



PD-ABD-310  
74010  
UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT  
MISSION TO PAKISTAN

Case: USAIDPAK  
Telex: 54270 PK  
Telephones: 324071-79

13 - Sixth Avenue, Room 5,  
Post Office Box 1028  
Islamabad, Pakistan

November 28, 1989

Mr. D. Roen Repp  
Representative  
The Asia Foundation  
No. 18, Bazar Road  
G-6/4, Islamabad

MISSION AUTHORIZATIONS

FM/LMD (if Loan)  
FM/PAFD  
GC/ANE  
ANE/TR Officer  
ANE Desk ✓  
ANE/DP  
PPC/PB/KPA  
ANE/PD Officer & File

Subject: Grant No. 391-0470-G-00-0503-00

Dear Mr. Repp:

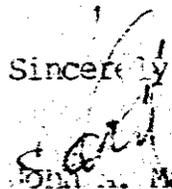
Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, the Agency for International Development (hereinafter referred to as "A.I.D." or "Grantor") hereby grants to The Asia Foundation (hereinafter referred to as "The Asia Foundation" or "Grantee"), the sum of \$292,158 to provide support to The Asia Foundation's current program with the Government of Pakistan for the establishment of the Federal Judicial Academy (FJA) in Islamabad, as described in the Schedule and the Program Description of this grant.

This grant is effective and obligation is made as of December 1, 1989 and shall apply to commitments made by the Grantee in furtherance of program objectives during the period beginning with the effective date and ending September 30, 1991.

This grant is made to Grantee, on condition that the funds will be administered in accordance with the terms and conditions as set forth in Attachment 1, entitled "Schedule", Attachment 2, entitled "Program Description," and Attachment 3 entitled "Standard Provisions," which have been agreed to by your organization.

Please sign the original and 6 copies of this letter to acknowledge your receipt of the grant, and return the original and 5 copies to the Office of Commodities and Contracts USAID, Islamabad..

Sincerely yours,

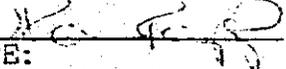
  
John A. May  
Grant Officer

Attachments:

1. Schedule
2. Program Description
3. Mandatory Standard Provisions
4. Optional Standard Provisions

ACKNOWLEDGED:

D. Roen Repp  
Representative  
The Asia Foundation

  
DATE:

FISCAL DATA

Appropriation:	72-119/01037
Budget Plan Code:	QES9-89-27391-KG-13
PIO/T No.:	391-0470-3-90037
Project No.:	391-0470
Total Estimated Amount:	\$292,158
Total Obligated Amount:	\$292,158
Cognizant Technical Office:	O/RLA, USAID/Islamabad
Funding Source:	AID/W <input type="checkbox"/> USAID <input checked="" type="checkbox"/>
Paying Office:	O/FM, USAID/Islamabad
Grant Administration Officer:	O/CC, USAID/Islamabad

SCHEDULE

A. Purpose of Grant

The purpose of this Grant is to provide support to The Asia Foundation's current program with Government of Pakistan for the establishment of The Federal Judicial Academy, (FJA) in Islamabad as more specifically described in Attachment 2 to this Grant entitled "Program Description."

B. Period of Grant

1. The effective date of this Grant is December 1, 1989. The expiration date of this Grant is September 30, 1991.

2. Funds obligated hereunder are available for program expenditures for the estimated period from Dec. 1, 1989 to Sep. 30, 1991.

C. Method of Payment and Amount of Grant

1. Payment shall be made to the Grantee in accordance with procedures set forth in Attachment 4, Standard Provision No. 2, entitled "Payment Periodic Advance."

2. The total estimated amount of this Grant for the period shown in B.1 above is \$292,158.

3. AID hereby obligates the amount of \$292,158 for program expenditures during the period set forth in B.2. above and as shown in D below.

D. Budget

The following is the Budget for this Grant, including local cost financing items, when authorized. Revisions to this Plan shall be made in accordance with the Standard Provision of this Grant, entitled "Revision of Budget."

