

PESHAWAR HIGH COURT JUDICIAL REFORMS STRATEGY 2018-22

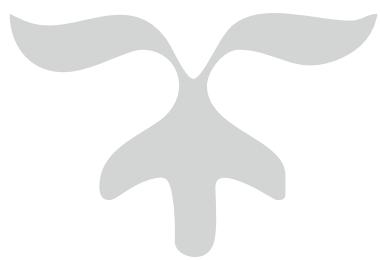




PESHAWAR HIGH COURT

JUDICIAL REFORMS STRATEGY

2018-22



REFORMS PLAN | ACTION PLAN | INVESTMENT PLAN

Foreword

It gives me great pleasure to introduce the Judicial Reforms Strategy for Khyber Pakhtunkhwa 2018-22. The report is a work of collective effort where all stakeholders have come together to suggest solutions to the challenges of serving justice to citizens. We have consistently put efforts behind judicial reforms in the past till we realized that we need a well-integrated approach with clear defined verifiable indicators, responsibility, timelines and resources required for its execution. This report has captured the views of major stakeholder who represent supply and demand side of the service delivery. Our approach has been led by the concern for the common citizen and his/her needs. We have experienced that poor service delivery in justice has direct consequence for the state citizen relationship. With these reforms in place we want to regain the full confidence of citizens that their due legal rights will be protected and turn the judicial sector of Khyber Pakhtunkhwa into an organization which, can be trusted for providing relief. The report has provided us with a clear road map on approaching the reforms program but also tracking our progress on achieving the targets we have set for ourselves. This strategic plan has seen successive reviews and has been approved by the Administrative Committee of the Peshawar High Court. The strategy is a commitment to improving service delivery and will be pursued by the successive leadership at the Peshawar High Court. The plan also provides our development partners with the possibility of working with in areas of their interest and contribute in our institutional building efforts. We appreciate the support of United Nations Development Program and the Swiss Development Cooperation for extending their support to Peshawar High Court in developing this important document. I am thankful to the team members who have contributed their time and effort for completion of this report.

Yahya Afridi
The Chief Justice
Peshawar High Court

Acknowledgment

The completion of this report required inputs from a large group of individuals who took keen interest in the subject by providing their honest opinions and advice on some of the challenges being faced by the society at large and the role of justice sector in addressing them. It is important to acknowledge that this report has been possible under the leadership of Chief Justice Peshawar High Court, Justice Yahya Afridi, who has taken a holistic view on reforms. This report is being developed as a testimony to the commitment of a long term view held by the leadership at Peshawar High Court. The registrar Peshawar High Court, Mr. Salim Khan has steered the preparation of this report by coordination and ensuring input from all stakeholders. The Judicial Academy of Khyber Pakhtunkhwa has provided operational support to the completion of this report and Mr. Masood Khan provided guidance on accessing the views of various internal stakeholders of the system. I am grateful to the team in Judicial Academy for their support and guidance on making this report possible.

Peshawar High Court is also thankful to United Nations Development Programme which has provided technical support while the Swiss Development Cooperation provided financial assistance in development of this Strategic Planning Document. We hope that they will continue to render their support in the implementation of the reforms program.

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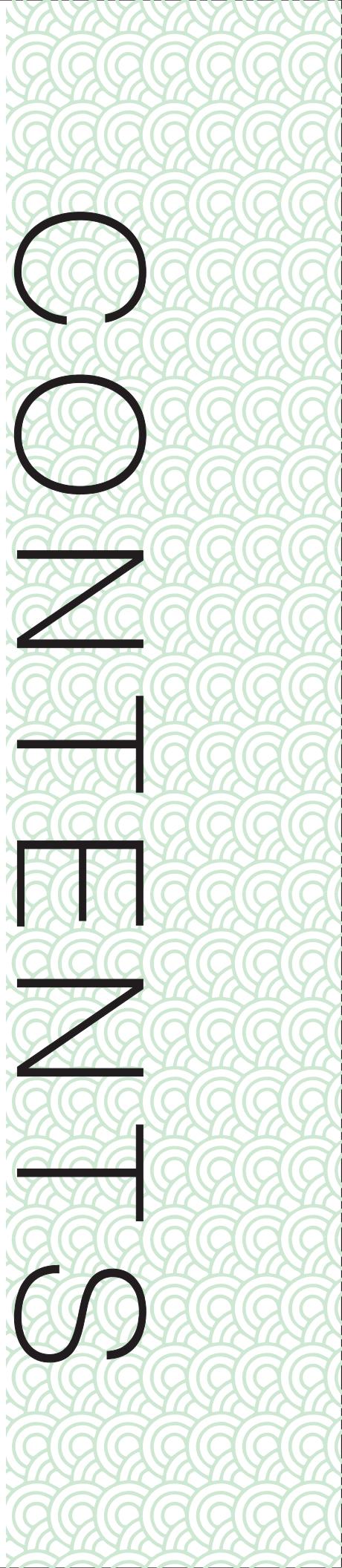
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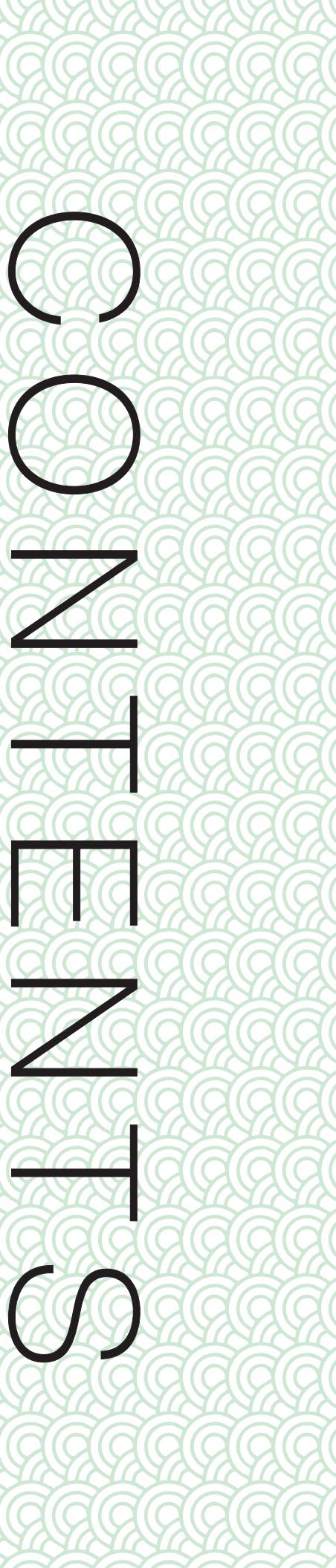
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Executive Summary

The Judicial reforms strategy is a testimony to the realization of the need for bottom-up approach to planning the improvement of service delivery in justice sector of Khyber Pakhtunkhwa province. The province has faced a unique set of challenges in the past decade. Faced with a serious threat of terrorism many of the services offered by the state had deteriorated while confidence in the regional economy had suffered. Judiciary being one of the central pillar of the stage faces an increasing demand for services has responded in past with standalone interventions to meet the demand imposed by situation at hand. This approach had limitations in preparing for the future eventualities and thus did not deliver results. There was a need to shift focus of planning from short term thinking to a long term view in Justice Sector. Meanwhile fragmented interventions in the past had only improved one part of service delivery and did not contribute productivity gain in system at large. This document is a shift from approach taken in the past as it integrates all interventions with an aim of improving service delivery to citizens.

The strategy has been conceived through a consultative process and effort was made to reach out to most important stakeholders who have a role to play in delivery or are recipients of judicial services. These stakeholders have been grouped to differentiate the specific set of challenges each group faces. Also gender sensitivity has been adopted while undertaking stakeholder consultations. This enabled the report to get insight on unique set of challenges being faced by females in receiving or delivering services in justice sector. The value chain of service delivery also includes public institutions like police, prison and revenue department. These institutions are directly connected with providing information to the courts or execute orders issued by them. We have also reached out to these institutions and were made part of the consultation process for the development of this strategic plan.

The issues identified by these stakeholders were brainstormed for possible interventions and list of activities that needs to be undertaken for enabling desired results. One of the key features of the design process was to reflect on relationship between various interventions and identify the responsibility/support of other section who have to work together in enabling the desired activity. Also it was important to identify a verifiable indicator for each set of activities so that the strategy gains tangibility in terms of measuring progress toward clearly defined targets. This approach helped us in development of a reforms matrix which captured information for all major interventions across the value chain of the Judicial services and departments. All activities identified as result of the consultation process have been timed for execution over four years.

Once activities were identified, it was important to calculate the resource requirement for the implementation of these activities. Cost were assigned based on historical data and tentative allocations against each activity and its frequency over the next four years. The unit cost of each activity is captured in a resource plan which will help Peshawar High Court in estimating the financial implication of implementing the reforms program.

The trend of case institutions, disposal and pendency have been considered to show the increasing trend of case load on the system. Unless a systemic and holistic approach is not adopted, this trend is highly unlikely to improve. Also fragmented approach on reforms has not delivered in the past and it justifies the need for this strategy document.

The document relies upon stakeholder consultations to suggest solutions to the problems being faced by various stakeholders in the justice sector. This report however limits itself to the Judicial Reforms that

needs to be initiated by Peshawar High Court as a central pillar of service delivery. The methodology allows for addressing the problems in relation to the vision defined by Peshawar High Court. Six pillars of reforms have been identified as the key enablers for achieving the vision and needs stipulated by stakeholders. Following are the six pillars of reforms in judicial sector of Khyber Pakhtunkhwa;

1. Provision of Adequate Human Capital;
2. Promote the Use of Information Technology for Improving Service Delivery;
3. To restructure and build capacity of the judicial administrative institutions;
4. To work in close collaboration with stakeholders and partners in a constructive collaboration framework;
5. Provide enabling infrastructure for judicial service delivery in the province;
6. Promoting Fundamental Rights;

The reforms matrix is structured keeping in view the execution of policies and interventions suggested so that each section of Peshawar High Court has a clear view on its own role in the implementation of reforms program. Technical support has been provided to Peshawar High Court by the World Bank in the form of technical experts at secretariat of District Judiciary. The reforms program has identified a number of interventions which requires review of existing policies, systems and processes. Also new activities will be designed for improving service delivery to citizens. Having realized the limitation of institutional capacity in implementation of reforms program, the report has suggested interventions in human capacity building and adoption of information technology as an enabler of improved / efficient processes in the courts.

The Judicial Reforms Strategy has been endorsed by the administrative committee of Peshawar High Court which is the highest policy forum of Judicial Administration in the province. The report has listed the set of risks in the implementation of the reforms program. Suggestions have also been put forward to mitigate these risks. The committee has pledged its full support for the execution of the activities listed in this Strategy and lead this multi-year strategy for improving the image and services judiciary renders to the citizens of Khyber Pakhtunkhwa.

Introduction

Khyber Pakhtunkhwa Province has suffered economic and social instability in the past decade due to a surge in violence and terrorism. The wave of instability and uncertainty has had an impact on the quality of governance and service delivery to the citizens. The government has focused its reconstruction efforts on institutional building and improving service delivery. The Judiciary being a central pillar of the state has an overarching role in establishing the rights of citizens and ensuring that justice prevails in the society. The political government in the province has placed justice sector reforms high on their agenda. Over the past many decades the demand for services from the judiciary have increased while the institutional capacity to match this need has not been met adequately. This has resulted in a perception of an inefficient judicial system and weakened the state citizen relationship.

Judicial service has multiple tiers starting from trial court to various appellate forums. These various levels constitute the value chain of service delivery with different set of rules applicable to civil and criminal litigations. It is important to appreciate challenges across the value chain of service delivery as a problem at one tier will have direct consequence for next tier of Justice Sector.

An integrated approach has to be adopted which cuts across institutional boundaries if judicial services have to be improved. It is equally important that a vision for Justice sector in the province is explicitly stated and all institutions align their efforts in achieving goals defined by this vision. It is vital that Judicial Sector defines a road map which is informed by the current state of service delivery and the efforts they need to make in achieving the vision defined by the institutional leadership.

A Role of law road map has already been developed on the criminal justice sector by the home department in consultation with other stakeholders. Meanwhile many interventions have been identified by the Peshawar High Court to improve justice sector service delivery and this document has captured to create a strategic plan that integrates all interventions that will lead to the improvement of service delivery to citizens. The report has been created after consulting various stakeholders who are either being served by the justice sector or act as part of the value chain. A number of interventions have been envisaged in the reforms program after challenges have been listed by stakeholders. Activities have further been planned over time with verifiable indicators and assigned to the responsible department/section. These activities have been further planned over time and assigned a tentative cost.

Apart of the provincial government many of our development partners have approach the Peshawar High Court for supporting the cause of justice. This document will inform our partners about the range of activities being planned as part of our reforms program and can partner with Peshawar High Court in meeting the needs of citizens.

Vision

The vision for the judicial system is informed by the unique context of this province. Khyber Pakhtunkhwa has experienced terrorism and unrest over the past decade. The vision for Judicial system in Khyber Pakhtunkhwa can be stated as;

***“The Vision of Peshawar High Court and District Courts in Khyber Pakhtunkhwa
is to Dispense Quality Justice at the Lowest Possible Cost”***

The Values of Peshawar High Court

Every organization must uphold some values that guides its overall approach on conducting its business. Peshawar High Court and the District Judiciary is bound by the values it has chosen to adopt. Following are the values we have vowed to follow;

i. Rule of Law

Legal predictability, continuity, and coherence; reasoned decisions made through publicly visible process and based faithfully on law.

ii. Equal Justice

iii. Fairness and Impartiality in the Administration of Justice

Accessibility of court processes; treatment of all with dignity and respect

iv Judicial Independence

Ability to render justice without fear or favor; autonomy in the internal governance and administration.

v. Accountability

Self-enforcement of legal and ethical code, stringent rule of conduct; efficient and effective use of public resources.

vi Excellence

Adherence to the highest jurisprudential and administrative standards; effective recruitment, development and retention of highly competent and diverse judges and staff; commitment to innovative management and administration; availability of sufficient financial and other resources.

vii. Service

Commitment to the faithful discharge of official duties; dedication to meeting the needs of public in a timely and effective manner.

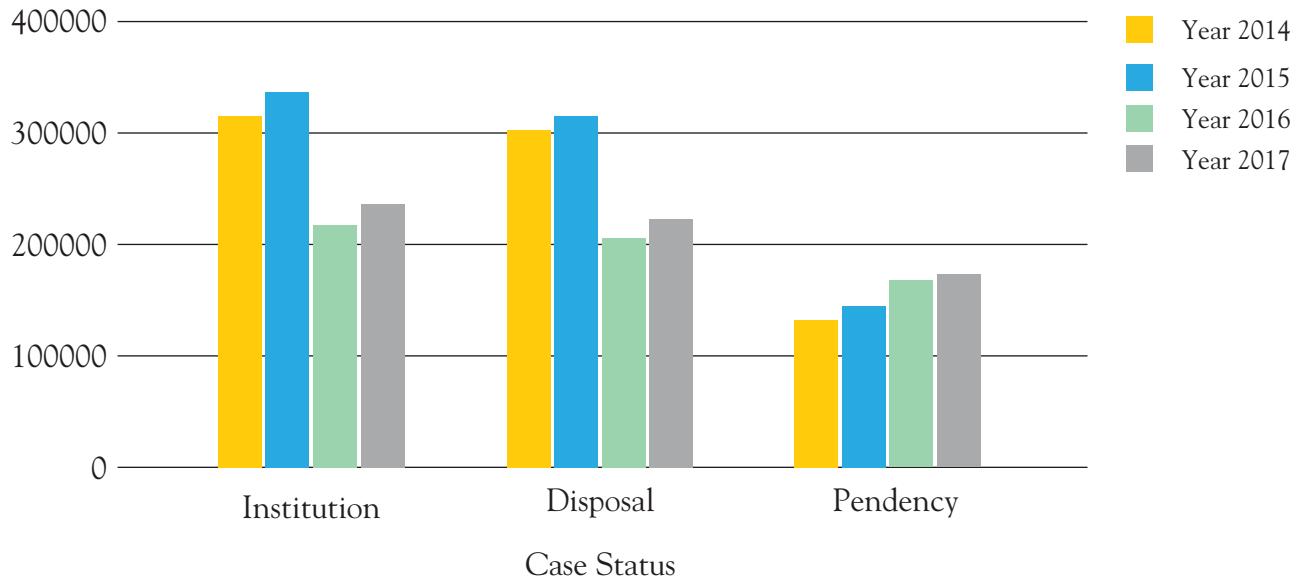
State of Judicial Services in Khyber Pakhtunkhwa

The state of judicial services can be defined by a number of variables which relates to courts. Data on a limited set of dimensions is being collected in the court administration. The data provided relates to quantitative indicators on institutions, pendency and disposals. Fig No; 1 shows the comparison of institution, disposal and pendency from 2014 to 2017 in district courts of Khyber Pakhtunkhwa.

Fig No 1; Case litigation trend in District Courts of Khyber Pakhtunkhwa

Source: IT Cell, Peshawar High Court

Case litigation trend in District Courts of Khyber Pakhtunkhwa

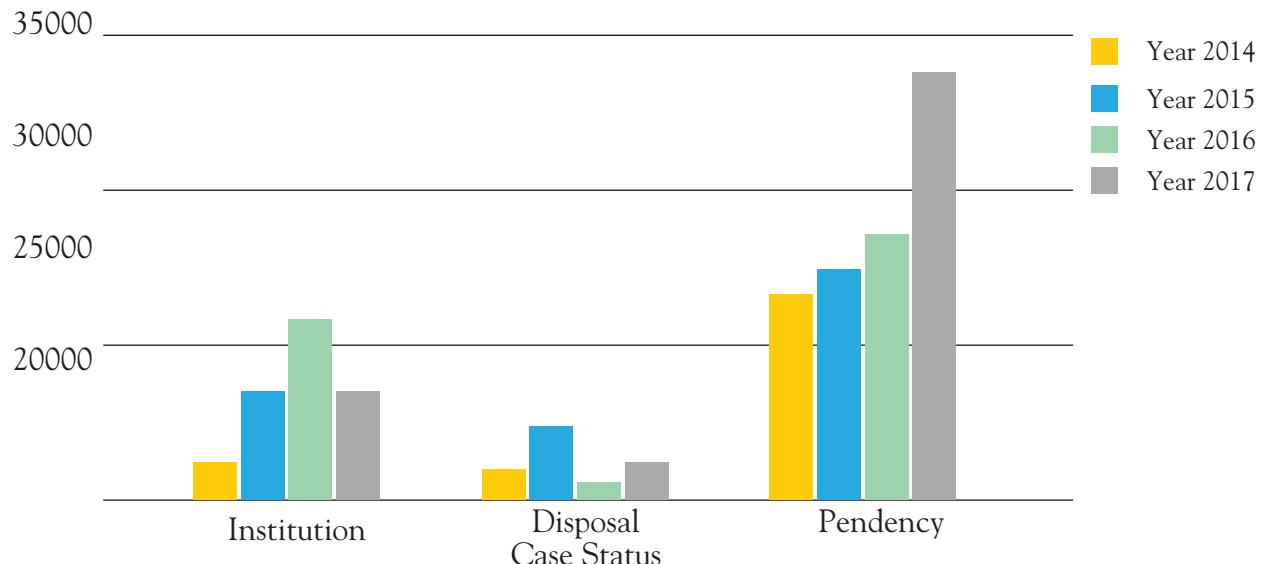


The graph above shows that pendency is increasing yearly and unless effort is made to reverse the trend, it is highly unlikely to meet the service delivery needs of the litigants. The state of service delivery at District Level has direct consequences for applet forum like Peshawar High Court. Figure 2 shows the trend of cases in the various benches of Peshawar High Court. The graph shows an exponential increase in the pendency of cases between year 2014 and 2017.

Fig No 2; State of Cases Pending in Benches of Peshawar High Court

(Data of 2017 till Nov), Source; IT Cell, Peshawar High Court.

State of Cases Pending in Benches of Peshawar High Court



Those who have experienced services in the lower courts have complained of low quality and being highly expensive to receive justice from the courts. The view of all stakeholders have been listed in Annex A. These views come from citizens, internal actors and partner institutions in the justice sector. There is an overwhelming consensus on the need for reforms in service delivery. The debate on the need for reforming the justice sector has been in the public domain for a while. The Khyber Pakhtunkhwa province has taken a lead in reforming its justice sector and developed a strategy titled "Road Map to Rule of Law". This is a broader framework for cooperation between the justice sector institutions working primarily in the criminal justice system. Bulk of litigation are in the civil domain which involves private parties and a number of public sector institutions. The group of stakeholders consulted for the purpose of this strategy have identified a number of concerns which shows the poor state of judicial services to the citizens and the low satisfaction of its own employees. Some of these concerns can be summarized as following;

Citizens as the primary beneficiaries of the justice system are very unsatisfied with the state of service delivery by courts at the district level. The court administration is perceived to be run by clerks who are perceived as dishonest and involved in petty corruption for small clerical jobs. Access to case files and records is seen as cumbersome while relationship with lawyers is seen as difficult to manage especially when the litigants are less aware of the legal complexities. At large the litigants see the justice system as expensive and highly bureaucratic with little predictability for the resolution of their cases.

