



## GENDER JUSTICE

THROUGH

## MUSALIHAT ANJUMAN

A Proposal for Completion of Planned Activities during Existing Pilot Project Phase and Up-scaling/Extension from 2007 - 2011

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Ratified by:  
Economic Affairs Division  
(EAD)  
As the Chairperson of the GSP Steering Committee

Country: Pakistan

UNDAF Outcome(s): CC-G/A-3/11.2 Effective implementation of CRC/CEDAW through legislation, policies, programmes, capacity building, monitoring, awareness and regular reporting.

Expected CP Outcome(s): National Action Plan for the advancement of women jointly adopted implemented and monitored by the government, legislature and civil society according to time bound goals.

CP output: Local government structure and systems strengthened and procedures re-engineered

Implementing partner: Ministry of Local Government and Rural Development, Government of Pakistan

Other Partners: Local Government & Rural Development Departments, Civil Society Organizations and other GoP Ministries

Physical, psychological and sexual abuse suffered by women, otherwise termed, as 'Gender Violence' is a serious problem in all societies. UNDP recently conducted a Social Audit on Abuse Against Women (SAAAW), DFID sponsored and executed by the Ministry of Women Development (MOWD). The audit was conducted to provide information on the extent, and form of violence afflicted on women. The findings of this study and the subsequent consultative process led to the recommendation to provide women victims of violence an alternative mechanism where they can obtain gender justice considering that the institutional safeguards offered by the formal justice sector institutions have also failed to perform their role. Partly, the problem is rooted in the over burdened justice sector institutions also discouraging women victims to approach these services with the required confidence which is reflected by the basic and underdeveloped Alternate Dispute Resolution (ADR) systems.

It is therefore important to look at the potentials of ADR as a means to address the gender violence issues for amicable settlement through mediation and conciliation. There is a great potential for ADR to work and resolve many gender issues at a local level if they are formed properly and carefully. It will save not only the courts' time but the time and money of the parties at dispute. In addition, it will save women the difficulty of travelling long distances to attend court hearings/sessions or approach an NGO.

The project therefore aims to promote and safeguard the rights and entitlements of women and vulnerable groups by institutionalizing community supported dispute resolution mechanisms.

The project has four strategic outputs:

- Constitution and mobilization of the Musalihat Anjumans in all Union Councils in the pilot districts to provide the women victims of violence an alternative mechanism where they can obtain gender justice;
- Build the capacity of the Musalihat Anjumans (MAs) to dispense gender-responsive justice;
- Partnerships between judiciary, police and MA for fair, accountable and equitable dispensation of justice;&
- Community advocacy to promote women's awareness of their legal rights and the active participation of men in ending gender-based violence.

Programme Period: 2006 – 2011 Programme Component: Gender Intervention Title: Social Budget Code: _____ Duration: ▪ 2006 (Completion of existing activities during Pilot Phase) –US \$ 0.419 m ▪ 2007 – 2011 (05 years for Up-scaled Project) – US \$ 7.021 m	Estimated annualized budget: Allocated resources: US Dollars: \$ 7.440 Million • Government _____ • Regular _____ • Other: Donor: US Dollars: \$ 7.440 Million
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Agreed by Ministry of Local Government:

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Secretary, Ministry of Local Government and Rural Development, GoP, Islamabad

Agreed by UNDP:

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Mr. Haoliang Xu, Country Director, UNDP Pakistan

## ACRONYMS

ADR	Alternate Dispute Resolution
Cr.PC	Criminal Procedure Code
CSO	Civil Society Organizations
EA	Executing Agency
GoP	Government of Pakistan
IA	Implementing Agencies
IC	Insaaf Committee
LGO 2001	Local Government Ordinance 2001
M&E	Monitoring and Evaluation
MA	Musalihat Anjuman
MAJA	Musalihat Anjuman Justice Advocates
MASS	Musalihat Anjuman Support Services
MoL	Ministry of Law, Justice and Human Rights
NGO	Non Governmental Organizations
NPD	National Project Director
NPM	National Project Manager
NSC	National Steering Committee
PPD	Provincial Project Director
PPM	Provincial Project Manager
PPC	Pakistan Penal Code, 1860
PSC	Provincial Steering Committee
PSU	Project Support Unit
RoB	Rules of Business
SAAAW	Social Audit on Abuse Against Women
SW&WD	Social Welfare & Women Development
UA	Union Administration
UC	Union Council
UNDP	United Nations Development Programme

## 1. BACKGROUND

Social Audit on Abuse against Women (SAAAW) was conducted by CIET in 2003, which highlighted the problems encountered by victims of Gender Violence in gaining access to justice in Pakistan's conventional court system. The present project document, whilst endorsing the findings of SAAAW report in relation to gaining access to justice, further highlights a number of problems and constraints faced by victims of Gender Violence in seeking relief through the existing judicial and the alternative dispute resolution (ADR) systems. It further considers ADR platform provided in the Local Government Ordinance, 2001 (LGO) in form of Musalihat Anjuman (MA), which is community based, informal and inexpensive and which can effectively dispense justice to victims of Gender Violence and resolve their disputes amicably. The Project document hence sets out a comprehensive strategy for operationalizing ADR Framework for curbing gender violence through strengthening and capacity building of Musalihat Anjuman. A United Nations Development Programme (UNDP), Swiss Development Cooperation (SDC) and the Royal Norwegian Embassy (RNE) funded pilot phase (2005 – 2006) is already underway at the Federal level and in all four Provinces in eight selected districts (Refer to Figure 1- Map attached).

### 1.1 Situation analysis

The project preparation was preceded by nation wide field work which included exhaustive meetings with Governmental and Non-Governmental Organizations (NGOs), human rights lawyers, police officials, members of judiciary, victims of Gender Violence as well looking at the existing case law and other relevant material. Following is a summary of these findings.

#### I. Problems/Constraints of existing legal system for providing relief to victims of gender violence

- (a) In cases of gender violence, prosecutions were rarely initiated by women themselves. The category of cases usually taken to courts by women are child custody, maintenance and khula;
- (b) Women could not take their cases to courts of law for a variety of reasons including inability to pay court related costs and traveling, fear of repeated violence by perpetrators, fear of negative publicity, hostile and unfriendly attitude of police functionaries. There was very little difference in women's perception of lady police station compared with ordinary police stations;
- (c) Police is not forthcoming in registering the FIRs in the cases of domestic violence, terming them as internal family matters;
- (d) The perpetrators of rape cases usually exploited provisions of Hudood/Qanoon-I-Shahadat laws for falsely implicating the women victims in Zina offences. This leads to a reluctance amongst women victims of rape to approach formal court system for seeking justice;
- (e) The procedures followed by police and medico legal functionaries typically delay and hence spoil the evidence in cases of rape and violence against women;
- (f) Police complained that withdrawal by affected families themselves in cases of gender violence/rape etc (under so called social pressure) led to a less effective police response to such incidents.

II. Existing alternatives for victims of gender violence for seeking justice/relief and their constraints

- (a) In divorce cases, women approach Union Councils for reconciliation under Section 7(4) of Muslim Family Law Ordinance, 1961 (MFLO). However, these proceedings do not cover /tackle the issues of violence against women, even if these are agitated by women during proceedings;
- (b) Women may also approach Union Councils under Section 9 (1), 10, 6 (3) of MFLO for cases of maintenance, return of dower and polygamy;
- (c) The usual atmosphere of proceedings of Union Councils in above cases is highly unfavorable for women victims as these proceedings involve many males having nothing to do with the matter in hand;
- (d) The Union Councils are highly male dominated and women councilors have usually very limited or no role in proceedings involving women complainants;
- (e) The Union Councils do no longer have the powers under the Reconciliation Courts Ordinance (XLIV of 1961), which may enable them to address the issues of violence against women in a more appropriate manner;
- (f) The forum of Guardian Court is available for cases involving custody of child; Another forum, which has proved useful for women victims of violence includes a range of human/gender rights NGOs which assist women in seeking justice and subsequent follow up in cases of violence;
- (g) A limited number of such NGOs also provide safe shelter to the victims of violence wherefrom mediation or subsequent court processes may be initiated

It is therefore clear that the existing platforms whether in form of conventional court or ADR system have failed to effectively provide relief or address the issues relating to Gender Violence. Yet the issue of Gender Violence remains on the increase due to several factors<sup>1</sup> including socio economic conditions and old traditions. It appears that the only platform available to women in finding relief, protection and resolving their disputes is through NGOs which, though very effective in resolving the issues of Gender Violence, are neither community based nor nation wide.<sup>2</sup>

1.2 Local Government Ordinance 2001 and ADR

LGO 2001 provides a basic framework for disputes to be resolved amicably through Musalihat Anjuman (MA). The MA is envisaged under the LGO to consist of a selected panel of persons from within the community, who are publicly known as persons of integrity, good judgment and command respect. Moreover, under Section 104 of the LGO, cases may be referred to MA by any Court where proceedings are pending. The MA, are to be appointed by Insaaf Committee (IC) which itself is to be elected by the Union Council under Section 88(n) of the LGO.

As yet, in majority of cases, neither the Insaaf Committees nor the panel of Musalihat Anjuman have been formed due to various reasons such as lack of knowledge of the LGO provisions amongst the officials, lack of commitment, non existence of detailed rules for the functioning and operation of MA's, lack of funds and the very limited role of female Councilors. However, though not yet formed and functioning the platform of MA as envisaged under the LGO provides the only community based informal and inexpensive ADR system to tackle the disputes relating to issues of Gender Violence.

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<sup>1</sup> Annexure II

<sup>2</sup> Annexure iv

There are several advantages for using MAs, which are summarized as follows:

- Acceptance of MAs as a concept in each Union Council as illustrated by the promulgation of the LGO in all Provinces of Pakistan;
- Decrease in the burden of the judiciary without replacing the latter;
- Prompt Decisions;
- MAs are locally based, therefore, easily accessible resulting in substantial reduction in travel costs;
- Avoidance of involvement of lawyers, police and complicated court procedures (including the associated fees, costs and expenses);
- Even in serious cases which are not compoundable (i.e. cannot be settled without prior permission of the court) as set out in Section 345 of the Criminal Procedure Code, 1898 and Hudood Laws Ordinance, 1979, women may still reach a settlement if they approach MA prior to the initiation of prosecution;<sup>3</sup>
- Ability of court to refer matter to MA under Section 104 of the LGO;
- Power of MA to summon parties to dispute where the matter is referred by court under Section 104(2) of the LGO;
- Ability of parties to appoint a person of the own choice as a Muslaheen in the panel of the MA under Section 1.5 of the LGO;
- Greater chances of preventing repetition of Gender Violence where a confrontation occurs between the victim and perpetrator of violence in a controlled community based environment.