<u>NO.</u>	<u>ITEM/DESCRIPTION</u>	<u>TOTAL COST</u> <u>US\$</u>	<u>TOTAL</u> <u>US\$</u>
1.	Personnel Cost of Tech. Assistance	26,800	
	Sub Total:		<u>26,800</u>
2.	Training Cost		
	a. Local		
	(i) Pre/In-Service Training	125,800	
	(ii) Seminars/Conferences	21,200	
	b. IJS		
	Training/Study Tours	19,875	
	Sub Total (a & b):		<u>166,875</u>
3.	Commodity Cost		
	a. Vehicle/Equipment (Computer)	23,658	
	b. Library Resources Development	4,858	
	c. Training Materials Development	2,800	
	Sub Total (a, b & c):		<u>31,316</u>
4.	Program Service Cost		
	a. SAN Francisco	11,845	
	b. Pakistan	5,827	
	Sub Total (a & b)		<u>17,672</u>
	TOTAL DIRECT COSTS:		<u>242,663</u>
5.	Indirect Costs	49,496	
	(22.6% of Total cost excluding Vehicle/Equipment cost)		
	Sub Total:		<u>49,496</u>
	TOTAL COSTS		<u>292,158</u>

E. Reporting and Evaluation

1. Financial Reporting

a. Financial Reporting requirements shall be in accordance with the Optional Standard provisions of Attachment 4 entitled "Periodic Advance".

b. The original and two copies of all financial reports required in paragraph (a) above, shall be submitted to the Controller, Office of Financial Management (O/FM), USAID/Islamabad, and three copies shall be submitted to the cognizant A.I.D. Technical Office.

2. Program Performance Reporting

a. Progress Reports: Progress reports are required quarterly. The Grantee will submit progress reports stating what has been accomplished to date. These reports are due within thirty (30) days following the reporting period ending Feb. 28, May 30, Aug. 31, Nov. 30, 1990, Feb. 28, May 30 and Sep. 30, 1991. The first report is due on March 30, 1990. Three copies of the progress report should be submitted to the cognizant A.I.D. Technical Office.

b. Periodic Reports: Events may occur that have significant impact upon the program. In such instances, the Grantee, in a written report, shall inform the cognizant A.I.D. Technical Office, as soon as the following types of conditions become known:

(i) Problems, delays, or adverse conditions that will materially affect the ability to attain program objectives, prevent the meeting of time schedules, goals and the timely submission of any reports discussed in the Program Description. This report shall be accompanied by a statement of the action taken, or contemplated.

(ii) Favorable developments or events that enable time schedules to be met sooner than anticipated.

c. If any review conducted by the Grantee discloses the need for a change in the budget estimates in accordance with the criteria established in the Mandatory Standard Provisions of this Grant entitled, "Revision of Grant Budget", the Grantee shall submit a request for a budget revision for approval by the Grant Officer.

d. Final Report: The Grantee will submit two copies of the final report on activities funded under this Grant to the cognizant A.I.D. Technical Officer within 60 calendar days after the completion date of this Grant. The Grantee is encouraged to share a draft of the final report with the cognizant A.I.D. Technical Officer for comments prior to the formal submission.

F. Special Provision

1. The cognizant A.I.D. Technical Office is the Office of the Regional Legal Advisor, USAID/Islamabad.

2. The Cooperating country Liaison Official is Director General, Federal Judicial Academy, Islamabad.

3. Order of Precedence: Any inconsistencies in this Grant shall be resolved by giving precedence in the following order: (a) Letter; (b) Schedule - Attachment 1; (c) Mandatory Standard Provisions for U.S., Nongovernmental Grantees - Attachment 3; (d) Optional Standard Provisions for U.S. Nongovernmental Grantees - Attachment 4; (3) Program Description - Attachment 2; and (f) the Grantee's proposal, entitled "Operational Program Grant Proposal", which is hereby included by reference.

G. Indirect Cost Rate

<u>Type</u>	<u>Rate</u>	<u>Base</u>	<u>Period</u>	
			<u>From</u>	<u>TO</u>
Provisional Indirect Cost	22.6%	Total Direct Costs Excluding Equipment Cost	10/1/89	Until Amended

H. Title to Property

Title of Goods purchased under this Grant will vest in the Government of Pakistan and Optional Provision 22 "Title to and Care of Property (Cooperating Country Title)" will apply.

I. Authorized Geographic Code

The authorized geographic Code for this grant is 000 (United States) and 39i (Pakistan).

J. Address for submitting SF 270

The grantee shall submit request for advance on SF 270 to O/RLA, USAID, P.O. Box 1028, Islamabad.

Program DescriptionI. Purpose of Grant

The purpose of this Grant is to provide funds to The Asia Foundation (TAF) to support the establishment of the Federal Judicial Academy (FJA) in Islamabad by the Ministry of Justice.