Government Departments working with courts see the court system as unorganized having poor communication with other departments. In summing their argument, they see the district judiciary responsible for the delay in justice. On the contrary, the judicial officers have blamed the non-availability of official witnesses in both civil and criminal cases as one factor. Furthermore, the non-professional attitude of lawyers and government departments seen as another major factor for adjournment of hearing dates.

Internal stakeholders which includes Judicial officers and their staff members have expressed reservation on a number of policies which govern their career and roles in the Judicial System. They argued that the institution does not take into consideration the set of challenges judicial officers have to deal with while serving their roles. They have expressed a lack of motivation and a desire for the judicial system to become more responsive towards the needs of its employees.

The leadership in Peshawar High Court has sensed the raising sense of urgency and initiated a review process on how service delivery from the justice sector can be improved. In the past a fragmented approach on reforms have been in practice which has resulted in low impact on improvement of service delivery. The Judiciary being a primary stakeholder in the delivery of Justice needs its own strategic plan to enable impact of justice sector reforms. This Strategy document focuses specifically on the actions that will be initiated by Peshawar High Court & at District Judiciary in coordination with other partners in the Justice Sector.

The weakening state citizen relationship and lower trust needs to be regained as a primary objective for the judicial leadership. Also the leadership has taken a comprehensive view of the need for reforms and commissioned this strategy report to identify the set of interventions which can help improve the image of Judicial Institutions by improving service delivery to citizens.

Goals of Reforms Program;

The process of reforms in Judicial system has been in place for a long time. It was realized that although efforts were being made by different components of the reforms program these were not well coordinated in the past. Improvements in one area were being challenged by weaknesses in another part of the value chain in service delivery of Justice Sector. The focus of this reforms initiative is citizen centric, while effort was made to make the formulation process inclusive by seeking input from wider stakeholders and be responsive to their specific needs. Following are the key goals set for the Judicial Reforms Strategy after the feedback from stakeholders have been considered.

Improve Quality of Court Services; The current quality of services being offered by our courts is poor. Citizens expect the state to deliver quick access to justice while the long pendency of case load makes it unlikely to get their cases decided in time. Poor Institutional capacity and outdated systems in court administration makes the management of cases cumbersome for litigants. The process in the courts needs to be simplified and access to justice a friendly experience. One of the primary goal of the justice sector reforms is to meet citizen expectations on quality. Citizens and litigants seek the enforcement of their fundamental human rights. It is important the judicial system puts in place policies to safeguard the interest of litigants.

Increase Access and Improve Infrastructure; Courts are physical spaces which have been established in building with no purpose built design. In smaller districts this infrastructure cannot cope with growing needs of litigants and judicial officers, thus making the administration of courts a difficult job. Meanwhile the design constraints make the court visit an inconvenient experience for citizens. Our goal is to maintain the existing infrastructure and build new ones to improve access for the litigants and staff.

Ensure Human Resource Development; Judicial services primarily depends on human factor of productivity. In the past no adequate strategy has been in place to match the growing needs of skills requirement in the justice sector. The Judicial Academy of Khyber Pakhtunkhwa was established in 2012 to impart training to in-service, new judicial officers and other stakeholders. The goal is to expand the outreach of the training programs to all stakeholders in the justice sector while designing new programs to meet the service delivery challenges in the Justice Sector focusing upon the practical needs of the participants.

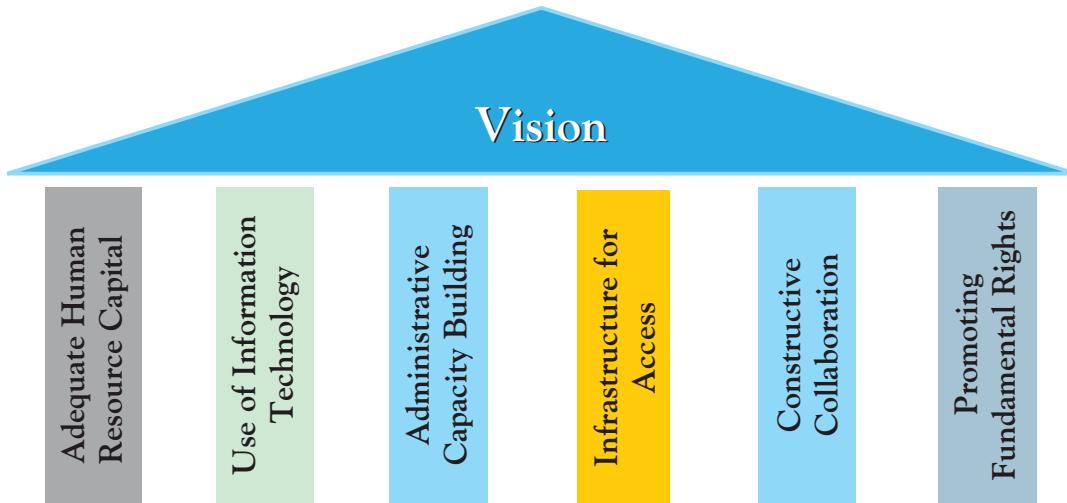
Use Information and Communications Technology for Service Delivery Improvement; The administration of justice in local courts depend on manually maintained record. Workload on courts have increased many folds and so have the challenges of record management and administration of justice. Efforts has been made in the past to use information technology to automate some systems. The goal is to deploy technology across all courts and functions in an integrated model and to facilitate stakeholders. Moreover, collaboration with other partners of justice sector should also be enabled with seamless data exchange.

Ensure Speedy Justice from Courts; There is a long backlog of cases and it takes extended periods of time to get decisions in courts. This has been the primary cause of concern for common citizens and the reforms envisaged by the Peshawar High Court will address this problem through a set of policy and systems level reforms. The goal is to promote collaboration between the bar and the bench. Effort will be made to identify bottlenecks in expediting judicial proceedings by putting in place an effective case management system.

Accountable Justice System; The district courts are the frontline of service delivery in justice system. The administrative structures are centralized while the district court administration finds themselves at times hand tied on taking decisions. The goal is to promote devolution of power and create a system which is accountable for performance and service delivery.

Pillars of Justice Reforms

The justice sector service delivery will require the alignment of many factors to deliver the desired outcomes. We identified that most important factors that would help the courts in providing effective service delivery to the citizens. Given our vision for the judicial services in the provinces we have identified the following important pillars of our reforms program.



The vision for the judicial system has been framed after gauging the needs of our society and considering the goals that need to be set for enabling the stated vision. The vision of Peshawar High Court will be supported by strengthening the following pillars;

Provision of Adequate Human Capital;

To work towards the advancement of human capital available in the Judicial system by focusing on the capacity building of our staff.

Promote the Use of Information Technology for Improving Service Delivery;

To use Information and Communications Technology for gaining productivity in our system while enabling effective communication within judiciary and with society at large.

To restructure and build capacity of the judicial administrative institutions;

To design citizen centric administrative structures and operational policies that can expedite the delivery of justice to citizens

To work in close collaboration with stakeholders and partners in a constructive collaboration framework;

The justice sector value chain is comprised of many institutions which at times work outside the ambit of direct control by the Peshawar High Court. It is therefore important that we work with all such institutions and take them on board while moving towards a more responsive and

integrated approach to service delivery centered around the needs of litigants.

Provide enabling infrastructure for judicial service delivery in the province;

The judicial service must improve its access to litigants and taken into account the infrastructure requirements of citizens in years to come.

Promoting Fundamental Rights;

One of the primary role of the justice sector to ensure equity of rights among citizens of a nation state without discrimination of religion, ethnicity income, and region. The justice system will make proactive strides towards ensuring response in a situation where fundamental rights of citizens are infringed.

The strategy report will discuss how these pillars will enable Peshawar High Court to achieve its desired vision. Various interventions have been suggested to meet the expectation of citizens after stakeholder consultations. Stakeholders consultations are listed in Annex A.

Approach & Methodology

Justice sector is comprised of complex relationships between institutions which work together to provide services to citizens. The frontline institutions are comprised of District and Session Courts where the bulk of litigations are pleaded. The document has been prepared considering the various inputs required to understand the interrelationship of factor affecting service delivery to citizens. Following were the three-different distinct group of stakeholders approached for taking their views into account.

- 1) Litigants and citizens being served by the justice sector.
- 2) Officers and staff members serving in the justice sector.
- 3) Institutions which are service providers and interact with courts.

The approach of reforms taken by the Peshawar High Court is to prioritize the needs of the citizens when policies on reforms are being framed. Table 1 provides the complete list of stakeholders consulted and interviewed for the development of this document. Effort was made to leverage the existing knowledge and reports available with the Peshawar High Court. Strategies previously framed and implemented were looked at while proposals submitted in draft were also considered to use the institutional memory available for the creation of this document.

The interviews and consultations provided guidance on the selection of reforms interventions that could serve the problems being faced by various stakeholders in accessing justice. The challenges raised by stakeholder on the demand side of the service delivery will be shared in Annex A while a reforms matrix was created as Annex B for the various sections of Peshawar High Court. These reforms interventions were converted into tangible deliverables using an action plan attached as Annex C, with a set of verifiable indicators which have been allocated to each activity. After consultations with the team of different sections in Peshawar High Court, the responsibility of each task was assigned to a section or group. Each activity is marked for implementation over a timeline. The activities of the reform program have been costed over four years as a resource plan. The strategy framework is spread over four years with periodic reviews for improvement around lessons learnt.

It is important that resource requirements are identified upfront for the implementation of these envisaged reforms. The provincial government has devoted financial resources to the justice sector reforms in the past and will continue to do so. Our partners in development which include, The World Bank, European Union, UNDP, Law and Justice Commission of Pakistan have actively supported us in the past. The report will also inform other development partners about the type of assistance required and is predominantly in domain of capacity building.

Table No 1; List of Stakeholders Consulted

List of Stakeholders Consulted

S. No	Stakeholder Group	Position / Group Description
1	High Court Management	The Chief Justice, Peshawar High Court
2	High Court Management	Senior Puisne Judge
3	High Court Management	The Registrar, Peshawar High Court
4	High Court Management	Member Inspection Team
5	High Court Management	Director Planning and Development
6	High Court Management	Director Budget and Accounts
7	High Court Management	Director IT Cell
8	High Court Management	Chairman Anti-Corruption Committee
9	High Court Management	Director Human Rights Cell
10	High Court Management	Additional Registrar, Judicial
11	High Court Management	Director Legal Drafting Cell
12	High Court Management	Director National Judicial Policy Monitoring Cell
13	District and Sessions Courts Management	Group of District and Session Judges
14	District and Session Courts Judicial Officers / Male	Group of Male Civil Judges
15	District and Session Courts Judicial Officers / Female	Group of Female Civil Judges
16	District and Session Courts Support Staff Male / Female	Group of Female and Male Support Staff
17	District Magistrates Criminal / Male / Female	Group of Additional Session Judges and Magistrates
18	Support Staff District Magistrates Criminal / Male / Female	Judicial Magistrates & Staff Members
19	Faculty and Staff of Judicial Academy	Staff member and administration of Judicial Academy

20	The Police Department	Staff Members of Police Headquarter working on roadmap to justice
21	Land Revenue Administration	Senior Member Board of Revenue and his key staff members
22	Advocate General of Khyber Pakhtunkhwa	Team members of Attorney's General office working
23	Director General Prosecution, Khyber Pakhtunkhwa	Team members of Director General Prosecution, Khyber Pakhtunkhwa
24	Litigants / Citizens / Male / Civil Nature Cases	Group of male litigants having active litigation at trial and appellate courts
25	Litigants / Citizens / Female / Family Nature Cases	Group of female litigants having active litigation in family courts
26	Litigants / Citizens / Male / Criminal Cases	Group of male prisoners, convicted and under trial in Jail
27	Litigants / Citizens / Female / Criminal Cases	Group of female prisoners, convicted or awaiting trial in courts
28	Litigants / Citizens / Juvenile / Criminal	Group of female prisoners, convicted or awaiting trial in courts
29	Department of Prison Administration	Prison Department Top leadership, IG Prisons
30	Central Jail Administration, Prison Department	Jail Superintendent and his team in Central Jail Mardan

Key Reforms Areas

Peshawar High Court has selected the six pillars of reforms after due process of consultations and rationalization of reforms required to address these problems. It is important to list down the challenges which were identified by our stakeholders and the main motivation for the development of this strategic investment plan. The prioritization of interventions has been done with a citizen centric service delivery model in mind. Gender sensitivity will be adhered to in the design of all activities when it comes to serving female stakeholders. This is a cross cutting theme and we have not addressed it as a unique area in its self but will become part of all interventions being proposed in the reforms program.

Goal for Human Resource Management;

The goal of this pillar is to focus on the strengthening the functions associated with human resource management. It should translate into hiring the best talent on the market and update their skills with in-service programs. The judicial system should provide an enabling environment for the officers and staff to deliver quality services to citizens.

Human Resource Management;

The number of Judges per millions of citizen is a rational formula used to compare the adequacy of judicial officers available to provide services to citizens. Table No 2, shows the number of judicial officers available for meeting the population that it intends to serve.

Table No 2; Number of Judges Per Million of Population

Number of Judges Per Million of Population	
Country	Judges per million
Australia	41
Canada	75
England	51
USA	107
India	18
KPK (Pakistan)	13

The data shows that our ratio of appointed judicial officers per unit million population is the lowest when compared to international and regional benchmark.

Table No 3; Human resources engaged in judicial system of Khyber Pakhtunkhwa

Source: Budget and Accounts Section, Peshawar High Court

Staff Deployed in Judicial Services		
S. No.	Different Tiers of Staff in Judicial System	Number of Staff
1	Judicial Officer (Civil judges, Magistrates, Additional District and Session Judges, District Judges) BPS 22 till BPS 17	637
2	Court Administration Staff (Clerks, Assistants, Accountants, Supervisors etc.) BPS 16 till BPS 08	2,561
3	Support Staff (Drivers, Cleaners, Naib Qasids, Gardener) BPS 07 and Below	2,556
		Total 5,754

Judicial services like many public sector institutions depend on the quality of human capital engaged in delivering the services. It is critical that the people who are involved in the delivery of services across the value chain have adequate skill and motivation to meet the just expectations of the litigants / citizens. The interviews with litigants informed us about their perceptions on the quality of services in courts. The problems identified vary from the attitude of employees to their functional efficiency at their jobs. In order to get a holistic view on the challenges being faced by citizens it was important to seek the perspective and views of court employees on their jobs. The stakeholders consulted include the following;

1. Senior leadership at High Court Level
2. District and Session Judges
3. District Judicial Officers including Civil judges and Magistrates

4. Clerical Court Staff and Non Clerical Administrative Staff

A series of consultations with these stakeholders identified a number of challenges which are listed in annexed reports. The reforms envisaged intends to address some of these concerns which relate to Human Resource Management in the justice sector;

1. There is no long term human resource strategy which can look into the demands imposed by service expectations of litigants and our ability to respond to these challenges in having an adequate human capital to meet these needs.
2. The Judicial Academy of Khyber Pakhtunkhwa was established in 2012 as a provincial institution which was supposed to look after the legal training needs of all stakeholders involved in justice sector. Many of our stakeholders believe that the academy has limited capacity and it has not reached out to its intended audience. The Judicial Academy has not catered for the clerical and support staff serving in courts. Many of the court employees complain that they have acquired skills with on-job trainings and committing mistakes in the process. It is admitted that the costs of poorly trained staff have implications for common litigants.
3. Stakeholders are concerned that the process of hiring staff is not transparent across the spectrum of justice sector. This has reduced public trust in the judicial system while dampen the motivation of in-service employees of being treated fairly in career growth.
4. Judicial officers and staff do not see a clearly articulated career policy in the justice service. When employees have doubts about their future career prospects, their motivation for hard work and productivity suffers.
5. Employees of the Justice Sector have highlighted the absence of a welfare policy and caring attitude of the institutions towards its employees. There are common needs for education, health and housing that needs to be addressed through a welfare policy.

Responding to Challenges in Human Resource Management;

Peshawar High Court realizes that the concerns raised by its stakeholders and has taken steps to adequately address these needs in the interventions envisaged. Peshawar High Court has established a Human Resource wing in the Secretariat of District Judiciary and assigned it with the task of creating a Human Resource Strategy around the long term needs of judicial services. A large component of this will relate to the development of a training plan in close coordination with the Khyber Pakhtunkhwa Judicial Academy. At the same time a Knowledge Management Unit is also being established in the secretariat to map out the available knowledge in the justice sector and link up with other institutions to add to the existing knowledge available in the justice sector. Service delivery in justice sector cannot improve only by the effective administration of the courts unless it takes into consideration the legal education of other partner's institutions. Trainings will also be imparted to the officials of other departments. The human resource development strategy will ensure that a plan is put in place that can address the training and skills development of the support staff.

Peshawar High Court will also develop a career plan that can provide a conducive environment for its officers to grow and deliver quality services in the justice sector. It is important that a good performance management system is put in place and is used to provide feedback to employees about their performance.

Under the mandate of administrative capacity building, we are putting in place a comprehensive management information system which aims to create a transparent institution and minimize manipulation of human factor. The hiring process in the Peshawar High Court and District Courts will be managed through a Human Resource information system (HRMIS) thus enabling a meritocratic process for the selection of employees. The HRMIS will be designed to help the management of human resources and facilitate employees throughout their career.

Judicial Academy of Khyber Pakhtunkhwa has taken up the challenge of reaching out to all carders of the justice sector and its partner institutions. At present the judicial academy has targeted only a few stakeholders while the need for legal education in the society is much more. Our strategy includes investing in the institutional capacity of Judicial Academy. The academy intends to expand its research programs to better understand the capacity building needs of its employees and understand the various aspects of challenges in judicial service delivery. The Judicial Academy will strengthen its outreach program to citizens via a Radio Station Meezan while adopting e-Learning as a mode of delivering, on demand training for those who want to acquire knowledge without leaving their offices.

The strategy laid out above is elaborated with clearly defined activities timed over four years. The strategy when executed will transform the quality of human resources available for delivering services to the citizens of Khyber Pakhtunkhwa.

Goal for Use of Information Technology;

The primary goal of promoting the use of information and communications technology is driven by the concern for inefficient processes in courts. The goal is to improve quality of service delivery to the litigants while increasing institutional efficiency of courts.

Use of Information Technology;

The second most important pillar for enabling the vision of service delivery improvement is the adoption of information technology to automate processes and help record management in courts. Information technology tools have been used for a limited set of activities in courts. Peshawar High Court has been using standalone information systems tailored to the special functions that it needs to perform at the high court. Record management of cases is a very sizeable function of the courts at district level. There are many challenges being faced by the different stakeholders of the Justice sector which can be solved by creative use of information technology in the justice sector. Some of these challenges are listed as;

1. The justice sector is a service which requires human interactions between court staff and litigants. The experience is not always pleasant, when a staff member is not trained in human interaction or he/she uses their position to seek rent from a litigant. Many such processes should be computerized which can facilitate citizens and reduce rent seeking opportunities.
2. Record management is a central function of the court administration. This is an ongoing process in under trial cases. As new order sheets or application are placed on case file, all parties need to update their case record in order to ensure that they are better positioned to plead their cases. Getting access to case records is a cumbersome process in the current administrative process. There is a dire need to scan case record for easy retrieval by courts and litigants.
3. One of the factors which has seeped into our current system is misuse of official power for

personal gains. It is observed that much of this is driven by lack of transparency in official records. Due to the lack of transparency in the system common litigants suspect the system of being corrupt and mismanaged. In order to reduce corruption and improve citizen trust in courts most processes in the administration of justice need to be computerized so that citizens trust in the justice system can be restored. Moreover, automation of process and systems will lead to increasing productivity.

Responding to the challenges of Courts Automation;

The courts system has various tiers. Trial courts exist at Tehsil level and District. The bulk of case proceeding is at the district and tehsil level where primary functions of trial courts generate data and needs to be captured as part of the process. Data collected in courts is largely manual which makes it hard for analysis and managerial decision making. Information management has a high impact on quality of governance in courts. Realizing the challenges of court management, the Peshawar High Court has planned a fully integrated information systems based on an enterprise architecture and will enable a system wide service delivery improvement. Some of the key features of the envisaged courts automation project are as follows:

The enterprise level software that will be developed at the High Court and District judiciary will automate day to day processes to serve its primary purpose of improving service delivery. Security of information will be ensured through a data recovery plan. The project development cycle would include a comprehensive Systems Analysis and Development exercise. Proposals for software solutions would be based on the specific needs identified by the beneficiaries of the system. The needs analysis and software development processes will be undertaken through Internationally recognized standards so that the quality of software is maintained as per international standards. Following are the key operational systems that are envisaged as part of the enterprise architecture.

Case Flow Management: Case flow management is the core module of software which will help in the management of court cases. The system provides all functionality that is required for proceedings in the court cases. This software module will support the litigation process from input to case concluding and management of records.

Process Serving Management System: This software module will focus on the outreach and communications of courts with litigants and ensuring that citizens can protect their legal rights in time. The software will also be placed on handheld devices so that notice servers can be facilitated with their jobs. The system will also have provision for online integrations, email and sms technology.

Monitoring and Evaluation Systems: It is important for the court administration to monitor the service delivery against key performance indicators. The system will be used by the office of member inspection team. Enterprise architecture will help draw data from various functions of the high court and district court processes. Business intelligence software will be used to create useful analysis and feedback will be provided to the different sections operational in the justice system.

