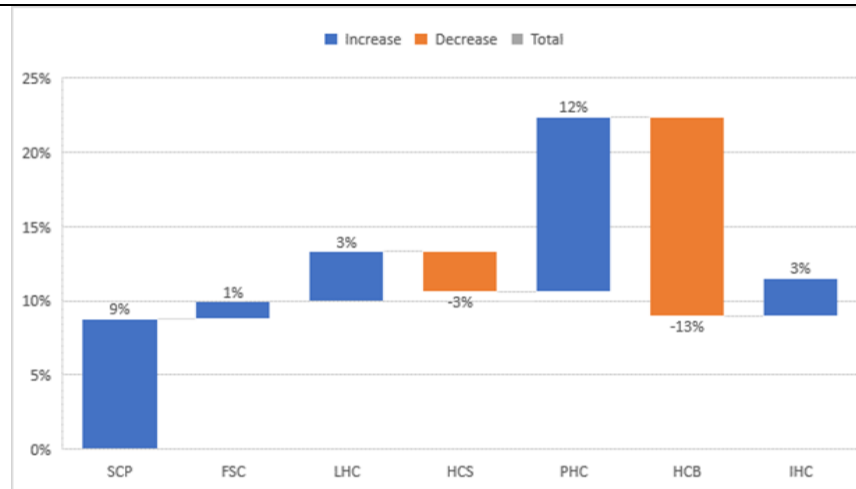
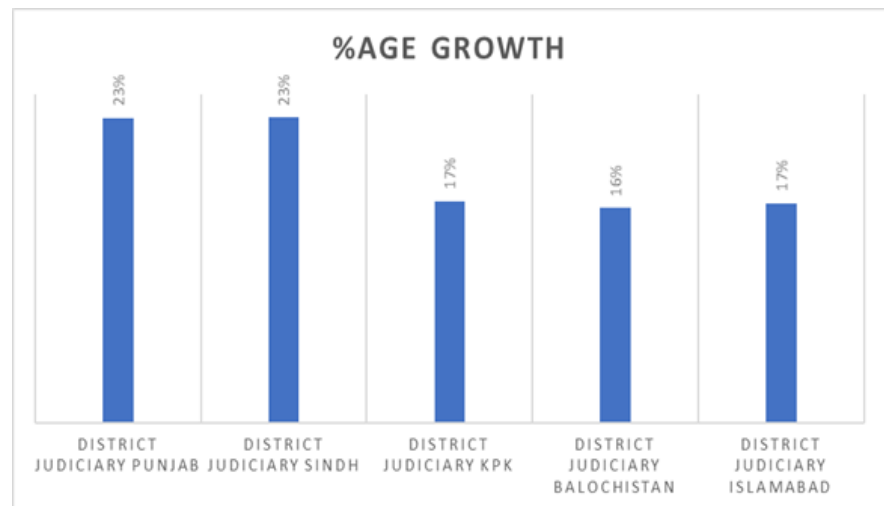


Figure 2: Increase in pendency of cases from end of 2019 to end of 2020 (Higher Courts).

Source: Law and Justice Commission of Pakistan

Figure 3: Increase in pendency of cases from end of 2019 to end of 2020 (Lower Courts).

Source: Law and Justice Commission of Pakistan



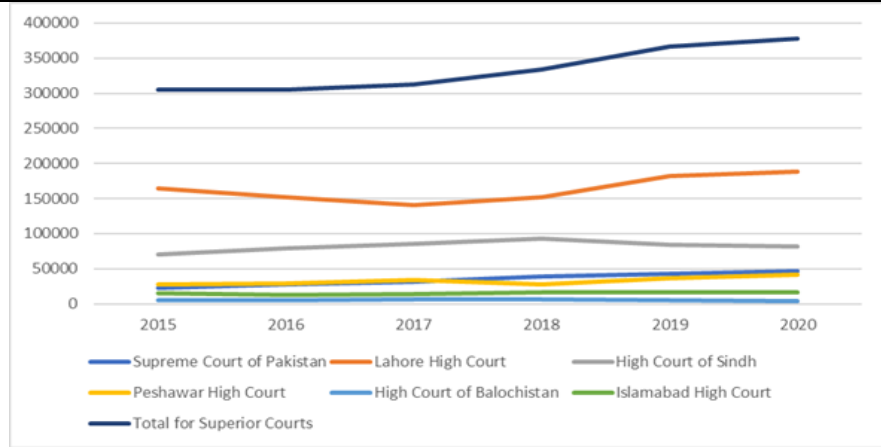


Figure 4: Pendency of cases over the years in Superior courts of Pakistan

Source: Law and Justice Commission of Pakistan

Figure 4 gives an indication of the overall increase in pendency over the years as well as low disposal of cases. This is a combined effect of the lack of disposal of cases and increased institution of cases.