II. Background

In November 1987 the former Prime Minister announced Cabinet approval for the establishment of a Federal Judicial Academy. That same month The Asia Foundation provided the Ministry with the services of a U.S. senior consultant in judicial training to assist in drawing up plans for the Academy. By early December, the PC-1 for the Academy had been completed and approved by the Government of Pakistan, by January the Finance Division had approved a special mid-year allocation to cover GOP costs for the initial four months (to June 30, 1988), and the Minister for Planning and Development had committed Rs. 24 million to cover an additional five-year period beginning July 1, 1988. On March 22, 1988 a Letter of Agreement between The Asia Foundation and the Ministry of Justice was signed, covering external donor costs of Academy establishment for FY 1988.

Pakistan has never had a judicial training institution except in the Punjab where minimal judicial training is carried out at NIPA Lahore. Until now, newly-appointed Pakistani judges were informally trained by serving apprenticeships of a few months duration with senior judges, continuing education activities were non-existent, and no forum existed for the dissemination of legal research or the discussion of legal issues important to Pakistan. In the future, the success of the judicial academy at the federal level is expected to lead to the establishment of similar academies in the provinces, an idea mentioned by the Ministry of Justice as early as 1983.

The Board of Governors of the Academy was established by the Cabinet and includes the Prime Minister as Patron, the Chief Justice of the Supreme Court as Chairman, and the Federal Minister of Justice as Vice Chairman. Within two months of The Asia Foundation project start-up, the new Academy's Board of Governors acted quickly to begin project activities. They asked the Ministry of Housing and Works to requisition office/hostel accommodations for the new judicial Academy. They also requested and acquired from the Capital Development Authority, two and a half acres of land for a permanent Academy building and hostel for which they plan to explore separate funding. In May 1988 the Justice Ministry Secretary visited the U.S. to discuss details of technical assistance for the project with The Asia Foundation and to set up observation and training visits for the Academy's Director General and other faculty.

### III. Objective

This project aims to strengthen the administration of civil justice in Pakistan by supporting the establishment of a Federal Judicial Academy by the Ministry of Justice and Parliamentary Affairs of the Government of Pakistan. A strong judicial institution is crucial to Pakistan's ability to ensure all its citizens access to justice administered efficiently and equitably.

The primary beneficiaries of this project will be the Justices who participate in pre-service and in-service training, civil and sessions judges of the subordinate courts at the district level, and high and supreme court judges of the superior courts at the provincial and federal levels, in the four provinces of Pakistan, and the Northern Areas. The other important group of beneficiaries will be the registrars and administrators of the superior and subordinate courts. A legal research and publications center in the Academy is expected to more widely benefit the entire judiciary and the Bar. The beneficial effects of the establishment and strengthening of the first judicial training and research institution in Pakistan will be passed down to litigants in the court system of Pakistan, particularly through expected decreases in court delays.

This proposal for AID OPG funding covers the second and third years of a three-year Asia Foundation program supporting the establishment of a Federal Judicial Academy in the capital city of Islamabad by the Ministry of Justice. The project is concerned primarily with institutional and human resource development. Development activities will include U.S. observation tours for key Ministry of Justice personnel involved in the design and start-up of the Academy, initial training and continuing education for judges, training of trainers, and national and regional seminars and conferences. Based on TAF's suggestion to improve court management, a special training program for court registrars has been included. Training, seminars, and conferences will emphasize the administration of justice, the efficient management of courts, teaching methodology, and monitoring and evaluation systems. The Academy will provide a forum for the dissemination of judicial research on a variety of relevant topics, including techniques for alternative dispute resolution. A Judicial Information Centre with a small library will also be established within the Academy with capabilities for publishing research and developing and maintaining informational links with judicial institutions in other countries. A series of continuing short-term consultancies will provide technical assistance for the development of Academy curricula and teaching materials and the Information Centre library. A small package of commodities directly supporting Academy and Information Centre activities is included.

By the end of the project in FY 1991 the first Federal Judicial Academy in Pakistan will be established as a going concern institutionalizing the initial and in-service training of justices and court administrators. Efficiency of court management is expected to increase as a result of these courses, efficiency which will be reflected

in a decrease in court delays. Conferences and seminars will be organized on a regular basis and a Judicial Information Centre with a library will be established within the Academy. Judges and Academy personnel will be using these new forums and resources to explore judicial issues of concern to Pakistan. Finally, the Academy will have begun to establish links with other judicial training institutions in Asia and the U.S.