Part of the monitoring system will be the deployment of a complaint management system that can register complaints against any official or department in courts. The system will help track complaints and decide them over time and inform the complainant about the status of their complaint.

Enterprise Resource Planning and Management System; The ERP systems is set of integrated software modules designed for integrated management of an enterprise. The following modules are

envisioned as part of the ERP system:

Websites for Different Courts; Online presence in the past has been primarily for the purpose of dissemination of information to public by the High Court and some local courts. Our approach will include provision of information in public domain as required by our stakeholders and legal provision of compulsory disclosure under RTI Act of 2013 in the district courts. Meanwhile a number of services will be introduced online for lawyers, litigants and other stakeholders both at High Court and District Courts. It is important that information from other transaction systems are updated on a real time basis for display on the website.

Record Management Information System;

Case records need effective management after they are decided and consigned to record rooms. Access to these records needs facilitation for citizens. Cases files will be scanned and coded for easy retrieval. Services will be provided through the online portal while more convenient provision of payment for citizens and delivery of case files through courier if required.

Financial Management Information System;

The financial management information system will capture data on transactions in various process of case litigation as well as administration of courts. The system will register all assets available with the justice sector and ensure its adequate utilization. The system will have provision for e-tendering to expedite procurement. Also the system will be online available to district courts and linked to banking channels where payments can be made at ease for those who need to be paid by the court or have to submit any dues for services.

Planning and Project Management Information System;

Peshawar High Court executes a number of development projects which include infrastructure activities as well as soft components for service delivery improvement. This requires the high court to work closely with execution departments like the Works and Services Department. The planning and development department needs to have support of a system which can help them track the progress of development projects while ensuring the quality of services being offered. A software module on management of maintenance of infrastructure will be included to effectively execute maintenance work.

Knowledge Management and Online Library Management Information System;

The justice sector is an interdisciplinary domain which is highly dependent on the availability of contemporary knowledge around legal issues. In the digital era, access to knowledge resources is enabled through specialized subject libraries. A single online library for digital resources will be developed around the knowledge needs of various stakeholders in justice sector. Human Resource Management Information System;

Effective human resource management lies at the Centre of improving service delivery in the justice sector. It is important the best quality human resource is made available from the market. The human resource functions in the high court and district judicial secretariat will be supported by this system covering the induction of staff members till their retirement from the institution. The system will have provision for online recruitment and record management of staff already working. The system will include a module for management of training programs which will be operated by the Judicial

Academy of Khyber Pakhtunkhwa. The system provides integrated processing of pensions by integration with the financial management information system.

Goal for Administrative Capacity Building;

The goals for enhancing administrative capacity is aimed at improving service delivery through restructuring institutional design. This would involve decentralizing decision making processes and reforming rules governing systems deployed in service delivery at district level.

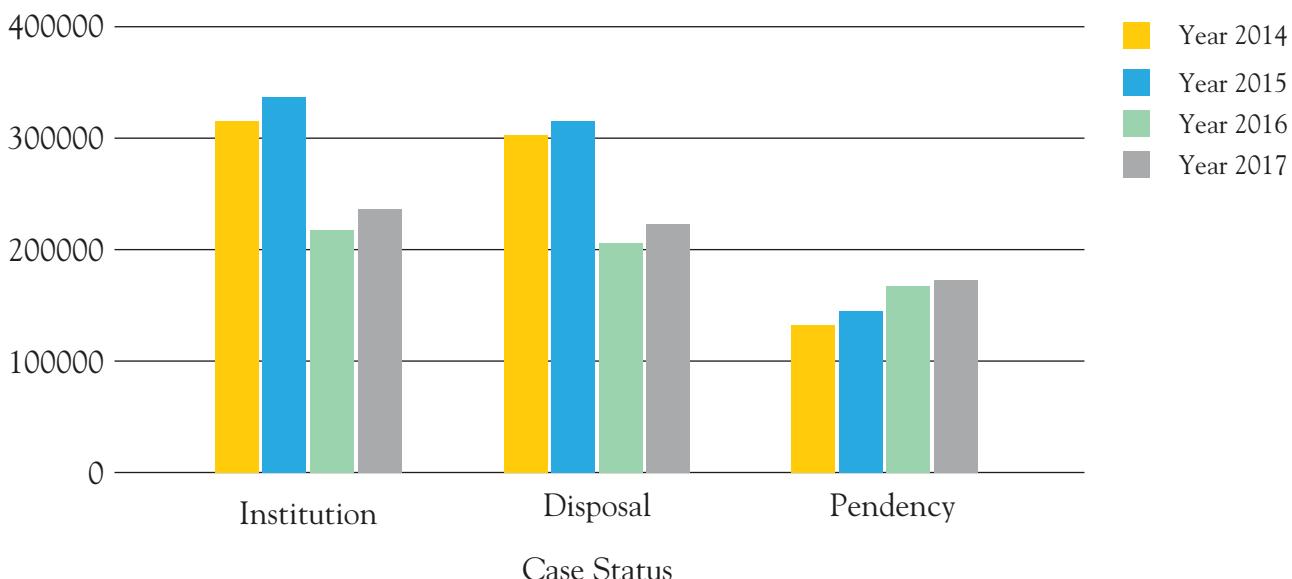
Administrative Capacity Building;

The increase in litigations over time has demanded increase in judicial officers and staff members to provide services to citizens. This increase has happened with very little change in the core processes or systems of service delivery. This has resulted in no substantial change in productivity of assets deployed. The capacity of Peshawar High Court to manage subordinate judiciary is a challenge that needed to be addressed. As a matter of principle the High Court has taken policy decision to devolve more decision making power and provide support to the lower courts with professional teams. This would lead to an enhanced administrative capacity of the courts to improve service delivery to citizens. Following are the key function envisaged to be performed by the Secretariat of District Judiciary.

Fig No 3; Rising Pendency of Caseload in Districts

Source; IT Cell Peshawar High Court

Case litigation trend in District Courts of Khyber Pakhtunkhwa



Secretariat of District Judiciary;

The Judicial System in the province works at two levels in Pakistan. It has two tiers: the higher judiciary (the Supreme Court, the High Courts and the Federal Shariat Court) and district judiciary (DJ) working at the district/tehsil (grassroots) level. While both work towards the same purpose—dispensation of justice—their nature, working and level of responsibilities are different. Under the constitution, the judiciary, as a whole, is independent. However, the former controls and

supervises the latter. The control and superintendence is both judicial (appeal and revision) and administrative (recruitment, transfer and posting, promotion and disciplinary overseeing). Given that all service delivery is mostly offered at grass roots level, it is important to support the subordinate judiciary towards serving the citizens. The Peshawar High Court has taken a policy decision to establish a Secretariat for District Judiciary, where a number of functions from the High Court are being devolved to ensure that adequate attention and support is provided to the District Judiciary for improving its service delivery. Following are some of the functional units and their role being devolved to the district judiciary.

Regulations Wing;

For the Peshawar High Court to Improve its service delivery it is important that it provides an enabling regulatory environment for the administration of justice. The regulations wing has been established in the Secretariat for District Judiciary and it is responsible for functions with relate to the drafting of laws and rules which can help improve service delivery and effective governance in justice sector. The section will work closely with the Inspection, Finance and Human Resource Department. The unit will provide technical input on framing of new rules and revise old rules that will regulate various processes and systems of the justice system.

Peshawar High Court has embarked on improving case management in civil and criminal justice and have framed rules that have been approved. Where such new policy initiatives are approved the regulations wing will also provide input on the type and quantity of training and capacity building required to achieve the desired results.

Integrity Unit;

The Justice System and its institutions must be credible & trustworthy in the eyes of citizens. An integrity unit has been established as part of the regulations wing of District Judicial Secretariat. In order to ensure that the Judicial Officers hold high standards of integrity, institutional mechanisms are put in place for checks and balances in the system. An integrity management unit has been set up in the secretariat for this purpose. The unit will help define ethical standards for judicial staff members. Awareness of ethical standards will be imparted to staff members with training programs. Where codes and procedures are in place for Financial Management, the unit will review such codes and amend them for improvement from time to time. The unit will also assist the administration committee on financial matters from time to time.

Internal Audit Unit;

The secretariat for district judiciary will adopt a regime for internal audit in managing district courts. The internal audit unit will take steps towards the eradication of corruption and review processes that are vulnerable for exploitation. The unit will document the workflow processes of different departments to standardize quality of service delivery. Once documented processes are in place the unit will conduct process audits and follow up on findings for continuous improvement. This will involve the development of a compliance management plan. Audit reports and improvements made will be presented to the administrative committee for approval. The audit unit will strive towards adoption of quality management systems for achieving productivity and effectiveness of services.

The unit will collect data for analysis from different sources and generate reports around different

performance and financial indicators. These reports will be presented to the administrative committee as parts of the performance evaluation report

Drafting and Legislation Unit:

All functions in judicial system are governed by rules and regulations. When new laws related to judiciary are enacted relating to the justice sector the Peshawar High Court is required to frame rules and procedures for enabling the legal provisions of law. A unit for legislation has been established in the district secretariat to assist the Peshawar High court in drafting of legislation and rules. The unit will also provide legal assistance to the Administrative Committee and all other wings in the district secretariat including legal opinion required in matters referred to the High Court from the Law and Justice Commission of Pakistan. The unit will maintain frequent interface with Inspection, Finance & HR for exchanging input on performance of District Judiciary and updating concerned laws and manuals within its competence. Where required the unit will help in updating the code of conduct and suggest ways and means for compliance. Since all rules need awareness, therefore the unit will help design training programs in coordination with Judicial Academy for awareness of these rules and laws. The unit can also propose research on issues relating to justice sector and also identify need for amending existing laws.

Proposed Regulatory Reforms;

Peshawar High Court has realized that it is important to frame rules which can expedite cases at trial court level. It is for this purpose that the high court has proposed rules that will expedite civil and criminal cases. The civil rules have now been approved by a decision of provincial cabinet.

Pre-Trial Conference and Case Management Rules;

The new set of rules encourages the use of Pre-trial conferences and use effective case management procedure to schedule case hearings. The objective is to create predictability in the time required to execute cases. The regulations will safeguard the interest of the litigants and improve the quality of service delivery. The regulations are supported by intensive training of all involved stakeholders and an Information Technology software.

Case Execution Rules:

In addition to this, execution of decided cases experience delay which frustrates citizens who have already received a decree from the court in their favor. The new set of rules will allow the courts to enforce their rights awarded by a court.

National Judicial Policy Implementation Unit:

The National Judicial Policy was made in the year 2009. The strategy was framed realizing that Pakistan's Judicial System needs an overarching policy framework to improve its service delivery to citizens. The Law and Justice Commission of Pakistan has spelled strategies and identified policies that can improve access to justice in the National Judicial Policy report of 2009. This report has been revised in 2012 with additions and amendments. The report had suggested a need for improving quality of judgements, promoting and strengthening the rule of law, adoption of alternative dispute resolution approaches and promote public interest litigations.

A unit has been established to monitor the implementation of the National Judicial Policy in Khyber Pakhtunkhwa. Data generated by the information systems will be used to create reports against key performance indicators set by the National Judicial Policy and keep close liaison with the Law and Justice Commission of Pakistan. The unit will also follow up on challenges in the delivery of criminal justice system by following up recommendations of District Justice Coordination Committees and Inspection reports of prison report recommendations. Overseas Pakistanis have difficulty at times dealing with legal proceedings in local courts. An Overseas Pakistani Cell has been established in the Peshawar High Court to facilitate such individuals who need help and guidance.

Operation Management Wing

The operations of service delivery have to substantially improve at the district level if the backlog of cases have to be reduced. Effective operations management requires improvement of policy environment and alignment of systems to cater to the needs of litigants and citizens who are the primary concern of justice system. To achieve this objective and operations wing has been established in the District Judicial Secretariat. The wings constitute a number of units which will work in an integrated framework to improve services at the lower courts. Following are the units and their functions as envisaged by Peshawar High Court.

Administration Unit:

The administration unit of operations management wing focuses on providing general administrative support to district courts. This unit will be responsible for ensuring compliance of policy and procedures at the district level. The unit will set performance benchmarks for districts and create an annual performance report using the data generated by the court automation systems.

The administration unit will assess internal and external risk potentials. It will approve security and logistic plans for district courts in close coordination with the offices of District and Session Judges. The unit will undertake work studies and research initiatives where required to improve distribution of work and improve productivity in the operations of district courts.

Financial Management & Accounting Unit;

The financial management and accounting unit in the District Judicial Secretariat is being established to facilitate the district judiciary and planning for improvement in service delivery. In the past Peshawar High Court had a small establishment and lacked effective communication systems to reach out to the twenty-five districts in the province.

For any institution to work effectively its resource management needs to be efficient. The budget and accounts section of Peshawar High Court looks after financial resource management for the High Court as well as for the needs of the districts. The accounts section has a key role in ensuring that financial expenditure is made according to the procedures set by the office of accountant general. The operations of courts and resource allocation can suffer when budget allocation processes are weaker and resources are poorly allocated. Some of the problems highlighted by stakeholders relating to resource management in districts courts are being listed below.

The primary role of the budget section is to communicate with all district courts and various sections of the Peshawar High Court to get information on resource requirements. The requirements at time change and a re-appropriation process is also managed by the budget department. District courts

administration have asked for more effective communication as most of the time the lag in re-appropriation can result in poor service delivery to citizens.

On the expenditure side the bills are submitted to the district office of accountant general. At the moment the information which is put into the accounting software is not visible to the courts administration and they have to rely on manual system on their end for monitoring of expenses.

There are number of transactions on the revenue generation side in the court which are maintained in manual registers. Citizens are at time not given proper receipts of payments which leads to a negative perception of courts. Meanwhile due to manual records maintenance, it becomes difficult for the management to use this information for a productive purpose.

A court's automation project has been designed to computerize various functions and facilitate the litigants. A financial management information system will be developed which will integrate all financial functions being performed at the district level. The system will not only bring transparency to the system but also contribute towards institutional efficiency and productivity in the system. The unit will ensure that reliable financial data is generated and information on assets is maintained in a timely manner for optimal resource utilization. They will also provide guidance to District Administration on procurement of goods and financial rules that needs to be complied with.

The unit will estimate financial needs for implementation of the reforms program and cater for the variation in estimates. It will also work closely with the Planning and Development Department to frame policies for the participation of private sector in provision of services under Public Private Partnerships or Framework Agreements.

Planning and Development Unit:

The planning and development unit at the District Secretariat will look after meeting the various needs of the judicial system. This requires planning for the strategic needs of the judicial sector are met in time so that citizens can get quality services from courts. The planning unit will work closely with the provincial government and foreign donors who intend to fund various interventions in the justice sector.

The unit will collect development proposals from all district courts and special courts for review. Proposals will be evaluated and feedback will be provided to citizens on the proposals they submit. In order to reduce the communication gap with districts, an online system will be developed to improve communications and engage in improving the quality of development programs through critical evaluation of proposals. The unit will also look after the implementation of development schemes and undertake its monitoring and implementation. The unit will work with other national and provincial technical agencies for quality assurance. This includes liaison with the Justice Development Fund operated by the Law and Justice Commission of Pakistan.

Inspections Wing

The inspection wing has been setup in the secretariat for district judiciary with a primary role of monitoring and evaluation in the administration of justice. The wing puts together a number of units which will work as the building blocks for enabling this primary function. The wing will have at its disposal the knowledge and data to ensure evidence based review of progress being made against strategic goals and information on service delivery problems being faced by the litigants.

Knowledge Management and Information Technology Unit

Today knowledge management has become a primary driver of growth for institutions where its core-capacity depend on the effective collection and use of knowledge as an asset. Knowledge management is a specialized field where effort is made to strengthen institutional memory while innovation in service delivery is driven by the effective utilization of the knowledge accumulated. The unit will gather data and information which constitute of knowledge available in Peshawar High Court and other justice sector institutions. The unit will frame policies in consultation with the regulations wing to make it compulsory that all knowledge generated is made part of the knowledge management system.

An online portal linked with many libraries will be developed which will allow justice sector stakeholders to add and access documents and learning material. Other stakeholders will be informed of this provision through the Provincial Justice Coordination Committee.

Information and Communication Technology Unit:

Today no sector can improve its productivity without deployment of information technology. The unit for information technology has been set up in the Secretariat for District Judiciary to facilitate the adoption of information technology in the administration of justice. The unit will help in framing the information and communications strategy through a consultative process for all levels of courts. A courts automation project has already been announced by the Peshawar High Court. Many software modules will be developed in line with the IT strategy formulated. New services will be designed using ICT to facilitate citizens. Alternative payment options will be created to facilitate litigants and reduce time lag in payment services.

The unit will liaison with the district court to access hardware demand, networking plan and training needs. As systems become available the unit will provide critical support in the implementation of software at district level. This will include planning for the training of staff on the software developed.

The unit will work closely with the outreach unit to communicate with stakeholders and educate them on the new e-services being offered by the district courts. Brochures and Pamphlets will be distributed to this effect. The approach will include close coordination with other stakeholders in the Justice Sector and policy level cooperation for data exchange will be established using the Provincial Justice Committee. The unit will be custodian of the data generated by the district courts and create access control to ensure that all sections in the District Judicial Secretariat are linked to the database for use in their own sections. The unit will also develop an Enterprise Resource Planning system for the district judicial secretariat and ensure that the system integrates the operations of the secretariat.

Citizen Services, Human Rights, Communication and Outreach Unit;

The primary objective of setting up the secretariat of district judiciary is to provide focus and attention to district courts and improve the quality of its services to the litigants and citizens at large. The Citizen Services will reorganize help and establish facilitation desks at each district and session court to provide assistance to litigants with information and guidance about various services of the courts.

The outreach unit will use website, android apps, SMS, ROBO calls and print material to reach out to the litigants. Information required by other stakeholders, like lawyers, police department, prison department and any other non-governmental organization will be collected and delivered to them, as and when requested. The unit will also ensure that the compulsory disclosure under RTI Act of 2013 is

made on the District Courts websites and confidence in the judicial system is restored through increased communication with the citizens. The unit will develop an external communication strategy and will present it to the administrative committee for approval.

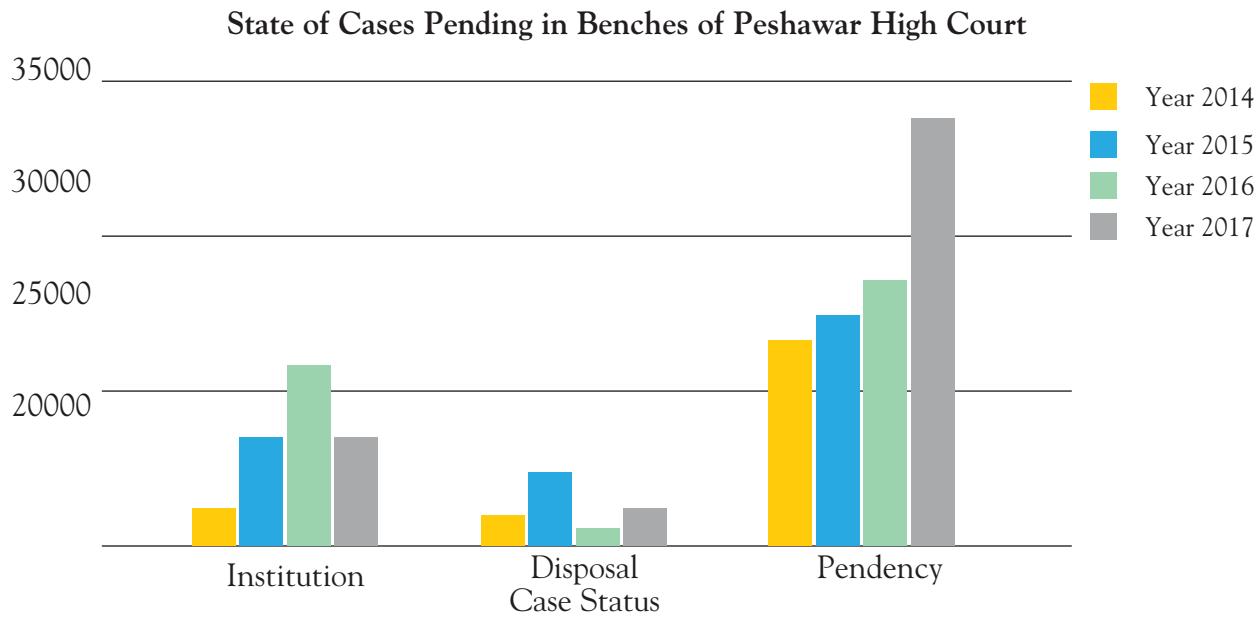
The Human Rights unit will work for facilitation of citizens and complainants approach the District and Session Court or Peshawar High Court where their rights have been violated. An existing call center and information system at Peshawar High Court will be integrated with the ERP system of the courts being developed.