		<p>□ Another important aspect requiring consideration is the working strength of the judiciary highlighting judge to case ratio and judge to population ratio. The current strength of the judiciary in Pakistan rests around 3,000 judges in total. It follows that, on average, a single judge is tasked with deciding 750 cases individually.</p> <p>□ The judge to population ratio is even more worrisome as it rises to 750,000 persons against a single judge. The ordinary course of the justice system also witnesses that one case remains on the docket for years on end and has a shelf life of decades. <b>A high number of these lengthy civil case trials are usually converted into criminal offences. The conversion of these civil cases into criminal cases can result in a multitude of proceedings at every tier of the legal system. Therefore, this becomes a challenge and burden on the complainant, their family, and the criminal justice system of Pakistan. The costs of proceedings are also increased with the rise of Under Trial Prisoners and the prison population, which already stands at 125%+ of its total capacity.</b></p> <p>□ Not only does that reflect shortcomings in the justice sector, it is also indicative of the incapability of justice sector institutions to cope with the massive backlog of cases, which now exceeds a figure of two million. At the same time, it acts as a substantial impediment to the fulfillment of international obligations committed by the GOP through International Human Rights Covenants and Declarations such as the Universal Declaration of Human Rights (UDHR) 1948, United Nations Convention on the Rights of the Child (CRC) and United Nations Convention on Elimination of All forms of Discrimination Against Women (CEDAW), Convention on the Elimination of All Forms of Racial Discrimination (ICERD) 1966, the International Covenant on Civil and Political Rights (ICCPR) 2010, the Convention Against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment (CAT) 2010 as well as attainment of the Sustainable Development Goals that Pakistan has undertaken to implement. Like other member States of aforementioned Conventions, Pakistan being party to said key international human rights treaties amongst others pledged to give effect to the realization of human rights, access to justice and contribute to promote rule of law in Pakistan. These international commitments require taking necessary policy, legislative and administrative measures. For the full realization of human</p>
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		<p>rights envisaged under the Constitution of Pakistan, 1973 as well as international obligations under various human rights treaties, Pakistan needs to establish an effective mechanism to ensure inexpensive and expeditious justice. Conversely, the judiciary in Pakistan is surrounded by challenges such as case backlog, capacity of judicial officers and court staff, expensive and pro-long litigation, coordination issues among justice actors, lack of protection system for the witnesses, primitive and ineffective process serving system, little or no use of modern technology. All these are tributaries which lead towards negative impact on Human Rights Fabric of Pakistan regarding its constitutional and international human rights obligations.</p> <p>□ With the massive pileup of the backlog of cases, the Government is confronted with two prime options — <b>(i) establishment of further courts; and (ii) the diversion of cases to alternative dispute resolution.</b></p> <p>□ Needless to state, the establishment of more courts, without corresponding reforms in legal practice, is unlikely to yield meaningful reform or protection of human rights. The mere factum of increase in judges will not automatically result in reform of the justice system. on the contrary, for the flow of cases to be regulated, existing and new disputes may be optimally handled by capacity building of the human resource of institutions vested with mandate to deal with alternate methods to resolve the disputes. Anecdotaly, it can be deduced that disposal of cases can be effectively and efficiently increased with the reforms in a holistic manner and the institution of additional cases can be curbed through effective use of ADR.</p> <p>□ Given that there is no dedicated center or institution for capacity building of such human resource, educate the vulnerable segments of the society, students, labours, academics etc. about their rights and to access to justice and remedies available to them therefore establishment of a center of ADR &amp; Human Rights training for capacity building in the areas of human rights, legal aid, mediation, conciliation and negotiation, legal education through training and research is vital to provide a dedicated one stop setup for streamlining these facilities.</p>
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10.	<b>Financial Plan and Mode of Financing:</b>	The project will be financed through PSDP in local currency.
11.	<b>Project Benefits and Analysis:</b>	
	a. <b>Financial</b>	<ul style="list-style-type: none"> <li>▪ The project will reduce the burden on courts and pendency as 2.2 Million cases pending in various courts of Pakistan. The year 2020 alone witnessed an increase of 22% rate from previous year. This increasing trend will be reduced through the diversion of cases towards ADR particularly in the lower courts of Pakistan. Furthermore, the project will reduce the cost of legal aid for provision of lawyers to the deserving litigants.</li> </ul>
	b. <b>Social Benefits with Indicators:</b>	<ul style="list-style-type: none"> <li>▪ The project will have a long-term impact for ease of access to justice to the vulnerable population as Access to Justice cannot to be synonymized with access to courts. <b>It permeates the entire justice system and inheres multiple components, and can take many forms, ranging from elimination of socio-economic, political and regulatory barriers, to co-operative state machinery, access to legal representation and inexpensive and expeditious resolution of disputes.</b></li> <li>▪ The project will contribute in ease of access to justice for women, girls and marginalized groups, rule of law, good governance, and human rights. It will enhance <b>the ability of marginalized to access justice for reducing inequality and discrimination in the society.</b> However, appraisal reflects that in in Pakistan, response mechanisms and services especially for marginalized communities are often inaccessible or inadequate; helplines and other response services have poor capacity for responding to the needs of communities.</li> </ul>
	c. <b>Environment impact:</b>	The project will have no adverse impact on the environment. Rather it will strengthen ADR systems at the local level for easy access to justice to the marginalized segments of our society.

	<b>d. Employment generation (direct and indirect)</b>	The project shall generate 35 direct employment opportunities and more than 500 indirect opportunities through capacity building of law students, lawyers, volunteers, mediators, trainees, mediators and reconciliators which would lead to remedial/mitigation measures in deficient areas including family laws 1961 and fulfil the constitutional obligation of protecting family as enshrined in Article 35.
	<b>e. Impact of delays on project cost and viability</b>	The delays in project execution, recruitment and procurement process will lead to time and cost over-run.
<b>12.</b>	<b>a) Implementation Schedule (including starting and completion date)</b>	<p>24 months</p> <p>Starting Date: 1-7-2022</p> <p>Completion Date: 30-6-2024</p>

## **Implementation Schedule**

The implementation of the project is likely to undergo a through and phased process. It will have to cater to all contingencies including those that predate the establishment of the Center and those inherent in the operationalization and continued success of the Center. To that end, a three-year project is envisioned so as to encompass all the steps of the reform process. The proposal for the phasing of the project is as follows:

<b>Timeline</b>	<b>Deliverables</b>	<b>Estimated Cost</b>
<b>Year-I</b>	Preparation of Training Manual for Pre-Institution based ADR and Legal Training for Master trainers (Trainers of Trainers) and for beginners	
Quarter 01	Initiated recruitment of project staff, procurements of physical assets, identification of building, renovation and repair of building SDGs Trainings.	Advertisement of project staff and tender= Rs.3.0 million
Quarter 02	Recruitment of project staff and procurement of physical assets completed.	
	Rent of building project. operationalized. SDGs Trainings.	Rent of building = Rs.10.8 million for 36 months)
	2 Training Manual prepared.	Rs.200,000/
Quarter 03 and Quarter 4	The Center can begin by imparting training in mediation for master trainers and other legal subjects covering right based legislation and conventions signed by GOP. This can mark the commencement of the administration of trainings. SDGs Trainings.	One day trainings in schools / colleges, universities with 50-100 students and faculty members. (02 trainings quarterly)
	The Center can start expanding its operations by liaising/coordinating with other State Institutions. Besides, with cooperation of law colleges center will start law clinics which will provide legal assistance/aid and services to the needy people on one hand whereas on the other hand it will enhance knowledge and skills of future legal fraternity.	Rs.75,000/ per training cost including standees, stationary, publication material and light refreshment etc.
	Trainings can be expanded to the members of Reconciliation Committees/ ADRCs and Union Councils/Village Councils. Facility may be extended at Provincial Level &	5 days' trainings (one session with 10 Master Trainer)  02 each at ICT and four provinces (Punjab, Sindh, KP and Balochistan), Gilgit-Baltistan and AJK.  Rs.0.15 million per training session.
		3 days' trainings (one session with 10 Trainees).  Rs.1.0 million per training session.