All the above factors lead to the conclusion that promotion of ADR framework through the institution of Musalihah Anjuman may provide an inexpensive, effective and community based mechanism for curbing the incidence of gender violence.

## 2. THE PROJECT

### 2.1 The Primary Issues

All the above-mentioned findings have been instrumental in formation of the present project. The focus of the preparatory work for this project was determined by the following broader inquiries:

- The present status/future potential of ADR mechanisms for addressing violence against women and the legal issues involved therein;
- The present situation of the working of MA as per LGO 2001, the constraints and possible strengths to address gender violence
- An innovative model for ensuring formation of public bodies (e.g. MAs) as envisaged in LGO

### 2.2 Project Goal and Objectives

The logical framework explains the project goal, objectives, outputs and long-term outcomes. The whole range of project activities is designed to achieve the following goal:

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<sup>3</sup> Annexure III.

“To assist women and other vulnerable sections of society in improving their conditions through safeguarding and promoting their rights and lawful entitlements”

The project goal is designed to be achieved through implementation of five inter-related project objectives. These objectives cover the areas of improved service delivery, capacity building, empowerment and sustainability. Following is a description of these objectives:

- a) To provide women victims of violence an alternative mechanism, whereby they can obtain gender justice
- b) To build the capacity of Musalihat Anjuman for dispensing gender-responsive justice
- c) To enhance public engagement with utilization of the services of Musalihat Anjuman
- d) To promote women’s awareness of their legal rights and men’s active participation in ending gender based violence

The project objectives have been further developed as outputs, which would accrue from the implementation of laid down activities as per the project work plan.

### 2.3 Implementation Strategy

The project shall achieve its desired objectives through realization of laid down outputs and implementation of activities as per the work plan. These activities shall be implemented during the extended phase of the project at the Federal as well as the Provincial levels (in all four provinces) in the twenty (20) selected pilot districts.

Following is a description of each of the project output and the various activities planned for implementation in line with each of the outputs.

OUTPUT NO.1                    “Constitution and mobilization of the Musalihat Anjumans in all Unions Councils in the pilot districts”

This output would contribute towards providing women victims of violence an alternate mechanism to obtain gender justice. This would be realized through implementation of the following four categories of inter related activities:

1. Continued Support for Local Government Departments. The Local Government and Rural Development Departments are the administrative departments for the implementation of LGO 2001 including the formation of Musalihat Anjuman. Under this project, the capacity of LG&RD Departments would be enhanced through provision of long term and short term consulting inputs for operationalizing ADR framework. In addition, the linkages between various tiers of District Governments and the LG&RD would also be streamlined for constant and two ways feedback on progress of the institutionalization of Musalihat Anjuman. The LG&RD Division/Departments have also been designated as the focal agencies for the implementation of the project at the Federal and the Provincial levels respectively. Further, District level Focal Person/s would be designated in each of the selected district/s and strengthened to provide regular support and feedback to the Project.
2. District Mapping & Establishing Baselines. An important issue regarding the non-functioning of Musalihat Anjuman as per the LGO 2001 is a prevalent clarity regarding the nature and charter of MA in all concerned agencies. The first step towards optimal functioning of MA, therefore, has to be an assessment of the situation on ground.

Through this activity, a proper assessment of the existing status and situation of MA and Insaaf Committees shall be undertaken in all four provinces. The activity would facilitate the decision about the selection of project pilot districts, besides providing a general idea about the likely constraints for the establishment of Musalihat Anjuman at the Union Council levels.

At the beginning of the GJTMAP during 2006, when MAs are being formed, activated and their performance monitored, it is important to set a baseline now so that a more objective assessment of outcomes of the projects is possible at the end of existing pilot phase. Therefore, a survey is designed to be conducted during 2006 with the following objectives:

- To document stakeholders perceptions, satisfaction levels and analyze the underlying causes for the success or failure of these institutions (judiciary & Police), particularly with reference to providing justice for women (i.e. limited resources, lack of technical capacity, insufficient political will, corruption, nepotism, etc.);
- To seek ideas to make these institutions (judiciary & Police) more effective and efficient;
- To find out the perceptions about the alternate traditional structures for dispensation of justice viz. women participation (e.g. jirgas, punchayats, etc.);
- The cost of seeking justice from the courts or traditional jirgas/punchayats, etc.
- The access of women in order to seek justice through the courts or traditional jirgas/punchayats, etc.
- Seek perceptions for use of alternate dispute resolution mechanisms to attain gender justice (viz. MAs)

3. Implementation of Rules of Business for Musalihat Anjuman. An important requirement for transforming Musalihat Anjuman in redressal forum for addressing gender violence is availability of proper and comprehensive rules covering constitution and day to day working of these bodies. Consulting inputs were provided for preparation of detailed Rules of Business (RoBs) for MA after inputs and consensus at the Federal, Provincial and pilot districts level, giving due consideration to gender issues involved therein. These have already been endorsed by the National Steering Committee (NSC) and shared with all Provincial Governments for vetting, approval, translation, printing and dissemination. An important area considered during preparation of these rules was to ensure maximum gender balance in the constitution and functioning of Musalihat Anjuman at the level of Union Councils. These have been approved by Government of NWFP & Balochistan and vetted by Government of Sindh. Once approval, these rules are being shared with all stakeholders at District/UC levels for implementation.

4. Formation/Strengthening of Musalihat Anjuman in selected districts. The project is designed to follow a pilot approach whereby different districts from all four provinces shall be selected for gradual implementation and scaling up of the project. Such phasing is expected to provide tested lessons for improved implementation. The project also envisages strengthening the MAs through capacity building and institutionalization.

For the selection of pilot districts for the first phase, the following criteria shall be applied by NSC/PSC:

- a. Whether or not Insaaf Committees exist
- b. Whether Conciliation Courts or other ADR mechanisms are already in practice
- c. Whether any similar form of MA already exists
- d. The number of reported gender violence cases

- e. The number of active human/gender rights NGOs
- f. Willingness/commitment of the concerned District Government/s for launching/support to the project

Once the pilot districts have been selected and agreed upon by concerned agencies, consultations would be held with relevant District Governments for constitution of Musalihat Anjuman in all Union Councils. Whenever required, the relevant District Governments would also be asked to notify the Insaaf Committees, which would subsequently form the MA.

Once notified, the District Governments would be required to provide basic resources (both human and physical) for ensuring the smooth functioning of these bodies. The District Governments would also be required to intimate the concerned Justice Sector authorities regarding establishment and laid down functions of the MA. There is also some provision of financial resources and equipment in the project for meeting the valid charges for establishing and strengthening the newly formed MA. Once formed, the concerned Union Councils would be eligible to access these project resources through the relevant District Government and the Provincial LG&RD Departments. However, the provision of these resources would be concomitant with similar allocation for Musalihat Anjuman from the relevant District Governments and Union Administrations. Lastly, all Union Councils in the pilot districts shall be required to adopt and operationalize the approved Rules of Business prepared under the project. Close linkages between the Musalihat Anjuman and the existing informal alternative dispute resolution mechanism such as the jirga, punchayats systems needs to be highlighted the project.

OUTPUT NO. II: "Musalihat Anjuman's capacity built to dispense gender justice at the community level."

It is proposed to establish one province level network titled MASS (Musalihat Anjuman Support Services) in each of the province implementing the project. Such a body will be formed by formalizing a consortium of NGOs having demonstrable track record in legal rights awareness and social mobilization. These bodies would be established jointly by the Departments of LG&RD and Social Welfare and Women Development in each province. Dialogues will be held with the Judiciary and Police in the proposed pilot districts. The functioning of MASS shall be facilitated and organized by the Provincial Programme Manager as well as the NPM and it will develop working relationships with the Training Directorates of each of the Provincial Local Government Departments. The structure and functioning of MASS shall be further streamlined in the first meetings of National/Provincial Steering Committees.

Under the overall guidance and support of NSC/PSC, MASS shall facilitate the implementation of the following core functions under the project:

- Engaging District Judiciary, Bar, Revenue Administration and Police at the district levels in a policy dialogue for strengthening the role of MA
- Assessing the nature and extent of disputes typically resulting in incidence of gender violence in pilot districts
- Working out the dispute resolution needs in the back drop of prevailing social context in the pilot districts
- Preparation of a comprehensive training programme for the members of MA in pilot areas. The purpose of such programme will be to provide legal and

- procedural orientation to the MA members for ensuring uniformity and consistency in the proceedings and decisions of MA
- Conduct of the above mentioned programmes for the MA members in association with Training Directorates of LG&RD departments in each province
- Holding seminars and workshops involving the members of MA as well as other functionaries of local governments for sensitizing them on gender and women rights issues

Following is the proposed constitution and membership of MASS in each of the province:

- Two members each from three renowned NGOs working at the provincial levels in the following areas (6):
  - i) Women rights
  - ii) Legal awareness and free legal aid
  - iii) Social mobilization and capacity building
- One representative of Provincial LG&RD and Social Welfare/Women Development Departments of the rank of deputy Secretary (2)
- One member of Musalihat Anjuman from each of the pilot district
- Provincial Project Manager (1); also ex-Officio Secretary of MASS

1. Formation of MASS in each of the province. Mapping of provincial level NGOs shall be conducted as consultative process by concerned PPM and NPM and the SW&WD Department. Once finalized, the proposed names of NGOs shall be discussed in the meeting of Provincial Steering Committee for agreement and finalization of operational modalities in the light of laid down functions of MASS. Once agreement reached in PSC meeting, the concerned LG&RD Department shall notify the constitution of MASS as a consortium for capacity building of MA members. A tentative budget shall also be approved by PSC for the proposed activities planned to be implemented from the forum of MASS. MASS would also enter into formal agreement with Training Directorates of LG&RD Departments (and any other arrangements as deemed appropriate) for conduct of capacity building activities.

2. Capacity Building of Musalihat Anjuman through MASS. Process of procurement of consultants shall be initiated and completed by MASS for identifying training needs of the members of MA giving due consideration to the typical disputes leading to instances of gender violence. Similarly, short and medium term training modules shall also be prepared for capacity building of MA members in the discharge of their laid down functions as per LGO 2001. MASS shall also organize two different kinds of training activities in an on going manner during the project life. One of these shall pertain to the conduct of training involving the members of MA as per the above-mentioned capacity building modules. The other kind of training would be in form of short term gender sensitization courses of a general nature for the members of district governments /administration, elected councilors, police functionaries and civil society. The later activity is designed to inculcate awareness amongst the society on the issues of gender violence as well as MA as a redressal forum.