Technical Services Delivery Monitoring Unit

The courts in Khyber Pakhtunkhwa are overloaded with cases and there is an undesired delay in the adjudication of cases and citizens have to wait longer times to get justice from court. The Judicial Academy has conducted research on this subject matter and have proposed three specific regulatory interventions to reduce delays in court proceedings as well as facilitate the execution of cases when final degrees are awarded. As a first step the case will be put through a pre-trial conference where the judicial officer will use his inquisitorial powers to evaluate the cause of action and identify issues. Where cases do not qualify for any further hearing the officer can issue summary judgements to conclude the case there and then. In case the application enters the proceedings a case schedule will be prepared and effort will be made to plan the hearing of cases over a timeline. In another set of regulations, Peshawar High Court has framed regulations which will help litigants in the execution of their cases at earliest.

Fig No 4; Case Institution, Disposal and Pendency in Benches of Peshawar High Court

Source; IT Cell Peshawar High Court



The National Judicial Policy has also set time bars on the type of cases. The current judicial processes and workload has made it hard to meet these timelines. The unit will frame case disposal strategies that will depend on the combination of regulatory reforms and productivity gains from business process re-engineering. The unit will ensure that the disposal strategies are adhered by courts. Data collected from

the case management system will help track the execution of the policy. The unit will identify and mitigate risks where the disposal strategies can be reformed. Information on performance will be fed into the district performance indicators and annual report.

Grievance Redress Unit

The primary purpose of reforming the system is to serve citizens. It is important to listen to the concerns of the litigants and take corrective action. The grievance of citizens also provides us with the opportunity to improve service delivery and take corrective action. The Grievance Redress Unit will put in place a system which will provide ease of access to citizens for complaining about any staff member or issue that they confront when dealing with the courts. Such complaints when received will be taken through a process which is neutral and qualifies merit. Information collected from citizens will be used for improving the systems, processes and regulations in the administration of justice.

Strategy, Reform and Business Plan Review Unit

Every organization today needs institutional strategy for meeting its short term and long terms objectives. The strategy, reform and business plan unit is being housed in the secretariat for district judiciary to effectively monitor the implementation of the Judicial Reforms Strategy. The unit will track the execution of the strategy and the different interventions that are due to be initiated as part of the reform program. A project monitoring system will be put in place to track the activities approved under the justice strategy and their timelines. The unit will register deviations from the intended plan and follow up with relevant districts and units in the secretariat for expediting the execution of the justice strategy.

Where new concerns are highlighted and amendments need to be incorporated in the justice strategy the unit will prepare a case for amendment to the administrative committee.

Confidential Unit;

The confidential unit in the secretariat for district judiciary is established to handle processes which requires discretion due to its nature. The unit is responsible for collecting information on the annual performance evaluation of staff and officers. These forms will be made part of an evaluation system and used in the career planning of human resources. The unit will also manage information on the declaration of assets and income tax return of officers.

The unit will facilitate disciplinary proceedings against officers and maintain confidentiality of information generated during such proceedings. It will also be responsible for maintaining record of all such proceedings.

HR & Welfare Wing

The administration of justice is a knowledge intensive service which depends heavily on the quality of human resources engaged in provision of services. It is equally important that the individuals engaged to provide services in this sector get a conducive working environment and fair opportunities to grow in their careers. The Human Resource and Welfare Wing has been established at the district secretariat for judiciary to address the challenges of managing an effective workforce.

Human Resource Unit

The human resource unit has been established to specifically focus on the management of human resources for the district courts. The unit will review and update policies in relation to recruitment, promotion, posting and transfers. If required new policies will be frame and approved by the administrative committee for adoption across the district administration. The awareness for new policies will be imparted through training and awareness programs. The role of Human Resource Unit will be supported with Information Systems. The unit will develop an HR strategy that can support the ongoing reforms in the administration of justice.

The unit will design new job descriptions after roles change as a function of restructuring or reorganization of work. Also the unit is required to liaise with the Public Services Commission for recruitment of Civil Judges. It will work closely with the Judicial Academy to create annual training plans in support of the Justice Sector Strategy.

Welfare Unit

Welfare of the workforce is a very important aspect of institutions. Increasingly work life balance is given priority when employees decide to choose jobs. The welfare unit is established as part of the Human Resource and Welfare Wing to look after the employees of Peshawar High Court. The unit will review incentive policies for employees and recommend changes to the administrative committee. The unit will look after the collective needs of children education and their health care. Health Care and Education programs will be designed and funded to address needs of employees working at district judiciary. Administration offices at district level will be strengthened to provide assistance to judicial officers at time of their posting and transfers and adjustment in their jobs.

Employees also want to have access to a housing scheme which can allow them to own a house and pay for its construction over the term of their employment. The unit will design such programs and get approval of the administration committee for its execution. The unit will look into discounted membership of clubs, admission of officers into institutes of high repute and explore post retirement welfare plans.

Goal for Improving Judicial Infrastructure;

The goal set for Judicial Infrastructure is driven by the inadequate facilities available to courts for delivery of services. The goal of the reform pillar is to ensure the provision of tailor made infrastructure to promote conducive environment at courts for improving service delivery.

Improving Judicial Infrastructure;

Since establishment of the Peshawar High Court in 1955, little attention was given for purpose built infrastructure for Judiciary at district and tehsil level rather the courts were established in the existing infrastructure of the government as stop gap arrangement. With the increase in population and litigations, demand was also raised for developmental budget to do away with the problems of congestion, overcrowding, delays and backlogs due insufficient, scattered and pathetic court buildings, ensuring provision of conducive working conditions and humane treatment to all the stakeholders in the judiciary.

During the years from 2002 to 2009, Access to Justice Programme was launched with the loan from

Asian Development Bank throughout the country for making improvements in the judicial and non-judicial legal services. Under Access to Justice Program Loan, initiatives were undertaken for establishment of Judicial Complexes throughout province, however, only four Judicial Complexes could be constructed in the Peshawar, Swabi, Bannu, and Lakki Marwat Districts of Khyber Pakhtunkhwa. The construction of some courts rooms and facilities for litigants and lawyers were provided. Due to limited budgetary allocation on 60 residences could be constructed for more than 400 officers.

To meet the deficiency in allocation of developmental budget, the Peshawar High Court was included in the Provincial Annual Development Programme during the year 2011-12. Allocation and expenditure against the schemes in the sector during last six years is given as under:

S.No.	Year	Allocation	Revised Allocation	Exp.	Exp% (BE)
1	2011-12	223.107	348.611	175.830	79%
2	2012-13	465.000	531.075	350.210	75%
3	2013-14	818.677	803.000	701.485	86%
4	2014-15	1050.000	1232.601	1182.137	113%
5	2015-16	1050.000	1050.000	1050.000	100%
6	2016-17	1318.297	1713.647	1713.647	130%
7	2017-18	1318.297	2318.000 (Projected)	538.692 (30/11/2017)	

Since induction of PHC as a sector in the ADP 2017-18, a total of 49 projects were included of which 17 projects could be completed by June 2017 with a cost of Rs. 2425.745 million.

Status of Infrastructure Projects Completed

Status	Schemes	Cost in Rs
Completed	17	2425.745
Ongoing	32	14958.837
Total	49	17384.582

Source: P&D Dept., Peshawar High Court

There is an Increasing need to maintain old infrastructure and upgrade facilities where possible. The infrastructure management of courts is weak due to administrative capacity and is not adequate for use by women. A project management information system will be provided to district which can help track the progress made on requirement in district courts. Peshawar High Court has also proposed a capacity building project for the planning department and this will help the unit in expanding its outreach to the districts. Advance project management information system will be deployed to track progress on projects and share information with other departments like Works and Services on real time basis.

The planning unit in the district judicial secretariat will also provide support to the district in execution of infrastructure development projects and engage with other development partners in consultation with the Finance Unit to provide resources for projects initiated at the district level.

Goal for Constructive Institutional Coordination with Other Stakeholders;

The Goal for Institutional coordination in the Justice Sector is driven by the need for strengthening and aligning various activities across the value chain of service delivery. The goal is to deliver high quality justice sector services and align policies and processes to ensure speedy justice delivery.

Institutional Coordination with Other Stakeholders

The Justice Sector constitute of many institute working across the value chain of civil and criminal domains. In order for these organizations to work effectively a framework for collaboration need to be defined. The Provincial Justice Coordination Committee has been established under the chairmanship of the Chief Justice Peshawar High Court and all key stakeholders in the justice sector are presented on the committee. The High Court reached out to Police Department, Prison Department, Office of Advocate General, Office of Prosecutor General and Office of Senior Member Board of Revenue to seek their views on the challenges of working in collaboration with courts at different levels and the efficiency of information exchange. A number of issues were highlighted about these departments on working in partnership with courts for delivery of services in the justice sector. The Government of Khyber Pakhtunkhwa has highlighted the need for effective collaboration between various stakeholders in the justice sector. The home department has drafted a strategy report titled "Road Map to Rule of Law" and is in the process of finalization.

Challenges of Operational Coordination

The consultations with justice sector institutions revealed that the performance of courts is intertwined with the other public sector institutions and unless reforms are not initiated in these organizations, it will be hard to make an impact on service delivery. The lack of common standards for information exchange and alignment of resources to cases makes the proceedings in due time limits. Although the problems have been there since a while but not adequate pondering has been done about solving these problems. The strategy has identified the use of Provincial Justice Committee as a forum to suggest solutions for overcoming these problems.

Provincial Justice Committee

The provincial justice committee has been setup to coordinate the efforts of Justice Sector Institutions in the province of Khyber Pakhtunkhwa. The committee will meet regularly to discuss policy issues and frame agenda for reforms when required.

As part of the consultations it was realized that although there is coordination platform for criminal justice at district level but there is no systemic information exchange between various institutions. One of the challenge confronting effective data exchange between various information system is that no policy initiative has been taken on this account. As part of the judicial strategy activities are being proposed for policy initiative on developing standards on data integration between, Police, Prison, Prosecution, Senior Member Board of Revenue and Advocate General's Office. Some information systems have already been developed by these various institutions but do not comply to common

standard information architecture. Moreover, Meta Standards for systems development have neither been developed nor notified by the directorate of Information Technology in the provincial government.

As information systems gets integrated in the criminal justice system and civil litigations, the data available will be used to create a dashboard showing services rendered to citizens and courts by these departments. Engagement with other departments will be initiated to understand the status of their information systems and how this information can be integrated on a common platform to monitor the state of service delivery.

Goal for Promoting Fundamental Rights;

The primary role of the state is to uphold fundamental rights of the citizens. The goal of promoting fundamental rights is to ensure that citizens find speedy relief where their fundamental rights are violated.

Promoting Fundamental Rights;

No country in the world can claim to implement a good justice system without ensuring the provision of fundamental rights to their citizens. This is why upholding the fundamental rights constitute the sixth important pillar for enabling the judicial strategy of Khyber Pakhtunkhwa. When state institutions are weak it is common for individuals and state to transgress their boundaries and violate fundamental human rights of citizens. Where such violations occur it is unfair to leave such incidents to the normal course of law which is time consuming. It was therefore indicated that a dedicated unit be established in the Peshawar High Court which can take prompt action against such human rights violations.

A dedicated cell was established in Peshawar High Court with technical and financial support from the World Bank. A call center and grievance management information system was established at Peshawar High Court. The human rights cell has now been made part of the district judiciary secretariat so as to expand its presence at the district level and reach out more effectively to citizens. Some complaints are converted into writ petitions after review by the team. It was therefore suggested that dedicated desks need to be provided at the circuit bench of the Peshawar High Court so as to ensure that aggrieved parties do not have to travel to the Provincial Headquarter for submitting their writ petitions. The online information system will be developed for use by the five district benches. The human rights unit will establish a forum with membership from state institutions and civil society working for human rights in the province. The forum will be used to coordinate the efforts of human rights and frame policy issues that need to be addressed through courts.

Resourcing Reforms Program

The reforms program offers an opportunity to increase the quality of Justice being offered to the citizens. Investment in the justice sector has high dividends for the society at large. The primary source of funding for the justice sector is the Provincial Government of Khyber Pakhtunkhwa. At the same time many development donors have supported various activities in the past and have expressed their interest in continuing their support. The objective of creating an investment plan based on a well thought out strategy is to ensure that adequate resources are available to initiate and sustain the momentum of reforms.

Historical Budget Trends

The budget for Peshawar High Court and subordinate judiciary has been increasing over time. The current budget has incrementally increased due to salary adjustment and growth in the number of staff. Meanwhile the development budget has been tilted in favor of infrastructure development.

Resource Gap in Executing Reforms

The reforms program has been costed for the next four years. The budget cycle starts from the third quarter of the year and ends at the second quarter. The budget has been segregated into services and infrastructure. The data from historical trend shows that the development funds have been invested in the infrastructure in the recent years while the services side has not been funded adequately resulting in little improvement in service delivery.

Table No 4; Historical Trend in Development Budget (Infrastructure)

S.No.	Year	Allocation	Revised Allocation	Exp.	Exp% (BE)
1	2011-12	223.107	348.611	175.830	79%
2	2012-13	465.000	531.075	350.210	75%
3	2013-14	818.677	803.000	701.485	86%
4	2014-15	1050.000	1232.601	1182.137	113%
5	2015-16	1050.000	1050.000	1050.000	100%
6	2016-17	1318.297	1713.647	1713.647	130%
7	2017-18	1318.297	2318.000 (Projected)	772.272 Till (31/1/2018)	33%

It is worth mentioning that no budget has been spent on services improvement and only investment has been made in infrastructure and hardware in the past decades.

Table No 5; Budget Requirement for Next Four Years

Resource Requirement for Implementing Judicial Reforms Programs (Rs. In Million)				
Type of Budget Input	Budget for Year 2018-19	Budget Year 2019-20	Budget Year 2020-21	Budget Year 2021-22
Budget for Infrastructure Development	6246.8035	11245.1015	10394.915	7065.09
Budget for Services	440.97	1001.733	952.68	560.3

Attached Annex D is a budget plan with distinct areas costed against each development intervention. The number of proposed activities focusing on the services side outweigh the project list of infrastructure. The activities identified are effort driven and will depend on the capacity of the Peshawar High Court to execute the development program. The World Bank has provided technical support in the form of consultancies and technical support staff who will support the reforms initiative for the next 18 months. The cost of these professionals will be taken up by the government after the funding expires.

Table No 6; Budget by Primary Input Type for Services

Budget by Input Type (Rs. In Million)				
Type of Primary Input	Budget for Year 2018-19	Budget Year 2019-20	Budget Year 2020-21	Budget Year 2021-22
Use of Media (Radio, Billboards, Social Media etc.)	30.2	33.911	36.138	38.357
Consulting Services	154.25	75.067	26.514	18.611
Furnishing, Hardware Purchase and Operations	93.15	143.306	151.624	155.162
Printing and Publication	5.5	5.357	7.4515	9.546
Research Studies	55.1	37162	44.116	44.97
Software Development and Allied Services	65.37	646.95	617.5	232
Workshop or Seminar and Training Events	37.4	59.97	69.34	61.66

Table No 6 shows the distribution of funding allocation between different types of input. It is worth noting that the funding for capacity building and consulting services is high as many of the systems and services needs to be re-designed. Also the capacity of the staff working in the justice system is low and upfront investment needs to be made for enabling the adoption of new systems. Annex A shows the reforms matrix where activities have been defined against reform interventions. Verifiable indicators for activities and their responsibility has also been defined in the matrix. The action plan in Annex B provides a tentative timeline for the execution of the project activities.

The Secretariat for District Judiciary will play a leading role in the implementation of reforms at the district level. The activities identified have been assigned to specific units and they will work with other relevant departments in executing the desired activity. Table No 7, shows the distribution of budget against the responsible unit.

Table No 7; Resource Requirement by Activity Plan

Tentative Budget for Reforms Program (Rs. In Million)					
Activity Area	Budget Amount Year 2018-19	Budget Amount Year 2019-20	Budget Amount Year 2020-21	Budget Amount Year 2021-22	Sum of Total
Administrative Committee DJS	14.7	32.018	26.49	26.954	101.412
DJS 1 Regulations (Drafting and Legislation Unit)	21	15.352	4.104	4.356	44.812
DJS 1 Regulations (Integrity Management Unit)	3.5	10	0	0	13.5
DJS 1 Regulations (Internal Auditor Unit)	10	4.5	4.5	4.5	23.5
DJS 1 Regulations (National Judicial Policy Implementation Unit)	0	3.6	0	0	3.6
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	13	22.5	1	0	162.9
DJS 2 Operations Management (Finance and Accounting Unit)	18.2	35	8	0	61.2
DJS 2 Operations Management (Planning and Development Unit)	7.8	26.426	6.052	2.178	42.456
DJS 3 Inspections Wing (Citizen Services, Communication and Outreach Unit)	30	32.355	36.21	40.065	205.42
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	69.7	574.7	640.5	258	2464.0465
DJS 3 Inspections Wing (Knowledge Management (KM) Unit)	4	14.5	8.025	0	26.525
DJS 3 Inspections Wing (Service Delivery Unit)	1	4. 605	1.71	1.815	9.13
DJS 3 Inspections Wing (Strategy, Reform and Business Plan Review Unit)	3.5	5.5	0.5	1.5	9.5
DJS 4 Human Resource & Welfare Unit (HR Unit)	16.1	71.38	58.91	61.36	207.75
DJS 4 Human Resource & Welfare Unit (Welfare Unit)	93.55	86.2	91.4	92.1	363.25
Judicial Academy of Khyber Pakhtunkhwa	135.15	63.097	65.281	67.465	333.493
Grand Total	400.97	1001.733	952.682	560.293	4072.513

Strategy Implementation & Risk Mitigation

The Implementation of Judicial Reforms is dependent on the effective implementation of the Strategy conceived from its inception. The strategy aims at transforming a decade old system rooted in imperial traditions favored by institutional inertia which will pose resistance and a risk of it being derailed. The strategy document forecasts these risks and spells out a mitigation strategy to address them.

Implementation Mechanism

The strategy once conceived and drafted needs to go through a series of well thought out steps for ensuring its sustainability. Following are some of the key action which will strengthen the implementation mechanism of the reforms program.

Creating Ownership of Reforms

The Judicial Reforms Strategy is statement of action for improving services to the citizens. The preparation of the strategy document is primarily driven by the demand and raising public concern about the poor state of services in courts and its impact on the state citizen relationship. This will require changes in the supply side of institutions providing services. It is important that part of the communications and outreach strategy should include the benefits of adopting the reforms. The aim of this communications would be to generate ownership and commitment to the various interventions and activities of reform program.

Strategy Monitoring and Implementation Unit

The need for a dedicated unit on the monitoring of the reforms strategy is already addressed in the organizational structure of District Judicial Secretariat. Given the complexity of the reforms initiative, the unit will deploy Project Management System to track the progress made on each activity approved by the administrative committee. The system will be accessible to other units and partners of Justice Sector to see updates on activities relevant to them. Quarterly implementation plan will be approved by the administration committee while progress made will be shared with the administration committee at the same time.

Annual Performance Report

The annual performance report will be published every year with a comprehensive assessment of progress achieved in the previous year. This report is prepared by the Strategy Monitoring and Implementation unit in close coordination with IT Unit, Planning Unit and Operations Unit. The report will highlight the achievements and challenges in the implementation of the reforms program. The report will be presented to the administrative committee for approval. The report will have suggestions on realignment of resources and inclusion of new activities for enhancing the service delivery to citizens. Once approved the report will be made public and available to the citizens as per the outreach and communications strategy.

Risk Mitigation and Assumptions

The implementation of the reforms envisaged in this report is built on the assumption that there will be a stable environment and cooperation between stakeholders in support of the reforms initiative. Meanwhile it is assumed that the human and financial resources and institutional capacity will become available in due course to undertake the desired level of activities. All the above stated assumptions are challenged by risks in political and institutional domains. Some of the risks envisaged can be mitigated to ensure that the reforms are not derailed.

Political Instability

Pakistan's current political scenario is highly volatile making the sustainability of policies a challenge. The need for reforms in the justice system is an idea cherished by all political parties and personalities. The judicial reforms strategy needs to be communicated to all political parties and public at large. Given that the reforms program offers high dividends to public at large, any political party who comes to power in general elections will have no alternative but to own and support the reforms program.

Change in Institutional Leadership

Pakistan has a history of unanticipated changes in institutional leadership where reforms initiated by one particular team of leaders is derailed by new leadership. The Judicial Reforms Strategy needs a safeguard in its consistency and sustainability in case new institutional leadership join Peshawar High Court and District Courts. This is a risk mitigated through the Judicial Strategy preparation, approval and review process. The succession plan in Peshawar High Court is predictable due to the seniority level. The administrative committee is comprised of four most senior judges with the Chief Justice as the Chairman of the committee. The strategy document has been presented to the administrative committee and approved with their consent. This will make sure that the future leaders in Peshawar High Court will continue to implement the Judicial Reforms Strategy and improve it over time.

The risk of leadership change at District Level is mitigated by development of District Development Plans whereby each district will frame its own action plan against the targets set by the Annual Performance Review at the secretariat of District Judiciary. In case of leadership change at the district level the District Judicial Plan will ensure that the momentum of reforms is maintained.

Resistance to Reforms

The current judicial system in Khyber Pakhtunkhwa has its roots in the British Legal Systems and tradition. The system has remained static for a long period of time and resultantly developed a fix set of expectations and habits around the dealings with courts. The group of stakeholders include internal stakeholders and external stakeholders. It is expected that groups of these stakeholders will put up resistance to reforms when performance standards get rooted in the Judicial System.