	District level through regular education institutes/school colleges and continue training proposed in 2 <sup>nd</sup> quarter according to the needs of the students of schools and colleges.	One each at ICT and four provinces (Punjab, Sindh, KP and Balochistan), Gilgit-Baltistan and AJK.	
	Master Trainers to impart training for lawyers and judges alike through Federal & Provincial Judicial Academies, the National Police Bureau, Bar Councils and Bar Associations etc. The Center can expand its cooperation to the Provincial Headquarters of the Judicial Academies and the Police Academies etc.	One day trainings with 10 participants  One each at ICT and four provinces (Punjab, Sindh, KP and Balochistan), Gilgit-Baltistan and AJK  Total= 14 (2 in each province/ areas)	Rs.1.0 million per training session.
<b>YEAR 02</b>	Post-Institution Mediation based Training.		
Quarter 01 and	In the year 2 the Center will start training for post institution mediation through master trainers at the national level and start branching out its training services throughout Pakistan through own provincial centers or partner centers as the case may be.	Training on Muslim Family Ordinance/ Departmental Mediation  (one day training on family and criminal laws / 25 sessions) / each session with 20 participants	Rs.0.2 million per training session (25* Rs.0.5 million)
Quarter 02	The Center will focus on imparting specialized trainings in the fields of criminal law and family law thereby enhancing its domain of services and capacity of the mediators.		
Quarter 03	The Center can expand its outreach and help in creating a pool of experts who can subsequently start contributing to the Dispute Resolution Councils, Police Conciliation Committees and Union Councils. Also, all training materials and tutorials will be made available online.	Pool of Experts / 10 training sessions/ each session with 20 participants	Rs.0.5 million per training session including online payments (20* Rs.0.2 million)
Quarter 04	The Center will start online training as well as online counselling and legal advice services.  Towards the end of year 02, the Center shall constructively engage with the Government and other stakeholders and sustain a substantial foothold in the justice sector with range of training services.	Workshops/ Sessions with public and private stakeholders  2 in each province / area with 30 participants. 140 Trainings.	Rs.0.3 million per training session



<b>YEAR 03</b>	
Quarter 01	In addition to training services, the Center shall start focusing upon providing its own Mediation Services to the public as alternative modes of settling their disputes. These services can be coordinated with the other stakeholders of the justice system in optimizing the benefit of the service.
Quarter 02	The Center will continue providing face to face and online training and legal education in the form of a rights-based manual which may be made part of the national curricula to meet the objective of enforcement of fundamental rights. And also will strive to extend its mediation services to public sector and private organizations.
Quarter 03	The Center shall be able to provide Online Dispute Resolution Services in selected fields of law to provide legal solutions to the public at its doorstep and maximize the utility of Information Technology in the legal sector.
Quarter 04	The Center shall keep optimum monitoring and evaluation systems to ensure accountability and constant improvement and reform of the justice sector in Pakistan.

**b) Result Based Monitoring (RBM) Indicators**

<b>S. No.</b>	<b>Input</b>	<b>Output</b>	<b>Baseline Indicator</b>	<b>Outcome Targets after Completion of Project</b>	<b>Targeted Impact</b>
1.	Training of Trainers	Building capacity through institutionalized trainings for master trainers.	<input type="checkbox"/> Weak capacity and understanding of mediators. <input type="checkbox"/> Non-availability of training facilities on compulsory and modern ADR techniques.	<input type="checkbox"/> Master trainers efficiently demonstrate dispute resolution mechanisms showing capability to train the mediators/ reconciliators.	18 Training of Trainers/ mediators/ reconciliators in 36 months.
2.	Capacity Building	<input type="checkbox"/> Build capacity of mediators to resolve such disputes in expeditious manner in light of constitutional safeguards and legislations. <input type="checkbox"/> Provide support and guidance on pre-institution ADR. <input type="checkbox"/> Provide training to members of ADRCs and reconciliation committees of police stations. <input type="checkbox"/> Will trained the members of local bodies and other notables of the area. <input type="checkbox"/> To meet the obligations committed under SDG 5 special training programs for female members of legal fraternity would be designed to achieve maximum success of female members of Bar in judicial exam as enable them to	<input type="checkbox"/> Risk of family and civil disputes being converted into criminal cases due to family conflicts. <input type="checkbox"/> Egoistic based lengthy litigations, creating multiplicity of litigation. <input type="checkbox"/> Further adding to backlog which unbalances institution and disposal of cases resulting increase in the shelf life of the cases. <input type="checkbox"/> May result failure of justice system delivery: Just Delayed Justice Denied.	<input type="checkbox"/> Speedy and effective resolution of disputes through mediation. <input type="checkbox"/> Access to justice and their door step at grassroot level through reconciliatory committees of police stations and Union Councils. <input type="checkbox"/> Reducing Risk of conversion of Family and Civil Disputes into series of litigations including criminal cases. <input type="checkbox"/> Lesson the burden upon Legal Aid Regime by providing alternate means of dispute resolution and avoiding multiplicity of the cases. <input type="checkbox"/> Improve the justice system delivery by improving institution and disposal ratio and reducing shelf life of the cases. <input type="checkbox"/> Participation of female judicial members and properly trained legal professional will reduce the human resource problem in judiciary at district level.	1000 beneficiaries (student and faculty members) in one day trainings. 1000 beneficiaries/ Members of Reconciliation Committees/ ADRCs and Union Councils/ Village Councils. 300 beneficiaries - Federal & Provincial Judicial Academies, the National Police Bureau, Bar Councils and Bar Associations etc.

		become successful legal professional.			
3.	Training programmes	<input type="checkbox"/> Improve quality of information available in printed form, training manuals and online training programs and tutorials for high school & college students as well as other justice sector stakeholders. <input type="checkbox"/> Through Law Clinics, law students and people out of school and colleges will also be made aware of such legislation, rights, obligations and remedies. <input type="checkbox"/> Victims will get legal support/aid through law clinics who would liaison with, police, prosecution and prison.	<input type="checkbox"/> Ignorance of significant segment of the society about right based legislation, conventions and legal remedies available. <input type="checkbox"/> Majority of people neither aware of rights nor obligations towards society and nation.	<input type="checkbox"/> Educate reasonable number of the students, justice sector stakeholders about right based legislation thus they will be aware of their rights and obligations towards others. <input type="checkbox"/> Will improve the positive response on rights of others. <input type="checkbox"/> Trained people will be capable to advise, educate and guide others about their rights, obligations and remedies available. <input type="checkbox"/> Thus, reduce the chances of deprivation of rights and injustice.	700 beneficiaries/ trainees Muslim Family and Criminal Law/ Departmental Mediation. 700 beneficiaries Post-Institution Mediation based Training.
4.	Establish mediation centre	<input type="checkbox"/> Will establish a dedicated mediation centre in light of mandate of LAJA u/s 8 for mediation. <input type="checkbox"/> Will extend the facility through online mediation and dispute resolution.	<input type="checkbox"/> No proper dedicated mediation Centre having trained and skilled human resource is available which is backed by statute and deals with pre and post institution mediation, reconciliation.	<input type="checkbox"/> Provide speedy and amicable dispute resolution under dedicated centre. <input type="checkbox"/> Institutionalization of ADR regime in Pakistan. <input type="checkbox"/> Ease in resolving dispute in expeditious and inexpensive manner. <input type="checkbox"/> It will reduce burden on Legal <input type="checkbox"/> Aid Regime to provide legal aid in multiple cases in one dispute. <input type="checkbox"/> Small cause matters would be resolved through ADR and mediators trained by the centre. Trend of fresh institution will be reduced which will address the chronic problem of backlog in traditional court system hence efficacy and remedies available under regular	<input type="checkbox"/> More than 100 cases will be resolved in 36 months.