The project will be directly administered by The Asia Foundation. Funds provided under this grant will be periodically disbursed to The Asia Foundation and except for procurement of some U.S. technical assistance and office equipment for the FJA, will be disbursed to the FJA on a quarterly basis with certified financial statements obtained by The Asia Foundation each quarter. The Foundation's program staff will carry on continuous substantive monitoring at every stage of the activity. In the process, management abilities of the Academy staff will be strengthened by the need to administer, with The Asia Foundation oversight, a portion of the grant funds.

The Academy's Director General, selected by an already-constituted 15-member Board, will be responsible for its management and academic activities. Supervisory and administrative officials, including a Director and supporting staff, will be appointed by the FJA. Academic training will be carried out by four permanent appointed faculty members, in combination with invited speakers from the senior ranks of the judicial service, universities and training institutions in Pakistan. A senior research officer will be appointed for the Information Centre. Academy faculty will evaluate field judges to assess training needs. Trainees will fill out pre- and post-training evaluation questionnaires to assess training quality. A final evaluation, funded under the OPG, will be carried out by an external Pakistani contractor. In addition, under the oversight of The Asia Foundation, the Law and Justice Ministry will be responsible for semi-annual monitoring of the activity. The Ministry of Law and Justice will provide The Asia Foundation with annual written assessments of the relevance and value of the grant and with annual financial reports of grant fund expenditures.

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811217

Attachment 2

ایشیا فاؤنڈیشن

TAF/PK-215  
October 25, 1989

NO. 18 BAZAR RD. G-6/4  
ISLAMABAD, PAKISTAN

TEL: 820507  
820308  
811045

MAILING ADDRESS  
P.O. BOX 1165  
ISLAMABAD

CABLE ADDRESS  
ASIAF ISLAMABAD

TELEX NUMBER  
54143 ASIAF PK

HEADQUARTERS  
San Francisco  
California

OTHER OFFICES

Bangladesh  
Indonesia  
Japan  
Korea  
Malaysia  
Philippines  
Sri Lanka  
Taiwan  
Thailand  
Washington, DC

NON RESIDENT  
PROGRAMS

Brunei  
Hong Kong  
Maldives  
Nepal  
Pacific Islands  
People's Republic of China  
Singapore

Ms. Sharon L. Cromer  
Grant Officer  
USAID Mission to Pakistan  
ISLAMABAD

Subject: Proposed Grant to The Asia Foundation

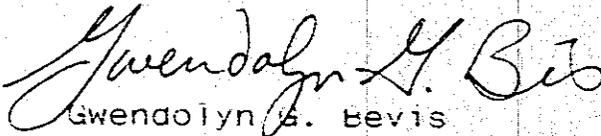
Dear Ms. Cromer:

Please refer to your memorandum of August 28, 1989 on the subject and our subsequent discussions over the telephone. Since the information you requested could only be put together with input from our home office in San Francisco, we could not respond earlier than today.

Enclosed please find all the information and documents listed in your referenced memo except item 7. (c) for which we need further clarification. Mr. Durrani and I would like to meet with you early next week if possible for that purpose as well as to elaborate on or augment the information being forwarded herewith.

I will call you Thursday about this.

Sincerely yours,

  
Gwendolyn A. Bevis  
Program Officer

Attachment: a/s

AMU:nhk

# Operational Program Grant Proposal

Total OPG Request: \$292,158.00

Project Title: Ministry of Justice:  
Federal Judicial Academy

Project Location: Islamabad, Pakistan

PVO Name and Location: The Asia Foundation  
#18, Bazar Road, G-6/4  
P.O. Box 1165  
Islamabad, Pakistan

Central Headquarters: The Asia Foundation  
465, California Street  
14th. Floor  
San Francisco, CA 94108  
U.S.A.

Contact Person: D. Roen Repp, Representative  
The Asia Foundation, Islamabad  
Telephone: 820507-8

Date of Submission April 18, 1989,  
to AID Updated October 22, 1989

## A. Project Purpose and Description

### 1. Project Purpose

This project aims to strengthen the administration of civil justice in Pakistan by supporting the establishment of a Federal Judicial Academy by the Ministry of Justice and Parliamentary Affairs of the Government of Pakistan. The establishment of this first Judicial Academy in the history of Pakistan--which will be the largest judicial training center in Asia when project goals are realized--comes at a critical juncture: after eight-and-a-half years of military rule, control of the judiciary was turned over to the civil courts just over three years ago. A strong judicial institution is crucial to Pakistan's ability to ensure all its citizens access to justice administered efficiently and equitably, an important key to strengthening and stabilizing this newly-democratic nation.