This risk can be mitigated through a comprehensive outreach and communications strategy where the fears and apprehensions associated with the implementation of reforms in Judicial system are addressed. When resistance will arise from institutional actors, the forum of Provincial Justice Committee will be used to address these concerns.

Limited Predictability in Financial Forecast

The Judicial Strategy plan is prepared after consultation with a range of stakeholders who have identified need for reforms by discussing various challenges confronting them. This need has been addressed as reform interventions which will require a set of activities. A resource plan has been created with a tentative costs associated with each activity. The current resource availability does not meet the surge in resource requirement of Peshawar High Court for implementing the reforms program. The non-availability of resources can impose a serious threat to the implementation of the reforms program. This risk is mitigated firstly by aligning resources already committed in the justice sector. Peshawar High Court will also reach out to potential donors and development partners to seek investment in the reforms program. This risk will be mitigated by Peshawar High Court through reaching out to the provincial government and get commitment for sustained flow of resources to finance the proposed reforms program.

Nonaligned Development Plans;

The strategic plan for Judiciary has been made while a number of reforms initiative were already being implemented. Effort was made to understand these reforms and assign them their relevant space in the reforms matrix. The PC-1 for automation of courts was already in place and investment priorities were already assigned. As a matter of principal all investment should be aligned with the reforms initiative. As a follow up activity any investment priorities made before the inception of the Judicial Reforms Strategy needs to be revisited and amended as per the demands created by priorities of stakeholders.

Annex A; Stakeholders Consultations

A series of consultations were made through interactive dialogue and brainstorming to identify challenges which can help address the key concerns of stakeholders.

Discussion Points with Litigants of Civil Nature Cases / Common Litigants

Background;

The primary purpose and focus of state institutions should be to look after the interests and needs of its citizens. Justice like any other service is a primary need and a fundamental right of every citizen. The perception of common citizen about the state of service delivery are a key measure of the state of service delivery being offered by the state. The points listed below are collected from random interviews on court premises and grouped together around various stages of service delivery.

Summary Points from Discussions with Common Litigants;

1. As a common litigant my understanding is very limited and only reliant on the hearsay of others who had experienced the justice system. Although the institution of justice delivery has a very fundamental role, but it is not included in the civic education of school curriculum. I would therefore like to see it as included in the formal learning process in the schools.
2. As a litigant I am not well educated about my legal rights and obligations which at time results in my delayed response to a violation of my rights or delivery of other people rights and again it is due to lack of education and awareness.
3. When I realized that my rights were violated I decided to visit the local courts and had to confront some of the problems being listed. Firstly, I had to look for someone to discuss my legal problem with and my only source of support was friends and family. Those who have experienced the courts in the past are a good source of information but sometimes the nature of one's problem is different, so I had to look for a lawyer on my own to get help.
4. As a new entrant to courts I wanted to know about the various specialties of lawyers and could not find such information in public domain. I decided to go to the court to meet a few lawyers for myself. When I reached the court, I observed that due to the recent wave of terrorism there was a high security alert and every citizen had to go through a series of checkpoints to enter the court premises. This experience makes the courts at large the most undesirable place to visit for citizens.
5. Once one reaches inside court premises it is hard to find a reception or an information desk where someone is present to assist a litigant in finding them through the various offices.
6. After one meets several lawyers and finally decides to hire a lawyer to represent him, the only document that is signed between the client and his lawyer is the Vakalatnama. It is a statement of permission for the lawyer to present him and there is no contract which binds the lawyer and his client in a covenant of mutual obligations.
7. If at any point in time the lawyer or the client has a difference of opinion on a contractual issue, there is no forum advertised by the bar council / association to contact for citizens as grievance redressal platform. There can be genuine issues that need mediation and due to absence of such a platform the cases of litigants can suffer while there can be unexpected delays in cases.

8. After hiring the lawyer, I was surprised by the fact that there is no adequate facility for litigants to wait for their turn. While I sat there, I wondered why can the hearing be distributed by time slots so that not all litigants have to wait for the whole day and wait for their turn.
9. As the court proceedings started I went in to mark my attendance in the first hearing. I was informed that notice to the respondents have not been delivered yet, so the date is changed. In the next hearing I was told again the same and I decided to visit the process servers myself to talk to the bailiff responsible. I waited for him till he showed up in the Nazir's Office (Supervisor's Office). He had a few excuses up his sleeves some of which were genuine, like workload, no transport and difficulty of finding the address but a bystander tipped me that I should spend speed money to expedite the process. And that is what I did well knowing that it was against the law it was his compensation for tea and travel cost since the state provides him with no support.
10. After being ensured that the case is now ready to roll, I was asked to bring my council to the court. As I went to my office of my lawyer I learnt that he was busy in another court so had to wait for him in his office. We reached the court to find out that the counsel for the respondent is busy in another court and we should therefore wait. After waiting for a while my counsel had to leave and the date was adjourned as both lawyers could not be in the court at the same time.
11. On the next hearing date, I was told that the counsel for the respondents is in the Peshawar High Court therefore hearing is not possible. As the number of hearing dates passed I realized that many adjournments were made for a few reasons. I assume that some of these adjournments can be avoided if the systems in the courts are improved.
12. There are occasions where strikes observed by the bar council are not communicated to public and all litigants must visit the courts without getting any real progress made on their cases. I assume that in such situations, the courts could easily convey the new dates through sms without wasting the time and travel cost of litigants.
13. After hearings are adjourned the lawyers would need attested copies of the order sheets (Judgement Reports) or an applicant may wish to get a copy of an application submitted by the opposite council. In the lower courts an application must be filled with many information fields which at times is not possible for an illiterate or semi-literate litigant and thus he/she must depend on the munshi/clerks of the lawyers for provision of this service and you need to pay more for it each time. Then the form must be approved by the judge before it is delivered to the officer of copies. It is usually approved with a comment in general "Approved as per rules". It is interesting that such rules are not listed on notice anywhere, so the litigant does not know what are his/her rights to the record on file.
14. Where a document is not available from official channels it is easy to get it from the office of the court by paying speed money to those who manage the files. I feel that with no clear written policies in place the court provides more discretion to its staff which may result in corruption.
15. The provincial government in Khyber Pakhtunkhwa has enacted a law titled "Right to Information Act 2013". The district and sessions courts are covered by this law. Under section 5 of the compulsory disclosure there a list of information set that district courts are required to display on their websites. It is common knowledge that not every district court has its own website while, where there are any websites it does not meet the requirements set by section covered under section 5 of the RTI Act.

16. Information kiosks were established under the access to justice program and many of these desks are non-operational or in poor state.
17. The cause list of the case is not in any way an indication that your case will be heard. Where lawyers are famous the diary is very busy and applicants and litigants have to wait for a long time to find out that the lawyer cannot make it to your case. I wonder why the court can only issue cause list which is realistic and can be done by the court. The court should impose the number of cases each lawyer can fix for hearing and litigants should not suffer.

Discussion Points with Female litigants with Family Nature Cases

Background:

In Pakistan gender rights are not equally addressed in policies and institutional design. This results in poor service delivery to females which constitute approximately half of our population. Women face a unique set of challenges when it comes to accessing justice and establishing their rights. Qualitative interviews were conducted from female litigants to explain their experience with the courts and what would they like to see changed. The questions were open ended for the respondent to provide their own perspective on what they think were important aspects of service delivery. A total sample size of 20 respondents were selected. After 10 respondents the issues started repetition so there was no logical rationale to expand the sample size.

Following are some the important points raised by the female litigants as of concern to them.

1. Many female litigants came to courts were seeking alimony from their present or former partners. All of them had dependent children and were living with their parents. Their main concern was that time was passing bye and they had to bear the expenses of their offspring without the father taking any responsibility. The delay in proceedings and cost of litigation is really taking a toll on their will to fight for their rights. The female litigants asked that the decision for financial support should be expedited in the family courts.
2. Travel to courts in public transport for female litigants is another major issue. Given that courts are not always easily accessible with public transport; they either must walk or spend extra to reach courts using rickshaws.
3. In certain situations, where there are no separate spaces available for female waiting, the parties sit across in a veranda. There have been instances where arguments have erupted between former husband and wife. Incidences of physical aggression have been reported due to the sheer proximity of the seating locations. It was suggested that separate female waiting area needs to be established with a playing area so that small children can play there.
4. Where custody of children is not restored to mother, there is a dire need for a visitation room that would allow mother and father both to see their children with the permission of the court. Such an arrangement is not available in most district courts.
5. Female specific toilets were either not available or operational in courts. Females complained that this is a basic need and must be provided. At the same time drinking water was also a problem in some locations.
6. A few respondents informed that attempts at Alternative Dispute Resolution have been made in the past in their cases but were not successful. One primary reason for the failure of such attempts was the role of in-laws in the decision-making process.
7. One informant explained that the ADR process was used to, threaten her with consequence of divorce, if I would not agree with terms and conditions laid down by my husband. Where women are on a weaker footing it is important that the state should provide them with some assistance in the negotiations process by ensuring the presence of an officer who is well-aware of female legal rights.
8. It was a common trend that all separation processes have a common element of physical /

psychological abuse and aggression on females. The provision of Psychiatric support to female litigants may be an important function for the courts to consider and provided in consultation with the health or the social welfare department.

9. A few female litigants complained about the provision of adequate seating capacity in the waiting area. It was requested that the courts must provide waiting area for females in accordance with the numbers of litigants its expects to entertain during a working day.
10. A female litigant who was coming from another province complained that her husband has been repeatedly summoned by the courts, but he has not shown up while she spends her time and effort in travelling from another province to get her rights. She argued that the attendance of her husband needs to be ensured so that she does not waste time and money travelling so far only to get her date changed. The cost incurred by litigants is never compensated after cases conclude.
11. Where evidence is required from official witnesses, the female litigants feel that they do not have the means to facilitate witnesses resulting in delays. In one case the local SHO appeared as a witness after one year. At an average of one and two hearings a month, it becomes very expensive for the litigants to make attendance in their cases without any real progress taking place.

Discussion Points with Litigants of Criminal Nature Cases

Background;

The prison service houses the convicted and under trial prisoners. The prison department has its own administrative setup which needs to work in coordination with different departments and primarily the courts. The police department offers transport and security of prisoners between the prison and the court. Adult male litigants are the largest group of inmates which are held in prison. They are segregated and grouped in the prison by convicted and in trial prison. These prisoners are further grouped by the type of offense committed by these inmates. Children, old and women prisoners are held in different compounds.

Challenges facing Male Prison inmates in Criminal Proceedings;

A group of male inmates were interviewed for the number of challenges being faced by them in relation to the court proceedings of their trials. Some of the following issues were highlighted by prisoners.

1. Once a crime is committed the courts orders a judicial remand for prisoner. If accused are not granted bail the accused are sent to jail to await trials. The timeline for the completion of investigation reports are set by the police. Once the reports are completed they are submitted to the office of the District Prosecution Office which after they completing their process submit in the courts.
2. There are no standards set in time for the time between registration of FIR and the hearing proceedings in the court.
3. When the legal proceedings start in the court, a prisoner has very limited contact with his lawyer. At times the case facts are not fully described to the lawyers and as a result under trial prisoners get completely unfair trials in the criminal proceedings. There is a need for translation services for those who do not understand what has been written by their lawyers or are committing to sign.
4. There are occasions where lawyers have committed illegal actions and those who are their opponents get no support from lawyers. This creates a totally biased proceeding against the accused.
5. When the legal proceedings are started the lawyer tries to take up as much money as possible from the clients and once they are in Jails or behind bars the clients have very little control over the behavior of the lawyers and they do not appear in court hearings.
6. The under trial prisoner has no access to the order sheets of their trial proceedings and what is happening in their cases. The only source of information is that through visitors who come to see under trial prisoners.
7. There is a wide variation on the hearing dates that we get from criminal courts. Those who can please the clerical staff gets early hearing dates while those who cannot oblige are given longer hearing dates.
8. Due to limited contact with lawyers the under trial prison does not get adequate time and guidance from lawyers in their cases.
9. Official witnesses like police officials do not appear in hearings because of which proceedings

are delayed.

10. Opposite councils delay the proceedings in the hearing by not appearing in the court.
11. No one considers the request of under-trial prisoners when giving hearing dates.
12. Due to security problem associated with prisoners the patients who are referred to hospitals for treatment are not given satisfactory treatment. At times the doctors who are supposed to treat the prison patients are not available. There is a lack of communication between the prison and hospitals.
13. What is the compensation of accused who spend long duration in prisons? Individuals who are accused in different types of crimes are not compensated.
14. When lawyers go on strike there is no alternative available to prisoners.
15. Prisoners are not allowed to meet any politician who visit prisons. Judges do visit the prison and we do talk to them, but no action is taken on our complaints to the inspecting judges.
16. In many criminal cases the Peshawar High Court issues directions for conclusion of cases within time limits but the lower courts do not adhere to these timelines. The High Court does not have a monitoring mechanism to follow any of its directions to the lower courts or departments.

No one is trying to find out the reasons why there are delays in trial initiation and problems at the end of police or prosecution department.

Discussion Points with Female Litigants of Criminal Nature Cases

Background;

Pakistan is male dominated society. The judicial system at large is seen as unfair and only male oriented. The participation of women in justice sector is increasing over time. When women are faced with criminal trials she experiences many problems which are unique due to their gender. Women who end up in prison at times have children and families to look after. Some of them must take care of their children during the trial period and beyond. Sometimes children under 18 lands up in jails and are treated as a separate group. A group of female and juvenile prisoners were interviewed to understand how they perceive the services offered by the justice system.

Challenges facing Female Prison inmates in Criminal Proceedings;

Following are some of the issues highlighted by the group of females who were interviewed to seek their opinion on how they see the service delivery in courts.

1. One participant informed that due to limited access to lawyer I did not get adequate opportunity to inform the court about the information supporting me for not being guilty.
2. Another participant informed me that she was educated but did not get adequate opportunity to see the written response my lawyer had prepared, and I was asked to sign my written reply. I feel that I should have been given the opportunity to see what my lawyer has written and submitted to court.
3. Another inmate informed that I waited one year for my trial to begin while I have not been allowed to meet my children who are in the custody of my husband. The environment in prison is not seen conducive for children therefore my children are being kept by my relatives.
4. In another situation a female was not allowed to meet her children by her husband as she was going through her trial proceedings. She complained that it was her fundamental right which the justice sector should take notice of.
5. There is a large variation in the gap between hearing dates. Sometimes we get a hearing date after week while in another situation we get a date after months. We don't know why the courts administration is not well planned.
6. We have not seen the judges directly. There was information in the case which we could have easily told the judge to clarify our status. Why can't the judges directly ask us question on the allegations levied against us.
7. When we apply for bails, our applications are not considered on grounds of family compulsions and problems. The justice system does not recognize the needs of women in society.
8. At times we must visit the courts without any family members available in the courts. Our lawyers are busy elsewhere and when the judges ask us to bring our lawyers to the court for proceedings. We cannot roam around in the courts looking after our lawyers. Why can't the courts fix time with lawyers so that both councils are present in the court to conclude trials.
9. There is no one appearing from the prosecution or the complainant in a long time and still my trial continues to linger on. The judges are neither issuing warrants or taken stern action against their absence from court proceedings.

10. The judges should ask us in the court who are we comfortable in going with. At the time of release, it becomes problem if two parties are contesting and there is no order for custody from the court.
11. There must be a policy to prioritize females at times the case hearing dates come up after long times. In one case there was a wait period of two years.

Discussion Points with Juvenile Litigants in Criminal Nature Cases

Following were the points raised by a group of Juvenile Prisoners

1. One group participant informed that he is a runaway from home and does not have a legal counsel. They go to the court and no one has asked him.
2. There was an orphan in the group and he also complained that he had no counsel to present him. Others argued that where there were legal councils provided by the bar room, they were not attending the trials and their trials were lingering on.
3. We do not have any facility to play and entertain ourselves here. There should be some sports.

Discussion Points from Interview with Lawyers and Advocates; Background;

The KP Bar Council is a forum where the bar associations of the province convene to take up policy level matters with the Peshawar High Court. There is a background and series of meeting already in progress at this forum. Minutes of meeting and informal interviews have been conducted to summarize some of the points listed below. Effort has been made to take the point of view of Junior lawyers who do not have direct influence in politics and have their own set of issues.

Key Concerns of Advocates and Lawyers on Court Reforms;

1. The junior lawyers informed that there is difference in the attitude of the judges with senior and junior lawyers. It feels at time that face value is more important than the knowledge one brings to the court
2. The clerical staff also asks us to tell the clients to pay speed money which is either small cash or mobile upload cards / easy loads.
3. A bar council member raised his objection to the lack of transparency in employment of lower staff. He commented that it seems if only relatives of the district judges are appointed to positions.
4. The case files are not very well maintained in the lower court and as a result of which the lawyers find it hard to argue their cases. Standards for file should be maintained.
5. Space and facilities available to the district bar association is largely inadequate and more lawyers are coming to the market and the physical space available to them is reducing.
6. Criminal cases are delayed at times as the jails are far away from courts and thus getting time dispensation of justice.
7. At times the process servers would service notices without actually going out the field and thus decisions would be made ex-parte against litigants as a result of which litigations are extended or unfair.
8. There is delay in Judgement Writing after they being announced in courts. Judgement writing must be expedited.
9. The lawyers argued that all cases arising of one case/FIR, be dealt with by one Judge so that he is in picture of the whole and no contradictory judgements are announced.
10. A bar member informed that if there is a dispute between the bar association and a district the repose for its resolve must be put on priority as services to the citizens get affected.
11. Rest rooms for lady advocates is not present on all premises of the District Courts and thus they should be provided.

The learned counsel added that many Subordinate Judges are sitting in Retiring Rooms for hours. The dates are given by the Readers of the Courts at the choice of the litigants. About 25-cases are fixed daily for recording evidence, which is impossible and a policy must be framed on this.

Discussion Points with Team from Prison Department;

Background;

Prison department plays a central role in justice delivery sector. On one hand it works as a detention center and on the other hand it works as a transition service for under trial prisoners who await trial in courts. The prison department also works with the police department who provides them with guards for transporting prisoners to court and back. This requires effective coordination between the judiciary, police and prison departments. The following challenges are framed in light of experience shared by officials from the prison department.

Challenges facing Prison Department in Supporting Administration of Justice;

1. The current prison population is overcrowded and a large proportion of this are under trial prisoners. The judicial system has not framed its policy taking into consideration the effect of delays and long trial on other institutions in the justice sector. Overcrowding of courts creates a drain on the resources of other justice sector institutions.
2. In our experience, prisoners in minor offenses and juvenile offenders take long times for trial conclusions.
3. There is a common complaint of courts that we do not deliver prisoners on time. We have to depend on the police department and therefore we cannot help this situation unless there is better coordination mechanism.
4. For any reason if the prisoners cannot reach the courts there should be a video conferencing facility available in all courts and in the prison.
5. There is lack of training in prison officers on the psychological needs and approaches that need to be adopted for dealing with various categories of prisoners. We need to move towards a correction facility than only a confinement.
6. There is only one copy of Judicial Warrant created by the courts when prisoners are sent to jail. At the time of release when release orders are sent to prisons the details mentioned in the release order does not correspond with that of the Judicial Warrant and we have to retain prisoners unless the clerical mistake is corrected. There is a need to improve system for information transfer between the prison and the courts.
7. Our department has started prison management information system. The system captures data on the prisoners. This data is not correlated with other institutions of the justice sector. There needs to be data exchange between the prison and courts system.
8. There is no provincial or national criminal information system which can register data of criminals and is accessible to all stakeholders. We have experienced releasing prisoners who were held in one offence but later found out that he was also required in another offense. Unless there are standards established for data exchange the problem will continue to prevail.
9. The federal government and other provincial governments send in prisoners of Afghan origin who needs to be exiled to prisons in Khyber Pakhtunkhwa as stop gap arrangement for further transfer to the political agent's office. This unforeseen influx of prisoners creates unforeseen load on the facilities of prison. The justice system must take policy action to reduce the

implication for service delivery by the prison department.

10. There is little awareness about the prison department in general public and the effort it makes in bring peace and tranquility to the society. Also we have observed that those brought into minor offenses are not educated on the punishment of crimes they had committed. There is a need for the prison and police department to increase its awareness on crimes in the society.
11. The judicial officers when issuing orders of custody write orders sheets with no specific directions to the jail superintendent for actions to be taken on his/her part. The notices for custody are also not officially copied to the prison and only stamped photocopies are provided to us. There should be a copy for the prison department when orders are issued which relates to them so that a proper record can be maintained by the prison staff on their end.
12. Updated bail record of prison inmates is not provided to us as at times prisoners are required in multiple offenses.
13. At time prisoners are required for offenses by other provinces and we have to provide custody to other provinces. We require that the procedure is allowed by the office of the District and Session judge. After it is allowed we send such prisoners along the officers who are assigned to collect them. It has happened that the same prisoner is required in another case for appearance in another local court and summon notices are issued to use for producing them. We have been questioned in the past by other judges for letting prisoners move to other provinces.
14. Female prisoners are at time released by the judicial officers without clear directions on who will be given the custody of the prisoner. Many female prisoners are contested by father and husband's family in disputes and at times females refuse to go along the persons who come to collect them. It is important that such questions are addressed during the proceedings of litigation. This causes delay in the release of female prisoners and complications for the prison department.
15. There are at times mental patients who are sent to jail. We feel that the prison department is not adequately equipped to deal them and that such patients should be sent to hospitals.
16. Drug addicts are at times sent in judicial custody. These prisoners need medical attention and care according to their level of addiction and status. Our hospital is not well equipped for this and thus an alternative must be considered for handing this problem. Since the offense is minor they are released more often but are repeated visitors of the jail.
17. Prisoners are transferred to courts with security provided by the local police. At times they do not provide this facility due to strikes, political rallies and general surge in security deployment. It will be best there is specific allocation of staff for this duty so that hearing dates of prisoners are not adjourned unnecessarily.