				courts will improve resulting the early disposal of cases.	
5.	Implementation of national and international obligations	Interventions mentioned above have direct linkage with GOPs SDG and IHRCs Conventions.	GOP has pledged the SDG Goals hence under obligation to meet the goals set in SDG Targets No 4.7, 5.1.1, 5.2, 10.34, 16.3 and 16.10 amongst others. Also, signatory to IHRC.	Centre will play a vital role in meeting international obligations committed in said SDGs and IHRCs hence will have direct positive effect on rest of the goals.	▪ Positive image building of Pakistan - implementation of national and international human rights obligations including international human rights conventions and SDGs.

13.	<b>Management structure and manpower requirements including specialized skills during execution and operational phases:</b>	<ul style="list-style-type: none"><li>▪ Organogram is attached at Annex-II.</li><li>▪ Essential Human Resources of the Project:</li></ul>			
		<b>S. No.</b>	<b>Name of Post</b>	<b>PPS</b>	<b>No. of Posts</b>
		1.	Director / Project Incharge	10	1
		2	Deputy Director (Policy, Research, SDGs, Human Rights)	8	1
		3.	Deputy Director (Training, ADR & Mediation)	8	1
		4.	Assistant Director-I (Admn, General, Finance and Accounts)	7	1
		5.	Assistant Director-II (Content Writing & Poof Reading)	7	1
		6	Assistant Director-III (Urdu write ups)	7	1
		7.	Assistant Director-IV (IT, Networking & IT Operational Support)	7	1
		8.	Librarian (Learning Resource & Library)	7	1
		9.	APS	6	1
		10.	Assistant	5	1
		11.	LDC	3	2
		12.	Driver	1	2
		13.	D.R	1	1
		14.	Naib Qasid	1	3
		15.	Security Guard/ Chowkidar	1	2
		16.	Sanitary Worker	1	2
			<b>Total</b>		<b>22</b>

**14. Additional projects/decisions required to maximize socio-economic benefits from the proposed project**

- The project will contribute to reduce the burden on courts in a cost effective and timely manner as the court cases take several years for a trial date due to thousands of backlogged cases whereas these cases can easily be resolved through arbitration.

15. **Certified that the Project Proposal has been prepared on the basis of guidelines provided by the Planning Commission for the Preparation of PC- I for Preparation of Social Sector Projects:**

**Prepared by:**

**Dr. Muhammad Raheem Awan**  
Director General  
Legal Aid and Justice Authority  
Tel: 9210997

**Checked by:**

**Muhammad Taimur Khan**  
Director General (Dev.)  
Ministry of Human Rights  
Tel: 9203442

**Approved by.**

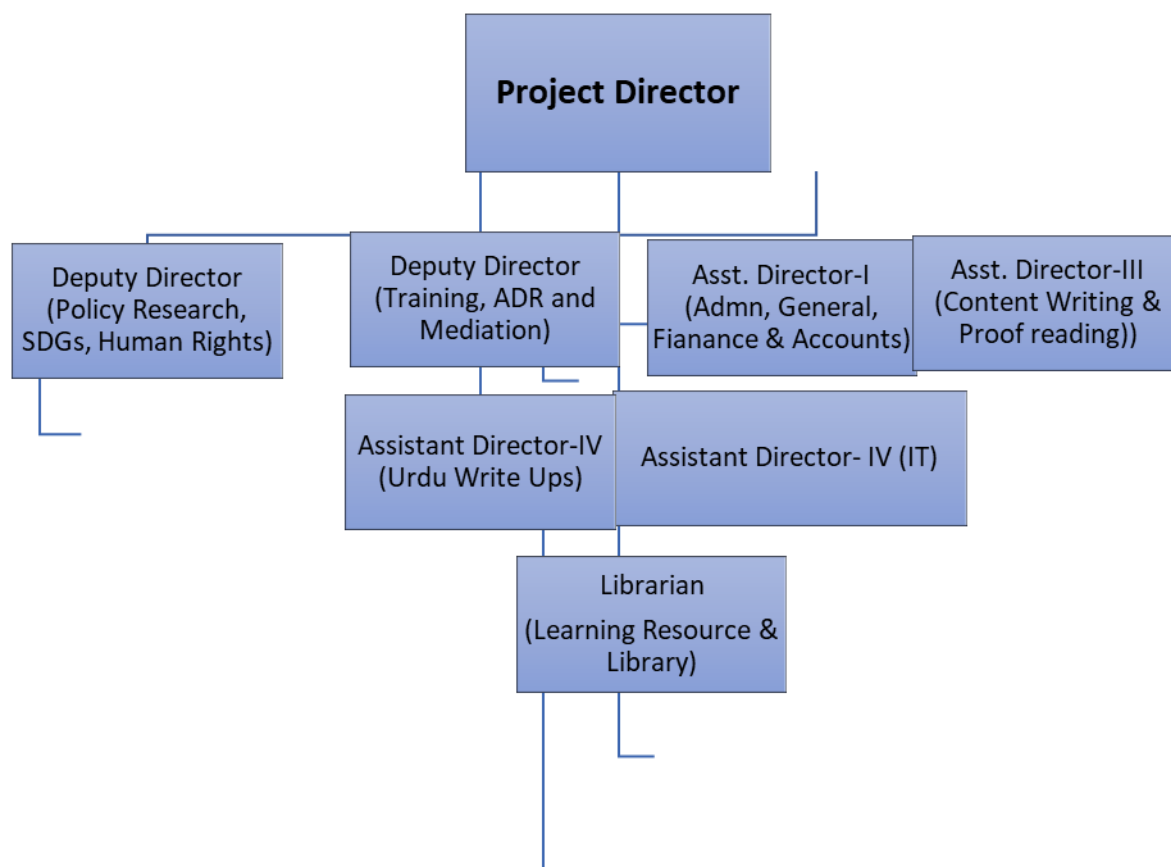
**Mr. Afzal Latif,**  
Secretary,  
Ministry of Human Rights  
Tel:9216620

## Annex-I

### Ground and 1<sup>st</sup> Floor, National Library and Resource Centre, F-7 Markaz, Islamabad



**Management Structure**





**Terms of Reference (ToRs) of Project Staff**

**1. Director / Project Incharge**

(PPS-10)

**Age Limit** 40 to 62 years

**Minimum Qualification and Experience**

- i) First Class or Grade 'B' Master's Degree minimum 16 years education preferably with International Project Management.
- ii) Twelve (17) years post qualification experience in the field of project planning, project management, research, project appraisal, monitoring and evaluation in Government/ Semi Govt. / Autonomous Bodies.
- iii) Preference to having 7 years plus experience as Director of Government projects of interprovincial nature.
- iv) Knowledge of government rules and regulations. Effective communication and writing skills and computer competency.
- v) IT based Management experience.

