



“Strengthening District Bar Associations and Setting up Facilitation Kiosks in Courts”

PROJECT COMPLETION REPORT

AF Grant Number: GEP 2015/011- 261

November 21, 2016 to April 10, 2017





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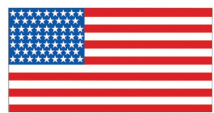




List of Acronyms

CCHD	Citizens' Commission for Human Development
DBA	District Bar Associations
GEP	Gender Equity Program
USAID	United States Agency for International Development
LRF	Legal rights Forum
D & SJ	District & Session Judge





Executive Summary

Citizens' Commission for Human Development with the support of Aurat Foundation and USAID has taken an initiative under Gender Equity Program of USAID for "Strengthening District Bar Associations and Setting up Facilitation Kiosks in Courts" to facilitate poor litigants especially women to get justice and to get information about available redressal mechanisms in the district.

The project aims to equip the DBAs with the knowledge on;

- Gender concepts, sensitivity, legal approaches to equality,
- Pro women, family and minority laws including Qisas & Diyat
- International legal instruments and obligations related to women's rights
- Strengthening and Gender Sensitization of District Bar Associations
- Setting up of facilitation Kiosks in courts

During the reporting period the undertaking tasks completed;

- Recruitment of four positions of Project Staff
- Establishment of Project Office
- 04 persons in total oriented in Project Staff Orientation



- Participation in Grant opening meeting
- Participation in National Grant opening Meeting
- Project launching Ceremony and signing of MoU
- Need assessment and up gradation of District bar Associations
- Comparative Trend Analysis
- 02 Quarterly Meetings with District Bar Associations
- Formation of District Women Support Group
- 12 cases were filed under Case Management
- Establishment of Resource Centre
- Participation in training of Trainers
- Participation in Refresher
- Establishment of facilitation Kiosks
- Recruitment of facilitation kiosks staff
- 05 Days training of facilitation kiosks staff
- 10 One day replication trainings of District Bar Associations
- Participation in Quarterly Coordination Meeting
- Preparation of Case Laws
- Awareness raising through IEC Material
- Database Management





Introduction

The project is designed to strengthen the District Bar Associations (DBA) Multan by delivering some major activities to provide ultimate facilitation to beneficiaries and to provide them knowledge and support for access to justice and to link them with other service providers.

Following key results will be achieved through these sub grants:

- Useful research of pro-women court proceedings at the district level will be produced
- A total 60 lawyers and other relevant stakeholders will be trained in gender friendly legal practices
- A database of legal experts especially of pro-bono women lawyers at each district level will be formed to legal assistance to women litigants; this pool of lawyers will also be linked with GEP supported seamless service delivery hubs
- Each district partner will record, document and share at least 3-5 case laws on the positive judgments on cases of violations against women's rights taken after the training will be produced and compiled by the national coordinator.
- 01 women friendly facilitation kiosk will be established in each one of the district
- At least 70 women will be linked with the women lawyers





Implementation Methodology:

Project activities were planned by using the advocacy techniques for the coordination with stakeholders and district bar associations. For developing a good working relation with executive of DBA consecutive meetings were done with elected representatives of district bar associations Multan and result was that not only the bar associations were oriented with the project objectives and deliverables but also supported in signing of MoU between CCHD and DBA-Multan which proved a landmark in developing good relationship between CCHD and District Bar Associations. DBA Multan highly acknowledged the support of CCHD and in their ceremony awarded the project team with souvenirs which were given by the honourable Justice High Court sardar Ahmad Naeem Sb, District & Session Judge Multan Sardar Bahadur Khan Baloach , President DBA Yousaf Zubair and General Secretary DBA Multan Syed Anees Mehndi. They appreciated the CCHD team for their deliverables and support provided to litigants and also for training of lawyers on Gender and pro-women laws.