## 2. Beneficiaries

The primary beneficiaries of this project will be the Justices who participate in pre-service and in-service training: civil and sessions judges of the subordinate courts at the district level, and high and supreme court judges of the superior courts at the provincial and federal levels, in the four provinces of Pakistan, Azad Jammu and Kashmir, and the Northern Areas. The other important group of beneficiaries will be the registrars and administrators of the superior and subordinate courts. A legal research and publications center in the Academy, in addition, may be expected to more widely benefit the entire judiciary and the Bar. The beneficial effects of the establishment and strengthening of the first judicial training and research institution in Pakistan should be passed down to litigants in the court system of Pakistan, particularly through expected decreases in court delay.

## 3. Project Description

This proposal covers the third and fourth years (FY 1990 and 1991) of a three-year Asia Foundation program supporting the establishment of a Federal Judicial Academy in the capital city of Islamabad by the Ministry of Justice. The project is concerned primarily with institutional and manpower development. Development activities include U.S. observation tours for key Ministry of Justice personnel involved in the design and start-up of the Academy, initial training and continuing education for judges, training for trainers, and national and regional seminars and conferences. Training, seminars, and conferences will emphasize the administration of justice, the efficient management of courts, teaching methodology, and monitoring and evaluation systems. The Academy will provide a forum for the dissemination of judicial research on a variety of relevant topics, including techniques for Alternative Dispute Resolution. A Judicial Information Centre with a small library will also be established within the Academy with capabilities for publishing research and developing and maintaining informational links to judicial institutions in other countries. A series of continuing short-term consultancies will provide technical assistance for the development of Academy curricula and teaching materials and the Information Centre library. A small package of commodities directly supporting Academy and Information Centre activities is included.

## 4. End of Project Conditions

By the end of the project in FY 1991 the first Federal Judicial Academy in Pakistan will be established, institutionalizing the initial and in-service training of justices and court administrators. Efficiency of court management is expected to increase as a result of these courses, reflected in a decrease in

court delay. Conferences and seminars will be organized on a regular basis, and a Judicial Information Centre with a library will be established within the Academy. Judges and Academy personnel will be using these new forums and resources to explore judicial issues of concern to Pakistan. Finally, the Academy will have begun to establish links with other judicial training institutions in Asia and the U.S.

## B. Project Background

### 1. History of Proposal Development

In late 1983 the Chief Justice of the Lahore High Court proposed short- and long-term solutions to the national problem of court delay. The short-term solution involved observation and training for superior court judges in the U.S., and was implemented by The Asia Foundation beginning in 1985, in the Continuing Education in the U.S. for Judges program. The long-term solution involved local training of both superior and subordinate court judges at federal and provincial judicial academies. After participation in the Continuing Education project, the Lahore Chief Justice instituted a minimal program of initial training for judges in Punjab province at the National Institute of Public Administration in Lahore. This initiative attracted favorable press coverage and gave further impetus to the idea of a judicial academy, especially at the federal Supreme Court and Ministry of Justice level.

The idea of a judicial academy has been endorsed by every Chief Justice of Pakistan and repeatedly recommended by law reform commissions, but was first effectively promoted by judges who visited the U.S. under the Continuing Education for Judges program, including the Secretary of the Ministry of Justice and the Minister for Justice. On his return to Pakistan in 1987, the Justice Minister determined to establish a judicial academy during his tenure. Participation of judges in the 1985 Conference of Chief Justices of Asia and the Pacific in Malaysia was also important: on his return from this conference, the Chief Justice asked for and received the consensus of his senior colleagues for systematic judicial training in a Federal Judicial Academy. This idea received unparalleled support from both the executive branch and the judiciary within the Ministry of Justice. On the basis of this consensus, the Secretary of the Justice Ministry visited the U.S. in 1987, to discuss the establishment of a judicial academy in detail with Asia Foundation experts.