**Job Description**

- Overseeing all activities of the project including project management, implementation of the project and supervise project staff.
- Supervision of country-wise Alternative Dispute Resolution Programmes.
- Coordination with federal, provincial and district governments to carry out activities.
- Implementation of the project in achievement of targets and submit monthly and quarterly reports for the Ministry and stakeholders.
- Capacity building of project staff to increase awareness on the importance of ADR and encourage accountability for demonstrating results.
- Carry out any other duties and assignment given by the competent authority.

## **2. Deputy Director (Training, ADR & Mediation) (PPS-8)**

**Age Limit** 25-35 plus five (5) years general relaxation in upper age limit.

### **Minimum Qualification and Experience**

- Master in Social Sciences, 16 years education LLM in ADR/Mediation, Human Rights or policy research from a university recognized by HEC or from recognized international university.
- 5 years post qualification experience in the field of training, ADR and Mediation in the federal and provincial or any public or private organization
- Must computer knowledge in MS Word, Excel, PowerPoint, and Email.
- Effective communication and writing skills and computer competency.

### **Job Description**

- Conduct Training, ADR and Mediation at federal, provincial, and local levels.
- Facilitate ADR, mediation education training in mediation/arbitration policies and procedures
- Case Management Administration
- Design and produce brochures and other publications on Training, ADR and Mediation.
- Mediation of disputes and facilitation of communication between parties involved in the conflict.
- Any other duties and assignment given by the competent authority.

## **3. Deputy Director (Policy, Research, SDGs, and Human Rights) (PPS-8)**

**Age Limit** 25-35 plus five (5) years general relaxation in upper age limit.

### **Minimum Qualification and Experience**

- Master in Social Sciences, MSC (IR) MPA, 16 years education LLM in Human Rights or policy research from a university recognized by HEC or from recognized international university
- 5 years post qualification experience in the field of Policy, Research, SDGs, and Human Rights in the federal and provincial or any public or private organization
- Must computer knowledge in MS Word, Excel, PowerPoint, and Email.

### **Job Description**

- All matters related to Policy, Research, SDGs, and Human Rights
- Coordination at federal, provincial, and local levels.

- Effective communication and writing skills and computer competency.
- Any other duties and assignment given by the competent authority.

**4. Assistant Director (Admn, General, Finance & Accounts)**

PPS-7

**Age Limit**

22-30 plus five (5) years general relaxation in upper age limit.

**Minimum Qualification, Experience and Job Description**

- MBA, MPA
- Two-year experience in public and private organization.
- Proficient in government rules and regulations.
- Knowledge in public financial management (preferable on PIFRA and SAP), Accounting/Budgeting/Financial auditing etc.
- Must computer knowledge in MS Word, Excel, Power Point and Email.
- Maintain admn, general, finance and accounting matters of the project.
- Maintain transactions, payments and expenses and processing invoices.
- Maintain bills and invoices,
- Liaison with AGPR for bills payments
- Monthly reconciliation of statements.
- Job duties as per requirement of the job assignment and any other tasks assigned by the competent authority.

**5. Assistant Director (Content Writing & Poof Reading)**

PPS-7

**Age Limit**

22-30 plus five (5) years general relaxation in upper age limit.

**Minimum Qualification, Experience and Job Description**

- MA (English) literature with experience in report writing.
- Two-year experience in public and private organization.
- Content writing as required and proof reading
- Job duties as per requirement of the job assignment and any other tasks assigned by the competent authority.

**6. Assistant Director (Urdu Write ups)**

PPS-7

**Age Limit**

22-30 plus five (5) years general relaxation in upper age limit.

**Minimum Qualification, Experience and Job Description**

- MA (Urdu) literature with experience in report writing.
- Two-year experience in public and private organization.
- Urdu content writing as required and proof reading
- Job duties as per requirement of the job assignment and any other tasks assigned by the competent authority.

**7. Assistant Director (IT)**

PPS-7

**Age Limit**

22-30 plus five (5) years general relaxation in upper age limit.

**Minimum Qualification, Experience**

- Master's degree in IT, Computer Sciences preferably in artificial intelligence BS in computer science or relevant discipline.
- Two-year experience in IT related projects.

**Job Description**

- Manage all matters related to IT.
- Reviewing operating systems and software and making any adjustments.
- Implementing computer programs on multiple systems in the project
- Using computer-assisted software tools
- Performing all requirements needed for the implementation of automated computer systems in the project
- Collaborating with software developers in the creation of programs for their organization
- Manages computer resources efficiently and adequate system response.
- Resolve computer related issues, routing user questions to other areas as appropriate.
- Analyzes and resolves hardware/software/problems such as operational discrepancies, job aborts, and network issues.
- Operates the computer efficiently to ensure production, packaging and delivery of regular, and special reports.

- Maintains operations database (i.e., jobs, scheduling, inventory, tape library, auto scheduler, etc.).

## **8. Librarian (Learning Resource & Library) (PPS-7)**

**Age Limit** 22-30 plus five (5) years general relaxation in upper age limit.

### **Minimum Qualification and Experience**

- Master degree in Library Science or relevant discipline
- A minimum of 2 years' experience working in a public library.
- Excellent IT skills and knowledge of library databases.
- Outstanding organizational and interpersonal communication skills.

### **Job Description**

- Manages computer resources efficiently and adequate system response.
- Assist library visitors in conducting research and locating resources
- Organize all library resources
- Identify technology needs and make recommendations
- Collecting, organizing, and issuing library resources.
- Any other assignment by the higher authorities.

