



INFORMAL RESOLUTION OF DISPUTES MANUAL

(Amended upto 08.06.2026)

Office of the Wafaqi Mohtasib

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Foreword

It gives me great pleasure to present this Manual on Informal Resolution of Disputes (IRD), prepared to provide a practical framework for the implementation of Article 33 of the Establishment of the Office of Wafaqi Mohtasib (Ombudsman) Order, 1983.

The Office of the Wafaqi Mohtasib was established to provide expeditious and inexpensive justice to citizens against maladministration by Federal Government agencies. Over the years, the institution has earned public confidence through the timely and effective redressal of grievances. As the volume and complexity of complaints continue to grow, it is essential to adopt innovative and citizen-centric mechanisms that complement the formal investigation process.

The IRD mechanism, rooted in Article 33, empowers the Mohtasib and members of the staff to conciliate and amicably resolve grievances without resorting to formal proceedings. It recognizes that many disputes can be resolved more effectively through dialogue, facilitation, and mutual understanding, leading to quicker and more satisfactory outcomes for all concerned.

By promoting accessibility, flexibility, and consensual justice, IRD enables this Office to secure practical solutions in suitable cases and strengthen public confidence in government institutions. Experience has shown that a significant number of complaints involving administrative delays, service complaints, and smaller financial claims can be resolved swiftly through this facilitative approach.

Recognizing the importance of this mechanism, I have decided to establish a dedicated IRD Wing and expand IRD operations throughout the country. This initiative aims to institutionalize a culture of problem-solving and make grievance redressal more responsive, humane, and efficient. Senior Advisor Dr. Syed Asif Hussain has been tasked to head the Wing. It is his untiring efforts which have made compilation of this Manual possible. I also appreciate the efforts of the members of the IRD Core Committee who contributed to the preparation of this Manual.

This Manual serves as a practical guide for all officers involved in the implementation of IRD. It outlines the legal basis, guiding principles, procedures, documentation requirements, and best practices necessary for the effective and transparent conduct of IRD proceedings. I am confident that its effective implementation will further enhance the performance of this Office and strengthen public trust in the institution of the Wafaqi Mohtasib.

May Allah Almighty guide us in our collective endeavor to provide prompt and equitable justice to the citizens of Pakistan (Aameen).

Naveed Kamran Baloch
Wafaqi Mohtasib (Ombudsman) of Pakistan
Islamabad
June, 2026

Office Order for IRD Core Committee



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No.F.8(19) A-III/2025

Islamabad, the 14th April, 2026

OFFICE ORDER

In the light of policy decision taken by the Hon'ble Wafaqi Mohtasib regarding expansion of grievance redressal under Informal Resolution of Disputes (IRD), a Core Team/Committee is hereby constituted with the following composition:

- i. Dr. Syed Asif Hussain, Senior Advisor (**Lead**)
 - ii. Mr. Muhammad Ashfaq Ahmed, Director General (Coord.)
 - iii. Mr. Ghulam Sarwar Brohi, Associate Advisor/Incharge, R.O Quetta
 - iv. Mr. Muhammad Sagib Khan, Registrar
 - v. Dr. Muhammad Zahid, Senior Investigation Officer/ Incharge, R.O Multan/ Coordinator South Punjab.
 - vi. Mr. Adnan Ahmed, Senior Investigation Officer (**Coordinator**)
 - vii. Dr. Sohail Ahmad Phatak, Assistant Director (IT)
2. The Core Team/Committee will complete all the necessary work and preparation for the launch of expanded IRD platform within three (03) months.
3. This issues with the approval of the Hon'ble Wafaqi Mohtasib.

-sd-
(Moinuddin A. Siddiqi)
Director (Admn)

DISTRIBUTION:

- All committee members

COPY TO:

1. Secretary to Wafaqi Mohtasib
2. PSO to HWM
3. SPS to the Secretary, WMS
4. APS to Director General (Admn), WMS, Head Office, Islamabad
5. Office Order
6. Master File

1. Introduction

The Informal Resolution of Disputes (IRD) is a structured yet flexible mechanism adopted by the Office of the Wafaqi Mohtasib to provide expeditious, accessible, and amicable redressal of grievances. The mechanism represents a progressive departure from conventional adjudicatory processes by emphasizing facilitation, reconciliation, and consensual settlement in place of formal determination of rights.

In modern administrative systems, the effectiveness of grievance redressal institutions is increasingly judged by their ability to provide timely, citizen-centric, and practical solutions. Formal investigation, while essential in appropriate cases, is often time-consuming and adversarial. IRD addresses these limitations by introducing a process that is informal in procedure but structured in approach, enabling early intervention and resolution of disputes.

The philosophy underlying IRD is grounded in the principle that a large number of disputes, particularly those arising from administrative delays, procedural inefficiencies, or miscommunication, can be effectively resolved through dialogue and mutual understanding. Accordingly, IRD shifts the focus from a decision-oriented model to a resolution-oriented approach aimed at restoring harmony and strengthening trust between citizens and public institutions.

2. Historical Background and Institutional Development

The legal foundation for informal dispute resolution within the Office of the Wafaqi Mohtasib framework has existed since the promulgation of the Establishment of the Office of Wafaqi Mohtasib (Ombudsman) Order, 1983. Justice (Rtd) Sardar Muhammad Iqbal, first Honourable Wafaqi Mohtasib during his tenure in 1986 opined that:

"I have, therefore, explored every possibility of providing relief in such cases falling within the grey jurisdictional areas. The Ombudsman law contains a provision which I have pressed liberally into service to make possible the securing of redressal in many such cases. Article 33 of the Order provides: "Notwithstanding anything contained in this Order, the Mohtasib and a member of the Staff shall have the authority to informally conciliate, amicably resolve, stipulate, settle or ameliorate any grievance without written memorandum and without the necessity of docketing any complaint or issuing any official notice".

My authority to informally conciliate, amicably resolve, stipulate or settle such a dispute would rest on the fact that both the complainant and the Agency are willing and agreeable to the resolution of the problem through my office. I have to take a calculated risk while accepting such a case. If there is a positive response from the Agency, the complainant's grievance is redressed. If not, there is nothing I can do

about it. Happily, my experience has been very encouraging, particularly in relation to complaints which I took up with Defence establishments, all of them beyond my jurisdiction.

The obvious conclusion that can be drawn from the experience of informal resolution of complaints is that it will always be possible to take recourse to Article 33 so long as there are public servants whose sense of dedication and service to the people outweighs their ego or protection of false prestige. These officials willingly recognise their own short-comings and are invariably committed to the cause of justice and rule of law. I suppose they are also moved by the fact that in the conciliation proceedings, which of necessity are held with the parties present, I and my officers take so much pains to obtain full or partial relief for the complainants. Goodness can be infectious. I am sure they are impressed by our altruistic advocacy on behalf of the complainants. Whatever the reason, Article 33 has been extremely useful and has enabled me to resolve numerous disputes which could only have gone to court at huge expense to both side and takes years to conclude. In securing dues alone, I have succeeded last year in restoring more than Rs. 22 lakh to complainants from Agencies which were otherwise adamant in disputing the claims. The best feature of these proceedings is that both parties feel thankful to me for removing a sore which, in some cases, has festered for years."

The practical application of IRD remained limited after the end of his tenure, for a considerable period due to reliance on formal investigation procedures. In March 2022, a policy initiative was undertaken to operationalize Article 33 of the Order in a structured manner. A committee of senior officers developed modalities and procedures, which were implemented as a pilot project at the Head Office and selected Regional Offices. The pilot phase demonstrated that a substantial number of complaints, particularly those involving administrative delays and minor grievances, could be resolved efficiently through informal means.

Following the success of the pilot phase, IRD has been progressively institutionalized as a parallel and complementary mechanism within Office of the Wafaqi Mohtasib, with the objective of enhancing efficiency, accessibility, and responsiveness in grievance redressal.

The incumbent Mohtasib soon after joining the Office, took two decision i.e. to establish a dedicated IRD wing and expansion of existing IRD work.

3. Rationale and Objectives

The adoption of IRD is based on a pragmatic assessment of the limitations of formal adjudicatory processes. While formal mechanisms are indispensable for complex and legally contentious matters, they are not always proportionate to the nature of routine smaller grievances.

Formal processes often involve procedural complexity, time delays, and resource constraints, which may discourage complainants and delay relief. Additionally, such proceedings may aggravate disputes rather than resolve them.

IRD seeks to overcome these limitations by providing a mechanism that is flexible, expeditious, and outcome-oriented. It enables early intervention, reduces the burden on formal investigation systems, and promotes voluntary compliance by agencies.

The key objectives of IRD include facilitating early resolution, improving access to justice, enhancing administrative efficiency, and strengthening public confidence in the institution of the Wafaqi Mohtasib.

4. Legal Framework

The authority for IRD is derived from Article 33 of the Establishment of the Office of Wafaqi Mohtasib (Ombudsman) Order, 1983 reproduced below:

“(1) Notwithstanding anything contained in this Order, the Mohtasib and a member of the Staff shall have the authority to informally conciliate, amicably resolve, stipulate, settle or ameliorate any grievance without written memorandum and without the necessity of docketing any complaint or issuing any official notice.

(2) The Mohtasib may appoint for purposes of liaison counsellors, whether honorary or otherwise, at local levels on such terms and conditions as the Mohtasib may deem proper.”