Discussion Points with Senior Member Board of Revenue;

Background;

Pakistan's rural agrarian economy is heavily dependent on agricultural land holdings. As one owner deceased the inheritance of ownership is transferred to their legal heirs. At the same time new acquisitions and sale deeds are registered every year where ownership of landholdings change hand. Land transactions of such nature are managed by the revenue department, government of Khyber Pakhtunkhwa. Revenue courts are setup in each district where such disputes are amicably resolved. Disputes over title and demarcation can at times overlap between civil courts and revenue courts. In-fact many criminal cases instituted in police stations have their roots in disputes over land titles. It is therefore important to assess the constructive engagement of revenue department with other justice sector institution and understand their challenges in improving services to litigants. The new chief secretary has also prioritized service delivery in revenue courts and asked the department to prepare solutions on how some of the challenges can be met.

Challenges Faced by Revenue Department in Supporting Court Proceedings;

A meeting was held with a team from the office of Senior Member board of revenue. The discussion focused on the set of challenges the department is facing and where there is room for constructive engagement with the lower and higher courts. Following are some discussion points from the meeting.

1. The revenue department had a large establishment with a much wider mandate a few decades ago. The excise department and relief were also part of its mandate. In various rounds of restructuring its manpower and role were reduced to perform its core functions of administering land revenue and demarcation.
2. The quality of services has deteriorated as a result of poorly planned restructuring and very little effort was made to introduce reforms which could enhance the productivity of the service delivery processes. Some piecemeal interventions have been made without a comprehensive reforms initiative.
3. We have now initiated the establishment of a reforms unit at the office of Senior Member Board of Revenue. This office will lead the reforms process and ponder on questions of productivity in the revenue department. Under the initiatives of this process new guidelines are being developed for revenue courts. The office has also initiated a pilot project to automate court proceedings and revenue receipts in district Mardan.
4. The organization is keen to deploy technology enabled solutions such as Geographic Information Systems. We are hoping that these solutions will help us in resource mobilization as well as land demarcation and distribution between legal heirs.
5. We have established service delivery centers on pilot basis in a few districts. There are some teething issues and we have not managed to conduct a third party evaluation of our pilot project.

Following are some of the challenges being faced by the revenue department when it comes to its interface with the lower courts in a district.

1. Revenue courts officers at times do not use the powers vested in them under CPC to the

knowledge gap or initiative on part of the revenue presiding officer. Our revenue officers need training on case management and how cases can be expedited in the rules already available in the civil procedure code.

2. Our field officer is called Patwari. Every Patwari is allowed to have three trainees who are listed in a seniority list and when a position becomes available a job is offered to him. There are occasions when the que is too long and those who register for training never get the opportunity to serve in the positions of Patwari. If the department has to reform, then it will need to develop a new training program that can impart training to these officers.
3. An attempt was made to part away from this practice in the past but a litigation suit stopped the move from traditional internship model to a more contemporary model of recruitment.
4. Patwari are custodians of records and are asked by courts to appear in courts in case hearings. It is common knowledge that the specification of knowledge requested in courts is loosely defined as result of which the workload of record presentation becomes hectic and highly unproductive. If the courts could devise better strategy for defining the required record, then workload for the revenue department can significantly decrease.
5. Courts in different jurisdictions issue notices to Patwari for attendance without any coordination, thereby overloading some with work which cannot be reasonably managed by the revenue staff. If the revenue staff fails to appear, warrants of arrest are issued or salaries of staff are stopped which result in demotivation of staff in the revenue department. There must be a better process to manage the court appointments for Patwari.
6. Corruption and mismanagement has seeped into the department because of poor institutional capacity and outdated systems / processes. Our documentation base and record management has also deteriorated as a result of which service delivery suffers while it is a prime cause of many disputes and civil cases.
7. Traditionally given the centrality of the department in managing land assets it has always seen political interference in recruitment, posting and transfers. If reforms have to be brought in then it is not possible to manage this without improving aspects of hiring, posting and transfers.
8. The office of the Senior Member Board of Revenue is operational with only two senior officials and similarly many tasks are assigned to our staff in districts. A study needs to be commissioned on the rationalization of work so that the work of revenue courts is enhanced. Given that we intend to reforms our department, we will need to review our job descriptions.
9. As a strategy to improve productivity we are re-engineering our processes and removing redundant processes. We have initiated this on our own but do not have access to expertise for improving the quality of our effort.

Discussion Points from Director General Prosecution;

Background;

The prosecution department in Khyber Pakhtunkhwa Department was established to ensure prosecutorial independence, effective and efficient service for prosecution of criminal cases, better coordination in the criminal justice system and matters incidental thereto. The government exercises general superintendence over the service. The department has to work closely with the judicial system and police at the district level for delivery of services. The department and its staff faces a number of challenges when it comes to working with other stakeholders like the police and the judiciary.

Challenges Confronting Prosecution Department in Supporting Administration of Justice;

The prosecution officers are the frontline staff for lower courts and interface with police department. The nature of problems faced by officers are more operational in nature. Following are some of the problems identified by the prosecutor general directorate;

1. The prosecution officers feel that their due role in the case proceedings are not acknowledged and the level of motivation in field officers is low. A large number of them opt for positions as Judicial Officers when an opportunity is offered. We feel that the difference is the status of service is responsible for brain drain of the department.
2. At times some our officers are instructed by judges to ensure the availability of police officers and other witnesses in the court for hearing dates. This is not the responsibility of our officers and at times can be a source of discontent of our staff members.
3. The prosecuting officers are responsible for pleading cases on behalf of the state and at times due to unpredictable nature of court proceedings it is difficult to plan the effort required. There needs to be instant information sharing between the court administration and district prosecution services.
4. The prosecution department is a member of the peace committee presided by the District and Session Judge. A number of issues are highlighted at this forum but they are not systematically filtered for policy dialogue at upper forums.
5. The case management in courts is not well organized. In response to this challenges we have developed case management system and prosecution management information system. This will require input from the judicial system which is not available at the moment.

The space for constructive collaboration between the prosecution department and the judiciary is limited.

Discussion Points with Police Department;

Background;

The police department is a critical unit in the administration of Justice and providing security services to the society. The department has to actively engage with the district judiciary in the criminal justice system. At the district level there is a peace committee where the district officers have regular interaction with the district and session judges. At the provincial level a road map to criminal justice has been drafted and a Provincial Justice Coordination Committee has been formed to coordinate the efforts being made in the criminal justice sector. The police department do face some challenges when it comes to local courts and are listed below.

Key Concerns of Police Department in Supporting Administration of Justice;

1. The police department is a critical part of the criminal justice system. The courts expect us to undertake investigation which can improve conviction rates but at times the police officials are not well trained to meet their expectations. It is important that our field level officers are trained on law.
2. The police department officers are kept busy by the courts at time and its becomes hard for them to focus on their jobs. It will best to call police officers once the appointment of counsel is confirmed.
3. When our officers produce reports they are not well aware of the law that can be applied to the court cases. The police department has internal support available for legal advice but it is important the officers in the field needs to know more. The gap in expectation needs to be understood and must be conveyed to the department from the judiciary.
4. We do have regular meetings with the Justice and Peace Committee at district level. We try our best to cooperate with the District and Session Judges and offer our support. When there are issues that relate to policy level, they need to be taken up at the provincial level so that services can be improved across all the districts.
5. Our officers are expected to appear as official witnesses in criminal cases from time to time. A per policy they are supposed to be paid their TADA but that does not happen often. When officers are not compensated by the court administration they do not feel motivated to attend court hearings.
6. The rates for payment to police officers is low and expenses are much higher than given in the policy. It is therefore suggested the amount in the policy is revised for official witnesses.
7. We are making efforts on our end to educate our staff members on approaches to investigation in criminal case. This effort can be best supported with examples from real word judicial cases and the Judicial Academy can help us in improving our training program if such case studies are developed.

Discussion Points with Office of Advocate General, Khyber Pakhtunkhwa;

Background;

The Advocate General's Office is a Constitutional Office established under Article 140 of the Constitution of Islamic Republic of Pakistan, 1973. Advocate-General is appointed by the Governor on the advice of the Chief Minister. A person who is competent to be appointed as a Judge of the High Court is appointed as Advocate General for the province. Advocate-General is the principal law officer of the province. He holds the office during the pleasure of the Governor. He is assisted by a team of law officers comprising of Additional Advocates-General, Deputy Advocates-General & Advocates-On-Record. These Law Officers are appointed by the Government of Khyber Pakhtunkhwa. It is the duty of the Advocate-General to give advice to the Provincial Government upon such legal matters, and to perform such other duties of a legal character, as may be referred or assigned to him by the Provincial Government and to discharge such other functions conferred upon him by or under the Constitution or any other law for the time being in force. The Advocate General's office represents, defends and protects the interests of the provincial government in the Superior Court, and provides valuable legal guidance to the provincial government in all matters which are referred to him by the Government.

The office of advocate general has to continuously interact with Peshawar high courts, Supreme Court and public bodies regarding various legal cases. Some of the challenges that are being faced by the office in relation to the provincial court administration are being listed as follows;

Challenges faced by office of Advocate General Peshawar High Court;

Following are some of the important set of challenges which are being faced by the office of Advocate General Peshawar;

1. We do not get easy access to the cases filed against the state or on another issues to this office. There is delay in accessing files which makes it hard for the AG office to prepare responses in time.
2. Once files are received in the office, we are not informed about any additions or documents that are submitted on the case. Due to this information being absent we are not well prepared to make arguments on cases.
3. The court at times issues directives to various departments which are not in time communicated to us as a result of which our clients cannot explain themselves when asked about compliance of directives.
4. We need to be conveyed the tentative hearing dates in advance so that we can bring in our clients and get briefings from them on facts regarding their cases. Due to uncertainty in case hearing dates we cannot plan our engagements and meeting with clients.

Discussion Points with Chief Justice, Peshawar High Court

Background;

The office of Chief Justice Peshawar High Court is the highest administrative office in the justice system at provincial level. He is head of the administrative committee and has a final say in all policy level issues. The interview focused on the role his office has played in enabling the reforms. The points listed below summarizes the discussion held with him in person.

Summary of Discussions;

1. One of the institutional strengths of Peshawar High Court is that the leadership ladders is predictable and the institutional decision making is jointly owned by the administrative committee which has members of the future leaders. This committee has met 48 times since I took charge and the reforms agenda is being actively pursued through a consultative process.
2. There has been at times situations where the administrative committee has not agreed with me on suggestions and I have put forward. At the same time, I feel that the reforms I have introduced will take root only if they deliver value to citizens and the judicial officers. Retracting value added reforms is a hard bargain when it starts offering benefits.
3. The idea of devolution is being promoted to the district judiciary with a notion of giving them more say and control over how services are being offered at districts. The district judiciary secretariat is a step in this direction where many of the functions are being institutionalized to improve support services to the district judiciary. For example, we are setting up a welfare unit to provide the district judicial officers and staff to be taken care by one of its department.
4. When I took up the office in Peshawar High Court, I brought in a team with more specialized skills set from the provincial government. The team included the registrar, two judges from the high court and the director general from the judicial academy. The team helped me in developing the ideas I threw at them, and worked on them till these ideas became practical interventions.
5. I had asked my team to look into curtailing frivolous cases and reduce the burden on the system. We have looked at the solution and have proposed a set of rules which are already part of the Civil Procedure Code. These rules will improve case management system and help the genuineness of a court case before it is considered by the court for consideration in pre-trial conferences.
6. We have realized that people who get degrees from the court are not able to get it executed. We have developed rules that should help litigants with execution of degrees which are already awarded in their favor.
7. Similar attempt has been made to reform the criminal justice system. Meanwhile a Provincial Justice Committee has been framed to work in collaboration with other stakeholders in the criminal justice system including the police, prison and prosecution department.
8. I am trying to give a momentum to the reforms program being implemented. We are tweaking with the system to initiate change in a gradual manner. The judicial system is a large institution and changing its direction is not easy.

Discussion Points with Registrar, Peshawar High Court;

Background;

The office of registrar at Peshawar High Court plays a support role in the justice delivery. The position plays an executive head for administration of financial and human resource management to subordinate courts and high court in the province. The office facilitates the preparation of budget according to the needs and requirement of their operations. Powers for the appointment of human resources is distributed between the district and session court and the registrar's office based on the level of officers being considered. In financial matters the office of the district and session judge is required to suggest re-appropriation of funds in budget heads. The office of the registrar has the inherent power to approve re-appropriations. Some expenditure heads are listed in the district budgets like gifts and entertainment but can only be spent with the consent of the registrar's office.

Challenges facing the office of Registrar Peshawar High Court;

The office of registrar has embarked on a number of administrative reforms. These reforms have been framed in response to meeting the challenges listed below.

1. The resource allocation in the budgeting process has been input driven rather than output driven resulting in low value for tax payer money.
2. The court institution is process driven and not purpose driven with cumbersome procedures for executing tasks. The processes need to be reviewed and reengineered for efficiency.
3. Due to the centralized management structure the districts are hand tied in tailoring their resource allocation to their unique development needs. There is case in favor of decentralizing administration and increasing accountability for performance if service delivery has to be increased.
4. There are rules governing administration of courts which are framed by the Provincial Government. These rules may impede the desired approach of decentralizing powers for improving service delivery. These rules need to be reviewed to see if any amendment is required in enabling the district judiciary in exercising its role for improving service delivery.
5. The standards for performance set at the moment needs to be further strengthened so that judicial administration can align its management priorities to a well-defined set of expectations. There is a dependency syndrome in senior district officers who look at directions from this office for decision they ought to be making themselves.
6. There is a lack of strategic planning and thinking in the office of registrar. In the past many of the administrative issues have been resolved in an ad hoc fashion leaving very little opportunity for addressing challenges that the institution will face in the long run.
7. The primary role of registrar's office is ensuring that judicial system in the province is delivering quality services to citizens on a sustainable basis. This will require projection planning for the needs that the justice sector will need and effective collaboration with other institutional partners. In my own experience this kind of capacity does not exist in the office of the registrar at the moment. There is a need for institutional capacity building of the registrar's office.

8. The laws and rules governing the justice system needs to be updated. This responsibility lies partly with the provincial government. It is important that the law department play its due role in updating the rules which affect the service delivery.

Discussion Points with Additional Registrar Judicial; Background;

The judicial administration branch handles all processes of case administration from its institution to case decision and consignment of files to record room. The efficiency of this section has direct impact on the quality of services rendered to litigants and judicial officers in Peshawar High Court. The section is responsible for fixation of dates in courts and setting up the duty rostrum of judges. The notice servers inform the parties about their case hearing dates and delivers notices to others concerned. After decisions are made the same is communicated to the necessary and copies of documents are provided to public.

Management Challenges of Additional Registrar Judicial, Peshawar High Court;

The team of additional registrar Judicial discussed a number of challenges which affect the services this section renders to litigants/citizens and its internal stakeholders. Following are some of the points highlighted during the discussion.

1. The workload in the judicial branch has substantially increase over time with non-propionate increase of resources at its disposal.
2. The IT system available to us needs significant improvements as we feel there are additional functions required in the system.
3. As workload had increased we need more workstations for our staff. The number of hardware available in different section of judicial work.
4. The department has to work in constraint of limited workspace. Other departments like the office of attorney's general office are also housed in the premises of the high court. We face constraint on the space available to us. We would like someone to make an analysis of the workspace available to us and how to effectively utilize it.
5. We feel that as an organization we are not doing enough to facilitate our staff. Our administration should think of our employees need and frame policies to enhance their productivity and capacity.
6. There are specialized skills set required in a number of jobs but our employees have not been trained adequately till date. Their capacity building needs to be part of any reforms program.

Discussion points with Human Rights Cell Team

Background;

It is Ethical, Moral and Legal responsibility of a state to safeguard the Fundamental Human Rights of its citizens. In Pakistan, these Fundamental Rights are enshrined in the 1973 Constitution under Articles 8 - 28, 185 and 199. Peshawar High Court realized that many human rights violations were being made which required a swift and immediate response from the state but due to lack of institutional capacity the response from the justice sector was inadequate. Human Rights Cell, Peshawar High Court, was established in year 2009 to provide expeditious and free of cost justice to poor and vulnerable segment of society where there was fundamental violation of citizen rights. Due to the high priority attached to human rights the Chief Justice himself is the patron in chief of the cell.

Role and Functions;

Human Rights Cell started off as the MIT Grievance cell working in the Peshawar High Court. In 2009, the MIT Grievance Cell was upgraded into Human Rights Cell, under the supervision of Hon'ble the Chief Justice, Peshawar High Court, as contained in Article-8 to 28 of the Constitution of Pakistan with the objectives to protect inherent human rights irrespective of nationality, place of residence, gender, national, ethnic origin, color, religion and language.

In 2013, the Cell was upgraded to a full-fledged Directorate on recommendation of the Administrative Committee meeting held on 13th October 2012, which was later restored to Human Rights, In 2016. The Peshawar High Court with support from PCNA/GSP World Bank an e-Grievances Redressal System (eCGS) for complaint registration via Walk-in, SMS, Telephonic Message and Interactive Voice Response (IVR) was put in place.

Challenges Confronting Human Rights Cell;

Following are some of the important challenges highlighted by the HRC team;

1. The vulnerable citizens are not aware of their fundamental human rights and are nor are they informed about the services being offered by the Peshawar High Court, Human Rights Cell.
2. Although the High Court has put in place an effective communication system in place, but It realizes that many of the common citizens cannot reach this service as access of citizens to a physical location is very important.
3. The citizens have to incur cost and spend extra time to get remedy from the Human Rights Cell in Peshawar. At times the violations of rights can be handled by the divisional benches by converting them into writ petitions. We do not have such facility at the divisional benches of high court now. This results in delay of services and incurring of extra costs by the citizens.
4. We have created performance reports on demand basis. There is a lack of regular reporting in the Human Rights Cell.
5. We need to evaluate our performance through a third party and use this feedback for the improvement of our services.
6. We should have a sustained engagement with other organs of the state so that we can work as part of a larger framework in affecting human rights mandate in the province.
7. To continuously improve our capacities, we have not adequately invested in our learning. Institutional learning has stagnated because of which we feel that our productivity has suffered.
8. Given the need and demand on our institution we feel that we should find institutional solutions to human rights violation. We should have provision for conducting research and develop case studies of our work so that we can learn from our mistakes and build on success.
9. Non-permanent staff members working in Human Rights Cell on ad-hoc basis which brings along uncertainty and capacity issue.

Discussion Points with Group Members of District and Session Judges

Background;

District and Session Judges are in pivotal leadership positions and are responsible for service delivery in administrative districts. He looks after both the civil and criminal justice system and provides administrative leadership to various liaison committees with other stakeholders in the district. Given that this position is critical in the rollout of any transformation or reforms envisaged by the Peshawar High Court. It is therefore important that the input of officers who are either currently serving as district and session judges or have served in the past are interviewed. The District and Sessions Judges have listed the most important steps that are important for considering if services must be improved at the district level.

Discussion Points with District and Session Judges;

The following discussion points are being listed after conducting interviews with District and Session Judges. They have listed the set of challenges which leadership at this level face and needs to be addressed if service delivery must improve at the District and Session Judges level.

1. Traditionally the court administration has been centrally controlled by the Peshawar High Court and District Judges see very little room for themselves to take initiatives.
2. The level of decentralization and control has varied by the leadership at the Peshawar High Court. Policy has shifted in the past when the Chief Justice is changed.
3. Where decentralization has been effective, it has not been adequately used by the district judges for various reasons one of which is the capacity to plan and execute initiatives independently.
4. District Judges are not managers by profession and lack of understanding about financial rules and regulations make new initiatives risky. Unless resource allocation is not made to more productive or citizen centric services there will be no impact on the district administration.
5. Reportedly district and session judges had made District Judiciary Strategy which aimed at having a service delivery improvement plan tailored to the challenges and needs of that district. The plan was pursued till his posting in the district and was not sustained by the officer who followed. The officer cited that since it was not a policy direction from the high court, there was no incentive for other leaders to see it through.
6. One challenge is that even if the districts would like to take an initiative there is no guidance or space available to trash out our ideas or seek their refinement.
7. When asked about the state of service delivery many districts will complain that there are no resources available for spending on service delivery improvement. This is an incorrect impression as there are funds available through a grants program from the Law and Justice Commission of Pakistan and they have not been effectively mobilized.
8. In the past there has been inadequate reporting on the utilization of funds provided by the Law and Justice Commission and thus no further funds have been released. Without the capacity of the district judges to furnish financial expenditure reports it will be hard to expect donors to issue funds for expenditure on service delivery projects.