### **ToRs of Support Staff**

<b>S. No</b>	<b>Designation and BPS of the Post</b>	<b>Qualification, Experience and Job Description</b>	<b>Age Limit</b>
1.	<b>APS</b> (PPS-6 equivalent to BPS-16)	<ul style="list-style-type: none"> <li>▪ Bachelor degree (2<sup>nd</sup> Division)</li> <li>▪ Minimum typing speed of 50 W.P.M.</li> <li>▪ Basic IT Training Course including MS Office.</li> <li>▪ Preference will be given to experienced persons.</li> </ul>	18-25
2.	<b>Assistant</b> (PPS-5 equivalent to BPS-15)	<ul style="list-style-type: none"> <li>▪ Bachelor degree (2<sup>nd</sup> Division)</li> <li>▪ Minimum typing speed of 30 W.P.M.</li> <li>▪ Basic IT Training Course including MS Office.</li> <li>▪ Preference will be given to experienced persons.</li> </ul>	18-25
3.	<b>LDC</b> (PPS-3 equivalent to BPS-9)	<ul style="list-style-type: none"> <li>▪ Intermediate (2<sup>nd</sup> Division)</li> <li>▪ Minimum typing speed of 30 W.P.M.</li> <li>▪ Basic IT Training Course including MS Office.</li> <li>▪ Preference will be given to experienced persons.</li> </ul>	18-25
4.	<b>Driver</b> (PPS-1 equivalent to BPS-4)	<ul style="list-style-type: none"> <li>▪ Middle/Matric from a recognized Board. Matric will be preferred.</li> <li>▪ 2-year year experience in LTV/HTV driving with Valid Driving License and well versed in traffic rules.</li> </ul>	18-35
5.	<b>Dispatch Rider</b> (PPS-1 equivalent to BPS-4)	<ul style="list-style-type: none"> <li>▪ Middle/Matric from a recognized Board. Matric will be preferred.</li> <li>▪ 2-year year experience in LTV/HTV driving with Valid Driving License and well versed in traffic rules.</li> </ul>	18-25
6.	<b>Naib Qasid</b> (PPS-1 equivalent to BPS-1)	<ul style="list-style-type: none"> <li>▪ Middle</li> <li>▪ Mentally and physically sound</li> </ul>	18-25
7.	<b>Security Guard/ Chowkidar</b>	<ul style="list-style-type: none"> <li>▪ Primary pass.</li> <li>▪ Fit for security guard duty.</li> </ul>	18-25

	(PPS-1 equivalent to BPS-1)		
8.	<b>Sanitary Worker</b> (PPS-1 equivalent to BPS-1)	▪ Fit for duty.	18-25

**Annex-IV**

**Administrative Cost**

S. No.	Name of Post	PPS	BPS	No. of Posts	Pay Package 2022	Year-I	Year-II	Total
1.	Director / Project Incharge	10	20	1	437,500	5,250,000	5,512,500	<b>10,762,500</b>
2	Deputy Director (Policy, Research, SDGs, Human Rights)	8	18	1	218,750	2,625,000	2,756,250	<b>5,381,250</b>
3	Deputy Director (Training, ADR & Mediation)	8	18	1	218,750	2,625,000	2,756,250	<b>5,381,250</b>
4	Assistant Director-I (Admn, General, Finance and Accounts)	7	17	1	157,500	1,890,000	1,984,500	<b>3,874,500</b>
5	Assistant Director-II (Content Writing & Poof Reading)	7	17	1	157,500	1,890,000	1,984,500	<b>3,874,500</b>
6	Assistant Director-III (Urdu write ups)	7	17	1	157,500	1,890,000	1,984,500	<b>3,874,500</b>
7.	Assistant Director-IV (IT, Networking & IT Operational Support)	7	17	1	157,500	1,890,000	1,984,500	<b>3,874,500</b>
8	Librarian (Learning Resource & Library)	7	17	1	157,500	1,890,000	1,984,500	<b>3,874,500</b>
9.	APS	6	16	1	105,000	1,260,000	1,323,000	<b>2,583,000</b>
10.	Assistant	5	15	1	70,000	840,000	882,000	<b>1,722,000</b>
11.	LDC	3	9	2	43,750	1,050,000	1,102,500	<b>2,152,500</b>
12	Driver	1	4	2	28,000	336,000	352,800	<b>688,800</b>
13.	D.R	1	4	1	28,000	672,000	705,600	<b>1,377,600</b>
14.	Naib Qasid	1	1	3	28,000	1,008,000	1,058,400	<b>2,066,400</b>
15.	Security Guard/ Chowkidar	1	1	2	28,000	672,000	705,600	<b>1,377,600</b>
16	Sanitary Worker	1	1	2	28,000	672,000	705,600	<b>1,377,600</b>

	<b>Total</b>			<b>22</b>	<b>2,021,250</b>	<b>26,460,000</b>	<b>27,783,000</b>	<b>54,243,000</b>
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**Physical Assets**

<b>Description</b>	<b>Units</b>	<b>Unit Cost</b>	<b>Amount in Rs.</b>
<b>Computer Equipment/ Hardware</b>		<b>3,760,000</b>	<b>9,800,000</b>
Desktop Computer (all equipment's)	15	160,000	2,400,000
Laptop Computer with Licensed Software	8	250,000	2,000,000
UPS 6400 Watts/8KVA/generator/solar	2	1,000,000	2,000,000
Network Laser Printers	10	50,000	500,000
DSLR Camera	3	300,000	900,000
Mis. Hardware equipment's including backup UPS for PCs)		2,000,000	2,000,000
<b>Software</b>		<b>3,000,000</b>	<b>3,000,000</b>
<b>IT Equipment</b>		<b>2,000,000</b>	<b>2,000,000</b>
<b>Plant &amp; Machinery</b>		<b>5,220,000</b>	<b>10,990,000</b>
Fax Machine	2	70,000	140,000
Photocopiers	3	1,000,000	3,000,000
Multi Media Projector with Screen	3	700,000	2,100,000
Heavy Duty Scanner	3	250,000	750,000
AC 1 ton	10	200,000	2,000,000
Procurement of Misc. Equipment	1	3,000,000	3,000,000
<b>Transport</b>		<b>5,250,000</b>	<b>5,250,000</b>
Suzuki Cultus (1000 cc)	1	3,500,000	3,500,000
Suzuki Bolan	1	1,600,000	1,600,000
Motor Cycle, 125 CC (Honda)	1	150,000	150,000
<b>Furniture &amp; Fixture</b>		<b>5,034,000</b>	<b>8,960,000</b>
Officers Table	10	50,000	500,000
Revolving Chairs for Officers	10	30,000	300,000
Side Racks	20	12,000	240,000
Computer Tables	10	12,000	120,000
Computer Chairs	10	15,000	150,000
Staff Tables	10	20,000	200,000
Staff Chairs	10	15,000	150,000
Officer's room chairs, Staff and Visitors Chairs	100	10,000	1,000,000
Committee Room Tables	5	100,000	500,000
Committee Room Chairs	30	20,000	600,000
Cabinet / Almirah	10	50,000	500,000
Furniture for Library/ Resource Centre		3,000,000	3,000,000
Mis. Items (including kitchen utensils and wheel chairs for PWDs etc.)		1,700,000	1,700,000
<b>Total</b>	<b>288</b>	<b>24,264,000</b>	<b>40,000,000</b>