Achievements against Deliverables:

During the reporting period the CCHD depicts the following key activities as project deliverables;

Hiring of Project Team: The project team was hired for the proper implementation of project through advertising the positions by social media and after short listing the potential and professional team was hired by panellists which is consisting of four potential persons in total:

Project Director

Project Coordinator





Communication Officer
Admin /Finance Officer

Attended Grant Opening Meeting: Project Coordinator, Finance Officer and Admin Officer of CCHD attended grant opening meeting which was organized by Aurat Foundation for all sub-grantees to create an understanding on project deliverables, reporting mechanism, monitoring and work plan.

Project Staff Orientation: The objective of this orientation was to create an understanding on the project, reporting mechanism and work plan for smooth implementation of the project. CCHD project team was oriented in detail on program description, clarity on deliverables, expected timelines, budget, GEP specific reporting formats, branding and marking protocols, tranche releases and monitoring visits.



Figure 1 Project Staff Orientation

National Grant Opening Meeting: A national grant opening meeting was organized by Legal Rights Forum (LRF) to orient all sub-grantees of Punjab about project deliverables, work plan and symmetry of sub-grantees activities with national level planned activities.

Coordination Meetings with DBA: Coordination meetings with District Bar Associations were planned for the buy in of bar executives and lawyers for project activities and achieving results. Several meetings with newly elected





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executive members were done to orient them about project and their role in project deliverables and supporting the organization in providing pool of lawyers for training, legal support and nominations for facilitation kiosks by signing a Memorandum of understanding.

Project Launching Ceremony: The project launching ceremony was done to introduce project activities and its objectives to relevant district level stake holders from public and private sector, legal fraternity, media and etc.

Total 152 participants (115 males and 37 females) attended the project launching ceremony. A Memorandum of Understanding (MOU) was signed between President and General Secretary of DBA Multan and Project Director of CCHD on set project deliverables and role and responsibilities of both parties.



Figure 2 Signing of MOU between DBA & CCHD

Need Assessment and up gradation of District Bar Associations DBA: A research was done to analyze the need of district bar associations and litigants to provide them facilitation by up gradation of resource centre and setting up of facilitation kiosks for women litigants to provide them information about court processes and facilitating them in legal aid and advice. A situational analysis report was generated on the basis of findings of the need assessment with a comprehensive procurement plan was made on the basis of need assessment findings.

Comparative Trend Analysis: The TORs for consultancy were advertised through social media to hire a competent consultant for analysis to assess trends of judicial precedents on pro women laws including both positive and



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regressive during eight years starting from 2009 to 2016. The data was collected for both types of precedents from civil and criminal courts, utilizing district courts, high court and the Supreme Court data. The trend analysis report was shared with national coordinator and grant holders of Aurat Foundation. Consultant collected the data by having interviews with judicial officers, male and female lawyers and litigants.

Quarterly Meeting with District Bar Associations: Objective of the meeting was to share project progress with President, G. Secretary and executive body of DBA. During the meeting progress of activities was discussed and future planning was done to make project implementation smooth. Challenges were also discussed and executive body of DBA assured their full support to overcome upcoming challenges. Place for KIOSK was also finalized. Total 13 participants (09 males, 04 female) attended the meeting.

Quarterly Meeting with District Bar Associations: Second quarterly meeting was organized with District Bar Association to share the progress and to announce the closing of project.



Figure 3 Quarterly Meeting with District Bar Associations

Total 46 participants (40 males 06b females) attended the ceremony in which President DBA Mr. Yousaf Zubair and General Secretary Mr. Syed Anees Mehdi highly appreciated the working of CCHD and ensure about their support for the continuation of the project activities for providing support to women victims



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Formation of DWSG: District Women Support Group was formed with the inclusion of female lawyers, in charge Dar ul Aman, Manager Women crisis centre, women from minority groups and representatives from academia to support women litigants and to provide assistance and to make referral mechanisms strong among service providers in order to provide support to litigants approaching kiosks for help.



Figure 4 Inauguration of Resource Centre

Case Management: Kiosk was established to provide support to the victims of violence. Kiosk staff and pool of lawyers provided legal aid to 12 women during the reporting period and the nature of cases was criminal cases 04, Family Cases 05, Appeals 02 and 01 civil case. One case was disposed off during the reporting period while others are in process.