In November 1987 the Prime Minister announced Cabinet approval for the establishment of a Federal Judicial Academy. That same month The Asia Foundation provided the Ministry with the services of a senior consultant in judicial training to assist them in

drawing up plans for the Academy. By early December, the PC-1 for the Academy had been completed and approved, and by January the Finance Division had approved a special mid-year allocation to cover GOP costs for the initial four months (to June 30, 1988), and the Planning Minister had committed Rs. 24 million to cover an additional five-year period beginning July 1, 1988. On March 21, 1988 a Letter of Agreement between The Asia Foundation and the Ministry of Justice was approved, covering external donor costs of Academy establishment for FY 1988.

## 2. Asia Foundation Experience in Project Area

The Asia Foundation worked closely with key personnel in the Ministry of Justice to promote the idea of the first judicial training institution in Pakistan, and succeeded: the Continuing Education for Judges project led directly to the present project. The Asia Foundation's relationship with this Ministry has been long--initial discussions about an academy date back to 1983--and, as this proposal testifies, productive.

The Asia Foundation has extensive experience with institutional and manpower development projects. In Pakistan alone four such projects are currently being implemented, including programs for members of the civil and foreign services. Asia Foundation experience in the establishment of libraries and centers for the dissemination of research and information, notably in the Pakistan National Assembly Library and Research Service project, is considerable. As these programs testify, the Foundation has a successful record working with many branches of the Government of Pakistan. Finally, legal systems and human rights in Asia, especially legal education, judicial training, court management, legal research and publications, and alternative dispute resolution systems, are of special interest to the Foundation. The Foundation was, for example, a prime mover in establishing LAWASIA, the regional organization working for improved legal systems, and continues to be a major cooperative partner in the work of that agency.

## 3. Government of Pakistan Activity in Project Area

Pakistan has never had a judicial training institution even though desire for one was first expressed during the colonial period. Except in the Punjab during the last few years (where minimal judicial training is carried out at NIPA Lahore), newly-appointed Pakistani judges are informally trained by serving apprenticeships of a few months duration with senior judges. Continuing education activities are non-existent, and no forum has existed for the dissemination of legal research or the discussion of legal issues important to Pakistan. In the future, the success of the judicial academy at the federal level is expected to lead to the establishment of similar academies in the

provinces, an idea mentioned by the Ministry of Justice as early as 1983.

#### 4. Federal Judicial Academy Activities To-date

In less than two months since project start-up, the new Academy's Board of Governors acted quickly to begin project activities. They asked the Ministry of Housing and Works to requisition office/hostel accommodations for the new Judicial Academy. They also requested and acquired from the Capital Development Authority, two and a half acres of land for a permanent Academy building and hostel for which they plan to explore separate funding. The Board of Governors of the Academy has been established by the Cabinet and includes the Prime Minister as Patron, the Chief Justice of the Supreme Court as Chairman, and the Federal Minister of Justice as Vice Chairman. In May 1988 the Justice Secretary visited the U.S. to discuss details of technical assistance for the project with The Asia Foundation and to set up observation and training visits for the Academy's Director General and other faculty.

The Academy more than achieved the local training targets for FY 1988 and has kept well abreast of those for FY 1989. The first pre-service course for 30 newly appointed civil judges was conducted from September 27 to October 23, 1988. The first in-service course for 30 civil judges was held from December 26, 1988 to January 12, 1989. Copies of course materials and lists of participants for both programs as well as for a Seminar on "Drugs-Law and Justice" held February 9-12, 1989 are enclosed. The latter Seminar was inaugurated by the Prime Minister and attended by judges of all High Courts and the Supreme Court of Pakistan. A symposium on alternate dispute resolution and a course for court administrators are planned.

### C. Project Analysis

#### 1. Economic Analysis

The package of judicial training offered in this project, which emphasizes efficient court management and alternatives to formal courts as well as justice in the abstract, is intended to have a beneficial impact on court delay. The economic benefits of decreasing delay in Pakistan's courts are difficult to quantify but are apparent and considerable: court delay causes litigants to miss unnecessary work days, adding significantly to the cost they --and the nation--pay for the administration of justice. The economic costs of this package of judicial training are minimal. The proposed training program thus appears to guarantee substantial economic benefits with minimal economic costs to increase the efficiency of court management. In the context of the larger and more abstract goals of the project, to strengthen

the administration of civil justice in a newly-democratic nation, the project is believed to be economically feasible.