**Operational Cost**

<b>Description</b>	<b>Units in No.</b>	<b>Year-I</b>	<b>Year-II</b>	<b>Total</b>
<b>Communication</b>		<b>3,600,000</b>	<b>4,300,000</b>	<b>7,900,000</b>
Postage and Telegraph	36 months	600,000	600,000	<b>1,200,000</b>
Telephone and Trunk Calls	36	500,000	1,200,000	<b>1,700,000</b>
Electronic Communication	36	2,000,000	2,000,000	<b>4,000,000</b>
Courier and Pilot Service		500,000	500,000	<b>1,000,000</b>
<b>Utilities</b>		<b>2,300,000</b>	<b>2,300,000</b>	<b>4,600,000</b>
Gas	36	600,000	600,000	<b>1,200,000</b>
Water	36	500,000	500,000	<b>1,000,000</b>
Electricity	36	1,200,000	1,200,000	<b>2,400,000</b>
<b>Occupancy Costs</b>		<b>5,000,000</b>	<b>5,000,000</b>	<b>10,000,000</b>
Rent for Office Building	<b>36</b>	5,000,000	5,000,000	<b>10,000,000</b>
<b>Registration and Insurance of Vehicle</b>		<b>1,000,000</b>	<b>200,000</b>	<b>1,200,000</b>
Insurance of Vehicle		700,000	100,000	<b>800,000</b>
Registration of Vehicle		300,000	100,000	<b>400,000</b>
<b>Consultancy &amp; Contractual Work</b>		<b>7,000,000</b>	<b>7,000,000</b>	<b>14,000,000</b>
Others/ Contingencies/ Consultancy & Contractual Work		7,000,000	7,000,000	<b>14,000,000</b>
<b>Travel &amp; Transportation</b>		<b>39,000,000</b>	<b>39,000,000</b>	<b>78,000,000</b>
Training - Domestic		20,000,000	20,000,000	<b>40,000,000</b>
Other - International		10,000,000	10,000,000	<b>20,000,000</b>
Travelling Allowance for Govt. Servants		3,000,000	3,000,000	<b>6,000,000</b>
Transportation of Goods		1,000,000	500,000	<b>1,500,000</b>
POL		1,000,000	1,500,000	<b>2,500,000</b>
Conveyance Charges		1,000,000	1,000,000	<b>2,000,000</b>
Travelling Allowance- Other than Govt. Servants		3,000,000	3,000,000	<b>6,000,000</b>
<b>General</b>		<b>48,057,000</b>	<b>54,400,000</b>	<b>102,457,000</b>
Stationery		3,500,000	3,500,000	<b>7,000,000</b>
Printing and Publication		3,000,000	3,000,000	<b>6,000,000</b>
Conferences / Seminars / Workshops		15,000,000	20,000,000	<b>35,000,000</b>
Hire of Vehicles		1,000,000	1,000,000	<b>2,000,000</b>
Newspapers, Periodicals and Books		1,000,000	1,000,000	<b>2,000,000</b>
Advertising & Publicity		5,000,000	5,000,000	<b>10,000,000</b>
Payments to Other Services rendered		17,000,000	17,000,000	<b>34,000,000</b>
Unforeseen Exp.		500,000	900,000	<b>1,400,000</b>
Others		2,057,000	3,000,000	<b>5,057,000</b>
<b>Refurbishment of building etc.</b>		<b>2,000,000</b>	<b>600,000</b>	<b>2,600,000</b>
<b>Total</b>		<b>105,957,000</b>	<b>112,200,000</b>	<b>220,757,000</b>

**Specification for Desktop System**

<b>Item</b>	<b>Specification</b>	
Desktop System with LED	Processor	11th Gen Intel® Core™ i7-11700 processor (8-Core, 16M Cache, 2.5GHz to 4.9GHz) or Higher
	Memory	16GB DDR4 (8Gx2) 2933Mhz Memory
	Hard Drive	512 GB SSD
	Graphic Card	2GB
	Connectivity	Wi-Fi 5 or Wi-Fi 6, Bluetooth minimum, Built-in HDMI, VGA & Display Port Giga-bit built-in LAN
	OS	Windows 11 pro OLP 64 bit (Licensed) (Pre-Installed)
	Warranty	3/3/3 (Material/ Labour/ Onsite Support) Warranty
	Accessories	Keyboard, Mouse, and Power cords
	LED	21” Full HD (1080p) 1920x1080 at 60 Hz or more, aspect ratio 16:09 with HDMI, VGA, USB 3.0 ports with power adapters and other accessories

### Specifications for Laptops

Item	Specification	
Laptops	Processor	11th Generation Intel® Core™ i7, 2.8/4.7 GHz, 12 MB Cache or higher
	Memory	16GB DDR4 2667Mhz Memory or higher
	Hard Drive	512 GB
	Display	14.0" FHD or higher
	Graphic Card	2GB or higher
	Ports	Ports: 2 x USB-A 3.1, HDMI, RJ45, Headphone / mic combo
	Connectivity	Wi-Fi 5, Wi-Fi 6, Bluetooth minimum, Giga-bit built-in LAN
	Camera	HD 720p (minimum) with Shutter privacy cover
	Keyboard	Spill resistant, Backlight with white LED lighting, US English
	AC Adapter	Included
	Battery	Up to 6 hours or higher
	Laptop Bag	Top load 15.6" case
	OS	Windows 11 Pro OLP 64bit (Licensed) (Pre-Installed)
	Warranty	3/3/3 (Material/ Labour/ Onsite Support) Warranty

### Specifications for Network Laser printer

Item	Specification	
Network Laser (All in One type, Printer, Copy, Scan, Fax)	Model	Network Laser printer for Business/Office
	Print Type	Mono Laser Printer, Copy, Scan, Fax (All in One type)
	Print Speed	Black (normal quality minimum 28 ppm)
	Resolution	600 x 600 dpi or higher
	Duty Cycle	minimum 50,000 monthly
	Monthly Page Volume	750 to 4,000
	Duplex Printing	Automatic
	Memory (RAM)	1.25 GB (printer), 512 MB (scanner) or higher
	Processor	800 MHz or higher
	Display	Yes
	Paper Handling	Minimum 50-sheet multipurpose tray, minimum 250-sheet input tray
	Mobile Printing Capability	Yes
	Connectivity Options	Hi-Speed USB 2.0; 1 host USB; Gigabit Ethernet 10/100/1000 BASE-T network; 802.3 az (EEE) Wi-Fi 802.11b/g/n
	E-Print	Preferred
	Wi-Fi	Yes
	Warranty	Three-year support with parts and labour