This provision empowers the Mohtasib and members of the Staff to informally conciliate, settle, and resolve grievances without the necessity of formal complaint registration or issuance of notices. The non-obstante clause contained in Article 33 gives overriding effect to this provision, thereby enabling the adoption of informal mechanisms notwithstanding other procedural requirements.

Further support is provided by Regulation 5(2) of the Wafaqi Mohtasib (Investigation and Disposal of Complaints) Regulations, 2013, which reinforces the authority to resolve disputes informally. The same is reproduced below:

“.....Provided further that Mohtasib or a member of the Staff may exercise his power under Article 33 to informally conciliate, amicably resolve, stipulate, settle or ameliorate any grievance without written memorandum and without the necessity of docketing any complaint or issuing any official notice.”

5. Concept and Nature of IRD

IRD is a facilitative, non-adjudicatory, and consensual process designed to resolve grievances through mutual agreement between the parties, without recourse to formal

determination of rights and liabilities. Unlike the conventional adjudicatory mechanism, which culminates in findings and recommendations based on evaluation of evidence, IRD operates on the premise that a substantial category of disputes, particularly those arising from administrative inefficiencies, delays, or misunderstandings, can be effectively resolved through engagement, clarification, and accommodation.

The defining characteristic of IRD is that it does not vest the Mohtasib and member of the Staff with decision-making authority in the adjudicatory sense. The IRD Officer does not render findings, determine fault, or impose directions. Instead, the role is confined to that of a neutral facilitator, whose function is to assist the parties in understanding the issues, identifying common ground, and exploring practical solutions within the bounds of law and administrative propriety. This distinction is critical in maintaining the voluntary and non-coercive nature of the process.

The process is inherently informal and flexible, and is not bound by strict procedural or evidentiary rules. This flexibility allows the IRD Officer to adopt methods best suited to the circumstances of each case, including telephonic communication, written exchanges, or in-person interactions. At the same time, such flexibility is exercised within a structured framework to ensure fairness, transparency, and accountability.

IRD is also fundamentally voluntary in character, requiring the free and informed consent of all parties. Participation in the process does not prejudice the legal rights of the parties, nor does it bar them from seeking formal remedies in the event that a settlement is not reached. This ensures that IRD remains an enabling mechanism rather than a restrictive one.

Another essential aspect of IRD is its reliance on dialogue, negotiation, and persuasion as primary tools of resolution. The IRD Officer facilitates constructive communication between the parties, encourages candid exchange of views, and, where appropriate, assists in reframing issues to move the parties from adversarial positions towards mutually acceptable outcomes. The emphasis is on addressing the underlying causes of the dispute rather than merely its legal manifestations.

The outcome of the IRD process is entirely party-driven, and any settlement reached is the result of mutual agreement. The sustainability of such outcomes is generally higher, as they are based on consensus rather than imposition.

Concept of IRD adopted by this Office also includes conciliation, as defined under Article 33 of P.O. No. 1 of 1983. The difference between Negotiation, Mediation, Conciliation and Arbitration is provided below:

- **Negotiation:**

Generally, negotiation is a discussion between people to arrive at an acceptable solution to their conflicting interests. Negotiation may be defined as any form of direct or indirect communication through which parties who have conflicting interests discuss the form of any action which they might take together to manage and ultimately resolve any dispute between them. Negotiations may be used to resolve an existing problem or to lay the groundwork for a future relationship between two or more parties. It must be noted that there is no compulsion for either of the parties to participate in the process of negotiation.

- **Mediation:**

(Parties with the help of 3rd party) Mediation is a voluntary and party-centered process of dispute resolution. It is structured negotiation, involving a neutral party (the mediator) to assist the parties at dispute in amicably resolving their dispute. The mediator uses specialized communication and negotiation techniques to resolve disputes. In mediation, the parties retain the right to decide for themselves whether to settle a dispute and with what terms of settlement. In this process, the mediator facilitates communications and negotiations between the parties. However, it is the parties that always have the control over the outcome of the dispute.

- **Conciliation:**

(Parties with the help of neutral third party who actively suggests solutions.) Conciliation is an alternative out-of-court dispute resolution method. Like mediation, conciliation is a voluntary, flexible, confidential, and interest-based process. The parties seek to reach an amicable dispute settlement with the assistance of the conciliator, who acts as a neutral third party. The main difference between conciliation and mediation proceedings is that, at some point during the conciliation, the conciliator will be asked by the parties to provide them with a non-binding settlement proposal. A mediator, by contrast, will in most cases and as a matter of principle, refrain from making such a proposal.

- **Arbitration:**

(Parties agree to let third party make a binding decision.) In arbitration, a neutral third party (the Arbitrator or a panel of Arbitrators) acts as a quasi-judge and makes a binding decision after hearing arguments and evidence from both sides. The Arbitrator's decision is final and legally binding on the parties involved which is governed by Arbitration laws.

In essence, IRD represents a problem-solving approach within the administrative justice system, complementing formal investigation by providing a pragmatic and efficient avenue for resolving appropriate disputes. It reinforces the role of the Office of the Wafaqi Mohtasib as not only an adjudicatory body but also a facilitator of responsive and citizen-oriented governance.

6. Distinction between IRD and ADR

Although IRD shares certain features with Alternative Dispute Resolution (ADR), the two mechanisms differ significantly in structure, scope, and application. The distinction is set out below:

Aspect	IRD	ADR
Nature	Informal, administrative, flexible	Structured, formalized
Legal Framework	Derived from Article 33 and WMS Regulations	Governed by specific statutes and rules
Facilitator	Mohtasib and member of the Staff (no certification required)	Certified mediator/arbitrator
Scope	Administrative and minor disputes	Civil, commercial, and complex disputes
Procedure	Flexible, non-technical	Procedurally structured
Outcome	Mutually agreed settlement	Settlement or binding/non-binding award
Stage	Early stage	Usually post-dispute escalation

IRD is thus a simplified, institution-specific mechanism, designed to complement rather than replace formal ADR processes.

7. Scope, Eligibility and Limitations

The scope of the IRD mechanism encompasses a broad category of grievances that can be effectively resolved through informal engagement without recourse to formal

adjudication. These typically include matters involving administrative inefficiencies, delays in service delivery, and minor financial or contractual disputes where the facts are either undisputed or capable of being resolved through clarification, facilitation and negotiation.

In particular, IRD is well-suited for cases relating to delays in payment of pension and retirement benefits, reimbursement of medical claims, grant of allowances or facilities, and other service-related grievances involving Federal agencies. It may also extend to small contractual disputes or claims involving limited financial stakes, provided that the parties are willing to engage in the process and the matter does not involve complex legal questions.

As a general rule, the amount involved in a dispute referred to IRD should not exceed Rs. 500,000/- (Rupees Five Hundred Thousand only). This threshold is intended to facilitate the pilot implementation of the mechanism and may be reviewed and enhanced after quarterly review in the light of operational experience and success of the initiative.

The determination of suitability for IRD requires careful application of mind by the Registrar and the IRD Focal Person (**SOP provided at Annexure-I**). This involves assessing not only the nature of the dispute but also the conduct of the parties, the urgency of the matter, and the likelihood of achieving a consensual resolution. Cases where the dispute arises primarily from misunderstanding, communication gaps, or procedural delays are particularly appropriate for IRD.

The cases that are pending before appellate courts, divisional benches, or other appellate forums, shall not be taken up under IRD.

At the same time, certain categories of disputes fall outside the scope of IRD due to their inherent complexity or legal implications. These include criminal matters, taxation disputes, family disputes, and cases involving determination of title to property.

It is also essential to ensure that IRD is not invoked in cases where there exists a significant imbalance of power between the parties that cannot be adequately mitigated through facilitation. In such situations, the use of informal mechanisms may compromise fairness and should therefore be avoided.

8. Principles Governing IRD

The effectiveness and legitimacy of IRD depends upon strict adherence to a set of foundational principles that govern the process. These principles are not merely procedural guidelines but constitute the ethical and legal framework within which IRD operates.

The principle of ***voluntariness*** is central to the process, requiring that participation by the parties is based on free and informed consent. At no stage should any party be compelled to participate or to accept a settlement. The IRD Officer must ensure that the parties are fully aware of the nature of the process, their rights within it, and the consequences of any agreement reached.

Neutrality and ***impartiality, good will*** are equally critical, as the IRD Officer must act as an unbiased facilitator without favoring either party. This requires not only actual impartiality but also the appearance of fairness and carrying ***good repute***, as the confidence of the parties in the process is essential for its success.

Confidentiality is another cornerstone of IRD. All communications, disclosures, and negotiations conducted during the process must be treated as confidential and should not be used outside the context of IRD. This encourages openness and candor, enabling the parties to engage in meaningful dialogue without fear of prejudice.

The principle of ***self-determination*** ensures that the outcome of the process is controlled by the parties themselves. The IRD Officer may guide and assist, but cannot impose a decision. This distinguishes IRD from adjudicatory mechanisms and reinforces its consensual nature.

Finally, the principle of ***flexibility*** allows the process to be tailored to the specific needs and circumstances of each case. While a structured approach is necessary, the absence of rigid procedural requirements enables the IRD Officer to adopt innovative and pragmatic solutions.

9. Documentation and Reporting

The integrity, credibility, and long-term sustainability of the IRD mechanism are intrinsically linked with essential documentation and systematic reporting. Although IRD is informal in its conduct, it must be supported by structured record-keeping to ensure transparency, accountability, consistency in practice, and institutional learning.