Establishment of resource Centre: A resource centre was established in the premises of DBA by equipping the computer lab and library with necessary equipments like computers, Internet connection, furniture,

law books, air conditioner and electric water cooler. Computer lab was also renovated with paint and repairing of broken windows and electric wires. Inauguration of resource centre was done by Senior Advocate Supreme Court malik Haider Usman and DBA executive.

Participation in Training of Trainers (TOT): Project Coordinator of CCHD and Ms. Moazmmah Husnain participated in TOT organized by Legal Rights Forum (LRF) from 20-24th February. CCHD participants actively participated in the training.



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Participation in Refresher: A three days refresher was organized to share the experiences and lesson learned on the basis of ToT and holding one day replication trainings with DBA. The refresher was organized by LRF (National Coordinator) and CCHD Project Coordinator and Trainer participated in it and shared their experiences.

Establishment of Facilitation Kiosks: CCHD established a facilitation kiosk in district court premises to provide support and information to poor litigants especially women. It was established to provide an enabling and comfortable place for women who approach courts for legal assistance. Kiosk was equipped with furniture and fixtures, IT equipments, Internet, law books, Air conditioner, water dispenser, mobile phone and stationary.

Recruitment of facilitation kiosks staff: 02 Female lawyers were recruited for facilitation kiosks set up with the support of District Bar Associations who nominated the potential young ladies for kiosks set up. Ms. Madiha Wahid Saddiquie Advocate and Ms. Fariha Riaz Bukhari Advocate were nominated by president DBA.

05 Days training of Facilitation Kiosks Staff: Aurat foundation shared the training manual for kiosks staff and the both female lawyers after their recruitment were trained by CCHD Project Coordinator, During their five days training session they were oriented about paralegal practices, Fundamental rights in constitution of Pakistan, Gender based violence, laws on GBV, Pakistan Justice System & Legal procedure, IT procedures and mock exercises. The staff was also briefed on client dealing protocols and referral mechanism.



Figure 5 One Day Replication Training of DBA



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One day replication trainings of District Bar Associations: During the reporting period total 10 One day replication trainings were organized by CCHD in which total 154 male and female lawyers were trained on gender and pro-women laws. 44 female lawyers and 110 male lawyers attended the trainings.

District bar associations nominated the lawyers for these trainings.

Participation in Quarterly Coordination Meeting: CCHD project director participated in quarterly coordination meeting held at Islamabad and organized by Legal Rights Forum. In this meeting the main agenda was to share the updated progress of all sub-grantees. Deputy Chief of party from Aurat Foundation, Grant holder and all sub-grantees participated in the meeting and shared their progress and challenges

Preparation of Case Laws: Three case laws were shared with national coordinator and Aurat Foundation which were basically reflecting the court precedents both progressive and regressive on women issues. All the judicial documents and judgments were analyzed and recommendations were made by analysing the gray areas in these court proceedings.

Awareness raising through IEC Material: Project projection was done by developing supported IEC material. Public was made aware



Figure 6 Dissemination of Projection Mugs



by Public Service Messages (PSMs) broadcasted through FM-103 and by printing projection Mugs with pro-women messages and were disseminated among lawyers, media persons, DBA representatives and Civil Society organizations.

Database Management: A database was maintained with the details of lawyers who attended the one day replication trainings, litigants' data who seek for legal aid and approached to kiosks for information and support.





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Sr #	Activity	Date	Venue	Number of Participants (Male & Female) Direct Beneficiaries	Total
1	Project Staff Orientation	12.31.2016	Action Against Hunger Office	04 (02 male, 02 female)	04
2	Coordination meeting with President DBA	1.2.2017	DBA-Multan	05 (03 male, 02 female)	05
3	Coordination meeting with candidate of president ship	1.3.2017	DBA Multan	10 (06 male, 04 female)	10
4	Coordination meeting with elected president DBA	1.9.2017	DBA Multan	12 (10 male, 02 female)	12
5	Coordination meeting with General Secretary DBA	1.23.2017	DBA Multan	05 (03 male, 02 female)	05
6	Meeting with Incharge Dar ul Aman for the formation of DWSG	1.25.2017	Dar ul Aman	13 (07 male,06 female)	13
7	MoU sharing with DBA and meeting for Project Launching ceremony	1.26.2017	DBA	07 (05 male, 02 female)	07
8	Meeting with In-charge Dar ul Aman for invitation Project Launching Ceremony	1.27.2017	DBA	03 Female	03
9	Meeting with DBA for MoU content finalization and arrangements of Project Launching ceremony	1.30.2017	DBA	05 (03 male, 02 female)	05
10	Meeting with national coordinator to strategize coordination with bar	1.31.2017	DBA	04(02 male, 02 female)	04