### Specifications for UPS

Item	Specifications
UPS 8 KVA	<p>RATING: 6400Watt, Power factor .7 or higher</p> <p>Frequency 50/60 Hz</p> <p>On-line efficiency 95%, On-Line regulation -10% to +6% of nominal voltage</p> <p>On-battery regulation <math>\pm 5\%</math> of nominal voltage</p> <p>Line-Interactive, Sine Wave output</p> <p>LED Display</p> <p>USB and serial support</p> <p>Management Software</p> <p>Battery type: Maintenance-free sealed Lead-Acid battery with suspended electrolyte, leak proof</p> <p>Audible alarm</p> <p>Adjustable voltage sensitivity</p> <p>Automatic Shutdown</p> <p>Backup time: 01 Hour</p> <p>Three Years warranty</p>
UPS 1 KVA	<p>RATING: 1000VA, Power factor .7 or higher</p> <p>LED Display</p> <p>on-battery regulation <math>\pm 5\%</math> of nominal voltage</p> <p>Line-Interactive, Sine Wave output</p> <p>Frequency 50/60 Hz</p> <p>Audible alarm</p> <p>Automatic Shutdown</p> <p>Backup time:1 Hour</p> <p>Dry Sealed Maintenance Free Batteries</p> <p>Three years warranty</p>

## Heavy Duty Scanner

Item	Specification	
Heavy Duty Scanner	Scan Type	ADF Scanner with flat bed
	Digital sending standard features	Local or network folder; e-mail; SharePoint 2007 & 2010; Cloud destinations; Google Drive; Box; FTP; printer; fax; user-defined command-line application; web folder
	Through put Speed Color/greyscale/B&W	Up to 50 ppm/100 ipm (black & white, color, greyscale, 200 dpi) or higher
	Operator Control Panel	User Friendly preferably Graphical LCD controls
	Imaging Technology	Color/Dual CCD (Grayscale output bit depth is 256 levels)
	Illumination	LED
	Output resolution	150 to 600 dpi or higher
	Max Document size.	Legal, with option to scan long documents
	Min Document size.	2 x 2 inch or less
	Paper thickness and weight	27 to 413 g/m <sup>2</sup>
	Paper Path	Straight paper path for ADF
	Multi Feed Detection	Ultrasonic
	Recommended Daily Volume	4000 to 5000 pages or higher
	Document Feeding Capacity	Min 100 sheets 80 g/m <sup>2</sup> or 20 lb
	Connectivity	USB 2.0 high speed or 3.0
	Imaging Features	Barcode reading; Perfect Page scanning; Deskew; Autocrop; Fixed cropping; Relative cropping; Multi-lingual auto orientation; Orthogonal rotation; Add border; Remove border; Intelligent image edge fill; Round/Rectangular Hole Fill; Content or file size-based blank page removal; Sharpening; Streak Filtering; Automatic brightness/contrast; Background color smoothing; Automatic color balance; Auto white balance; Enhanced color adjustment; Enhanced color management; Automatic color detection; Adaptive threshold processing; Fixed thresh holding; iThresholding; Lone pixel noise removal; Majority rule noise removal; Halftone removal; Electronic color dropout (R, G, B); Predominate (1) color dropout; Multiple (up to five) color dropout; All color dropout; Dual stream; Compression (Group 4, JPEG); Image merge; Long document scanning (up to 4,064 mm/160 in.
	OS Compatibility	Windows 7,8,10 Windows Server 2012,2016 (32-bit and 64-bit) and MAC etc.
Smart Touch		Sends documents to file/ email/ printer/ fax printer & desktop

	Scan file format	PDF (image-only, searchable, MRC, PDF/A, encrypted), TIFF (single page, multi-page, compressed: G3, G4, LZW, JPEG), DOC, RTF, WPD, XLS, TXT, XML, XPS, HTML, OPF, JPG, BMP, PNG
	Warranty	Three year local onsite with parts and labour

### Specifications for Camera

Specification	
Generation Specifications	<ul style="list-style-type: none"> <li>24.2MP<sup>4</sup> 35mm full-frame CMOS sensor with back-illuminated design</li> <li>Sensitivity range up to ISO 51200 (expandable to ISO 50-204800 for stills)</li> <li>Fast Hybrid AF with 693 phase-detection and 425 contrast-detection AF points</li> <li>High-speed continuous shooting of up to 10 fps<sup>1</sup> with AF/AE tracking</li> <li>4K HDR<sup>23</sup> movie recording capability</li> <li>In-body image stabilization</li> <li>Touchscreen</li> <li>Dual SD memory card slots</li> <li>Movie Resolution: 3840x2160 (30p/25p/24p) 1920x1080 (120p/100p/60p/60i/50p/50i/30p/25p/24p)</li> <li>Built-In Wi-Fi</li> <li>NFC, Bluetooth, Microphone, Headphone,</li> <li>External Connections: USB 2.0, High-speed USB 3.0, Super speed Bluetooth, WiFi</li> </ul>
Lens Compatibility	E-mount lenses
Sensor type	35mm full frame (35.6×23.8mm), Exmore R CMOS sensor (mirrorless)
Number of pixels (effective)	Approx. 24.2 megapixels
Sensitivity (recommended exposure index)	Still images: ISO 100-51200 (ISO numbers up from ISO 50 to ISO 204800 can be set as expanded ISO range.), AUTO (ISO 100-12800, selectable lower limit and upper limit), Movies: ISO 100-51200 equivalent (ISO numbers up ISO 102400 can be set as expanded ISO range.), AUTO (ISO 100-12800, selectable lower limit and upper limit)

Battery life (still images)	Approx. 610 shots (Viewfinder) / approx. 710 shots (LCD monitor) (CIPA standard) <sup>30</sup>
Viewfinder type	1.3 cm (0.5 type) electronic viewfinder (color), XGA OLED 2,359,296 dots (786,432 pixels)
Monitor type	7.5cm (3.0-type) type TFT

### Projector with Screen

Projector with Screen	Description	Specification Parameter
	Type	3LCD/LCX™ Display Technology (Portable)
	Brightness (Typical):	6000 lumens or higher
	Resolution:	WXGA or (1280 x 800) or Higher
	Contrast:	20000: 1
	Lamp and Life:	3000 hours or above, Eco-Mode Life: 4000 hours or above
	INPUT:	HDMI, VGA*2, Scart, Svedio, Audio

### Air Conditioner

Invertor Air Conditioner 1 Ton	1ton split dc invertor air conditioner, Cooling capacity: 12000 BTU, High Energy Efficiency Ratio, Auto Restart & Sleep Mode, Remote Control, Multi Flow Condenser Fin, Segment Panel display.
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