Supporting this view, Justice (R) Muhammad Raza Khan, Senior Advisor (Law) discussed the legal authority of the Wafaqi Mohtasib, asserting that:

“These informal cases can be formalized and “docketed” as the law does not expressly forbid such a practice, thereby providing a more structured approach to informal justice.”

All IRD cases shall be recorded in the Complaint Management Information System (CMIS), which serves as the central repository for tracking, monitoring, and evaluating grievance redressal activities. The record must capture essential particulars, including the identity of the parties, the nature of the grievance, the steps undertaken during the IRD process, and the final outcome. Accurate and timely data entry is essential to maintain the integrity of the system and to enable effective oversight.

Where a settlement is reached, the agreement shall be reduced into writing in clear, precise, and unambiguous terms. The document must specify the obligations of each party, the timeline for implementation, and any conditions or contingencies attached to the settlement. The IRD Officer shall ensure that the agreed terms are lawful, practicable, and implementable by the parties, and that they reflect the true intent of the parties. Ambiguity or vagueness in drafting shall be strictly avoided, as it may lead to future disputes or non-compliance by the either party.

In addition to the settlement agreement, the IRD Officer may prepare a concise report outlining the course of proceedings, the issues involved, the engagement undertaken with the parties, and the rationale for the outcome achieved. Such documentation is not intended to record adjudicatory findings but to provide an administrative account of the process for purposes of internal monitoring and institutional reference.

For ensuring uniformity and quality in the implementation of IRD, a designated IRD Wing at the Head Office shall exercise oversight over documentation and procedural compliance. This oversight shall be limited strictly to examining whether the prescribed procedures, principles, and safeguards of IRD have been duly followed by the IRD Officer, including adherence to voluntariness, neutrality, confidentiality, and proper documentation requirements.

It is clarified that such oversight by the IRD Wing shall not extend to questioning, reviewing, or interfering with the substance of the settlement arrived at between the parties, which remains entirely within their domain and is based on mutual consent.

Regular monitoring of IRD records by the IRD Wing shall facilitate identification of pattern, nature of the cases, assessment of effectiveness, and development of best practices, thereby contributing to continuous improvement of the mechanism. Any procedural deficiencies observed may be communicated for guidance and capacity-building, without affecting the validity of settlements already concluded.

10. Role of Registrar

The Registrar serves as the initial screening and coordinating authority in the IRD mechanism. The Registrar examines all fresh complaints to determine their admissibility and to assess whether they are suitable for formal investigation.

Complaints that are found to be prima facie non-admissible shall, before rejection in limine, be referred to the designated Focal Person IRD at the Head Office or in the respective Regional Office, as the case may be, to determine whether they are suitable for resolution under IRD. Where considered appropriate, after scrutiny, the Focal Person IRD at the Head Office or in the respective Regional Office, will recommend to Registrar for registration of selected complaints under IRD.

Complaints that are not considered suitable for resolution through IRD shall be returned to the concerned Registrar for processing and disposal as non-admissible complaints in accordance with the prescribed procedure.

In the beginning, the IRD Wing will conduct fortnightly online review meetings. These meetings will be attended by all IRD Officers and Focal Persons, the Head of IRD Wing, the Registrar, the Director General (Coordination), and the PSO to HWM. After three months, the frequency of progress review meetings will be reassessed as required.

11. Role and Responsibilities of IRD Officer and Focal Person

The IRD Officer occupies a central and determinative position in the effective implementation of the IRD mechanism. Unlike in formal proceedings, where the officer performs a quasi-judicial function involving examination of evidence and issuance of findings, the role of the IRD Officer in IRD is fundamentally facilitative, non-adjudicatory, and consensus-oriented. The IRD Officer is required to act as a neutral intermediary who enables communication between the parties and assists them in arriving at a mutually acceptable resolution.

In discharging this role, the IRD Officer must ensure strict adherence to the principles of *neutrality, impartiality, and independence*. At no stage should the officer exhibit *bias, pre-judgment, or preferential treatment* towards any party. The credibility of the IRD process is intrinsically linked to the perception of *fairness*, and any conduct that undermines such perception is likely to defeat the very purpose of informal resolution.

The IRD Officer is also under a duty to ensure that participation in IRD is voluntary and based on informed consent. This requires that the parties are adequately apprised of the nature of the process, their rights within it, including the right to withdraw at any stage, and the implications of any settlement reached. Consent obtained through misrepresentation, coercion, or undue influence would vitiate the legitimacy of the process.

From a functional perspective, the IRD Officer is expected to employ effective communication, negotiation, and conflict management skills. This includes the ability to listen actively, identify underlying interests, and facilitate constructive dialogue. The IRD Officer may conduct separate interactions with parties where necessary, while maintaining strict confidentiality.

The IRD Officer must exercise sound judgment in determining the suitability of cases for IRD and ensure that settlements are clearly drafted, lawful, and implementable. Confidentiality must be strictly maintained, and the process must not be allowed to be misused by any party.

The Focal Person IRD shall coordinate implementation of the IRD mechanism at the Head Office and in the respective Regional Offices. The Focal Person shall examine complaints referred by the Registrar, recommend suitable cases for registration under IRD, assign cases to IRD Officers, monitor their progress, and may also himself/herself act as an IRD Officer for resolution of complaints under IRD, as the case may be.

The Focal Person shall maintain liaison with the Registrar and the Head of IRD Wing, review settlements to ensure that they are lawful and implementable, and compile and submit performance reports relating to complaints processed under IRD.

12. Lessons Learned and Best Practices

An analysis of model IRD cases placed at **Annex-VIII**, indicates that where engagement was initiated at an early stage particularly before positions hardened disputes involving

unpaid dues, service benefits, and administrative delays were resolved through acknowledgment of liability, negotiated timelines, or simple procedural correction. Conversely, delayed intervention often necessitates more structured proceedings.

A consistent pattern emerging from IRD cases is that a significant proportion of grievances are not rooted in complex legal disputes but in administrative inertia, lack of coordination, or communication gaps. Matters relating to GP Fund transfers, pension payments, salary arrears, and relief disbursements were resolved once the concerned departments were actively engaged and required to clarify their position. In such cases, facilitation by the IRD Officer serves as a catalyst for administrative action rather than adjudication.

Practical experience further shows that mode of engagement directly influences the speed and success of resolution.

- **Telephonic coordination** with responsible officers has in most cases resulted in immediate commitments, particularly in banking, relief, and service-related matters.
- **Personal hearings**, especially where both parties appear, have proven effective in resolving financial and family-related disputes by fostering trust and enabling real-time negotiation.
- **Hybrid participation (physical + telephonic)** has ensured inclusivity in group complaints and cases involving remote complainants.

Another clear lesson from the cases is that recorded assurances significantly enhance compliance. Settlements supported by:

- post-dated cheques,
- written undertakings, or
- formally recorded statements during proceedings

have demonstrated higher implementation rates. In multiple cases, admission of liability by the respondent once formally recorded became the turning point for resolution, eliminating the need for further contest.

The role of the IRD Officer is central and extends beyond procedural handling to active facilitation and outcome management. Case experience shows that:

- a *courteous and facilitative approach* encourages voluntary compliance and candid disclosure;
- focused *questioning and issue-framing* help parties converge on practical solutions;

- while an overly ***rigid or adversarial posture*** tends to delay or derail settlement efforts.

Thus, the effectiveness of IRD depends significantly on the officer's ability to build rapport, manage dialogue, and steer discussions toward actionable outcomes.

Clarity in settlement documentation has also emerged as a critical factor. Cases involving installment-based payments, restoration of service, or transfer of funds highlight that well-drafted settlements clearly defining obligations, timelines, and modes of compliance prevent recurrence of disputes and facilitate enforcement. Ambiguity, on the other hand, risks litigation of the same grievance.

At the same time, experience cautions against over-formalization. The success of IRD lies in its flexibility and responsiveness, which allow adaptation to the nature of each case. Excessive procedural requirements or documentation tend to replicate formal adjudication and may discourage participation, particularly where parties are seeking quick relief. A balanced approach, structured yet flexible has proven most effective.

Confidentiality remains a cornerstone of effective IRD practice. Case handling indicates that parties are more willing to acknowledge mistakes, admit liability, or propose compromise solutions when assured that their statements will not prejudice them in subsequent proceedings. This assurance has been particularly relevant in employment and commercial disputes.

A review of model cases further highlights certain recurring operational insights:

- **Departmental coordination** is often the key to resolving service-related grievances.
- **Continuous follow-up** by the Office ensures movement in otherwise stagnant cases.
- **Consolidation of similar complaints** enhances efficiency and consistency in outcomes.
- **Flexible settlement structures**, including installment plans, enable resolution even where immediate compliance is not feasible.

It is equally evident that IRD is most effective when applied selectively and judiciously. Cases involving clear factual disputes, admitted liability, or procedural lapses are particularly suited for informal resolution. In contrast, highly contentious or legally complex matters may not yield results under IRD and are better suited for formal

adjudication. Proper screening at the outset is therefore essential to maintain the credibility and efficiency of the mechanism.

International best practices in alternative dispute resolution reflected in frameworks developed by organizations such as the United Nations Commission on International Trade Law and the International Ombudsman Institute emphasize principles of voluntariness, neutrality, confidentiality, and party autonomy. The practical experience of IRD implementation within the Office of the Wafaqi Mohtasib demonstrates a strong alignment with these principles, while also reflecting context-specific adaptations, particularly in the use of administrative facilitation and direct engagement with public agencies.