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11	Project Launching Ceremony	2.1.2017	DBA Hall	152 (115 male, 37 female)	152
12	Need Assessment and up gradation of District Bar Associations	2..21.2017	DBA-Multan	21 (10 male, 11 female)	21
13	Comparative Trend Analysis	4.10.2017	DBA Multan		
14	Quarterly Meeting with DBA	2.13.2017	DBA Multan	13 (09 male, 04 female)	13
15	Quarterly Meeting with DBA	4.10.2017	LFC-Multan	46 (40 male, 06 female)	46
16	Formation of DWSSG	2.17.2017	CCHD Office	12 (02 male,10female)	12
17	Case Management		DBA-Kiosks	12 Females	12
18	Establishment of Resource Centre	4.10.2017	DBA		
19	Participation in Training of Trainers (TOT)	2.(20-24).2017	Islamabad	10 (04 male, 06 female)	10
20	Participation in Refresher	3.(16-18).2017	Lahore	08 (04 male, 04 female)	08
21	Establishment of Facilitation Kiosks	2.28.2017	DBA-Multan		
22	Recruitment of facilitation kiosks staff		DBA-Multan	02 Female lawyers	02
23	05 Day's training of facilitation kiosks staff	27th Feb-3rd March,2017	CCHD Office	02 Female Lawyers	02
24	One day replication training of DBA	3.13.2017	CCHD Office	09 (06 Male , Female 03)	09
25	One day replication training of DBA	3.14.2017	CCHD Office	23 (15 Male, Female 08)	23
26	One day replication training of DBA	3.15.2017	CCHD Office	20 (18 Male, Female 02)	20
27	One day replication training of DBA	3.20.2017	CCHD Office	09 (07Male , Female 02)	09
28	One day replication training of DBA	3.21.2017	DBA Hall	21 (10 Male ,Female 11)	21
29	One day replication training of DBA	3.22.2017	CCHD Office	09 (06 Male ,Female 03)	09
30	One day replication training of DBA	3.24.2017	DBA Hall	10 male	10
31	One day replication training of DBA	4.3.2017	DBA Hall	13 (06 Male , 07 female)	13



32	One day replication training of DBA	4.4.2017	DBA Hall	22 (16 Male , 06 Female)	22
33	One day replication training of DBA	4.5.2017	DBA Hall	18 (16 Male ,02 Female)	18
34	Participation in Quarterly Coordination meeting	3.30.2017	Islamabad	13 (05 Male ,08 Female)	13
35	Preparation of Case Laws	4.4.2017	DBA Multan		
36	Awareness raising through IEC material	4.10.2017	DBA Multan		
37	Database Management	4.10.2017	DBA Multan		

IEC Material Distribution:

CCHD developed Public Service Messages (PSM) which was basically about the information of kiosk in District Courts Multan and services provided by kiosk for legal assistance, information and referral of poor litigants to resolve their legal issues. FM-103 broadcasted the messages and total 300 messages were on aired with 20 slots per day from March 20th – April 3rd ,2017.

The outreach of PSM shows that how effective the tool was for the projection of services delivered by Kiosks.

Effective MAST'S transmission covers in all almost 47 different cities, towns and areas besides in Karachi, Lahore, Faisalabad, Multan, Cities. The signal loop in major four cities extended up to 120 kms from one corner to other corner and covers a listener ship of about 35 million individuals in total.





Furthermore for the promotion of pro-women theme a Mug with the message **“Gender Equality is a shared vision of Social Justice and Human Rights”**

These projection Mugs were distributed among DBA executive, Lawyers, Trainees , Civil society representatives, media personnel, Members of DWSG, Aurat Foundation etc.