9. There are no standards set for service delivery at district level. Since no performance standards are set, therefore no comparison of service delivery level between courts can be made. It is important that service delivery is ranked for productivity and quality improvement.
10. There is a limited set of indicators defined as key performance indicators. These indicators are stipulated by the National Judicial Policy. It has set deadlines for the courts to decide different types of cases with timelines. These standards have been provided in absence of rationalization and under what conditions these disposal targets can be met.
11. It is important that targets are set according to the realities of district strengthens and weaknesses. Some systems support can be provided from the top but largely it will be a team effort in the district that will deliver change in service delivery.
12. Targets set by the Peshawar High Court is not the most effective way to go about improvement of disposal rate. Sometimes increase in disposal rate means compromising on the quality of service. Annual performance targets should be set by the district team along with a district development plan.
13. Innovation without the consent of Peshawar High Court can at times mean that it will not be adopted on a systems scale plus it will not get a peer review for enabling its improvement. Why can't there be an annual event where districts can present ideas for reforms and issues around process improvements. Once such ideas are debated they can be scaled up for wider adoption.
14. Root causes of many problems in cases lie outside the judicial system. For example, many of the litigation has its root in revenue record and disputes of titles. Weaker revenue administration will mean more litigations. There needs to be constructive collaboration with other departments on how service delivery can be improved.
15. We are asked not to mingle with members of other departments which at times leaves us unaware about the whole value chain of service delivery.
16. District Judges are not trained managers and do their best to resolve management problems. There are very few support systems for district and session judges. There used to be a bench book for judges on legal issues and was a quick reference guide for legal issues. I wonder why can such guidelines or a bench book for administration of justice cannot be developed.
17. The District and Session Judge is also a member of various coordination committees which liaisons with some of the other stakeholders of the Justice Sector. The commitments made in these meetings are not followed through as a result of which there is no real progress achieved on agreements reached.
18. The District Judges are not looking at reducing the vulnerability of litigants in various processes of the courts. Some of these processes are undertaken by the paralegal staff who either write deeds or registers them. In many instances legal disputes have their root causes in legal system.
19. The District Judges at large are not having an inclusive approach on administration. If committees for anti-corruption or performance have members from the stakeholders group their efforts would be more affective.
20. Planning for district judiciary is dictated by previous expenditure patterns. Every district has its unique set of challenges and therefore must plans within its realities. District administration does not have the capacity to undertake planning without the capacity to research problems

and suggest innovative ways to address service delivery problems.

21. The incentive regime for District Judge and his officers is not adequately designed. Without linking improving service delivery, productivity, citizen focus and promotion in careers there is little hope for initiatives by the district judiciary. Having said that there will be instances of efforts made by some officer who feel obliged to take voluntary action.
22. There is lack of transparency in the posting, transfer and promotion policy of Peshawar High Court when it comes to District Judges and Judicial Officers. This can be a source of demotivation for many officers.
23. There is a Gender discrimination policy and female officers are not given the same opportunity as their male counter parts for career progression. There should be a female association of judges which can find solutions to common problems.
24. There is no correlation between case load at district or its challenges with the financial resources allocated to them in budget.
25. One of the challenges facing District and Session Judges is managing its relationship with the District Bar Associations. The rules of engagement between the bar and the bench needs to be constructive in nature. There needs to be effort around reforming the code and rules for engagement between the bar and the bench.
26. Education of citizens should be a priority because when citizens are not well informed of the Judicial System they are bound to be misguided by actors in the system.
27. The National Judicial Policy is framed by the central government and is not considerate of the realities faced by districts in the province. There should be a Provincial Judicial Policy to guide the districts in the province.
28. The bulk of our litigation in civil courts originates from disputes over land and immovable property. One of the challenges confronting judicial officers is the understanding of these records. It is therefore important that Civil Judges are well trained on these records and help disposal of cases.
29. Judicial Services is a knowledge intensive service. This demands updated skills on part of the service providers. At the moment the system of knowledge management in judicial services is weak. Training and capacity building is focused on the middle tier of officers. The staff member at the lower tiers and the constitutional courts are not invested adequately resulting in very different views held by the actors in the justice service delivery.
30. Litigation when seen from a systems perspective is started outside the premises of the courts where a cause of action is created by a group of actors in support services. One of the source of litigation is the generation of documents which are contested at a high cost by litigants. These include the petition writer, stamp vendors, oath commissioners and notary public. These actors provide support services and at times can generate documents in backdates which are used to initiate frivolous litigations for seeking extortions. No effort has been made in the past for the training of this group.
31. The forensic reports are an important source of evidence in criminal cases. The forensic labs reports are not adequate for decision making of judicial officers. There needs to be a review of the gaps in the forensics report and improved for enabling judges to make well informed

decisions. Also the FSL labs should invest in their capacity building to become more useful in the criminal justice system.

32. It is observed at times that the officers are not well versed in the reports submitted by the forensic labs as a result of which they cannot effectively interpret the information provided by the FSL for decision making. Training should be provided to the judicial officers in how FSL reports can become useful for judicial proceedings and decision making. The training is equally useful for doctors and lawyers who can understand the capacity of legal forensics and its utility in generation of evidence for legal proceedings.

Report on Meeting with Female Judicial Officers and Staff Members in District Courts Peshawar

Background:

Females constitute almost half of our population in Pakistan. Equity and quality of justice for females at times is not adequate as the profession like many others has been male dominated in the past. Increasingly more and more women are entering the ranks and file of the Judicial system. The institutional systems which have been designed in the past needs to be looked at again with the needs of the officers and staff members who are rendering services in the Judicial System. The brain storming session being held with female officers and staff members who have raised their concern and are being summarized in the minutes listed below. The comments have been listed separate for the officers and staff members.

Comments of Female Judicial Officers;

1. The female judicial officers shared their views on several issues but one of the most pressing one of them related to the career development of female judicial officers. It is difficult to quantify the extent of these impressions but the am listing the ones where there was unanimous consensus between all officers.
2. The officers expressed their concern that females do not get adequate opportunity to advance their career and proceed for higher degrees. They argued that even if some judicial officer procures admission for an advance degree at their own expense the High Court will not grant them leave without pay.
3. The officers complained that no alternative learning forum in the form of distance learning or access to knowledge base is provided to them on Internet. At least that will help them keep up to date with the new research or areas that have been introduced in the legal sector. One judge commented that although she handles many cases which relate to financial crime but her own understanding is limited on the subject which can result in poor service delivery.
4. Where there are scholarships or training opportunities available female officers seem to be no well informed of them and there is a feeling of gender bias on who gets to go to trainings.
5. While there was discussion going on in the meeting room several topics which related to the provision of cars, housing and health insurance came up and it seemed that the Peshawar High Court has taken up initiatives in many areas which are not duly conveyed to the officers on the ground. This communication gaps seems to affect the opinion of judicial officers and they cannot appreciate the effort being made by the leadership to facilitate their young officers consequently affecting their loyalty to the institution and services being delivered to citizens.
6. The judicial officers said that as mothers their primary responsibility at home suffers due to their jobs. When they move from one duty station to the next access to schools, domestic help, hospitals and transport for family members becomes a problem. The judicial administration must be sensitive to these needs and should provide institutional support to female members of the staff.
7. Female officers who have children in play group or are toddlers face serious problems in

arranging care for their children while attending office. They argued that a Day-Care Centre must be provided for all female staff in each judicial complex where parents can leave their children in safe hands and feel comfortable and can concentrate on their jobs.

8. Some judicial officers expressed that family courts at times can turn into violent spaces due to the high intensity of emotions involved in the courts. Female security should be increased in family courts to address such situations.
9. The female judicial officers explained that in family courts parents at time to see their children in visitation room which is not possible in court rooms so separate rooms should be provided for this purpose.
10. The female judicial officers expressed they did not get adequate pre-service training which had implications on the quality of service they rendered to the citizens. They suggested that in future more upfront training should be provided to officers.
11. The officers informed that all staff are not provided with laptops while the level of automation in systems is very low which makes routine work very cumbersome. Emphasis should be made to reduce manual work by automating work flows.
12. Women also must have to take care of their homes and therefore they are expected to pick weekly grocery apart from meeting any family social obligations. A one-day holiday a week makes it impossible to manage these demands. It is highly desired that female officers should be given two days off to attend to these needs. A one-day leave per week puts the work life balance out and as a result the quality of services to citizens suffer.
13. Officers reported that accounting procedures for getting bills reimbursed very cumbersome. Sometimes it requires one to even visit offices outside court premises and results in demotivation to experience such cumbersome procedures. Procedures should be simplified so that female officers can get their bills paid in time and with little hassle.
14. Female officers reported that there are occasions where groups of lawyers try to intimidate them and pose a threatening attitude to them. Such situations are usually mediated by the District Judge and his office but remains a cause of concern for female judges.

Comments of Female Judicial Staff;

Several female staff have started joining the lower and middle carder jobs in the courts. This area has largely been male dominated in the past while many more inspire to join. The group present in the meeting raised concerns that they face challenges in their jobs and have expressed their desire that policies should be framed to address these concerns;

1. That the female staff employed in clerical position do not see any progression for themselves in careers. It seems that they have only one or two steps promotions in front of them which makes the job non-motivational. There should be a policy framed for service structure that can outline the growth for individuals in the profession.
2. Those female staff members who need to travel outside courts for official business at times do not get paid adequately and as a result they must spend funds from their own pockets to meet their jobs.
3. Many female candidates think that any quota set for females is not being followed and unless there is policy direction from the top for district judiciary there is little hope that the number of

female staff members will increase.

4. When asked about harassment at workplace the female staff informed that there are negligible instances in courts that relate to harassment. Some of the instances in the past have been done by police staff members who have been dealt affectively.
5. The female staff like their officers also complained about the need for schooling, hospital and adequate housing to facilitate their jobs.
6. There is no separate sitting area for female staff where they can pray, sit or have tea. Such an area is important to them as their male counter parts do not need the privacy that these female staff members need.
7. Female staff also iterated the need for a day care center for kids so that their children can get care while they can work.
8. Some female staff have to visit field specially in relation to children custody cases staff must confront violent family members who are not willing to comply with court orders. Firstly, these staff members feel that they have not been trained to meet such undesirable situation. At the same time, they must rely on the accompanying police force. At times the non-availability of official transport for court staff results in poor service delivery.



Acknowledgement:

We are grateful to the District Judge Peshawar, Mr. Anwar Ali Khan and his team for taking pains to arrange the focus group discussion. The meeting was facilitated by Ms. Sadia Arshad who took a lead role in facilitating the discussions. Team Member from

Judicial Academy, Senior Director Administration Mr. Asif Khan and Senior Director Research, Mr. Sohail Noor Sani were present on the occasion who raised important questions to the participants.

Discussion Points with Judicial Magistrates and their Staff Members;

Background;

The criminal Justice system poses a set of unique challenges due to its relationships with other public bodies like police and prison departments. Poor criminal justice system is blamed for the growth of terrorism and lawlessness in the province. A meeting was arranged with the Judicial Officers / Magistrates and their staff members to understand the unique set of challenges that are being faced by these stakeholders in delivery of services. Following are some of the important comments being made by the Judicial officers.

Summary Comments of Judicial Magistrates;

1. When judicial complexes are designed, no one asks the lower court staff or judges about the design provisions which results in buildings which are not as useful as they possibly can be.
2. Judicial Magistrates are not always provided with vehicles while they need to travel out of court premises for official visits. At times they need to visit the Jail for inspection or oversee the destruction of ceased property / drugs. When transport is not provided the officers have to request the police to provide for the vehicles they need and it creates an unproductive dependency on an organization that you suppose to keep a check on.
3. Getting health bills cleared is a major problem for officers therefore a health insurance scheme or simple procedure may be defined to reduce the effort required in clearing the bills.
4. Judges are expected to lead a low profile public life but where drivers or other support is not provided they have very little choice no to conduct his business like other citizens.
5. Backup staff is at time not available in the courts. In case if one support staff gets sick the operations of the court is affected and adjournment of hearing dates is the only choice judges have.
6. The behavior of bar members at times is not polite in the courts. It will be useful if training is provided to lawyers on ethical and professional standards so that court functions can run smoothly.
7. There needs to be systemic study of workload our staff and judicial officers must bear in their day to day operations. Work is largely manual and as a result there are delays where repeated workload is done. Software and hardware must be provided to courts if productivity must be increased.
8. There are at times excessive reporting requirements placed by the high court on lower district courts. Since our data is not well organized, it requires substantial time of our staff to fill in these forms or data requirements.
9. There is no training needs assessment and at times we do not see if the nominations for such programs is not well planned as some officers get more trainings in Judicial Academy than others.
10. We have no online library and at times we do not have access to information in time on new laws enacted. One such example is that of the law amended under the Arms Act. Initially all

offenses in relation to arms were non bail able but later on the provincial assembly had made some of the offenses bail able but due to the knowledge gap we continued to handle cases without knowledge of the amendments.

11. The quality of investigations delivered by the Police Department is poor. Information provided does not strengthen the hands of judicial officers. Training and capacity building must be provided to the police department if trials need to improve.
12. We do visit jails and provide reports from our visits but do not see any improvement because of our feedback.
13. Where there have been criminal complaints against bar members we have forwarded them to their respective bar councils. No action is taken against them in most cases.

Discussions Point with Civil Judicial Officers and their Staff Members;

Background:

Civil Cases constitute the bulk of the litigations in district courts. The type of cases varies by a large degree by their nature making the life of judicial officers challenging and difficult. The civil judges and additional session judges in district courts Peshawar came together to reflect on the challenges of delivering services to citizens in the constraints being faced by them. The support staff also provided their insight about the difficulties they face on their jobs and how that affects service delivery to citizens. Following are some of the important points raised during the meeting with judicial officers and staff members.

Points from Judicial Officers Civil;

1. We as officers are not satisfied by how our Annual Confidential Reviews (ACR) are used to give us career growth. It seems to be biased and non-transparent.
2. We feel that at times posting and transfer decisions are also influenced and not based on merit.
3. Where facilities like health are given to officers the process of getting reimbursement for the expenditure is very cumbersome and is quite de-motivating. It will be good if the high court can arrange several hospitals to treat its employees and directly submit bills to the accounts department so that the staff can get seamless access to services.
4. The officers also highlighted that the quality of education for their children is disturbed when they move from one district to another. The officers argued that the administration should help them by negotiating with an educational group and children can move between schools of similar standards. The officers informed that Lahore High Court has already undertaken such an initiative.
5. When officers must move from one station to another, they should be given some advance to cover their cost of transition. It becomes problematic for officers who do not have upfront funds to cover for this transition. There should be a policy for issuing advances to officers who are transferred to other stations and then accounted for in specific time.
6. Some officers live far away from Capital Town and if they have to travel hope to their respective districts. At times it becomes problematic to get casual leave for genuine reasons while affects the convenience of travel for officers living far away or who would like to leave in time for their home towns.
7. Officers believed the working week should be five days and one hour of daily work should be added to each day. In Chitral District a president has already been set and therefore other districts must follow.
8. Many civil judges travel in public transport therefore a scheme for car loans must be made available to them so that those who are interested they should be able to get access to their own vehicles. Although a policy for proving transport has already been approved but it will take time for cars to be provided to all officers.
9. The judicial officers must work with staff members who are at times not trained in their

respective roles. KPO at times can-not take dictation for decision writing and therefore staff must be trained if judicial officers must show performance.

10. It is observed by the Judicial officers that many problems can be avoided if basic awareness on court processes can be imparted to litigants. The officials agreed with the suggestion that information should be provided to litigants which is quick and affective.
11. The judicial officers highlighted that there are locations in the province where Judicial Complexes are ready, but staff has not been recruited against approved and sanctioned posts.
12. Some Judicial Officers argued that all officers must be given laptops for their official work. They argued that it will take care of work where unannounced load shedding impede work.
13. Statutory law and Case law need to be provided to officers in CD in case online access cannot be provided to officers.
14. To control the behavior of lawyers and bring transparency to courts it will be useful to video/audio record the court proceedings. Sometimes when statements are written, they are different from what is said. Also, such recordings will become when a point of law or facts need to revisit arguments as well as statements recorded in video.
15. Staff members have discretion of powers to fix hearing dates which is at time abused. It is advised that such powers should be taken care of by automating court procedures and rules can be made to provide for any special requests that come from the lawyers or litigants.
16. Judicial officers believe although corruption or miss-management happens without their knowledge but in the perception of common litigants we are also seen as corrupt. They feel that automation will result in the reduction of corruption.
17. Some judicial officers expressed their concern about their health and suggested that there should be provision of Judicial Officers to go to Gym.
18. The judicial officers informed that there is limited seating capacity available in front of the courts and other facilities like clean drinking water or fans makes a visit to the courts a tormenting experience.
19. The officers suggested that litigants face frustration that after having successfully proven their point, cost is not levied on the other party. We must allocate / impose cost in our decisions so that citizens are compensated for the costs they have born in the courts.
20. There is a gap in communication vertically and horizontally. Some of judicial officers believed there is a major mistrust between the Peshawar High Court and District Courts. There might be efforts for reforms going on at the High Court, but since we are not informed it creates distance between the higher-level administration and frontline officers.
21. At times discrete inquiries are held by high court for which external agencies are used. We feel that this is not good practice and an alternative must be considered without compromising on the quality of inquiry against judges. Also, judicial officers would like to see action against individuals who have filed frivolous complaints against judicial officers.
22. Some Judicial Officers believed members of the bar can at times become unpleasant in courts which causes embarrassment to presiding officer. It is therefore recommended that some standards for court interaction by the Bar Council should be introduced.

23. The Judicial officers showed their discontent with the current career model and the three-point entry system. They argued that those who have spent extended periods as civil judges do not see a future for themselves resulting in discontentment.
24. Judicial officers also complained that process servers at time fill in the reports without visiting the locations where notices need to be delivered. They suggested that process servers must have handheld device which can record their location and then report on the progress made on notices.
25. A judicial officer explained that they must manage their G.P fund file and get it transferred to his or her new posting. He suggested that it will be good if such record is centrally managed and such work load should not be the responsibility of a judicial officer.
26. Another judicial officer suggested that we are required to submit Petrol / Fuel bills at the end of the month. He argued that it is a cumbersome effort and a fixed amount for fuel should be made part of the salary so that workload for officers can reduce.
27. Judicial officers suggested that there is no standard job description for support staff in the courts which results in variation of service delivery quality. They argued that proper job descriptions should be developed and where processes can be changed by use of technology then new job descriptions be developed.

Comments of Court Staff Members;

1. The support staff in the courts expressed their dissatisfaction over different pay grades in the judicial system. They argued that staff members who serve in Peshawar High Court get much higher salaries for the same type of work that we do.
2. Balifs and Notice Servers must be given government transport as they have large areas to cover. The staff argued that they do not get any TA DA for delivering notices. At times the job is dangerous, and no security is provided to them when must reach out to far flung areas. The staff suggested that if a cost is imposed on the client for such service, this can be improved but at the same time the cost will be transferred to the litigants who are already paying a heavy price for getting.
3. We would like the management to review our workload and rationalize the amount of work we are expected to deliver. It will become obvious that more staff is required unless technology brings any alternative for productivity.
4. The staff complained about their career paths and argued that they do not see how they will progress as only limited vacancies are announced every year and the que is long. They argued that a formal service structure and policy be framed to ensure that employees can achieve growth in their careers by working harder.
5. The staff argued that at times they get urgent needs and want to borrow money but there is no facility given by the district courts.
6. The staff said that they would like to see that the High Court can initiate a housing society so that the court employee so that they can invest in their future assets.
7. The staff argued that education has become expensive in good schools. They suggested that the High Court should announce scholarships for bright students so that the children of staff members can also get good education.

8. The staff members said that no proper Training Needs Assessment has not been done for clerical and support staff of district courts. Once such a Training Needs Assessment is completed a training program be launched so that can make sure that the skills required by the staff must be delivered.
9. The staff members also suggested that since our job is related to public dealing therefore we all must get training on effective communications.
10. Some staff members complained that there are occasions were the Judicial Staff must do extra-work, but no compensation is provided for that.
11. The staff suggested that at times they must depend on Police Department and thus they are not cooperative. We would like to see if the courts have its own mobile unit where it is readily available to take up assignment of such nature.
12. The quality of notices generated in our offices is very poor. We must spend more money on stationary and establish some standards in service delivery. They hoped that courts automation will take care of this.
13. Staff suggested that those members who go out in the field must have uniforms so that they are seen on official duty and people give them respect.
14. The staff members argued that several trainings and workshops happen every year but none of the support staff is invited and in the past when there were occasions they were not treated at par in the Judicial Academy.
15. If staff members specially notice servers or bailiffs face hostile situation in the field, there is no backup mechanism to fall back on for support. Such a mechanism must be established.
16. Staff members must undertake demanding tasks therefore they should be provided standard facilities of access to clean drinking water, heater / cooler, call charges for official business.
17. The staff argued that although staff must face strict disciplinary for poor performance but at the same time there is no recognition for good performers. They suggested that there should be a mechanism for performance recognition.
18. The accounts officer complained that at times due to the lack of training we get audit paras which results in uncomfortable situations. He argued that it is due to the lack of training provided to us.