In conclusion, the cumulative experience of IRD case handling shows that its success is driven by early intervention, strategic communication, recorded accountability, and clarity of outcomes, supported by a facilitative institutional approach of the IRD Officer. By continuously learning from resolved cases and refining practices accordingly, the IRD mechanism can further strengthen its role as a practical, responsive, and citizen-centric tool for grievance redressal.

13. Conclusion

The Informal Resolution of Disputes represents a progressive and effective approach to grievance redressal within the Office of the Wafaqi Mohtasib. By prioritizing accessibility, efficiency, and mutual agreement, it enhances the overall effectiveness of the institution and strengthens public trust.

Its continued success depends on proper implementation, adherence to guiding principles, and the professional competence of IRD Officers. When applied judiciously, IRD has the potential to transform grievance redressal into a more responsive, humane, and efficient process.

ANNEXURES

Annex-I: Standard Operating Procedure (SOP) for IRD Cases

The following Standard Operating Procedure shall be followed by all officers for handling cases under the IRD mechanism:

- i) Upon receipt of a complaint, the Registrar shall conduct a preliminary scrutiny to determine whether the matter is admissible for formal investigation. Complaints found to be prima facie non-admissible shall, before rejection in limine, be referred to Focal Person IRD at the Head Office or in the respective Regional Office, as the case may be, to assess whether they are suitable for resolution IRD.
- ii) Where considered appropriate, after scrutiny, the Focal Person IRD at the Head Office or in the respective Regional Office, will recommend to Registrar for registration of selected complaints under IRD.
- iii) Upon assignment, the IRD Officer shall issue notices to the parties and initiate proceedings under Article 33 of P.O. No. 1 of 1983.
- iv) The IRD Officer shall explain to the parties that:
 - a. the IRD process is voluntary and based on mutual consent;
 - b. the proceedings shall be informal and confidential;
 - c. either party may withdraw from the process at any stage prior to settlement; and
 - d. the IRD Officer shall act as a neutral facilitator and shall not impose any decision.
- v) The IRD Officer shall employ facilitative techniques, including mediation, negotiation, and conciliation, to assist the parties in reaching a mutually acceptable settlement. Emphasis shall be placed on identifying underlying issues, clarifying misunderstandings, and exploring practical solutions.
- vi) Where a settlement is reached, the terms shall be reduced into writing and duly recorded in CMIS. The IRD Officer shall ensure that the settlement is clear and lawful. The parties shall sign the note sheet of this Office as a token of their mutual agreement.

- vii) In cases where no agreement is reached, the IRD Officer shall discontinue the proceedings and record the reasons. The case shall be closed under IRD without prejudice to any other remedy available to the parties.
- viii) All proceedings, notices, settlements, and reports shall be documented and uploaded in CMIS for record, monitoring, and statistical purposes.

Annex-II: Model IRD Notice

NOTICE IN TERMS OF ARTICLE 33 OF P.O. NO. 1 OF 1983

Complaint No._____

Dated:_____

Head of the Agency,
Address

Subject: _____

WHEREAS, the Hon'ble Wafaqi Mohtasib has received the above referred complaint **(copy enclosed)**. In view of the nature of dispute, the Hon'ble Wafaqi Mohtasib has decided to take cognizance of the matter in terms of Article 33 of President's Order No. of 1983.

2. THEREFORE, you are required to attend grievance of the complainant and submit necessary report/comments to this office on or before_____.

3. NOW THERFORE, you are required to depute an officer of grade BS-18/19 to attend the hearing on _____at_____.

BY ORDERS OF THE HONOURABLE WAFaqi OMBUDSMAN

*(Signature, name and
designation of the IRD
Officer)*

Annex-III: IRD Settlement Format

**OFFICE OF THE WAFAQI MOHTASIB
INFORMAL RESOLUTION OF DISPUTE – SETTLEMENT SHEET
UNDER ARTICLE 33 OF P.O. NO. 1 OF 1983**

Complaint No	
Date of Registration	
Name, CNIC No. & address of the complainant	
Name, CNIC No. & address of the Agency/ other Party	

Brief Facts of the Case

(A concise description of the grievance and positions of the parties)

Proceedings

(Details of meetings/hearings conducted)

Terms of Settlement

(Precise and mutually agreed terms, including obligations and timelines)

Operating Clause

(The parties agree to implement the above terms in letter and spirit within the stipulated time.)

*(Signature, name and
designation of the IRD
Officer)*

Annex-IV: Guidelines for processing Informal Resolution of Disputes (IRD) on CMIS

1. Registration and Numbering of IRD Complaints

All IRD complaints shall be registered in the CMIS either:

- With a new complaint number in the format *WMS-IRD/0001234/26*, or
- By converting an existing complaint (e.g., *WMS-ONL/123/26*, *WMS-HQR/123/26*, *WMS-APP/123/26*, *ICR-FES/123/26*) into an IRD complaint.

In case of conversion, the original complaint number shall remain unchanged, with only the complaint profile updated to IRD.

2. Conversion at the Stage of Admissibility

The Registrar may convert a normal complaint into an IRD complaint at the time of determining admissibility by assigning the reason:

“Case Admitted for Informal Resolution of Dispute (IRD)”

Complaint Number: *WMS-ONL/0031121/26*

Complaint Number: *WMS-APP/0012379/26*

Complaint Number: *WMS-HQR/0003484/26*

Complaint Number: *WMS-IRD/0001013/26*

Complaint Number: *WMS-OVR/0000829/26*

Complaint Number: *ICR-NAD/0000001/26*

Any Complaint can be admitted for Informal Resolution of Dispute (IRD) under Article 33 by selecting the Admissibility at Registrar Interface in 2 steps given below

Mal Admin Code

Nature of Complaint

Select Nature

Acknowledgement Status

Admissibility Status

Admissible

Admissibility

Complaint Admitted for Informal Resolution of Dispute (IRD) under Article 33

Complaint Admitted and Marked to Regional Office, Khara

Complaint Admitted for Investigation at Regional Office, Sargodha

Complaint Admitted and Marked to Regional Office, Sargodha

Complaint Admitted for Informal Resolution of Dispute (IRD) under Article 33

Complaint IRD profile under Article 33 has been changed to Normal

Case Admitted for Investigation at Regional Office, Mirpur Khas

Complaint Admitted and Marked to Regional Office, Mirpur Khas

Case Admitted for Investigation at Regional Office, Khuzdar

Complaint Admitted and Marked to Regional Office, Khuzdar

Case Admitted for Investigation at Collection Center, Wana

Complaint Admitted and Marked to Collection Center, Wana

Case Admitted for Investigation at Collection Center, Sadda, Kurram District

Figure 1: Converting into IRD Complaint

This admissibility reason shall:

- Be printed on Form B, and

WAFAQI MOHTASIB (OMBUDSMAN)'S SECRETARIAT وفاقی محتسب سیکرٹریٹ
36-Constitution Avenue, G-5/2, Islamabad

WMS FORM 'B'
REGISTRATION DATE: 19/5/2026 11:51:27AM
Admissibility [Admissible] Admissibility Date: 19/5/2026 2:46:15PM

COMPLAINT NUMBER: WMS-HQR/0003563/26

NAME OF COMPLAINANT: Mr. SAJID HUSSAIN
ADDRESS: HOUSE NO B/IV-455/A MAKKI STREET NEAR ABBASIA MASJID MUSLIM TOWN RAWALPINDI

Tehsil: Rawalpindi **District:** RAWALPINDI
CNIC.NO: 3740543519081 **PHONE NO:**
NTN NO: **CELL NO:** 03445139713

AGENCY: Federal Urdu University
SUBJECT: COMPLAINT FOR NON PAYMENT OF SALARY

Action Claimed: Salary
Value of Complaint: Rs. -----

Complaint Admitted for Informal Resolution of Dispute (IRD) under Article 33 and Marked to: Zariyab Mussarat, Deputy Registrar/Deputy Director

ADDITIONAL/DEPUTY REGISTRAR/REGISTRAR
Member/AS/DG/DIRECTOR/CONSULTANT(Complaints)

ORDERS: **MOHTASIB /AUTHORISED OFFICER**

Figure 2: Form B Showing IRD Complaint

- Enable the complaint to appear on the dedicated IRD interface in CMIS.