3. Sustainability of MA activities/initiatives. The members of Union Administration shall be trained in ensuring office/institutional support to MA. They will also be trained in proper recording and follow up of the MA deliberations through regular progress reports. Office of the UC Secretary would be strengthened to provide the required support to the Project. MASS shall also organize periodic meetings between all justice sector actors (like the Police and Judiciary, etc.) at the district level and MA for initiating and sustaining a

policy dialogue to curb gender violence in the light of MA experience. Similarly, MASS shall also organize provincial as well as district level workshops for sharing experiences and best practices amongst the civil society actors for promoting ADR and community based approach to dispute resolution.

**OUTPUT NO. III: “Partnerships between judiciary, police and Musalihat Anjuman for accountable, fair and equitable dispensation of justice.”**

At the pilot district level, a network of representatives of District Governments, NGOs, Bar and the academia shall be formed to be named as MAJA. The PSC and MASS shall ensure the formation of MAJA as a representative body in each of the pilot district (in collaboration with the respective District Government) with the following composition:

- Three female councilors (Musalihat Anjuman Justice Champions) from the district, who have been trained under W3P Project (3)
- One Tehsil and One Union Naib Nazim from within the district (to be nominated by the District Nazim) (2)
- One representative each from the offices of EDO (Community Development and Literacy) not below the rank of Deputy District Officer (2)
- One member from the Provincial MASS; also the Secretary of MAJA (1)
- Secretaries of two Union Councils in the district having MA (2)
- Two members of renowned NGOs working on legal/human/gender rights in the district
- Representative from the Police

Following functions shall be facilitated/ performed from the platform of MAJA:

- Promoting and spreading awareness about the justice services available from the platform of MA
- Promoting awareness about Alternate Dispute Resolution mechanism for curbing gender violence
- Promoting awareness amongst the women victims of violence about the MA for seeking justice
- Assisting the functioning of MA on gender violence issues through evidence, document collection, bringing witnesses to the proceedings, liaison with local police for any support etc
- Providing follow up for the smooth implementation of the decisions/agreements reached as a result of MA proceedings
- Dissemination of legal awareness about the rights of women as well as other vulnerable sections of society from the district level (including schools and colleges)
- Monitoring and serving watchdogs over the proceedings of MA so that these are not allowed to impinge upon the rights of women or subject to elite capture.
- Establishing networks/communication channels with District level bodies including Criminal Justice Coordination Committees, Public Safety Commissions, Citizen Police Liaison Committees and Bar Associations for minimizing and curbing the menace of gender violence.
- To facilitate and support MA to provide legal aid, shelter, treatment etc. for the victims of gender violence as and when required.

1. Constitution of MAJA. Provincial Steering Committees will consult MASS and other District level stakeholders (including representatives of District Governments) for establishment of MAJA in each of the pilot Districts. Once these bodies have been constituted, the relevant District Governments shall be required to facilitate the approval of the work plan in respect of each of the MAJA. Once the work plans, have been approved, MAJA shall be entitled to receive the project resources earmarked for these networks. The MASS representative, in collaboration with the Provincial Programme Manager shall play the key role in establishment and smooth functioning of MAJA in line with the laid down objectives.

2. Awareness raising activities on the use of Musalihat Anjuman and ADR. Awareness campaigns shall be designed and implemented from the forum of MAJA for dissemination of information regarding the role of MA. These campaigns shall specifically address the vulnerable sections of society including the women victims of violence so that relief could be provided. These campaigns, amongst other things, shall also focus on colleges as well as schools for engendering awareness. MAJA shall also enlist the support of local Press and Media in the conduct of such a campaign. Regarding the use of MA, MAJA shall also continuously track and follow up with justice sector institutions for rehabilitation of the victims of gender violence. In this regard, constant meetings and interaction from the forum of MAJA shall also be undertaken with local Police and Judiciary for ensuring sustained protection of vulnerable people against instances of violence.

OUTPUT NO. IV: "Community Advocacy for legal rights of Women and Men's role in ending violence."

1. Pilot District level workshops. Workshops will be held in all pilot districts involving lady councilors, elected members of provincial/district assemblies, judiciary, bar and provincial government representatives. These workshops shall prepare recommendations for involving men in curbing the menace of gender and domestic violence. The experience of Musalihat Anjuman to the extent of pilot districts shall also be incorporated in these workshops. The core objective of these workshops shall be to prepare district specific advocacy strategy for safeguarding women rights by enlisting support of male sections of the society.

2. Preparation and distribution of legal awareness based material. Presently, several other institutions have also initiated empowerment and legal awareness activities, which need to be linked with gender rights. Several District Court complexes have Citizen Information Kiosks, which are being utilized to provide necessary information. Under this activity, pamphlets and gender rights material shall be published and distributed amongst the public through various means. In addition to Court and Police Information Kiosks, such material shall also be distributed from schools, colleges and through other means as decided by MASS and MAJA.

#### 2.4 Work Planning

A detailed work plan for the project has been prepared which is placed as Annexure V. The work plan provides details of activities which are designed to achieve the short term outputs and the long term objectives of the project. The work plan also incorporates the timing and cost of each of the activities with a clearly laid down implementation responsibility. The work plan provides for the support to on-going/additional activities to

be undertaken during 2006, which are presently un-funded in the existing pilot phase and remaining activities for 2007 – 2011 during up-scaled/extended Project. The work plan also lists the monitoring indicators, which will be used to verify the progress of implementation. The data collected against these laid down monitoring indicators shall also facilitate and inform the conduct of evaluation exercise towards the end of the project.

### 3. LOCATION AND PHASING

The proposed project for promoting ADR for curbing gender violence will be implemented in the selected districts of Punjab, Sindh, Balochistan and NWFP (five per province). The selection of pilot districts in each of the province shall be governed by specific criteria (as mentioned on page-9) as well as the results of the District Mapping exercise. The project is expected to last for five years during up-scaled/extended phase from the start date (i.e. 1<sup>st</sup> January 2007). During this period, the project span has been divided in twenty quarters of three months each, beginning from January 2007. While some of the activities are quarter specific, there are activities, which are expected to last the full life of the project. The work plan and proposed activities during up-scaled/extended phase have been prepared for nineteen months only, leaving behind the last three months for adjustments, necessary documentation and subsequent phasing.

### 4. INSTITUTIONAL ARRANGEMENTS

The Executing Agency (EA) for the project is Ministry of Local Government and Rural Development, which would work in close coordination with Ministries of Social Welfare & Women Development, Law and NRB. The Federal level, Project Management Unit shall be established in the LG&RD Ministry. The Ministry shall also provide a National Project Director of Grade 19 and above who will be supported by a full time National Project Manager (NPM) to be provided by UNDP.

#### 4.1 FEDERAL LEVEL

In order to monitor and guide the project implementation, a National Steering Committee shall be established which will be chaired by the Secretary, LG&RD. The NSC will have representation from the Ministries of Social Welfare & Women Development, Law, Justice & Human Rights besides the NRB and UNDP. Additionally, the chairperson of NCSW shall also be a member of NSC at the federal level. The Provincial Secretaries of LG&RD Departments shall also be the members of NSC. The NSC shall also have one representative each from MASS from each province, in addition to all Zila Nazim's representing the pilot districts. A representative of UNDP and NPM shall also participate in the NSC meetings. A representative from the law-enforcing agency will also be represented at the steering committee. The office of NPD shall also act as the secretariat of NSC. NSC shall be responsible for approving and monitoring the implementation of project work plan activities besides performing the overall coordination functions between UNDP and the federal/provincial governments. NSC shall meet at least once a year and when the need arises.

#### 4.2 PROVINCIAL LEVEL

The project shall be implemented in the pilot districts of the provinces through the collaboration of Provincial Local Government and Rural Development Departments. Under the project, UNDP shall provide one full time Provincial Programme Manager (PPM) in each of the province, who will work in close association with LG&RD for smooth implementation. The provincial level implementation of the project shall be guided and monitored by Provincial Steering Committee (PSC), which shall be headed by the Secretary, LG&RD Departments in each of the province. The members of PSC shall include: representatives of Provincial Social Welfare & Women Development Departments, Zila Nazim's and DCOs of the pilot districts, PPM/s (ex-officio), representative of police, Representative of Federal PMU, two representatives from MASS and MAJA in addition to one Musalihat Anjuman member from each of the pilot district. The PSC shall be responsible for monitoring the progress of implementation of the project activities, approving the procurement activities, reviewing the consultant reports and decisions regarding allocation and utilization of project funds on the basis of competitive performance amongst the pilot districts/Musalihat Anjuman. PSC shall also be responsible for the formation of MASS and facilitate the establishment of MAJA at the district levels. PSC shall meet at least once every quarter and when the need arises.

#### 4.3 DISTRICT LEVEL

The concerned District Governments in the selected pilot districts shall have a pivotal role in operationalizing ADR through Musalihat Anjuman for providing justice to women victims of violence. It is for this reason that Zila Nazim's and DCOs from pilot districts have been given representation in the project institutional arrangements at the federal as well as the provincial levels. Once, the pilot districts for project implementation have been decided by NSC (and endorsed by PSC), the following tasks would be required to be performed by the relevant District Governments.

- a. Notifying the formation of Insaaf Committees (where required)
- b. Completing the process of formation of Musalihat Anjuman
- c. Asking Union Councils to make budgetary provisions (and making available) financial and other resources for the smooth functioning of Musalihat Anjuman
- d. Intimating the district judiciary about the constitution of MA as per LGO 2001 with a request to refer cases as deemed appropriate to the MA
- e. Receiving from the Secretaries of Union Councils (having MA), monthly feedback on their working (including the number of applications received, proceedings initiated and decisions/agreements made) for sharing with MAJA, MASS and PSC
- f. Facilitate the conduct of project activities in the pilot district as per the approved work planning
- g. Ensure timely and properly documented transfer of project resources/equipment to the MA as and when required.

The project management shall liaise with the pilot district governments through the respective LG&RD Departments.

#### 5. FINANCING ARRANGEMENTS

The proposed project shall be implemented through grant resources amounting to US \$ 7.440 million. Out of which US \$ 0.419 m are required during existing phase (2006) and US

\$ 7.021 m are required for up-scaling of the Project from 2007 – 2011. The relevant UNDP guidelines shall be followed for utilization of project funds and procurement activities.