Table below shows the duration and number of slots broadcasted on FM-103

Client Name: Aurat Foundations
Station: Multan

20 th Mar to 3 rd Apr 2017		20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	Total
DUR.(sec)	Timings																
60	7:30	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
60	8:05	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
60	8:30	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
60	9:00	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
60	9:30	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
60	10:30	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
60	11:30	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
60	12:30	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
60	13:30	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
60	14:30	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	





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60	15:30	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
60	16:30	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
60	17:30	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
60	18:05	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
60	7:30	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
60	18:30	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
60	19:05	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
60	19:30	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
60	20:30	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
60	21:30	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
60	22:30	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
		20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	300

For Projection Mugs 400 Mugs were distributed among different stakeholders and list shows the segregation of male, female and the institutions where these projection mugs were disseminated. CCHD disseminated the Mugs among litigants, lawyers, District Bar associations' representatives, media personnel and civil society representatives.





Moreover the promotional boards of Kiosk are also be considered as the IEC material which were installed in court premises with all the services that were showing the details of services provided by kiosk.

Quantity Disseminated Quarter Wise				
Sr.	Male	Female	Organizations /Institutes	Total
1	46	17	DBA Multan	63
2	78	8	DBA Multan	86
3	160	68	DBA Multan	228
4	4	19	Civil Societies	23
				400



Figure 8 Information Boards at District Court Multan



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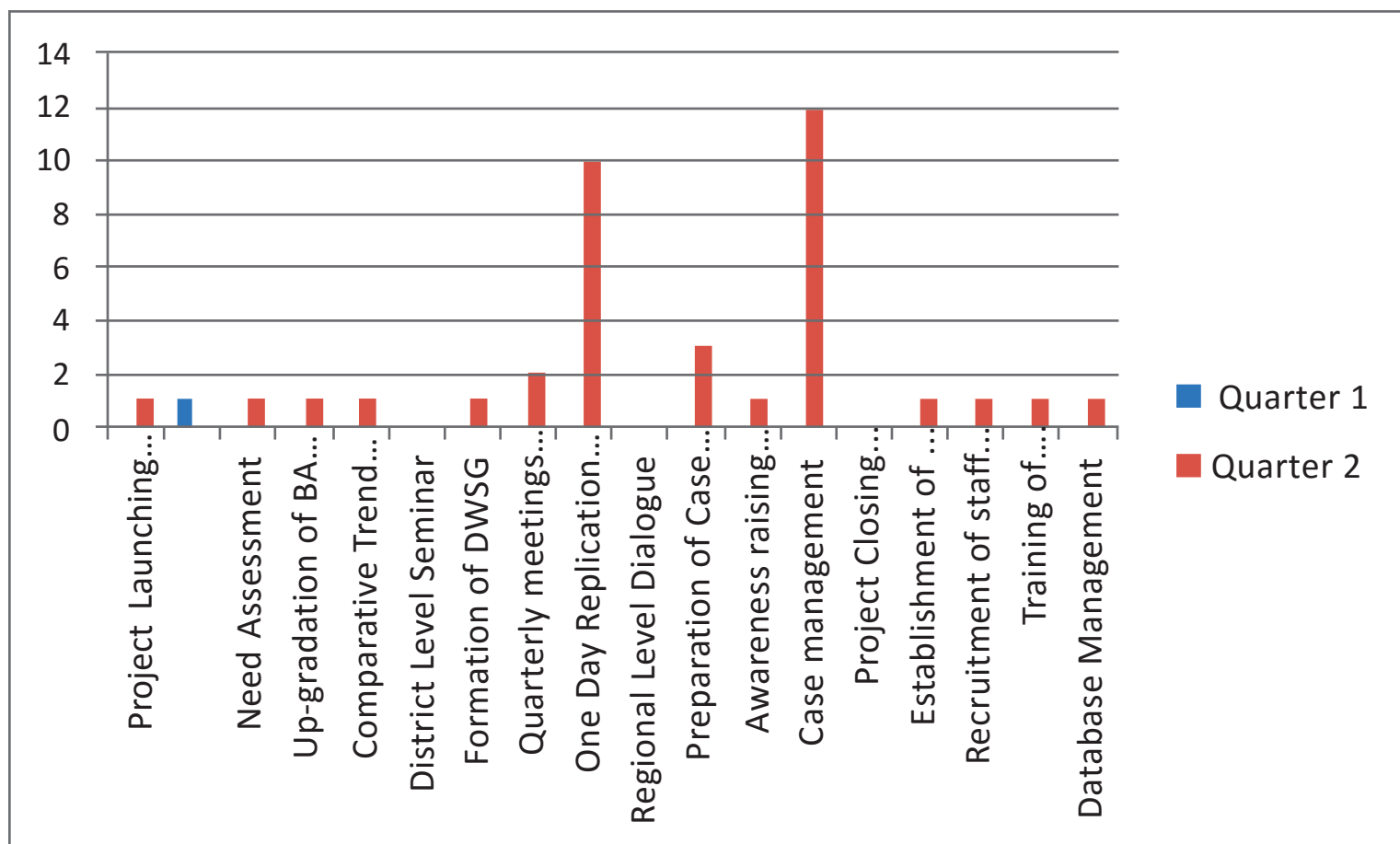
Quarter wise Analysis:

Activity	Q 1	Q 2	Q 3	Q 4	Status
Project launching ceremony					Completed
Project staff orientation					Completed
Need Assessment					Completed
Up-gradation of BA office and resource center					Completed
Comparative trend analysis					Completed
District level seminar					Not Completed due to early closure of Project
Formation of DWSG					Completed
Quarterly meetings with District Bar Association					Two Completed
One day replication training of district bar associations					10 Trainings completed
Regional level Dialogue					Not Completed due to early closure of Project
Preperation of Case Law					Completed
Awareness raising through IEC material					Completed
Case management					12 Cases done
Project closing Ceremony					Not completed due to early closure of Project
Setting up of facilitation Kiosk					Completed
Recruitment of facilitation kiosk staff					Completed
Training of facilitation kiosk staff					Completed
Database Management					Completed



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The graph below indicates the quarter wise progress which depicts the ratio of activities done in two quarters





Most of the activities were completed in quarter II. During the first quarter the project office was established, Project team was recruited and project staff orientation was done but the main projected activities was accomplished in quarter II and it shows that during the second quarter focus remained on quality deliverables and setting up of facilitation kiosks and resource centre and capacity building of kiosks staff and lawyers through training initiatives. Moreover comparative trend analysis was done for the judicial precedents after the legislation on pro-women laws which a comprehensive research is describing the detail the court precedents and case laws of district Multan.

12 litigants who approached to kiosk for legal help and their cases were put under case management.





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Financial Overview

	Budget	Allocated	Consumed	Remaining
	Line Items			
1	Personnel			
1.1	Project Director	140,000	140,000	-
1.2	Project Coordinator	116,667	116,667	-
1.3	Admin/Finance Officer	93,333	93,333	-
1.4	Project/Communication Officer	93,333	93,333	-
	Subtotal	443,333	443,333	-
2	Program Activities Cost:		-	-
A	Strengthening of District Bar Associations		-	-
2.1	Project Launching Ceremony	150,000	156,450	(6,450)
2.2	Project Staff orientation		-	-
2.3	Need Assessment	20,000	20,000	-
2.4	Up-gradation of BA Office and Resource Center	800,000	828,025	(28,025)
2.5	Comparative Trend Analysis	200,000	200,000	-
2.6	District Level Seminar		-	-
2.7	Formation of DWSG	20,000	18,895	1,105
2.8	Quarterly meetings with District Bar Association	40,000	41,675	(1,675)
2.9	One Day Replication Trainings of the district bar association	400,000	403,510	(3,510)