Registrar-I Informal Resolution Select Complaint for Updation									
Welcome to Informal Resolution of Dispute Module.									
Total Cases: 3									
Fresh Case Received: 1 No Activity performed: 0 IO Not Marked: 2 Pending For Office Transfer: 0 Pending For AO: 0 Not Admitted Pending for AO: 0 IO Not Assigned: 0 Pending For IO Transfer: 0 Pending For Record: 0 Transferred from other Office: 0									
S.No	Complaint Number	Complainant Name	Agency	Station	Diary Date	Admissibility	Reasons	Admissibility Date	Status
1	WMS-IRD/0001006/26	BIBI RAJAAN W/O LAL MUHAMMAD KHAN	Distt. Accounts Officer (DAO)	H.O. Islamabad	19/05/2026 09:39:51 AM	Admissible	Complaint Admitted for Informal Resolution of Dispute (IRD) under Article 33	19/05/2026 12:21:21 PM	Waiting Response, Reg-I
2	WMS-IRD/0001005/26	SYED RIAZ ALI KHAN	Evacuee Trust Property Board (ETPB)	H.O. Islamabad	19/05/2026 09:26:18 AM	Admissible	Complaint Admitted for Informal Resolution of Dispute (IRD) under Article 33	19/05/2026 12:08:44 PM	Waiting Response, Reg-I
3	WMS-IRD/0001013/26	MUHAMMAD IFTIKHAR S/O MUHAMMAD TUFAIL	Overseas Pakistanis Foundation,	H.O. Islamabad	19/05/2026 11:26:56 AM				Waiting Response, Reg-I

Figure 3: IRD interface for Registrar

IRD Complaint Number: WMS-HQR/0003563/26 **Complaint Admitted for Informal Resolution of Dispute (IRD) under Article 33**

Complaint Type ☒ Fresh ☐ Old

Title Registration Date

Complainant Name

Gender ☐ Male ☐ Female

Address

Figure 4: Complaint Details interface showing alert for IRD

3. Updating IRD Profile during Proceedings

Both the Registrar and the IRD Officer may update the IRD status of a complaint during processing through the **“Update IRD Profile”** interface.

Where necessary, an IRD complaint may subsequently be reverted to a normal complaint for disposal under the formal mechanism.

Registrar-I Informal Resolution Select Complaint for Update

Welcome to Informal Resolution of Dispute Module.

Total Cases: 3

Fresh Case Received: 1	No Activity performed: 0	IO Not Marked: 2	Pending For Office Transfer: 0
Pending For AO: 0	Not Admitted Pending for AO: 0	IO Not Assigned: 0	Pending For IO Transfer: 0
Pending For Record: 0	Transferred from other Office: 0		

S.No	Complaint Number	Complainant Name	Agency	Station	Diary Date	Admissibility	Reasons	Admissibility Date	Status
1	WMS-IRD/0001006/26	BIBI RAJAN W/O LAL MUHAMMAD KHAN	Distt. Accounts Officer (DAO)	H.O. Islamabad	19/05/2026 09:39:51 AM	Admissible	Complaint Admitted for Informal Resolution of Dispute (IRD) under Article 33	19/05/2026 12:21:21 PM	Waiting Response Reg-I
2	WMS-IRD/0001005/26	SYED RIAZ ALI KHAN	Evacuee Trust Property Board (ETPB)	H.O. Islamabad	19/05/2026 09:26:18 AM	Admissible	Complaint Admitted for Informal Resolution of Dispute (IRD) under Article 33	19/05/2026 12:08:44 PM	Waiting Response Reg-I
3	WMS-IRD/0001013/26	MUHAMMAD IFTIKHAR S/O MUHAMMAD TUFAIL	Overseas Pakistanis Foundation,	H.O. Islamabad	19/05/2026 11:26:56 AM				Waiting Response Reg-I

Figure 5: IRD interface for Registrar

IRD Complaint Number: WMS-HQR/0003563/26 **Complaint Admitted for Informal Resolution of Dispute (IRD) under Article 33**

Complaint Type ☒ Fresh ☐ Old

Title Registration Date

Complainant Name

Gender ☐ Male ☐ Female

Address

Figure 6: Complaint Details interface showing alert for IRD

Investigating Officer Investigation in Process

IRD Complaint Number: WMS-HQR/0006585/25 -- Reg Date: 01/08/2025 09:25:38 AM **Complaint Admitted for Informal Resolution of Dispute (IRD) under Article 33**

General Info | Admissibility Info | Other Info

Complaint Type ☒ Fresh ☐ Old

Title: Mr.

Complainant Name: ABDULLAH IBNE MASOOD

Gender ☐ Male ☐ Female

☐ Freedom of information case

Address: C/O MUHAMMAD WASEEM ELAHI BAITUL RAZA CIVIL LINES AKRAM COLONY DISTT GUJRANWALA

City: GUJRANWALA Mobile No.: 03338158180

Click the link to update IRD Profile

Figure 7: IO Interface for IRD Complaint details

WAFAQI MOHTASIB (OMBUDSMAN)'S SECRETARIAT وفاقی محتسب سیکرٹریٹ

Station: 36-Constitution Avenue, G-5/2, Islamabad
Current User: AdnanAhmad
Actions on Complaints this month: 0

Complaint Transfer Transfer the Complaint to other Station.

Complaint Transfer

Select Informal Resolution of Dispute(IRD) Profile

IRD

IRD

Normal

Update Cancel

Management Information System © May 2026 V: 26.5

Powered by: Dr. Sohail Ahmad Phatak, Wafaqi Mohtasib (Ombudsman's) Secretariat

Figure 8: Update IRD Status

4. Issuance of Notices

The IRD Officer shall issue notices to the parties using the CMIS-generated notice available in the activity list/status module.

5. Disposal of IRD Complaints at IRD Officer Level

a. Initiation of Disposal Process

- The IRD Officer shall select **“Informal Resolution”** as the complaint type in the *Complaint Findings* interface and submit the case.

WAFAQI MOHTASIB (OMBUDSMAN)'S SECRETARIAT وفاقی محتسب سیکرٹریٹ

Station: 36-Constitution Avenue, G-5/2, Islamabad
Current User: AdnanAhmad
Actions on Complaints this month:

Investigating Officer Investigation in Process

IO Home
Pending Receivables
Under Process List
Informal Resolution of Dispute- Under Process
All Signed List
Draft Findings Sent to HWM
Draft Findings For Comments
IO Receiving Date
Update Complaint
Assign Member Inv. Officer
Link other Agencies
Update IRD Profile
Attachments
Physical File Transfer
Hearing Notes
Status of Complaint
Complaint History
Receipts
Proved Mail-Admin
Complaint Findings
Findings All Versions
Findings Closure Implementation
Findings Recommendations/F-H Tm Frame
Implementations

IRD Complaint Number: WMS-HQR/0006585/25 -- Reg Date: 01/08/2025 09:25:38 AM **Complaint Admitted for Informal Resolution of Dispute (IRD) under Article 33**

General Info Admissibility Info Other Info

Complaint Type ☒ Fresh ☐ Old

Title Mr.

Complainant Name ABDULLAH IBNE MASOOD

Gender ☐ Male ☐ Female

☐ Freedom of information case

Address C/O MUHAMMAD WASEEM ELAHI BAITUL RAZA CIVIL LINES AKRAM COLONY DISTT GUJRANWALA

City GUJRANWALA Mobile No. 03338158180

Tehsil Gujranwala City Previous Result (0). Search by Mobile No NIC No.

Phone No. Previous Result (0). Search by CNIC No District GUJRANWALA

Fax No. E-Mail Address

Ministry/Division Ministry of National Health Services, Regulation And Coordination

Department/Corporation Pakistan Nursing Council (PNC), Islamabad

Subject COMPLAINT REGARDING INACTION OF HEC

Click the complaint findings for writing Settlement

Figure 9: IRD Complaint Details with Complaint Findings Link

Complaint Number: WMS-HQR/0006585/25 Last Auto Saved at 07:01:56 PM Attach Finding

S.No	Complaint Number	Complainant Name	Complainant Address	Agency	Agency Sub Office	Mobile No	District	Tehsil	Date of Registration/Review	Date of Admission
1	WMS-HQR/0006585/25	ABDULLAH IBNE MASOOD	C/O MUHAMMAD WASEEM ELAHI BAITUL RAZA CIVIL LINES AKRAM COLONY DISTT GUJRANWALA	Pakistan Nursing Council (PNC), Islamabad	-	03338158180	GUJRANWALA	Gujranwala City	01/08/2025 09:25:38 AM	01/08/2025 11:28:27 AM

Finding Type Informal Resolution 1

Sending Date 19/05/2026

Date When Report Called 19/05/2026 2

Date of Receipt of Complete Report 19/05/2026 3

Finding Type Template Informal Resolution

Complainant Details

Mohtasib name: WAFAQI MOHTASIB (OMBUDSMAN)'S SECRETARIAT

Findings Type Text: INFORMAL RESOLUTION OF DISPUTE (IRD) UNDER ARTICLE 33 OF P.O. NO. 1 OF 1983 5 Look and verify

Complainant Details, This will get from CMIS on every update:

Complaint No	: WMS-HQR/0006585/25
Date of Registration	: 01.08.2025
Name & Address of the Complainant	: Mr. ABDULLAH IBNE MASOOD, C/O MUHAMMAD WASEEM ELAHI BAITUL RAZA CIVIL LINES AKRAM COLONY DISTT GUJRANWALA
Name of the Agency complained against	: - Pakistan Nursing Council (PNC), Islamabad
Name & Designation of the Investigating Officer, Station	: Adnan Ahmad, Senior Investigation Officer, H.O. Islamabad
Brief Subject	: COMPLAINT REGARDING INACTION OF HEC

Complainant Details 2: Input Data will remained saved 6 Look and verify

Figure 10: Defining IRD as Resolution in Findings interface

- The complaint will then appear in the interface titled “IRD Complaints Ready for Disposal.”