The funds shown as “Demand driven investments” have been allocated with a view to encourage Union Councils to plan and execute schemes for strengthening of Musalihat Anjuman. Such proposals shall be invited as EOI from all UC having MA and shall be graded by PSC in consultation with MASS and MAJA. These funds will only be available for capacity-building measures related to MA and under no circumstances, will be utilized for hardware or recurring expenditure. On the other hand, the amounts reflected as block allocations could be accessed and utilized for all purposes related to strengthening of MA, subject to approval by District Governments.

## 6. MONITORING AND EVALUATION

A comprehensive Monitoring and Evaluation system has been provided as an integral part of the work plan. Monitoring indicators have been developed for each of the activity, designed in different out put areas. The regular data collection against these monitoring indicators is designed to ensure proper use of project resources in line with the time lines provided in the work plan (Annexure. V). The individual/institutional responsibilities for collection and maintenance of data against the monitoring indicators has also been fixed. The data collected against each monitoring indicators shall be compiled periodically and shall inform the project evaluation exercise for effectiveness and impact assessment. Although the responsibilities for data collection have been identified for various implementing agencies, but overall responsibility shall rest with NPM and provincial PPMs.

An integral part of M&E system shall be regular reporting which shall cover various project activities at the district, provincial and national levels. The reporting will also encompass the short-term consultants, besides covering the regular on-going activities under the project. NPM and provincial PMs shall ensure that gist of these reports is periodically placed before the NSC and PSC for discussion and any readjustments as deemed necessary.

Following is a summary of reporting system proposed for complimenting project M&E System:

- i. Preparation of monthly activity reports. All Musalihat Anjuman in the pilot districts shall be required to generate and maintain monthly progress reports of the proceedings and the decisions of these bodies. Under the overall supervision of PMs and MAJA, all Union Council Secretaries shall also collect and update the data against the laid down monitoring indicators. Efforts shall also be made to streamline the record keeping of the proceedings of MA in so far as it is deemed useful for an ADR based functioning.
- ii. Presentation/Discussion of consolidated three monthly reports by PSC/NSC. PM in collaboration with MASS shall ensure that the monthly progress reports are compiled after every three months for placement in the meetings of PSC and NSC. These reports shall be discussed with a view to learn from the experience and introduce any adjustments as deemed necessary.
- iii. Preparation of quarterly reports of cases of gender violence in each district. MAJA shall be responsible for keeping record of all gender violence cases (especially of a serious nature) in respective districts. These cases shall include the reported as well as

the unreported cases and shall be actively pursued with concerned agencies for redressal. MAJA shall also compile the details of these cases once in every three months for sharing with other stakeholders for a policy dialogue and adjustments.

**Project Monitoring:**

UNDP and LGRD will conduct regular monitoring of the project to identify and resolve project management and implementation issues. EAD will provide overall coordination and facilitation support. EAD may also accompany UNDP during monitoring visits.

The Standard Annual Progress Reports (APR) will be prepared by the project and submitted to UNDP and other concerned stakeholders as deemed necessary by LGRD.

**Project Evaluation:**

A mid-term Programme review of the Project would take place in 2009 at the time of GSP evaluation to assess performance and determine the potential for further up-scaling.

**Coordination Arrangements:**

UNDP/Gender Support Programme (GSP) Project Management Support Unit (PMSU) will ensure coordination between the different projects under implementation. These include: Gender Responsive Budgeting Initiative (GRBI) and Gender Mainstreaming in the Planning and Development Division and Departments (GM in P&D); Women's Political School, etc. so that there is no duplication of activities.

**7. RISKS AND MITIGATION STRATEGY**

There are a number of risks factors which have the potential of hampering the realization of project objectives. These factors include both the internal as well as the external elements, which may be institutional, political or technical. However, the project has in-built strategy of incentivizing the project initiatives so that the IAs has ownership and institutional stakes in smooth implementation.

**RISKS AND MITIGATION STRATEGY**

Sr.No.	Project Objectives	Assumptions	Risks	Mitigating Factors
1.	Constitution and mobilization Musalihat Anjuman in all Union Councils in the pilot districts	i) Insaaf Committees formed ii) UC provide resources to MA iii) Judiciary and other justice sector institutions accept MA proceedings	i) Political considerations may hamper IC formation ii) UC have no resources to finance MAs iii) Police and subordinate judiciary do not cooperate with MAs	i) NRB and LG&RD Departments/Division on board ii) Project resources as well as District Government resources provided to MAs iii) MAJA engage justice sector in policy dialogue on utility of MAs
2.	Capacity	i) Capable people	i) MA membership	i) RoB re MA

	Development of MAs through the MASS	<p>join MAs</p> <p>ii) MA members undergo training</p> <p>iii) MASS play its role in capacity building activities</p>	<p>subject to elite capture/politicization</p> <p>ii) MA members have no incentive for training</p> <p>iii) MASS become ineffective due to absence of consensual leadership</p>	<p>endorsed by NRB and Provincial/Federal LG&amp;RD</p> <p>ii) Training costs have provision for per diem to the participants</p> <p>iii) Training Directorates of Provincial LG&amp;RD assume responsibility of MASS</p>
3.	Awareness raising on the use of Musalihat Anjuman through MAJA	<p>i) ADR awareness encourages/promotes out-of-court settlement of disputes</p> <p>ii) Elected Nazim's support the functioning of MAs</p>	<p>i) Resistance from Bar/Lawyers</p> <p>ii) UC Nazim's with parochial backgrounds may dislike/hinder the functioning of MA</p>	<p>i) Bench/Bar involved in MAJA deliberations for eliciting their support</p> <p>ii) LGRD Department (administrative Department for Local Governments) ensure MAs are not thwarted</p>
4.	Community Advocacy for Legal Rights of Women and Men's role in ending violence	<p>i) Male dominated institutions support advocacy for Women's legal rights</p>	<p>Chauvinistic/parochial attitudes hinder such efforts</p>	<p>MASS/MAJA ensure that advocacy measures are not exclusive</p>
	Research and Documentation	<p>A regular communication channel exists between MAs/UCs/LG&amp;RD and PSU</p>	<p>i) UC/MA do not share their activity reports</p> <p>ii) LGRD/District Governments do not maintain records of MA proceedings</p>	<p>i) Better reporting from MAs/UCs encouraged through incentives of equipment etc</p> <p>b) LG&amp;RD incentivized as being the Project implementing agency</p>

## ANNEXURES

TERMS OF REFERENCE  
of the  
National Project Director

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Project Name :	Gender Justice through Musalihat Anjuman
Post Title:	National Project Director
Duration of Assignment	Sixty months
Duty Station	Islamabad (with travels in all four provinces)

**Background:**

The Gender Support Programme provides a strategic framework establishing linkages between governance, poverty reduction and gender equality through implementation and monitoring of national priorities in areas of political participation, economic empowerment, enabling social environment and institutional strengthening. The enabling social environment component is exploring the legal rights awareness as well as the alternative disputes resolution mechanism. Within the umbrella of enabling social environment, a DFID sponsored and MOWD approved, Social Audit on Abuse Against Women (SAAAW) provided information on the extent and form of violence afflicted on women. A series of consultations were held at the provincial level, offering recommendations for redressal. The alternate dispute resolution strategic framework takes cognizance of SAAAW findings and proposes exploring alternative options for dispute resolution to address issues on violence against women. A project has been prepared by UNDP for operationalizing Alternate Dispute Resolution (ADR) framework for curbing gender violence through Musalihat Anjuman.

**Duties and Responsibilities:**

- Acting as the focal point the National Project Director (NPD) is the responsible party for the project in the Government executing agency;
- Ensuring that all Government inputs committed to the project are available to the project;
- Selection and recruitment or appointment of the National Project Manager in consultation with Project Cycle Operations Manual (PCOM);
- Ensuring that the National Project Manager is empowered to implement the project;
- Assisting the National Project Manager, as necessary, to resolve implementation problems;
- Supervision of the work of the National Project Manager;
- Approval of certain payments of project funds according to the transparent procedures in the Project Cycle Operations Manual (PCOM);
- Representing the project at meetings of the parties to the project agreement; and
- Providing assistance in the coordination of project activities that involve other agencies of Government.

**Qualifications:**

- Authority and seniority in executing agency that is appropriate to the project
- English language reading, writing and speaking skills
- Technical knowledge and experience related to project
- Leadership and supervisory experience

TERMS OF REFERENCE  
of the  
Provincial Project Director

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Project Name :	Gender Justice through Musalihat Anjuman
Post Title:	Provincial Project Director
Duration of Assignment	Sixty months
Duty Station	Lahore/Peshawar/Karachi/Quetta (with frequent travels within the provinces)

**Background:**

The Gender Support Programme provides a strategic framework establishing linkages between governance, poverty reduction and gender equality through implementation and monitoring of national priorities in areas of political participation, economic empowerment, enabling social environment and institutional strengthening. The enabling social environment component is exploring the legal rights awareness as well as the alternative disputes resolution mechanism. Within the umbrella of enabling social environment, a DFID sponsored and MOWD approved, Social Audit on Abuse Against Women (SAAAW) provided information on the extent and form of violence afflicted on women. A series of consultations were held at the provincial level, offering recommendations for redressal. The alternate dispute resolution strategic framework takes cognizance of SAAAW findings and proposes exploring alternative options for dispute resolution to address issues on violence against women. A project has been prepared by UNDP for operationalizing Alternate Dispute Resolution (ADR) framework for curbing gender violence through Musalihat Anjuman.

**Duties and Responsibilities:**

- Acting as the focal point the Provincial Project Director (NPD) is the responsible party for the project in the Provincial Government executing agency;
- Ensuring that all Government inputs committed to the project are available to the project;
- Assisting the National Project Director and the National Project Manager, as necessary, to resolve implementation problems;
- Close coordination with the National Project Manager in terms of reports / progress to be submitted in a timely manner and on the appropriate format;
- Approval of certain payments of project funds according to the transparent procedures in the Project Cycle Operations Manual (PCOM);
- Representing the project at meetings of the parties to the project agreement; and
- Providing assistance in the coordination of project activities that involve other agencies of the Provincial Government.

**Qualifications:**

- Authority and seniority in executing agency that is appropriate to the project
- English language reading, writing and speaking skills
- Technical knowledge and experience related to project
- Leadership and supervisory experience
- Time available according to needs of project

**Supervision:**

The provincial project director will work with and report to the national project director.