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2.10	Regional Level Dialogue		-	-
2.11	Preparation of case laws	150,000	150,000	-
2.12	Awareness raising through IEC material	300,000	325,000	(25,000)
2.13	Case Management	120,000	120,000	-
2.14	Project Closing Ceremony		-	-
B	Setting up of Facilitation Kiosks in Court		-	-
2.15	Establishment of facilitation Kiosk	600,000	606,389	(6,389)
2.16	Recruitment of staff for facilitation Kiosks	66,666	66,666	-
2.17	Training of facilitation Kiosks staff	50,000	50,170	(170)
2.18	Database management	10,000	10,000	-
2.19	Filed Mobility (need based)	116,666	172,333	(55,667)
	Subtotal	3,043,332	3,169,113	(125,781)
3.0	Administrative Cost		-	-
3.1	Office Rent	35,000	35,000	-
3.2	Office supplies/Stationery	14,000	14,630	(630)
3.3	Communication (FAX, Internet, Mobile & telephone)	18,667	18,667	-
3.4	Office Utilities (Water, Electricity and Gas)	23,333	23,333	-
	Subtotal	91,000	91,630	(630)
		3,577,665	3,704,076	(126,411)

Due to the early closure of Project and delayed payments by AF the financial overflow of the project remained imbalanced throughout the project tenure.





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Organization has to face many difficulties insufficient fund allocation and excessive utilization, due to delayed funds and reimbursement of amount after activities completion organization has to take loan to complete all pipeline activities and for this purpose a major amount of vendors and staff salaries is delaying which is not only harming the fame and credibility of organization but also creating a state of anxiety among project staff.

Conclusion:

Challenges:

- District Bar Associations attitude towards NGO remained a challenge throughout the phase
- Sudden closure of GEP which created a chaos and a state of tension among team and stakeholders
- Due to lack of funds it was really hard to complete all the activities in short time span
- Accelerated ratio of activities which not only disturbed the planned schedule but also team has to give extra hours for the completion of activities
- To keep the moral of team high and motivated without salary and paying any overtime
- It was quite a challenging situation to retain the interest of lawyers in one day replication trainings and to complete the quorum





Mitigation Strategies:

- Consecutive coordination meetings with DBA and signing of MOU with them gave us the space to work and to create good relations with DBA executive
- Project team and DBA was convinced and briefed about the real scenario
- CCHD arranged some loan for the continuation of activities
- Team was motivated and they really worked hard to make it a success
- With appreciation of the done work team was kept determined and motivated
- Some trainings have to plan in court premises to ensure maximum participation from lawyers

Way Forward & Sustainability:

For sustainability of the project DBA played a role as main stakeholder and they promised to keep the kiosk operational for providing free legal aid services and information to women who comes to court for seeking any help and information. A meeting with District & Session Judge Mr Sajjad Hussain was done for the sustainability of kiosk to link it with the notified information desk which will be under the supervision of D & SJ.

Kiosks staff also showed their willingness for the continual of their services voluntarily which shows the passion and their commitments. Panel lawyers who were responsible to provide legal aid to women and had filed their cases in courts were put under the monitoring of DBA executive till the court decision of filed cases.



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Supportive Activities:

For the projection of kiosk and project activities Ms. Madiha Wahid Saddique (Kiosks Lawyer) wrote a column in the Monthly court Magazine “**Mahnama Wukla Rabta**” which created awareness among lawyers community about project activities and facilitation desk.

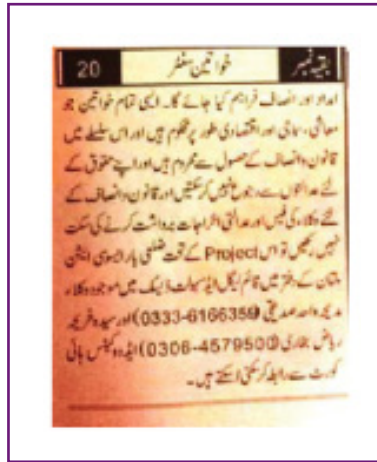
District Bar Association Multan awarded all the project team with appreciation awards for their work commitment and supportive role, the award was given by Honorable justice High Court Sardar Ahmad Naeem, District & Session Judge Multan Bahadur Ali Khan, President District Br Associations Yousaf Zubair and General Secretary Syed Anees Mehdi. It was really an achievement for team CCHD to motivate such a difficult bar and to deliver the best.



Figure 9 Appreciation Award for Project Team by DBA-Multan



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