## 2. Technical Analysis

This project will introduce superior and subordinate court justices, officials of the Ministry of Justice and court administrative staff to new judicial methodologies and management skills (especially the use of personal computers) which will strengthen the role of the civil court system in the judicial sector of Pakistan. They will be introduced through an integrated package including local, regional, and overseas training and information sharing, and technical assistance by local and short-term international consultants. The management and monitoring of the new Academy and its Information Centre and their teaching, conference-organizing, and publishing activities will provide ample opportunities to utilize and refine these new skills. The proposed package of training, technical assistance, and applied management and implementation activities is a feasible method of improving judicial methodologies and management skills in the civil court system of Pakistan's judicial sector.

## 3. Sociocultural Analysis

The design of the Judicial Academy project minimizes external impact on the content of law in Pakistan. It concentrates on increasing access to U.S. judicial training institutions and access to resources used by other judicial academies in Asia and the U.S., rather than on heavy inputs of technical assistance, to strengthen the civil court system in Pakistan. The technical assistance that does exist will be used to help develop training methods and curricula, not to teach; with the exception of observation tours in the U.S. for key Academy personnel, all training will be done by Pakistani judges. This sort of approach guarantees that any impact this project has on court traditions and values will have been actively sought rather than introduced from the outside. The proposed package of training, resources, and technical assistance is thus a feasible method of improving the administration of civil justice in Pakistan with minimal or no sociocultural disturbance.

In addition, the wide support this project has had in the Ministry of Justice, cutting across both the administrative and judicial branches, clearly indicates its suitability for direct project beneficiaries. This prior consensus is expected to have an advantageous effect on the achievement of project targets and the success of project goals.

## 4. Plan for Institutionalization of Activity

Local staff will be assuming all essential project responsibili-

ties from the beginning, including management and procurement, training, and monitoring and evaluation. A training of trainers component is included in the project to increase training quality, but project success does not depend on it. A substantial portion of project financing will be provided by the Government of Pakistan (\$315,869.00 total for the three project years) from the beginning; the Finance Ministry of the Government of Pakistan approved the local project costs including staff salaries, rentals and other operating costs of the Academy for the three year period out of its non-developmental budget. It is expected that by the end of this period, the Academy will become a statutory body. The Ministry's PC-1 estimates annual recurring expenditures after project completion to be \$280,767.00. In sum, the Federal Judicial Academy project is firmly institutionalized and capable of independence from donor technical assistance and financial support by the time that assistance and support end.

#### D. Project Design and Implementation

##### 1. Implementation Plan

Costs of U.S. training and U.S. technical assistance as well as a vehicle and a personal computer will be directly expended by The Asia Foundation. The remaining project costs to be provided under this grant will be deposited into a non-interest bearing account and disbursed to the Federal Judicial Academy on a quarterly basis with certified financial statements secured for each quarter. Moreover, Foundation's program staff will carry on continuous substantive monitoring at every stage. Management abilities of the Academy staff would be strengthened by the need to administer a portion of the grant funds. The process is further expected to contribute toward institutional development and expertise in meeting donor requirements.

The Academy's Director General, selected by an already-constituted 15-member Board, will be responsible for its management and academic activities. Supervision and administration officials, including a Director and supporting staff, will be appointed. Academy training will be carried out by four permanent appointed faculty members, in combination with invited speakers from the senior ranks of the judicial service, universities and training institutions in Pakistan. A senior research officer will be appointed for the Information Centre. Academy faculty will evaluate field judges to assess training needs; trainees will fill out pre- and post-training evaluation questionnaires to assess training quality. A final evaluation will be carried out by an external (but local) contractor in FY 1990. In addition, the Justice Division will be responsible for semi-annual monitoring. The Ministry of Justice will provide the Asia Foundation with annual written assessments of the relevance

and value of the grant to its purposes and with annual financial reports of grant fund expenditures.

The workplan and technical assistance requirements for the three project years are as follows:

WORK PLAN

	FY 1988	FY 1989	FY 1990	FY 1991
Academy Establishment				
Building rental .....	X	X		
Staff recruitment .....	X	X		
Office equipment/transport procurement	X		X	
Purchase of audio-visual equipment .		X	X	
Information Centre & Library Establishment				
Library establishment .....	X			
Purchase of books .....	X	X	X	X
Information Centre establishment ..		X		
Newsletter publishing .....		X	X	X
Publishing of reviews & research studies.			X	X
Development of Teaching Aids				
Curriculum development .....	X			
Printing of training materials .....	X	X	X	X
Review of curriculum .....			X	
Manual & aids development .....		X	X	
Development of film script & slides			X	
Preparation of supplementary aids .		X	X	
Review of supplementary aids .....			X	
Training .....				
Initial training courses (1 mo.)...	X	XXX	XXX	XXX
Refresher courses (0.5 mo.) .....	X	XXXX	XXXX	
Seminars & conferences .....	X	X	X	X
U.S. Study				
Officers' study tours .....	X		X	
Faculty training .....		X	X	X
Technical Assistance				
U.S. ....	X			X
Local .....	X	X	X	
Project Monitoring & Evaluation				
Justice Ministry monitoring .....		XX	XX	
Independent Evaluation .....				X

TECHNICAL ASSISTANCE

	FY88			FY89			FY90			FY91			TOTAL
	nos	mos	m-ms	m-m									
<u>International Short-term</u>													
(i) Curriculum Development & Teaching Aid Preparation	1	.5	.5							1	2	2	2.5
(ii) Information Centre	1	1	1			0			0			0	1
<u>Local Short-term</u>													
(i) Audiovisual Trainer	1	.5	.5			0			0			0	.5
(ii) Monitoring & Eval.	0	0	0	0	0	0	0	0	0	1	1	1	1
TOTAL			2+									3+	5+

2. Measurement and Evaluation of Project Accomplishment

The measurement of project accomplishment will be based on the number of man-months of training completed in following categories: initial training, in-service training, seminars and conferences, U.S. study tours, and U.S. training for trainers. Project targets for each fiscal year are given below:

TRAINING TARGETS

	FY 1988			FY 1989			FY 1990			FY 1991			TOTAL	
	nos	mos	man-mos	man-mos										
Pre-Service/ In-Service Training	25	1	25	80	1	80	80	1	80	80	1	80	265	
Seminars/ Conference	50	.25	12.5	100	.25	25	100	.25	25	100	.25	25	87.5	
U.S. Study Tours	1	1	1	1	1.5	1.5	2	1	2	2	1	2	6.5	



BREAKDOWN OF BUDGET COSTS

1 US \$ = Rs. 20.00

## Personnel (U.S.):

1) 2 one-month trips to Pakistan by U.S. consultant	
2 round trip air fares (\$3500 ea.)	\$ 7000
Per diem (\$105x60 days)	6300
Consultancy fees (\$225x60 days)	13500
	<hr/>
Total:	\$ 26800

## Training (U.S.):

1) 1 six-week training program for Director General in FY89	
Round trip airfare	\$ 2700 or Rs. 54000
Per diem (\$105 x 45)	4725
Contingencies	350
	<hr/>
Total:	\$ 7775
2) 4 week training for 2 faculty members in FY 1990	
2 Round trip airfares (\$3500 ea.)	\$ 5400 or Rs. 108000
Per diem (\$105x30 days x 2)	6300
Contingencies	400
	<hr/>
Total:	\$ 12100

## Training (Local):

1) Local training of 80 pre-service/in-service personnel during 1 year	
D.A: 80x28 days x Rs.450 = Rs.1008000	\$ 50400 or Rs.1008000
T.A: 80xRs. 1500 (average) = Rs.120000	6000 or Rs. 120000
Organizational expenses including payments to resource persons	6500 or Rs. 130000
2) 2, 3 - day Conferences/Refresher Courses for Judges & Court Administrator	10600 or Rs. 212000
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Total:	\$ 73500 or Rs.1470000

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## Equipment:

- |   |           |                   |
|---|-----------|-------------------|
| 1) Toyota Coaster Standard 26 Seater,<br>Diesel Engine, 3431 cc. Model No. BB21R-MR | \$ 18000. |                   |
| 2) Personal Computer  |           | 4229 or Rs. 84580 |

Total: \$ 22229.

F. Conditions

Asia Foundation financial support for the Federal Judicial Academy for FY 1988 has already been allocated and partially disbursed. Government of Pakistan support has been allocated for FY 1988 and committed through 1993. The PC-1 for this project has been approved by the Economic Affairs Division, as stated in a letter to The Asia Foundation. Mr. Saad Ashraf, Joint Secretary of the Economic Affairs Division, may be contacted if further evidence of GOP approval is needed.

G. Statutory Considerations

No substantive technical, financial, or other kinds of planning are required for project implementation. No legislative action is required in Pakistan for project purposes to be achieved. No other statutory considerations are believed to be applicable to this project.

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