## TERMS OF REFERENCE

of the

### National Project Manager

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Project Name :	Gender Justice through Musalihat Anjuman
Post Title:	National Project Manager
Duration of Assignment	Sixty months
Duty Station	Islamabad (with travels in all four provinces)

#### Background

The Gender Support Programme provides a strategic framework establishing linkages between governance, poverty reduction and gender equality through implementation and monitoring of national priorities in areas of political participation, economic empowerment, enabling social environment and institutional strengthening. The enabling social environment component is exploring the legal rights awareness as well as the alternative disputes resolution mechanism. Within the umbrella of enabling social environment, a DFID sponsored and MOWD approved, Social Audit on Abuse Against Women (SAAAW) provided information on the extent and form of violence afflicted on women. A series of consultations were held at the provincial level, offering recommendations for redressal. The alternate dispute resolution strategic framework takes cognizance of SAAAW findings and proposes exploring alternative options for dispute resolution to address issues on violence against women. A project has been prepared by UNDP for operationalizing Alternate Dispute Resolution (ADR) framework for curbing gender violence through Musalihat Anjuman.

#### Duties and Responsibilities:

- To support the National Project Director in the implementation of the project – “Addressing Gender Violence through Musalihat Anjuman”
- To act as focal person on behalf of UNDP during implementation of the project besides coordinating with province based Project Managers and other short term consultants as and when on board
- To assist and coordinate with National Project Director in Ministry of LG&RD (at the federal level) in establishing Project Management Unit and National Steering Committee for implementation of the project
- To liaise and facilitate NPD and other federal/provincial IAs in the arrangements and conduct of the project activities as well as follow up of decisions of NSC
- To ensure that the project work plan is approved and implemented as envisaged in the project document
- To ensure that MASS (Musalihat Anjuman Support Services) and MAJA (Musalihat Anjuman Justice Advocates) are established and made functional with the direct assistance of province based PPMs
- To ensure quality control in the activities facilitated/implemented by MASS/MAJA
- To engage in a policy dialogue with all federal/provincial/district level IAs as well as NGOs for ensuring smooth implementation of the project initiatives
- To keep track and maintain accounts of the project funds in line with the relevant guidelines of UNDP
- To prepare and submit regular periodic reports regarding progress of implementation to UNDP and NPD

- Ensure that a proper Monitoring system is in place with regular reporting and control systems in place
- To coordinate and facilitate the conduct of project evaluation
- To perform any other related task as required, from time to time, by UNDP and NPD

Qualifications:

- Masters degree in social sciences
- A minimum of five years experience in the public sector or as a practicing lawyer
- Proven track record of implementing and managing donor funded projects in the areas of governance
- Demonstrated ability to generate and sustain a policy dialogue amongst diverse stakeholders
- Previous experience of procurement/management of consultants/holding workshops and seminars
- Excellent reporting and management skills
- Proven record of operationalizing and managing a project M&E system
- Ability to work in a complex and multi-stakeholders environment

Supervision:

The National Project Manager will report to the National Project Director

TERMS OF REFERENCE  
of the  
Provincial Project Manager

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Project Name :	Gender Justice through Musalihat Anjuman
Post Title:	Provincial Project Manager
Duration of Assignment	Sixty months
Duty Station:	Lahore/Peshawar/Karachi/Quetta (with frequent travels within the provinces)

**Background**

The Gender Support Programme provides a strategic framework establishing linkages between governance, poverty reduction and gender equality through implementation and monitoring of national priorities in areas of political participation, economic empowerment, enabling social environment and institutional strengthening. The enabling social environment component is exploring the legal rights awareness as well as the alternative disputes resolution mechanism. Within the umbrella of enabling social environment, a DFID sponsored and MOWD approved, Social Audit on Abuse Against Women (SAAAW) provided information on the extent and form of violence afflicted on women. A series of consultations were held at the provincial level, offering recommendations for redressal. The alternate dispute resolution strategic framework takes cognizance of SAAAW findings and proposes exploring alternative options for dispute resolution to address issues on violence against women. A project has been prepared by UNDP for operationalizing Alternate Dispute Resolution (ADR) framework for curbing gender violence through Musalihat Anjuman.

**Duties and Responsibilities:**

- To support the Provincial Project Director in the implementation of the project – “Addressing Gender Justice through Musalihat Anjuman”
- To act as focal person on behalf of UNDP during implementation of the project activities in the province and provide institutional backstopping
- To assist and coordinate with Provincial LG&RD departments as well as relevant district governments for project implementation
- To liaise with and facilitate provincial LG&RD Departments/other provincial IAs in the conduct of Provincial Steering Committee meetings, besides subsequent follow up
- To regularly coordinate with the District Governments and Union Administrations in the pilot districts for ensuring smooth functioning of Musalihat Anjuman and other project activities
- To assist NPM and other project bodies in procurement of services for implementation of project activities.
- To ensure proper monitoring and quality of output of the consultants hired for performing assigned tasks in the respective provinces
- To assist and liaise with MASS in carrying out a capacity development programme for the members of MA in pilot districts
- To ensure establishment and smooth functioning of MAJA networks at the level of pilot districts
- To act as focal person for data collection about all monitoring indicators developed for the project in the respective provinces
- To regularly provide periodic reports to the PSC, NSC and NPD on project progress and other related issues

- To regularly visit the pilot districts for backstopping and institutional support as and when required
- To perform any other duties as required by NPM and NPD

Qualifications:

- Masters degree in social sciences
- A minimum of three years experience in the public sector or as a practicing lawyer
- Proven track record of implementing and managing donor funded projects in the areas of governance
- Demonstrated ability to generate and sustain a policy dialogue amongst diverse stakeholders
- Previous experience of procurement/management of consultants/holding workshops and seminars
- Excellent reporting and management skills
- Proven record of operationalizing and managing a project M&E system
- Ability to work in a complex and multi-stakeholders environment

Supervision:

The Provincial Project Manager work with and report to the National Project Manager and Provincial Project Director

TERMS OF REFERENCE  
of the  
Senior Administrative and Finance Officer

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Project Name :	Gender Justice through Musalihat Anjuman
Post Title:	Senior Administrative and Finance Officer
Duration of Assignment	Sixty months
Duty Station:	Islamabad

**Background:**

The Gender Support Programme provides a strategic framework establishing linkages between governance, poverty reduction and gender equality through implementation and monitoring of national priorities in areas of political participation, economic empowerment, enabling social environment and institutional strengthening. The enabling social environment component is exploring the legal rights awareness as well as the alternative disputes resolution mechanism. Within the umbrella of enabling social environment, a DFID sponsored and MOWD approved, Social Audit on Abuse Against Women (SAAAW) provided information on the extent and form of violence afflicted on women. A series of consultations were held at the provincial level, offering recommendations for redressal. The alternate dispute resolution strategic framework takes cognizance of SAAAW findings and proposes exploring alternative options for dispute resolution to address issues on violence against women. A project has been prepared by UNDP for operationalizing Alternate Dispute Resolution (ADR) framework for curbing gender violence through Musalihat Anjuman.

**Duties and responsibilities:**

- Assist in the preparation of monitoring and progress controls set in place by UNDP as per the PCOM;
  - Arrange meetings, internal and external and perform liaison duties with other units;
  - Assist with all administrative and logistical arrangements for meetings, workshops conferences;
  - Prepare different correspondences on the above matters and ensure follow up system;
  - Assist in preparation of payments requests/travel claims with the supporting documentation and liaison with UNDP for payment follow-ups;
  - Prepare project budgets and maintain financial disbursements and monitoring systems for monthly submission to UNDP;
  - Assist in processing financial claims and facilitate approval through ensuring appropriate documentation and record keeping in accordance with PCOM rules;
  - Handle all financial, matters of the workshops meetings and seminars organized under the project;
  - Act as focal person for project's audit;
  - Prepare and maintain ledger for monitoring financial commitments, monthly financial statements, non expenditure property ledger;
  - Assist in the processing of financial claims and facilitate approval through ensuring appropriate documentation and record keeping in line with UNDP's rules;
  - Supervise the work of support staff;
- Perform any other duties as required.

Qualifications:

- Masters degree preferable in Management Sciences
- Experience with UN agencies in a similar function, preferably with UNDP
- Excellent management and administrative skills, including the ability to meet deadlines and work accurately.
- Good organizational skills
- Excellent financial/accounting skills, including the ability to meet deadlines and work accurately
- Excellent spoken and written English

Supervision:

The Senior Administrative and Finance Officer will work with and report to the National Project Manager and Operations and Finance Manager.

TERMS OF REFERENCE  
of the  
Programme Assistants

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Project Name :	Gender Justice through Musalihat Anjuman
Post Title:	Programme Assistants
Duration of Assignment	Sixty months
Duty Station:	Lahore/Peshawar/Karachi/Quetta

**Background:**

The Gender Support Programme provides a strategic framework establishing linkages between governance, poverty reduction and gender equality through implementation and monitoring of national priorities in areas of political participation, economic empowerment, enabling social environment and institutional strengthening. The enabling social environment component is exploring the legal rights awareness as well as the alternative disputes resolution mechanism. Within the umbrella of enabling social environment, a DFID sponsored and MOWD approved, Social Audit on Abuse Against Women (SAAAW) provided information on the extent and form of violence afflicted on women. A series of consultations were held at the provincial level, offering recommendations for redressal. The alternate dispute resolution strategic framework takes cognizance of SAAAW findings and proposes exploring alternative options for dispute resolution to address issues on violence against women. A project has been prepared by UNDP for operationalizing Alternate Dispute Resolution (ADR) framework for curbing gender violence through Musalihat Anjuman.

**Duties and responsibilities:**

- The Programme Assistant will perform administrative duties to assist the Provincial Project Manager (PPM) in day-to-day management of the project and maintain up date records of the project budget for expenditures and revisions in consultation with the PPM.
- Assist in the preparation of monitoring and progress controls set in place by UNDP as per the PCOM;
- Arrange meetings, internal and external and perform liaison duties with other units;
- Assist with all administrative and logistical arrangements for meetings, workshops conferences;
- Prepare different correspondences on the above matters and ensure follow up system;
- Assist in preparation of payments requests/travel claims with the supporting documentation and liaison with UNDP for payment follow-ups;
- Assist in processing financial claims and facilitate approval through ensuring appropriate documentation and record keeping in accordance with PCOM rules;
- Handle all financial, matters of the workshops meetings and seminars organized under the project;
- Prepare and maintain ledger for monitoring financial commitments, monthly financial statements, non expenditure property ledger;
- Assist in the processing of financial claims and facilitate approval through ensuring appropriate documentation and record keeping in line with UNDP's rules;
- Supervise the work of support staff;
- Perform any other duties as required.