Total Cases: 2

Review/Reconsideration Petitions: 0	Complaints More than 45 days: 0
Fresh Case-Not Acknowledged: 0	No Activity performed: 1
Further Activity Required: 0	Activity Due Date Expired: 0
Informal Resolution Ready for Disposal: 1	Marked to A/IDiscuss: 0
Returned IRD From Ombudsman due to some mistakes: 0	

S.NO	Complaint Number	Complainant Name	Agency	Agency Sub Office	Value Of Complaint	District	Tehsil	Date of Registration/Review	Date of Admission	Date of Receipt of Case by IO	Current Activity	Date Activity Entered	Due Date of Activity	Activity Completion Date	Status
1	WMS AP/0008379/08	Musarat Hussain Siddiqui	Pakistan Information Commission	-	0	MULTAN	MULTAN	13/04/2026 02:35:41 PM	14/04/2026 09:59:19 AM	13/05/2026					Waiting Response for further Activity
2	WMS MLN/0004309/25	NAEEM AFZAL S/O MUHAMMAD AFZAL	Multan Electric Power Company (MEPCO)	CHIEF OFFICE	0	MUZAFFARGARH	MUZAFFARGARH	23/01/2026 12:00:00 AM	15/12/2025 04:04:25 PM	04/02/2026	Notice for Hearing for reconsideration. Pending final by Agency WMS. Power-M	13/02/2026 11:12:22 AM	19/02/2026	06/03/2026	Review Pending Submitted

Click for disposal of IRD Complaint

Figure 11: IRD Interface with IRD Complaint Ready for Disposal Link

Total IRD Complaints Ready for Disposal: 1

Ready for Disposal: 1

S. No	Select	Complaint Number	Complainant Name	Cell No	Agency	Agency	IOName	Value of Complaint	Station	IRD Decision	IO Referral Date	Attachment	Status
1	☐	WMS MLN/0004309/25	NAEEM AFZAL S/O MUHAMMAD AFZAL	03016985976	729	Multan Electric Power Company (MEPCO)	Dr. Muhammad Zahid	0	R.O. Multan		06/03/2026 04:06:23 PM	Attachment	

Click the complaint No for disposal

Figure 12: IRD Ready for Disposal Interface

b. Selection of Complaint for Disposal

- The IRD Officer shall access the *IRD Complaints Ready for Disposal* interface and select the relevant complaint.

IRD Complaint Update Disposal

Complaint Number:

Finding Attachment: Edit/View

Recommendations/F-H Timeframe: Edit/View

Finding Type: Informal Resolution

Closure Type:

IOName: MuhammadZahid

Sending Date: 3/6/2026 4:06:23 PM

Disposal Code: **1 Select**

19/05/2026 **2 Date**

Choose File No file chosen **3 Attach Signed Decision**

4 Press for Disposal

Save Clear Cancel

Management Information System © May 2026 V: 26.5

Powered by: Dr. Sohail Ahmad Phatak, Wafagi Mohtasib (Ombudsman's) Secretary

Figure 13: Disposal of IRD Complaint Interface

c. Selection of Settlement Type (Mandatory)

The IRD Officer must select one of the following settlement categories:

- Mutually Resolved through Settlement
- Both Parties did not agree for Settlement
- One Party did not agree for Settlement

d. Upload of Settlement (Mandatory)

- The IRD Officer shall upload the signed IRD settlement (with date and official stamp) in accordance with the prescribed CMIS template.

e. Finalization

- Upon clicking the “**Save**” button, the complaint shall be disposed of.
- An automated SMS notification shall be sent to the complainant.
- The uploaded settlement shall also be accessible to the complainant through the WMS Mobile App.

6. Reporting and Statistics

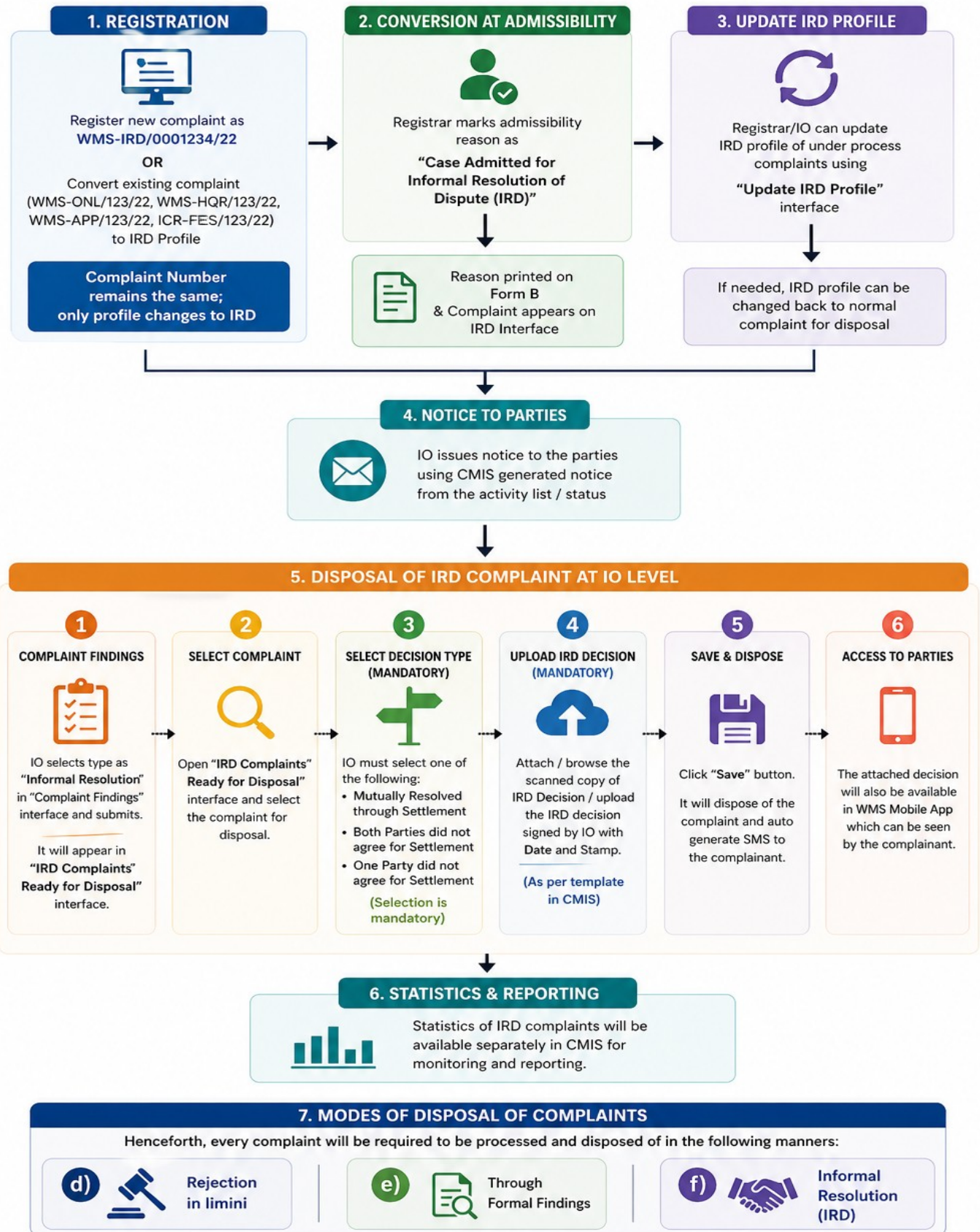
IRD complaints shall be reflected separately in CMIS for monitoring and statistical purposes.

7. Modes of Disposal of Complaints

All complaints shall henceforth be processed and disposed of strictly through one of the following modes:

- a) Rejection in limine
- b) Disposal through formal findings
- c) Informal Resolution (IRD)

CASE FLOW CHART FOR INFORMAL RESOLUTION OF DISPUTES (IRD) COMPLAINTS IN CMIS



NOTE: The complaint number will remain the same even in case of change in its IRD profile.

Annex-V: IRD Checklist for the IRD Officer/Focal Persons

Before initiating IRD:

- i). Ensure the case is suitable for informal resolution

At the start of the proceedings:

- ii). Explain the IRD process clearly
- iii). Willingness of both parties to proceed under IRD

During proceedings:

- iv). Maintain neutrality and professionalism
- v). Ensure confidentiality of discussions
- vi). Facilitate dialogue without imposing decisions
- vii). Keep record of all interactions

Before finalizing settlement:

- viii). Ensure terms are clear and implementable
- ix). Confirm mutual agreement of parties
- x). Reduce settlement into writing

After conclusion:

- xi). Upload all documents in CMIS
- xii). Record outcome accurately
- xiii). Submit report to IRD Wing

Annex-VI: Model Timeline

While the IRD mechanism is inherently flexible and not bound by rigid procedural timelines, it is essential, in the interest of efficiency and administrative discipline, that all IRD cases are **ordinarily concluded within a maximum period of forty-five (45) days** from the date of assignment to the IRD Officer.

Within this overall timeframe, the following indicative stages may be observed to ensure orderly progression of the process:

- i). Upon assignment of the case, the IRD Officer shall initiate **initial contact with the parties within three (03) working days**, with a view to explaining the IRD process and seeking their willingness to participate.
- ii). The process of obtaining **consent of both parties should ordinarily be completed within seven (07) days** of assignment. In case of delay in response, reasonable follow-up may be undertaken; however, prolonged pendency at this stage should be avoided.
- iii). Upon receipt of consent, the IRD Officer shall proceed to conduct IRD proceedings, including communication, meetings, and facilitation of dialogue. This stage should, as far as practicable, be **completed within the next twenty (20) to twenty-five (25) days**, depending on the nature and complexity of the dispute.
- iv). Where a settlement is reached, the **finalization, documentation, and settlement shall be completed within the remaining period**, ensuring that the total duration of the case does not exceed forty-five (45) days. The agreement shall thereafter be uploaded in CMIS without delay.
- v). In cases where no settlement is reached, the proceedings shall be formally concluded and recorded within the same overall timeframe of forty-five (45) days.