Qualifications:

- Bachelors degree preferable in Management Sciences
- Experience with UN agencies in a similar function, preferably with UNDP
- Excellent management and administrative skills, including the ability to meet deadlines and work accurately.
- Good organizational skills
- Excellent financial/accounting skills, including the ability to meet deadlines and work accurately
- Excellent spoken and written English

Supervision:

The Programme Assistant will work with and report to the Provincial Project Manager and work in coordination with the Senior Administrative and Finance Officer.

TERMS OF REFERENCE  
of the  
Drivers

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Project Name :	Gender Justice through Musalihat Anjuman
Post Title:	Driver
Duration of Assignment	Sixty months
Duty Station:	Islamabad/ Lahore/Peshawar/Karachi/Quetta

**Background:**

The Gender Support Programme provides a strategic framework establishing linkages between governance, poverty reduction and gender equality through implementation and monitoring of national priorities in areas of political participation, economic empowerment, enabling social environment and institutional strengthening. The enabling social environment component is exploring the legal rights awareness as well as the alternative disputes resolution mechanism. Within the umbrella of enabling social environment, a DFID sponsored and MOWD approved, Social Audit on Abuse Against Women (SAAAW) provided information on the extent and form of violence afflicted on women. A series of consultations were held at the provincial level, offering recommendations for redressal. The alternate dispute resolution strategic framework takes cognizance of SAAAW findings and proposes exploring alternative options for dispute resolution to address issues on violence against women. A project has been prepared by UNDP for operationalizing Alternate Dispute Resolution (ADR) framework for curbing gender violence through Musalihat Anjuman.

**Duties and responsibilities**

- Drives official vehicles for the transport of authorized personnel and delivery/collection of mail/documents and other items in a safe and timely manner.
- Responsible for the day to day maintenance of the assigned vehicle, checks oil, water, battery, brakes tires, etc. Performs minor repairs and arranges for other repairs and ensures that the vehicle is kept clean.
- Responsible for safe travel and comfort of passengers.
- Logs official trips, daily mileage, fuel consumption, oil changes, greasing etc.
- Ensures that the steps required by rules and regulations are carried out in case of involvement in accident.
- Performs other duties as required.

**3. Qualifications:**

- Minimum Matric level and has valid driving license
- Knowledge of driving rules and regulations
- Minimum 3-5 years of driving experience preferable with a multi-national organization
- Good spoken and written Urdu and moderate level of understanding English

**Supervision**

The Driver will work with and report to the National Project Manager/Provincial Project Manager.

ANNEXURE- II  
POWERS AND CONSTRAINTS OF MUSALIHAT ANJUMAN UNDER THE LOCAL GOVERNMENT  
ORDINANCE.

As part of the programme to educate and train the MAs of their capacity and awareness raising programme for men and women, it is important to understand the implications of second Proviso in Section 103 of the LGO which refers to Section 345 Cr.PC and Hudood Laws. Prima facie, it restricts the powers of the MAs to deal with cases which are non compoundable under Section 345 Cr.PC and Hudood Laws. However, these apparent restrictions can be over come by using the legal loop holes and encouraging women victims of Gender Violence to approach the MAs as quickly as possible to overcome the apparent restrictions: Following is a brief analysis of Section 345 Cr.PC and Hudood laws:

Section 345 Cr.PC gives a complete list of offences which are Compoundable. Composition is an arrangement or a settlement of differences between the victim/ injured party and the person against whom the complaint is made.

Section 345 Cr.PC has two different tables listing various offences, which are compoundable:

The offences in the first table (S 345 (1)) may be compounded by the victim of the offence. Some of these offences relate to domestic violence (though not explicitly) that takes place in Pakistan against women. These include wrongfully restraining or confining any person (S341 PPC) assault or use of criminal force (S352 PPC) mischief, when the only loss or damage cause is loss or damage to private person (S426 PPC) criminal trespass (S447 PPC), criminal intimidation except when the offence has punishment for seven years (S 506 PPC).

For cases falling in this table, no leave of Court is necessary for Compounding and in such cases the Court has no option but to allow compromise. It is not bound to inquire if complaint was frivolous or vexatious. Where a settlement petition duly signed by both parties is presented to Court, it cannot be rejected.

Hence this is where the MA can show their effect. If the matter has been brought to them directly, they can settle the dispute without any reference to Court, but even if the matter has been referred by the Court to them under Section 104 of the LGO, and an amicable settlement is reached, the offence will be compounded by the Court. There is no need for the woman to even attend the Court. The only thing to ensure of course is that settlement is reached without any pressure and the woman recognizes her option to approach the court in future if need be.

However, the second table of offences under S 345 (2) deals with more serious offences which are compoundable only with the permission of the Court before which any prosecution for such offences is pending. All the offences mentioned in this table may be compounded but only with subject to approval of court (PLJ 1996 Quetta 201= 1997 P.Cr.LJ 247).

These crimes are serious and heinous in nature and hence the Legislature and the Supreme Court has imposed strict procedure for any compromise to be effective (1992 SCMR 1218).

Some of these offences which may relate to women are homicide (302,303,308,316,319,324), and offences relating to serious bodily harm (337 I, 337 J, 337 L, 337 M, 343, 346,357, 494, 509 PPC)

So what are the limitations of MA as regards to S345 (2)? Is it out of their ambit, do they have to rely entirely on the Court discretion?

All the offences mentioned in 345 (2) may be compounded but only with approval of court (PLJ 1996 Quetta 201= 1997 P.Cr.LJ 247). In any case, S 103 LGO third proviso it self states that every settlement will be subject to approval of court where a case is pending.

However, there is No restriction on parties entering a compromise where neither a complaint has been launched in Court nor a report has been lodged with the Police (PLD 1972 A.J.& K 46 + 1969 P. Cr LJ 1414).

Yet, once the criminal proceedings have been instituted, an agreement to compound an offence can only be affected with the Court's permission. Compromise is not a bar to conviction unless the Court has sanctioned it.

So either MAs with assistance of supporting services such as MASS actively encourage women to come to them prior to the prosecution or they rely on the Court system. The note of caution should be put here as to see whenever a compromise/ settlement in such serious offences works in the interest of women and settlement is not reached out of cultural and social pressure. Indeed in cases, where Court has referred the matter to MA, they are in a better position to settle the matters as they have powers to summon the parties under Section 104 (2) of the LGO. However, under S104 (3) of the LGO, it is the Court, which will approve such settlement.

Hudood laws:

What needs to be noted here is that compromise is NOT allowed in Hudood cases (PLD FSC 29, PLJ 1982 FSC 65) unless done before the matter is reported to Court (PLD 1996 Quetta 56= PLJ 1996 Cr.C.1300=NLR 1996 SD 772 (DB). This is the only loophole, which can be used to resolve the matter.

As women are highly reluctant to approach Courts more particularly in cases of Hudood laws, there is a possibility that they may approach the MA with a complaint of rape or sexual abuse rather than go to the Police but it will require a highly trained panel of MA who will be able to deal with such matters. The other question to keep in mind is that women should be aware of their rights and options and this is where support services such as MAJA can assist MA and the victim of Gender Violence. Hence For example in case the victim wishes to take the matter to Court, they should be able to assist her in filing of FIR or taking her for medical examination. Alternatively if she wishes to compromise or settle the dispute, the apparent restrictions in the second proviso of Section 103 of the LGO can still be over come and an amicable settlement may still be reached

## ANNEXURE-III

### MOTIVES BEHIND GENDER VIOLENCE.

The reason for looking at the motive was that a problem can only be solved if it can be understood why it is taking place. The understanding of motives behind violence will also help us in our capacity building and awareness program as mentioned in the UNDP Draft paper. Following is a brief (but not exhaustive) list of motives behind Gender Violence:

Other than the obvious that Pakistan is a male dominated society which in addition is also sexually suppressed, many of the Islamic Scholars often preach the lower status of women and in addition to beat her if necessary, there are several other factors which give rise to gender violence as following listed briefly:

#### Poverty:

Poverty has been responsible for much of gender violence that takes place against women in Pakistan. It has for example been the cause of selling women in some cases as child brides which is in on increase especially in Sindh and Punjab. HRCP, 2003, report notes a case of the 13 year old girl who was sold to a 60 year old feudal land lord by her grandfather in order to settle a debt he had incurred during a hospital treatment. The child managed to escape and her parents arranged for the marriage to be nullified and sent the child to Darul Aman in Rawalpindi<sup>4</sup>. This is just one of several cases that occur, some are reported whilst majority remain unreported.

#### Tradition, Culture and Religion:

All three factors are often confused and frequently cited as a motive behind the violence against women. Tradition and religion for example give rise to many of the murder cases in Court described as "Honour killing" after suspicion over character of the deceased woman. Similar reasons exist behind the practice of Karo-Kari.

Similarly cases of "Swara" or "Wani" under which women from one family are given away to male members of their rival family as "compensation" or Diyat continues, despite the Supreme Court holding it unlawful.

Practice of Wata Sata in which two men marry each other's sisters continues not only in rural but also urban areas and again has been the cause of many gender violence issues. HRCP reported one case where a woman in Rawalpindi was set alight by her in laws after a dispute arising between her sister and brother in law.<sup>5</sup> Similar report was published in Daily News (13.7.04) when woman was set alight by a husband after she refused to give her consent for his second proposed marriage.

The practice of marrying young girls, sometimes in infancy to Holy Quran is done in the name of tradition in many areas of Sindh. However, this is the mode adopted to avoid division of family property.

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<sup>4</sup> Human Rights Commission of Pakistan, *State of Human Rights in 2003*, page 239

<sup>5</sup> *ibid*

Another factor that gives rise to violence against women is deep rooted in the culture of Pakistani society. Women for example are seen as a "property" of men, be they husband's, brothers' or fathers'. Parents prefer to educate their sons more than their daughters. They have no separate identity as a person and are less likely to be financially independent. The highest prospect for a woman is seen marriage by even the very good willed parents.

Once married, the woman is seen and accepted as a "property" of her husband. Hence in addition to above mentioned crimes, there is also the crime of marital rape, which is not an offence in Pakistan and seen as a right by the husbands to have sexual intercourse with their wives with or without their consent. No complaints are often made as to non consensual intercourse by the husband. In a study carried out, a sample size of 70, all men admitted to ever verbally abusing their wives and two-third admitted to ever engaging in non-consensual sex with their wives. In the same study 98 women interviewed reported marital rape and non consensual sex<sup>6</sup>.

Greed:

This could be connected with culture as well as economic condition. Despite legislations such as Dowry and Bridal Gifts (Restriction) Act, 2003, disputes linked to dowry remain a major factor in assaults and killings of women. HRCP, 2003, Report notes a case in June, 2003 where a newly wed bride committed suicide in Lahore only a few days after her wedding when her in laws demanded more dowry than she had brought with her.<sup>7</sup>

In the recent highlighted case of Dr. Mustafa and Dr. Amanat, greed is the issue. Dr. Amanat and her husband have recently appealed to the Government to ensure their safety from her brothers who have made several attempts on the couple's life since her marriage due to the fact that after her marriage, her brothers have lost a considerable income which she used to provide them before marriage. This case also shows that even seemingly an independent woman can fall victim to violence generated by her own family.

Lack of Education:

This is the main cause which gives rise to probably all of the motives cited above. Despite formal education, women are seen as a lower specie. The hold of religion, culture and tradition is so strong that respect for women is only within Chadar and Char diwari ( within four walls of home). Hence any woman outside her home or struggling for survival is seen as a "Sex object" who can be bought, sold and used. This has been the cause behind many rapes, sexual abuse, harassment at work place as well as kidnapping.

Sexual Répression/Frustration:

Pakistan is a society where the only accepted intimate contact with a woman is after marriage. Several sexual abuse cases have been reported by female domestic workers to AGHS where the male member of the house hold assaulted them when his wife was either ill, away or pregnant and he felt that his desires needed to be fulfilled even by forcing themselves on an adult or a minor maid. In one case the uncle of a child sexually abused her several times when he was living with the child's family away from his wife. The man in question admitted during a mediation at AGHS that he had sexual desires which he could not fulfil without his wife and since he believed the child will not really understand what he was doing, he sexually abused her to overcome his frustration.

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<sup>6</sup> Human Rights Commission of Pakistan 1999, *Crime or Custom*, page 4-5

<sup>7</sup> Human Rights Commission of Pakistan, *State of Human Rights in 2003*, page 239

ANNEXURE IV.

LIST OF NGOs

Following is a non exhaustive list and detail of NGOs which are currently working for issues related to gender violence, women awareness and empowerment programs at the national level and all four provinces

### List of National NGOs

Sr. No	NGO	Particulars	Location
1	ActionAid	Goal: To work with poor and marginalized people to eradicate poverty by overcoming the injustice and inequality that cause it. Major Activities/Sphere: Providing support to partner organizations in areas of agriculture/food, globalization, gender, legal aid, conflict resolution, rural development	Islamabad
2	All Pakistan Women's Association	Goal: Furtherance of the moral, social and economic welfare of the women and children of Pakistan. Major Activities/Sphere: Encouraging participation of women, welfare of women through improvement of legal, civic, constitutional rights, advocacy on women issues, service delivery	Karachi
3	Aurat Publications and Information Service Foundation	Goal: Women's empowerment in society through participation in governance at all levels Major Activities/Sphere: Political education programs for women, Legal information dissemination and aid, capacity building of women, Advocacy and action programme	Lahore
4	Citizen Commission for Human Development (CCHD)	Goal: To make governance responsive to the people's needs Major Activities/Sphere: Creating public conscious about governance issues, Foster amicable conflict resolution, political education, conducting research and training on Human rights, Governance	Lahore
5	Development Research Institute of Pakistan (DRIP)	Goal: To promote sustainable development process in socially and economically marginalized group with specific focus on women through multi-sectoral programs Major Activities/Sphere: Research on different development issue; organise and facilitate awareness and skill development trainings; advocacy for human rights and democratisation	Islamabad
6	Faran Educational Society (FES)	Goal: Make changes to achieve a culture of total participation and democracy in Pakistan Civil Society through Education and Development together inculcating basic human values and quality of life Major Activities/Sphere: Business Management and Skill training; Assisting Power Devolution Plan by setting and demonstrating a Town Model Government in Orangi Town	Karachi
7	Human Rights Commission of Pakistan (HRCP)	Goal: To work for the ratification, implementation in Pakistan of the universal declaration of human rights (UDHR) and other related norms Major Activities/Sphere: Studies in the field of human rights; mobilize public opinion; taking appropriate action to prevent human rights violations	Lahore
8	Institute for Development Studies and Practices (IDSP-Pakistan)	Goal: To create and develop Human Resources that will change the power structure by demystifying the development process and establish partnership with communities Major Activities/Sphere: Conducting field research on various development issues such as conflict resolution, agriculture, gender, globalization, human rights etc; training and capacity building	Quetta

9	Pakistan Women Lawyers Association (PAWLA)	Goal: Reaching to women addressing their legal and economic issues Major Activities/Sphere: Delivering professional legal services and economic counseling to Pakistani women; networking with NGOs and concerned institutions; imparting comprehensive knowledge about law relating to women in Pakistan	Karachi
10	Rozan	Goal: To work towards a society which is healthy, tolerant and accepting of itself and others Major Activities/Sphere: Gender Sensitization training to police, Musalihat committees, government; providing counseling to victims of violence	Islamabad
11	Shirkat Gah (SG)	Goal: Women's empowerment for social justice and social justice for women's empowerment Major Activities/Sphere: To promote pro-women laws, policies; research/publication on women issues; legal aid and political education	Karachi
12	Society for Human Rights & Prisoners Aid (SHARP)	Goal: To help and support the deserving people with the aim to serve community Major Activities/Sphere: Rehabilitation of minors confined with mothers in jails; awareness and promotion of human rights; legal aid	Islamabad

#### LIST OF NGOs IN PUNJAB:

S.No	NGO	Particular	Location
1	AGHS Legal Aid Cell.	Established in 1981 by Ms. Asma Jahangir Advocate as the first all female law firm .In 1987 registered as an NGO and since then created a Legal Aid Cell which consists of a team of advocates to handle legal cases relating to Gender Violence. Also provide shelter in name of Dastak. Holds seminars, work shops for awareness raising programs. A huge number of publications on gender related issues.	Lahore
2	Aurat Foundation	Founded in 1986. A civil society organization committed to women's empowerment and participation at all levels of governance. Various activities include: holding seminars, workshops aiming to facilitate an active role of women in affairs of the country. Mobilizes women political leaders and female councilors. Publishes a monthly news letter" Leg Watch" which provides up to date on legislations and Bills in the Parliament relating to women. Runs "Citizens Action Committees" in rural areas where assistance is provided to women in filing of FIR and other matters.	Lahore.
3	Learning and Caring Society.	Aims to safe guard women by providing educational and skill developing facilities for women in order to improve their motivation, empowerment, self reliance and rehabilitation.	Lahore.
4	Shirkat Gah-Women's Resource Center.	Founded in 1975 with aim to bring about women's empowerment for social justice and promote women development schemes. Have various programs such as women and law program integrating grass roots to policy level advocacy and building women's capacity in society.	Lahore.
5	Human Rights Commission of Pakistan.	Provides research and literature on women issues and politics.	Lahore.
6.	Daman	Provides research information on women, holds seminars. Also provides shelter for victims of Gender Violence.	Lahore.
7	SPARK	Research and seminars. Also performs gender awareness stage shows.	Lahore.
8	Simorrhgh-Women	Mainly a publication center. Themes of major projects:	Lahore.

	Resources Publication Center.	Violence Against women and gender equality.	
9	Women Employee Welfare Association.	Established in 1992 to raise awareness of rights in women workers. Provides basic education and training at a community level.	Lahore.
10.	CCHD.	Established in 1999. mainly carries out research on gender issues, holds seminars and work shops.	Lahore.
11.	All Pakistan Women Association.	Established in 1947. main concentration on education and work related skills with aim to enhance women's position in society.	Lahore.
12.	Women Citizen Community Board.	Founded in 2000. Works for providing basic rights to women. targets women in rural Kasur. Holds seminars, work shops and stage shows aimed at stopping violence against women	Kasur
13.	Good Thinkers Organization For Human Development-Women Development Wing.	Founded in 2001 providing legal advice to women. Holds seminars and work shops on women's rights.	Kasur.
14.	Citizen Action Committee for Welfare Society.	Established in 1998 and liaison with Aurat Foundation. Deals with local issues relating to women.	Gujranwala.
15.	Ashiana Development Organization.	Established 1996 a \with aim to improve women empowerment in society. Research and publication work.	Multan.
16.	Sarsabz Foundation.	Established to teach agricultural skills to women from the rural areas to improve their working power and provide them with financial independence, but also assist and represent them in work related issues.	Faisalabad.
17.	Kawish for Women Development Association.	Aims to improve position of women in society. Raising awareness of women's rights. Holds seminars and work shops.	Gujrat.
18.	Shaheen Welfare Society.	Established in 1984. Service oriented for local women providing assistance in filing of FIR and other women related issues. Also provides legal advice. Holds seminars and work shops.	Sheikhupura.
19.	Shah Juna Welfare Society	Established in 1978. concentrate on legislations relating to women as well as assisting women at community level.	Jhang.

#### LIST OF NGOs IN NWFP:

S.No	NGO	Particulars	Location
1	Pakistan Women Net Work.	Founded in 2002. focuses on women from diverse fields of occupation, political sectors and rural back ground. Provides advisory services, holds seminars and work shops.	Peshawar.
2	Welfare and Development Organization.	Founded in 1995. run by women only staff. Main concentration on Afghan refugee women's development from the ages of 6-70 years. Development program include providing education, health care and nursing training.	Peshawar.
3	National Development Support Program.	Founded in 1994. main concentration is achieving gender justice and development. Male run organization working for welfare of women by furthering their education, equal opportunity and work harassment.	Peshawar.
4	Aurat Foundation.	Founded in 1986. A civil society organization committed to women's empowerment and participation at all levels of governance. Various activities include: holding seminars, workshops aiming to facilitate an active role of women in affairs of the country. Mobilizing women political leaders and female councilors. Has monthly news letter" Leg Watch" which provides up to date on legislations and Bills in Parliament relating to women. Has "Citizens Action Committees" in rural areas which assist women in filing of FIR and other matters. Provides	Peshawar.

		shelter for victims of Gender Violence "Apnaa Ghar". Provides legal representation for women in custody/jail. Provides education to female inmates and their children in prison.	
5	All Pakistan Women Association.	Established in 1947. main concentration on education and work related skills with aim to enhance women's position in society.	Peshawar.