These timelines are **indicative and intended to promote promptness and efficiency**, and may be adjusted in exceptional circumstances with recorded reasons. However, under normal conditions, adherence to the **outer limit of 45 days** shall be ensured so that the IRD mechanism remains a swift and effective mode of dispute resolution.

However, in special circumstances, due to certain reasons, the IRD Officer may seek an extension of time from the IRD wing, with proper justification, which shall not exceed 30 days.

Annex-VII: Ethical Code for IRD Proceedings

All IRD Officers handling IRD cases shall adhere to the following ethical standards:

- i). Act with integrity and impartiality
- ii). Avoid conflict of interest
- iii). Maintain confidentiality at all times
- iv). Ensure respect and dignity of all parties
- v). Refrain from coercion or undue influence

Violation of these standards may undermine the credibility of the IRD mechanism and shall be dealt with in accordance with applicable rules.

Annex-VIII: Model Resolved Cases under IRD

i) **Case No. WMS- ONL/2830/22**

Issue: Non-refund of principal amount, fraud based on HBL/Jubilee Life Insurance Company Ltd.

After intervention of this Office, the complainant got back her deposited amount of Rs. 3 million and also sent letter of thanks to the HWM.

ii) **Tabassum Bibi vs. Inspector General of Police Punjab, Lahore.**

Issue: Attempt of kidnapping/abduction by some unknown person with connivance of complainant's brother.

The case was taken up with the I.G. and R.P.O. Punjab Police. The I.G. Complaints Punjab forwarded a report of SHO Jhand which revealed that the issue of the complainant had been resolved amicably after intervention of this Office. In response appreciation letter has been sent to I.G. and R.P.O. Punjab, Rawalpindi.

iii) **Case No. WMS-IRD/107/25**

Issue: Non-delivery of possession of plot by Private Housing Agency.

After intervention of this Office, possession of the plot was handed over to the complainant after 10 years. Complainant conveyed his satisfaction and expressed gratitude to the Honourable Wafaqi Mohtasib for the resolution of his issue.

iv) **Case No. WMS-IRD/1940/25 titled as Mr. Muhammad Huzaifa Taimoor vs Islamabad Police & Others**

Issue: Non-cooperation in recovery of stolen Motorcycle.

After intervention of this Office, Islamabad Police recovered 11 motorcycles along with the motorcycle of the complaint. Complainant conveyed his satisfaction and expressed gratitude to the Honourable Wafaqi Mohtasib for the resolution of his issue.

ix) **Complainant vs Pakistan Air Force**

Issue: Non-Payment of Death Compensation, Family Pension and Allied Benefits

The complainant, widow of a Warrant Officer of the Pakistan Air Force who died in a road accident in Saudi Arabia, stated that she had not been paid death compensation, family pension, or allotted agricultural land or a residential plot to which she felt entitled.

The matter was taken up with the Pakistan Air Force.

Following intervention, the Agency promptly released Rs. 106,061/- to the complainant as her dues, including contributions from the Pakistan Air Force and Group Insurance. The Agency further informed that the request for allotment of a

residential plot would be considered as and when such plots became available. The complainant's grievance was thus substantially redressed.

x) **Complainant vs National Logistics Corporation (NLC)**

Issue: Inadequate Compensation for Motor Vehicle Accident Injury

The complainant stated that his daughter met with an accident involving an NLC transport vehicle. He further alleged that an officer of NLC had initially assured adequate compensation for treatment and future support, but later only Rs. 5,000/- was offered, which he considered inadequate.

The matter was taken up with the National Logistics Corporation on humanitarian grounds.

Following intervention, the Agency enhanced the compensation and sanctioned Rs. 11,000/- in favour of the complainant. The grievance was accordingly redressed.

xi) **Complainant vs Pakistan Army**

Issue: Non-Grant of Family Pension to Widow

The widow of a Junior Commissioned Officer stated that she had not been granted family pension after the death of her husband.

The matter was taken up with the concerned Centre Commandant.

It was clarified that under the applicable rules, family pension was admissible only in cases where pensioners had died on or after 1 July 1983; hence the complainant was not eligible. However, the Agency agreed to consider her case for ex gratia assistance from the Army Service Corps Welfare Fund. The complainant was accordingly provided compassionate assistance.

xii) **Complainant vs Pakistan Army**

Issue: Non-Payment of Family Pension since 1975

The widow of a soldier stated that she had not been receiving family pension since October 1975 despite repeated efforts over the years.

The matter was taken up informally with the Director Works and Chief Engineer (Army).

Following intervention, immediate steps were taken and the complainant's family pension was restored. The grievance was thus resolved.

xiii) **Complainant vs District Health Office, Punjab (Rawalpindi)**

Issue: Delay in Payment of Pension and Retirement Dues

A retired Ward Servant stated that although he had retired in 1981 from the District Health Office, Rawalpindi, he had not received pension and other retirement dues till May 1985.

The matter was taken up with the Commissioner, Rawalpindi.

Within one week, the pension case was finalized and the Pension Payment Order was issued to the complainant. The long-pending grievance was thus resolved through informal intervention.

xiv) **Complainant vs National Logistics Corporation (NLC)**

Issue: Damage to Property Due to Water and Oil Overflow from Official Installation

The complainant, a widow, stated that her plot located adjacent to an NLC installation had been flooded due to overflow of water and oil from NLC premises, resulting in damage to her property.

The matter was taken up with the Director General, NLC.

The Agency informed that the water had accumulated due to the low-lying nature of the land. The accumulated water was drained and a proper drainage system was ordered to prevent recurrence. The grievance was accordingly resolved.

xv) **Complainant vs Military Estate Office**

Issue: De-Requisition of Residential Bungalow after Prolonged Occupation

The complainant stated that her bungalow had been requisitioned by the Military Estate Office, Rawalpindi Cantonment, in 1961 and had remained under requisition for 23 years. She requested de-requisition as her children had grown up and she required the house for personal use.

The matter was taken up on humanitarian grounds with the concerned authorities.

Following intervention, it was decided that the bungalow would be de-requisitioned immediately and possession restored to the complainant. The grievance was accordingly resolved.

v) **Case No. IRD-MLN/3954/2025**

Issue: Recovery of Outstanding Sale Consideration of Inherited Property

The applicant stated that his paralyzed mother had sold her inherited land measuring 19 Kanal 5 Marla situated in Mouza Ponta Shujabad to her paternal cousin in 2017 for Rs. 33,00,000/-. Due to close family relations, possession and transfer were completed without immediate payment. The purchaser subsequently paid only Rs. 15,00,000/-, while the remaining amount of Rs. 18,00,000/- remained unpaid despite repeated demands.

The respondent was summoned and appeared in person before the Office of the Wafaqi Mohtasib. The complainant also attended the proceedings. Through conciliatory proceedings and direct interaction with both parties, efforts were made to achieve an amicable settlement.

After detailed discussion and reconciliation, both parties agreed upon a mutually acceptable settlement amount of Rs. 14,00,000/- to be paid within one year. The respondent submitted a post-dated cheque amounting to Rs. 14,00,000/- in favour of the complainant's mother. The respondent further recorded an undertaking that in case the cheque was dishonored, recovery proceedings could be initiated against his property.

vi) **Case No. WMS-MLN/0000150/2026 & 24 Others**

Issue: Payment of Gratuity and Outstanding Dues to Employees

Twenty-five applicants alleged maladministration on the part of Hussain Textile Mills, Multan on account of non-payment of gratuity and other outstanding dues despite repeated requests.

The complaint was forwarded to the Agency for comments. Hearing proceedings were conducted in the presence of the Agency's representative. Some complainants attended in person, while the remaining complainants were contacted telephonically.

The Agency acknowledged its liability but explained its financial constraints. Through conciliatory efforts, both parties agreed that the Mills would pay Rs. 1,50,000/- per month collectively, whereby each complainant would receive Rs. 6,250/- monthly until full and final settlement of dues.

vii) **Case No. WMS-MLN/000609/2026**

Issue: Non-Transfer of GP Fund after Retirement

The complainant, a retired employee of National Highways, submitted that despite retirement, his GP Fund had neither been paid to him nor transferred to the concerned District Accounts Office.

The matter was pursued through hearing proceedings and coordination with representatives of the concerned Agency.

During the proceedings, the Agency produced documentary proof showing transfer of the GP Fund amounting to Rs. 4,52,500/- from DAO Multan to DAO Faisalabad for further processing. The complainant expressed satisfaction over the resolution.

viii) **Case No. WMS-MLN/0004127/2025 & 12 Others**

Issue: Payment of Salary Arrears by Textile Mills

The applicants alleged that Maqbool Textile Mills had failed to pay their salary arrears and other dues despite repeated efforts.

The applications were clubbed due to similarity of facts and parties. Hearing proceedings were conducted in the presence of the representative of the Mills and the complainants.

The representative of the Mills assured the forum that the owner would return shortly from a tour and sign the cheques for payment of dues. It was further assured that cheques would be handed over to the complainants within a week. The complainants expressed satisfaction with the assurance.

ix) **Case No. WMS-MLN/98/2026**

Issue: Issuance of Clearance Certificate by Bank

The complainant alleged that after payment of Rs. 90,000/- to a recovery officer of the bank for settlement of loan liability, he was neither issued complete receipts nor provided a clearance certificate.

The matter was taken up during hearing proceedings. The complainant appeared in person, while the Bank Manager was contacted telephonically.

The Bank Manager informed the forum that the dispute had been resolved amicably and assured issuance of the No Objection Certificate (NOC) to the complainant. The complainant expressed satisfaction over the assurance.

x) **Case No. WMS-MLN/118/2026**

Issue: Recovery of Outstanding Transport Charges

The complainant company alleged that a courier company had hired its vehicle for delivery services but failed to pay transportation charges for the preceding three months.

The matter was taken up with the Managing Director and Area Manager of the courier company. A representative of the company appeared during hearing proceedings.

The representative admitted the liability of Rs. 17,43,000/- payable to the complainant and undertook that payment would be made by 15.02.2026 under all circumstances. The complainant expressed satisfaction over the assurance.

xi) **Case No. IRD-MLN/142/2026**

Issue: Disbursement of Flood Relief Assistance

The complainant, being a flood affectee, alleged that despite survey and approval by the Government of Punjab, financial assistance had not been disbursed to him.

The matter was taken up with the Bank of Punjab, the Relief Commissioner Punjab, and the Complaint Management Unit. The complainant participated telephonically during hearing proceedings.

During the hearing, the Bank Officer confirmed that flood relief assistance amounting to Rs. 1,50,000/- had been credited and received by the complainant. The complainant's grievance stood fully redressed.

xii) **Case No. IRD-MLN/196/2026**

Issue: Recovery of Outstanding Salary from Private Company

The complainant alleged that despite rendering services as Administrative Officer in a private company, her salary for four months remained unpaid.

The matter was taken up with the Chief Executive Officer of the company. During hearing proceedings, the complainant joined telephonically while the CEO appeared in person.

The CEO acknowledged liability of Rs. 1,65,000/- and undertook to pay the amount through two post-dated cheques in scheduled instalments.

xiii) **Case No. IRD-MLN/4121/2025**

Issue: Restoration of Service and Payment of Employment Dues

The complainant alleged that he had been verbally removed from service by the previous management of WAPDA Employees Cooperative Housing Society without any lawful order and that his dues had also not been paid.

Hearing proceedings were conducted in the presence of the complainant and representatives of the respondent Agency.

The representatives of the Agency admitted that the complainant had not been formally removed from service and remained an employee according to official record. The Agency allowed the complainant to rejoin duty and assured payment of his dues without any adverse action against him.

xiv) **Case No. WMS-IRD/0000509/23**

Issue: Non-Issuance of Quarantine Certificates for Export of Mangoes

The complainant, in his capacity as President of the Pak-Iran Joint Chamber of Commerce, stated that several exporters had approached him regarding the non-issuance of quarantine cards/certificates by the Department of Plant Protection. These certificates were essential for the export of mangoes to neighboring countries. He requested intervention of this Office on an urgent basis due to the time-sensitive nature of the matter.

Proceedings were conducted and the matter was taken up with the Director General, Department of Plant Protection.

Following intervention by this Office, the respondent Agency issued the requisite quarantine cards/certificates, thereby enabling the exporters to proceed with their consignments. The complainant expressed his gratitude to the Wafaqi Mohtasib for prompt redressal of the grievance.

xxii) **Case No. WMS-IRD/0000510/23**

Issue: Delay in Issuance of Appointment Order

The complainant stated that she had appeared in the test conducted by CTSP for the post of Elementary School Teacher (EST) in the Education Department. She secured top position in the merit list and was subsequently recommended for

appointment by the Competent Recruitment Committee after interview. Despite repeated visits to the department, her appointment order was not issued.

Proceedings were conducted and the matter was taken up with the Secretary, Education Department.

During the proceedings, the representative of the respondent Department informed that the appointment order of the complainant had been issued. The complainant expressed her satisfaction and thanked the Wafaqi Mohtasib for redressal of her grievance.

xxiii) **Case No. WMS-IRD/0000528/23**

Issue: Excessive Electricity Bill Due to Incorrect Meter Reading

The complainant, Zonal Manager, Sui Southern Gas Company Limited (SSGCL), Sibi, stated that QESCO had issued an electricity bill amounting to Rs. 1,097,390/- on the basis of incorrect meter reading, which was grossly inconsistent with the average monthly consumption. Despite repeated requests to QESCO over the past year, the grievance remained unresolved.

Hearing proceedings were conducted in the presence of the complainant and the representative of QESCO.

During the proceedings, the respondent Agency acknowledged the error and granted relief of Rs. 1,061,861/-. A revised bill amounting to Rs. 35,822/- was issued and handed over to the complainant. The complainant expressed his satisfaction and thanked the Wafaqi Mohtasib for redressal of the grievance.

xxiv) **Case No. WMS-IRD/0000538/23**

Issue: Delay in Transfer of Utility Bill Collections

The complainant, on behalf of QESCO, stated that Pakistan Post Office was delaying the transfer of amounts collected from consumers on account of QESCO electricity bills. As a result, QESCO was facing financial difficulties and sought intervention of this Office for timely remittance of the collected funds.

Proceedings were conducted and the matter was taken up with Pakistan Post Office, Quetta.

During the proceedings, the respondent Agency informed that an amount of Rs. 144,847,339/- collected during the period from 09-10-2023 to 14-10-2023 had been transferred to QESCO's account. The Agency further assured that a mechanism had been devised for weekly or bi-monthly transfer of future collections. The complainant expressed satisfaction and thanked the Wafaqi Mohtasib for resolving the matter.

xxv) **Case No. WMS-IRD/0000332/24**

Issue: Improper Demand of Property Tax Despite Exemption

The complainant, a widow serving as Junior Elementary Teacher (BS-14) in the Education Department, Government of Balochistan, stated that she had been issued a property tax demand notice amounting to Rs. 266,964/- in respect of her self-occupied apartment in Quetta, despite being entitled to exemption under the relevant law.

Proceedings were conducted and the matter was taken up with the Excise and Taxation Department.

During the proceedings, the respondent Department confirmed that the property was eligible for exemption for the period from 2003 to 2023, subject to submission of the required application and documents. The complainant was guided accordingly and, upon being informed of the procedure, expressed her satisfaction and thanked the Wafaqi Mohtasib for redressal of her grievance.

xxvi) **Case No. WMS-IRD/0000495/23**

Issue: Recovery of Money Paid Fraudulently in the Name of Employment

The complainants, widows of deceased employees of the B&R Department, stated that they had paid a total amount of Rs. 600,000/- to the respondent in the hope of securing employment for their children under the deceased quota. Despite receiving the money, the respondent failed to arrange the promised appointments.

Hearing proceedings were conducted in the presence of the complainants and the respondent.

During the proceedings, the respondent admitted having received Rs. 200,000/- from one complainant and Rs. 400,000/- from the other. After facilitation by this Office, he voluntarily agreed to repay the amount in installments, beginning with Rs. 100,000/- and followed by periodic payments. The complainants expressed satisfaction with the settlement and thanked the Wafaqi Mohtasib for redressal of their grievance.

xxvii) **Case No. WMS-IRD/0000167/26**

Issue: Discontinuation of Stipend and Discharge from Training Classes

The complainant stated that she had been attending training classes under the Small Industries Wing and was receiving a stipend. She alleged that the Headmistress stopped the stipend and discharged her from the training programme.

Proceedings were conducted in the presence of the complainant and representatives of the respondent Agency.

The Agency explained that the complainant had been discharged due to repeated absence from classes and clarified that the stipend is disbursed annually upon receipt of funds. The Agency subsequently allowed the complainant to rejoin the training centre. The complainant submitted a written statement confirming that her grievance had been resolved and expressed satisfaction with the outcome.

xxviii) **Case No. WMS-IRD/0000592/26**

Issue: Delay in Issuance of Transcript and Degree

The complainant stated that she had completed her BS Botany programme in July 2024 but had not received her final transcript and degree, which caused hardship and adversely affected her employment opportunities.

Hearing proceedings were conducted in the presence of the complainant and representatives of the concerned college and the University of Balochistan.

During the proceedings, it was clarified that the final result for the eighth semester was to be declared by the University. Following intervention by this Office, the University compiled and uploaded the complainant's final result, enabling her to download her transcript online. The complainant expressed her satisfaction and thanked the Wafaqi Mohtasib for resolving the matter.

xxix) **Case No. IRD-KHR/576/2026**

Issue: Public Safety Threat Due to Incomplete Protective Embankment

Residents of Kullaan alleged maladministration and negligence by the Irrigation Department and concerned contractors in the construction of a protective embankment along the Kullaan stream, creating an imminent threat to life, property and public safety.

Hearing proceedings were conducted with the participation of representatives of the Irrigation Department, district administration, public representatives and local residents.

Following detailed deliberations and on-site assessment, the parties agreed upon a comprehensive settlement. It was decided that water would be temporarily diverted to the Baddo stream until completion of the protective embankment, channel improvement works would be undertaken to increase water flow capacity, and an emergency bridge would be constructed to ensure access during floods. The Executive Engineer (XEN), Irrigation Department, was directed to personally monitor implementation. The residents expressed satisfaction and thanked the Wafaqi Mohtasib for timely intervention and protection of public safety.



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