List of NGOs in Balochistan:

S.No	NGO	Particulars	Location
1	SEHER	Goal: Human rights protection and social reintegration of vulnerable prisoners Major Activities/Sphere: Treatment and rehabilitation of drug addicts; drug abuse prevention among different community groups; networking with national and international NGOs; conflict resolution through Musalihat Anjumans.	Quetta
2	Tehreek	Goal: Human rights protection and social reintegration of vulnerable prisoners Major Activities/Sphere: Treatment and rehabilitation of drug addicts; drug abuse prevention among different community groups; networking with national and international NGOs; conflict resolution through Musalihat Anjumans.	Quetta
3	Aurat Foundation	Founded in 1986. A civil society organization committed to women's empowerment and participation at all levels of governance. Various activities include: holding seminars, workshops aiming to facilitate an active role of women in affairs of the country. Mobilizing women political leaders and female councilors. Has monthly news letter "Leg Watch" which provides up to date on legislations and Bills in Parliament relating to women. Has "Citizens Action Committees" in rural areas which assist women in filing of FIR and other matters. Provides shelter for victims of Gender Violence "Apnaa Ghar". Provides legal representation for women in custody/jail. Provides education to female inmates and their children in prison.	Quetta

List of NGOs in Sindh:

S.No	NGO	Particulars	Location
1	Lyari Community Development Project (LDCP)	Goal: Self reliance through self-help Major Activities/Sphere: Providing legal aid; developing local leadership; providing welfare/social services for the community	Karachi
2	Lawyers for Human Rights and Legal Aid	Goal: To work for a just society Major Activities/Sphere: Legal aid, counseling; Forming organization, supporting organization,	Karachi
3	Sindhiani Tehrik	Goal: To empower Sindhi women, especially in rural areas by promoting awareness of their legal, political and social rights Major Activities/Sphere: Forming organization, supporting organization; political education; legal aid	Qasimabad, Hyderabad









<p><u>OUTPUT 2</u></p> <p>CONSTITUTION AND MOBILIZATION OF THE MUSALIHAT ANJUMANS IN ALL UNIONS COUNCILS IN THE PILOT DISTRICTS</p>	<p>Support for local government Indicator 2.1 Management capacity built of local government departments</p> <p>District Mapping Indicator 2.2 Consultants hired as per UNDP guidelines Indicator 2.3 Consultants provide work plan of their activities including proposed meetings and data collection Indicator 2.4 Provincial LG&amp;RD Departments verify the proper completion of task assigned to consultants Indicator 2.5 Baseline/social audit completed in 08 pilot districts Indicator 2.6 Additional Pilot Districts selected (03 per Province)</p> <p>Model Rules of Business Indicator 2.7 RoBs printed and disseminated to all stakeholders Indicator 2.8 Meetings for the formation of Musallhat Anjuman in all pilot districts held and minutes issued Indicator 2.9 Evidence of agreement of District Governments Indicator 2.10 Details of project resources transferred to MAs Indicator 2.11 Basis for resource transfer verified by relevant district governments</p>	<ul style="list-style-type: none"> <li>• Support for Local Government Departments. The linkages between various tiers of District Governments and the LG&amp;RD would be streamlined for constant and two ways feedback on progress of the institutionalization of MA</li> <li>• District mapping Assessment of the existing status and situation of MA and Insaaf Committees shall be undertaken in all the provinces. Activity would facilitate the decision about the selection of project pilot districts</li> <li>• Baseline/social audit on peoples perceptions conducted in 2006</li> <li>• Preparation/Approval of Rules of Business for Musalihat Anjuman Preparation of model Rules of Business for the functioning of Musalihat Anjuman i.e. proper and comprehensive rules covering constitution and day to day working of these bodies</li> <li>• Formation of Musalihat Anjuman in all pilot districts</li> </ul>			<p><u>Facilitating Factors</u></p> <ul style="list-style-type: none"> <li>i) NRB and LG&amp;RD Departments/Division on board</li> <li>ii) Project resources as well as District Government resources provided to MAs</li> <li>iv) MAJA engage justice sector in policy dialogue on utility of MAs</li> <li>v) Rules of business for MA notified and circulated by Provincial LG&amp;RD</li> <li>vi) Training directorates of Provincial LGRD assume responsibility of MASS</li> </ul> <p><u>Expected Risks</u></p> <ul style="list-style-type: none"> <li>i) Political considerations may hamper IC formation</li> <li>ii) UC have no resources to finance MAs</li> <li>iii) Police and subordinate judiciary do not cooperate with MAs</li> </ul>
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<p><u>OUTPUT 3</u></p> <p>MUSALIHAT ANJUMAN'S CAPACITY BUILT TO DISPENSE GENDER JUSTICE AT THE COMMUNITY LEVEL</p>	<p>Formation of MASS</p> <p>Indicator 3.1 Long and short lists of NGOs for inclusion in MASS</p> <p>Indicator 3.2 Evidence of consultative meetings held with existing rights-based NGOs networks</p> <p>Indicator 3.3 Minutes of meetings</p> <p>Indicator 3.4 Evidence of agreement on formation of MASS from LG&amp;RD Department</p> <p>Indicator 3.5 Evidence of formation of MASS</p> <p>Capacity Building</p> <p>Indicator 3.6 NGOs contracted as per UNDP guidelines</p> <p>Indicator 3.7 TNA completed and report submitted</p> <p>Indicator 3.8 Consultation held with training institutions imparting legal and rights based training (law departments of Universities, federal judicial academy)</p> <p>Indicator 3.9 NGOs contracted procured as per UNDP guidelines</p> <p>Indicator 3.10 Training modules prepared</p> <p>Indicator 3.11 List of participants attending training</p> <p>Indicator 3.12 Training completion report</p> <p>Indicator 3.13 Pilot District Governments issue instructions for participation of government functionaries in these trainings</p>	<ul style="list-style-type: none"> <li>• Formation of MASS (Musalihah Anjuman Support Services) in each province Prov./Dist. Consultations /agreement for the formation of MASS (Musalihah Anjuman Support Services) for the implementation of the project.</li> <li>• Capacity Building Of MA Through Mass</li> <li>• Sustainability of MA activities</li> </ul>			<p><u>Facilitating Factors</u></p> <ul style="list-style-type: none"> <li>i) RoB re MA endorsed by NRB and Provincial/Federal LG&amp;RD</li> <li>ii) Training costs have provision for per diem to the participants</li> <li>iii) Training Directorates of Provincial LG&amp;RD assume responsibility of MASS</li> </ul> <p><u>Expected Risks</u></p> <ul style="list-style-type: none"> <li>i) MA membership subject to elite capture/politicization</li> <li>ii) MA members have no incentive for training</li> <li>iii) MASS become ineffective due to absence of consensual leadership</li> </ul>
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Sustainability of MA activities  
Indicator 3.14  
UA strengthened to support the services  
of MAs  
Indicator 3.15  
Minutes of meetings/Lists of participants  
of the meetings  
Indicator 3.15  
Implementation strategy and follow up of  
policy decisions accruing from above  
meetings  
Indicator 3.16  
Workshop reports along with the  
recommendations  
Indicator 3.17  
List of participants of the workshops

<p><u>OUTPUT 4</u></p> <p>PARTNERSHIPS BETWEEN JUDICIARY, POLICE AND MUSALIHAT ANJUMAN FOR ACCOUNTABLE, FAIR AND EQUITABLE DISPENSATION OF JUSTICE</p>	<p>Constitution of MAJA Indicator 4.1 Consultative meetings held in pilot district and minutes provided along with follow up strategy Indicator 4.2 Minutes and agreements reached to be provided</p> <p>Awareness raising Indicator 4.2 Procurement of consultants as per UNDP guidelines Indicator 4.3 Final reports from consultants/output received Indicator 4.4 No. and details of events held Number and profile of target communities/participants Indicator 4.5 Evidence of media coverage of the campaigns Indicator 4.6 Minutes of the meetings along with the lists of participants Indicator 4.7 No. of MA cases referred to MASS/MAJA Indicator 4.8 No. of victims of gender violence facilitated through MASS and MAJA Indicator 4.9 Copies of monthly /periodic reports Copy of periodic data collected about the working of MAs on No. of cases taken up by MA/No. of cases referred by courts/No. of cases involving issues of gender violence/No. of cases not involving criminal matters/ No. of agreements/ decisions reached/ Average time for a dispute to be settled Indicator 9.9 Minutes of NSC/PSC meetings where such reports discussed</p>	<ul style="list-style-type: none"> <li>• Constitution of MAJA . MAJA network constituted in each of the pilot districts</li> <li>• MAJA work plan approved</li> <li>• Awareness raising activities on the use of MA/ADR</li> </ul>			<p><u>Facilitating Factors</u></p> <p>i) Bench/Bar involved in MAJA deliberations for eliciting their support</p> <p>ii) LGRD Department (administrative Department for Local Governments) ensure MAs are not thwarted</p> <p><u>Expected Risks</u></p> <p>i) Resistance form Bar/Lawyers</p> <p>ii) UC Nazim's with parochial backgrounds may dislike/hinder the functioning of MA</p>
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<p><u>OUTPUT 5</u></p> <p>COMMUNITY ADVOCACY FOR LEGAL RIGHTS OF WOMEN AND MEN'S ROLE IN ENDING VIOLENCE</p>	<p>Pilot District level workshops</p> <p>Indicator 5.1 No. of workshops held, along with work shop reports and lists of participants</p> <p>Indicator 5.2 No. of lady councilors attending the workshops</p> <p>Indicator 5.3 Follow up strategy and action by relevant district governments for adopting the recommendations of above workshops</p> <p>Preparation and distribution of legal awareness based material.</p> <p>Indicator 5.4 No. of Pamphlets published for distribution along with topics</p> <p>Indicator 5.5 No. of Pamphlets distributed through different outlets (details)</p> <p>Minutes of meetings along with lists of participants</p> <p>Indicator 5.6 Follow up strategy finalized and implemented in line with the decisions/ agreements reached</p>	<ul style="list-style-type: none"> <li>• Pilot District level workshops of elected members, Bar, Judiciary, Police and representatives of EDO(SW&amp;WD) on women's legal rights and ending violence in the light of MA experience</li> <li>• Preparation and distribution of legal awareness based material.</li> </ul>			<p><u>Facilitating Factors</u> MASS/MAJA ensure that advocacy measures are not exclusive</p> <p><u>Expected Risks</u> Chauvinistic/parochial attitudes hinder such efforts</p>
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Figure 1: Map of Project Districts (2005 – 2006)