Pictures with Civil Judges;



Pictures with Judicial Magistrates;



Discussion Points with Officers and Staff of Judicial Academy Khyber Pakhtunkhwa;

Background;

The judicial academy was established in 2012 to cater for the increasing capacity building requirements of all stakeholders who form part of the value chain of service delivery in criminal and civil justice sector. The judicial academy has since its initiation trained a number of officers in various disciplines. The demand on judicial academy had increased due to the induction of new officers as well as the need for updating the skills set of existing officers. Since service delivery in justice sector depends on the constructive collaboration of various stakeholders it is important that efforts are made for the education of officers on legal issues from other departments and various tiers of organizations. Following were the key sets of challenges identified by the team at the Judicial Academy of Khyber Pakhtunkhwa.

Challenges Identified by the Judicial Academy of Khyber Pakhtunkhwa;

Discussions were held with various team members of the staff working in the Judicial Academy. Following are some of the key discussion points which highlight the challenges being faced by the Judicial Academy.

1. The mandate of Judicial Academy is to train all stakeholders of justice sector on the subject area of law and its application in value chain of justice. We feel that it has not fulfilled its mandate and has not reached its desired level of service. The list of possible stakeholders is listed from which we only hardly touch 20%.
2. The institutional design is inadequate as the amount of capacity building required for matching the demand is not available. Faculty positions are empty and the staff is overworked. There needs to be a review of the institutional design and an Institutional development plans which will enable it to meet the demands of Justice Sector Strategy.
3. Acting judges were placed as faculty members in the academy to teach various subjects and courses in pre-service or in-service trainings. Some of these faculty members feel that they are not fully equipped with the skills required to design, develop and teach courses in the Judicial Academy.
4. The appointment criteria in the judicial academy is not well defined. Some officers see them as a parking lot where they have to park before they leave for their next appointment. The criteria for appointment needs to be developed.
5. Our program content needs to be improved and should address the root cause of litigation. Our research needs to be linked to the challenges being faced by our suggested stakeholders. The research program needs to be expanded to understand legal issues being faced by citizens.
6. The impact of our training programs is not being regularly measured on the working of the courts. We need to develop a robust evaluation of the training program delivered at the Judicial academy so that we can improve our program delivery.
7. We do not have adequate funds from the government and we depend largely on the resources from donors to run our programs. This leaves us little choice on the type of programs we would

like to run. Government allocation has to increase to the academy if significant improvement needs to be made.

8. We need to use information and communication technology for reaching out to citizens at large. Our radio Meezan has a limited coverage and more investment needs to be made for content development and partnering with other radio stations to reach out to the population across the province.
9. We need to invest in eLearning programs as we are limited on space and we cannot reach out to the list of identified stakeholders. We may have to deliver in collaboration with other institutions or universities at local level.

Meeting Points with Staff Members of Judicial Academy

1. The staff members explained that the Judicial Academy is an independent institution where its policies are approved by the Board of Governors. They argued that for all practical purposes the academy is run with rules from the Peshawar High Court.
2. We need to develop our own rules and procedures and use the autonomy given to us as best serves our interests.
3. We do not have a service structure and thus no security of job. We need to have a career policy so that we can get security of service.
4. A subordinates we feel that there is major shift of policies and program when there is leadership change at the top. We would like to see a consistent approach on policies and activities as we are concerned about the effort invested in programs which are dropped due to inconsistent policies.
5. There are no facilities for employees when it comes to health, education and housing. We need to be included in any welfare programs that are being designed for employees of the justice sector.
6. Our canteen staff at times have to put in extra hours for meeting the demand of courses in the academy. We believe that the academy is paid by the number of courses it delivers. We would like the academy to consider paying us overtime for the extra effort we put in to serve the meals on courses.

List of Possible Stakeholders

Judicial Academy has mandate to reach out to all stakeholders who need to understand law in order to perform their jobs. At the moment the judicial academy is reaching a very small group of stakeholders.

1. Judiciary, High Court and District Level
2. Lawyers and Bar Associations
3. Police Department
4. Environmental Protection Agency
5. Consumer Courts
6. Prosecution Department
7. Probation Department
8. Officers of Executive Magistrate
9. Revenue Department
10. Special Courts
11. Labor Courts
12. Custom Courts
13. Narcotics Courts
14. Office of Sub Registrar
16. Motor Registration Authority
17. Traffic Police Department
18. Doctors and Hospital Administration
19. Forensic Department
20. Govt. Pleaders
21. Social Welfare Departments
22. Home department and Law Department
23. Social, Print, Media
24. Clergy
25. Local Governments Departments /Union Council Chairman
26. Dispute Resolution Councils
27. Ministerial Staff
28. Paralegal [Oath Commissioners, Notary Public, Petition writers, Deed writers, stamp vendor
29. Law Colleges and Schools

Annex B; Reforms Matrix

Administration Committee

Justice Sector Reforms Matrix (Administration Committee)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
Administration Committee	A.1	Strengthening Institutional Capacity of Human Rights Cell	Review Institutional Design of Human Rights Cell	Restructuring Plan	Human Rights Cell
Administration Committee	A.2	Create mass awareness about fundamental human rights. Inform citizens about human rights cell of Peshawar High Court	To use social media as a medium to reach out to common citizens	Social media webpage developed, number of citizens reached, questions and answers on social platform.	Human Rights Cell
Administration Committee	A.3	Create mass awareness about fundamental human rights. Inform citizens about human rights cell of Peshawar High Court	Use print media for highlighting special events	Articles in Print Media	Human Rights Cell
Administration Committee	A.4	Create mass awareness about fundamental human rights. Inform citizens about human rights cell of Peshawar High Court	Use of radio for mass awareness through radio meezan	No of programs on human rights transmitted	Human Rights Cell
Administration Committee	A.5	Create mass awareness about fundamental human rights. Inform citizens about human rights cell of Peshawar High Court	Use pana flexes in key locations to sensitize citizens on their rights	Display of banner in key locations	Human Rights Cell

Justice Sector Reforms Matrix (Administration Committee)

Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
Administration Committee	A.6	Create mass awareness about fundamental human rights. Inform citizens about human rights cell of Peshawar High Court	Collaborate with civil society organization for reaching out to the marginalized sections of the society	Number of civil society organizations added to the collaboration forum.	Human Rights Cell
Administration Committee	A.7	Increase Access for Citizens and Establish sub offices at the five circuit benches	Provide infrastructure for the office / furnish existing or build new ones	Availability of Offices in Circuit Benches	Human Rights Cell
Administration Committee	A.8	Increase Access for Citizens and Establish sub offices at the five circuit benches	Allocate or hire staff for the office	Officers / Staff Allocated	Human Rights Cell
Administration Committee	A.9	Increase Access for Citizens and Establish sub offices at the five circuit benches	Install IT Systems to support circuit benches	Supply of hardware and software to offices	IT Directorate
Administration Committee	A.10	Strengthening relationship with Bar Associations to get pro-bono support for litigants where complaints can be converted to writ petition or those who seek free legal aid to pursue their cases.	Establish recognition and reward for pro-bono lawyers who served marginalized section of society	Award criteria designed and approved by chief justice / chairman bar council, Announcement of award through bar associations.	Human Rights Cell
Administration Committee	A.11	Strengthening relationship with Bar Associations to get pro-bono support for litigants where complaints can be converted to writ petition or those who seek free legal aid to pursue their cases.	Develop web form & management system for enrollment of pro-bono lawyers	Webpage for Award prepared, forms for enrollment started, & award management system place online.	IT Directorate

Justice Sector Reforms Matrix (Administration Committee)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
Administration Committee	A.12	Strengthening relationship with Bar Associations to get pro-bono support for litigants where complaints can be converted to writ petition or those who seek free legal aid to pursue their cases.	Work with education institutions to set up legal clinics	Number of law school with whom understanding is reached	Human Rights Cell
Administration Committee	A.13	Strengthening relationship with Bar Associations to get pro-bono support for litigants where complaints can be converted to writ petition or those who seek free legal aid to pursue their cases.	Work with private legal firms and seek support under Social Corporate Responsibility.	Number of firms committing to provision of resources under their CSR mandate for pro-bono services	Human Rights Cell
Administration Committee	A.14	Strengthening relationship with Bar Associations to get pro-bono support for litigants where complaints can be converted to writ petition or those who seek free legal aid to pursue their cases.	Work with bar association to reform license regime and make pro-bono cases as part of the award criteria.	Understanding reached with bar association on license criteria	Human Rights Cell
Administration Committee	A.15	Conduct third party evaluation for services provided to citizens over an year	Prepare Annual Report / Print Hard Copies	Publishing of report on high court website and hard copy	Human Rights Cell
Administration Committee	A.16	Conduct third party evaluation for services provided to citizens over an year	Hire consultant to undertake third party evaluation of services provided	Report generated by third party expert.	Human Rights Cell

Justice Sector Reforms Matrix (Administration Committee)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
Administration Committee	A.17	Conduct third party evaluation for services provided to citizens over an year	Presentation to the Chief Justice	Minutes of the meeting	Human Rights Cell
Administration Committee	A.18	To expand constructive collaboration with other state organs to facilitate citizens facing human rights abuse	Identify organizations with potential for collaboration around the issues highlighted by the citizens / complainants	List of Organization approved by the chief justice	Human Rights Cell
Administration Committee	A.19	To expand constructive collaboration with other state organs to facilitate citizens facing human rights abuse	Initiate a Human Rights forum and call meeting to discuss the human rights challenges and their potential solutions.	Meeting report of Human Rights Forum	Human Rights Cell
Administration Committee	A.20	To expand constructive collaboration with other state organs to facilitate citizens facing human rights abuse	Review of progress and challenges faced by forum members.	Minutes of the meeting, Agenda points addressed	Human Rights Cell
Administration Committee	A.21	Invest in Human Capital and Capacity of staff members	Send Officers for training to specialized courses (TOT) on human rights	Delivery of training report	Human Rights Cell
Administration Committee	A.22	Invest in Human Capital and Capacity of staff members	Training of support staff for office / communication skills	Certificate from training Institution	KP Judicial Academy
Administration Committee	A.23	Invest in Human Capital and Capacity of staff members	Present conference papers in international level	Publishing of paper in conference report	Human Rights Cell
Administration Committee	A.24	Invest in Human Capital and Capacity of staff members	To conduct action based research on human rights cases at the platform of Judicial Academy.	Number of research studies completed	KP Judicial Academy

Justice Sector Reforms Matrix (Administration Committee)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
Administration Committee	A.25	Invest in Human Capital and Capacity of staff members	Develop case studies with lessons learnt from real world cases	Number of case studies completed for Human Rights Cell	KP Judicial Academy
Administration Committee	A.36	Strengthening Administration Committee for Judicial Secretariat	Develop standard operating procedures for Administration Committee	Approved standard operating procedures	Regulations Wing
Administration Committee	A.37	Strengthening Administration Committee for Judicial Secretariat	Standard operating procedures for communication between different tiers of judiciary	Approved communication protocols	Communications and Outreach wing
Administration Committee	A.38	Strengthening Administration Committee for Judicial Secretariat	ERP Systems Development for Management of District Secretariat including a Project Management & Monitoring System for Reform Activities	Integrated MIS system for District Secretariat	IT Directorate / Strategy Monitoring Unit
Administration Committee	A.39	Strengthening Administration Committee for Judicial Secretariat	Develop Reporting Dashboard for Senior Management Use	Performance Management Dashboard	IT Directorate / Monitoring and Evaluation
Administration Committee	A.40	Strengthening Administration Committee for Judicial Secretariat	Conduct Annual Performance Review	Minutes of Meeting for Annual Performance Review	IT Directorate / Monitoring and Evaluation / Planning Cell / Strategy
Administration Committee	A.199	Provision of Technical Human Resource Provision in District Judicial Secretariat	Prepare Proposal for Discussion with Finance Department	Funding Proposal Approved by Administrative Committee	Finance Unit / Administrative Committee

Justice Sector Reforms Matrix (Administration Committee)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
Administration Committee	A.200	Provision of Technical Human Resource Provision in District Judicial Secretariat	Proposal Negotiated with KP Finance Department	Approved Financial Provision / SNE Approved / PC-1 Approved	P&D Unit / Finance Unit / KP Finance & P&D Department
Administration Committee	A.201	Provision of Technical Human Resource Provision in District Judicial Secretariat	Create New Induction Against Seats Approved / New Job Contracts Awarded	Staff Hired on Approved Positions	HR Unit / P&D Unit / Administrative Committee
Administration Committee	A.202	Provision of Technical Human Resource Provision in District Judicial Secretariat	Approve Re-appropriation of funds based on competing requirement in various operational units of High Court, Districts Courts and Secretariat for District Judiciary.	Revised and Approved Financial Budgets	Finance Unit / Strategy Unit
Administration Committee		Enhance Project Management Oversight for Reforms	Approve new starting activities and get progress review on ongoing or completed projects on a quarterly basis.	Approved list of new activitis from the reforms matrix by administrative committee.	Strategy Unit / All Other Units / District Administration / Judicial Academy
			A.282	Progress review / project completion report on activities in progress and completed.	Progress review / project completion report on activities in progress and completed.

Regulations Wing

Justice Sector Reforms Matrix (Regulations Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 1 Regulations (Internal Auditor Unit)	A.41	Provide an effective regulatory framework of the district judiciary / Wing 1; (Integrity Monitoring Unit)	Review of code of conduct rules in place and identify gaps for improvement.	Review report for code of conduct	Internal Audit Wing
DJS 1 Regulations (Internal Auditor Unit)	A.42	Provide an effective regulatory framework of the district judiciary / Wing 1; (Integrity Monitoring Unit)	Review financial rules and procedures being practiced in district courts	Review report highlighting need for reengineering of processes	Internal Audit Wing
DJS 1 Regulations (Internal Auditor Unit)	A.43	Provide an effective regulatory framework of the district judiciary / Wing 1; (Integrity Monitoring Unit)	Revise code of conduct for Judicial Staff and support staff	Revised report for code of conduct	Internal Audit Wing
DJS 1 Regulations (Internal Auditor Unit)	A.44	Provide an effective regulatory framework of the district judiciary / Wing 1; (Integrity Monitoring Unit)	Training for Judicial Officers and Staff on the revised code of conduct	Training manual on code of conduct for Judicial Officers and Staff	Internal Audit Wing
DJS 1 Regulations (Internal Auditor Unit)	A.45	Provide an effective regulatory framework of the district judiciary / Wing 1; (Integrity Monitoring Unit)	Review monthly/quarterly financial reports before submission to Administrative Committee	Comments & notes on financial reports	Internal Audit Wing
DJS 1 Regulations (Internal Auditor Unit)	A.46	Conduct Audit as per standards defined / Internal Audit Wing	Develop audit plan and conduct audit with monitoring plan and allocate resources for its execution	Monitoring plan and allocation of staff and budget for execution	Internal Audit Wing

Justice Sector Reforms Matrix (Regulations Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 1 Regulations (Internal Auditor Unit)	A.47	Conduct Audit as per standards defined / Internal Audit Wing	Create analytical reports on observations made from data collected and recommend remedial actions	Analytics report	Internal Audit Wing
DJS 1 Regulations (Internal Auditor Unit)	A.48	Conduct Audit as per standards defined / Internal Audit Wing	Conduct quarterly audit review for districts and agree on corrective actions where problem are marked for corrective action	Quarterly Review Report and Progress Matrix on Corrective Action	Internal Audit Wing
DJS 1 Regulations (Internal Auditor Unit)	A.49	Conduct Audit as per standards defined / Internal Audit Wing	Conduct data integrity analysis and validation of process for quality assurance	Data Quality Report for Existing Data	IT Cell & Internal Audit Wind
DJS 1 Regulations (Drafting and Legislation Unit)	A.50	Ensure legal support and advice for policy formulation (Legal Drafting Wing)	Identify list of legal issues in reforms program that require research	Report Approved by Administrative Committee	Legal Drafting Cell
DJS 1 Regulations (Drafting and Legislation Unit)	A.51	Ensure legal support and advice for policy formulation (Legal Drafting Wing)	Commission research studies where quantitative data or qualitative data is required once the issues are agreed upon by the administrative committee.	Research Plan	Legal Drafting Cell
DJS 1 Regulations (Drafting and Legislation Unit)	A.52	Ensure legal support and advice for policy formulation (Legal Drafting Wing)	Provide legal cover processes re-engineered	Review reports on BPR proposals before automation	Legal Drafting Cell

Justice Sector Reforms Matrix (Regulations Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 1 Regulations (Drafting and Legislation Unit)	A.53	Ensure legal support and advice for policy formulation (Legal Drafting Wing)	Training needs assessment on new laws and input on course design in consultation with court processes.	TNA Reports and Training Delivery Plans	Judicial Academy
DJS 1 Regulations (National Judicial Policy Implementation Unit)	A.54	Facilitate the Implementation of National Judicial Policy	Design standards set by National Judicial Policy on court performance and litigations	Review Compliance Report	NJPIC Unit
DJS 1 Regulations (National Judicial Policy Implementation Unit)	A.55	Facilitate the Implementation of National Judicial Policy	Review performance standards imposed by NJPMC on operations of districts.	Provide compliance report to the Administrative Committee	NJPIC Unit
DJS 1 Regulations (Drafting and Legislation Unit)	A.156	Manage knowledge on Case Law	Strengthening of Opinion Writing Cell and Development of SOPs	Number of Legal Case Advice Issued to High Court	KP Judicial Academy / Individual Judges of High Court
DJS 1 Regulations (Drafting and Legislation Unit)	A.157	Strengthening of case management system	Defining of rules and procedures for case management	Rules for Case Management Approved	Regulations Wing
DJS 1 Regulations (Drafting and Legislation Unit)	A.158	Strengthening of case management system	Delivery of training program on case management system	Number of stakeholders on Case Management	Judicial Academy
DJS 1 Regulationa (Drafting and Legislation Unit)	A.161	Strengthening of ADR System in Khyber Pakhtunkhwa	Design of ADR Centres for out of court settlements	Dissemination of design to relevant quarters	Judicial Academy

Justice Sector Reforms Matrix (Regulations Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 1 Regulations (Drafting and Legislation Unit)	A.162	Strengthening of ADR System in Khyber Pakhtunkhwa	Training of Relevant Stakeholders for licensing centres	Number of People Trained	Judicial Academy
DJS 1 Regulations (Drafting and Legislation Unit)	A.163	Strengthening Coordination with Other Stakeholders in Criminal Justice System	Development of SOPs for Provincial Justice Committee and District Criminal Justice Coordination Committee.	SOPs Developed	Regulations Wing
DJS 1 Regulations (Drafting and Legislation Unit)	A.203	Reducing Cost of Litigation for Citizens	Frame new rules in CPC and CRPC on awarding of costs and imposing damages in frivolous cases	Approved Amendment in Rules and notification	Administrative Committee / Research Cell in Judicial Academy
DJS 1 Regulations (Drafting and Legislation Unit)	A.204	Reducing Cost of Litigation for Citizens	Monitor and Evaluate the impact of regulations imposed regarding cost compensation	Quarterly Evaluation Report Presented to the Administrative Committee	Administrative Committee / Research Cell in Judicial Academy
DJS 1 Regulations (National Judicial Policy Implementation Unit)	A.205	Development of Standards Across Institutions to ease access to information (Meta Standards)	Develop case categorization proposal for PJC and be adopted across over all justice sector institutions for classification of cases.	Survey report	Administrative Committee / Regulations Wing / Provincial Justice Committee / Technical Working Group of PJC

Justice Sector Reforms Matrix (Regulations Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 1 Regulations (Internal Auditor Unit)	A.213	Evaluate Current Monitoring and Evaluation System in place being used by Peshawar High Court for District Courts	Conduct research study on DEPP, and the data collected from it. Identify opportunities for taking on design lessons for development of new monitoring and evaluation system.	Research Report	IT Cell / Operations Unit
DJS 1 Regulations (Internal Auditor Unit)	A.214	Evaluate Current Monitoring and Evaluation System in place being used by Peshawar High Court for District Courts	Develop guidelines for design of new monitoring and evaluation system being envisaged by the ERP System of courts.	Guidelines for Development of Monitoring and Evaluation System	IT Cell / Operations Unit
DJS 1 Regulations (Integrity Management Unit)	A.255	Strengthening of Anti-Corruption and accountability mechanisms	Review and study anti-corruption information system already operational in Peshawar High court. Benchmark against similar systems in other national and international institutions.	Evaluation Report	Regulations wing / IT Unit
DJS 1 Regulations (Integrity Management Unit)	A.256	Strengthening of Anti-Corruption and accountability mechanisms	Improve design and develop software for integration with anti corruption management information system	Software and Integration with input portal on website	IT Unit / District Administration
DJS 1 Regulations (Internal Auditor Unit)	A.272	Conduct Audit as per standards defined / Internal Audit Wing	Develop Internal Audit Charter	Internal Audit Charter	Internal Audit Wing

Justice Sector Reforms Matrix (Regulations Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 1 Regulations (Internal Auditor Unit)	A.273	Conduct Audit as per standards defined / Internal Audit Wing	Develop Internal Audit Framework/ Methodology	Internal Audit Methodology	Internal Audit Wing
DJS 1 Regulations (Internal Auditor Unit)	A.274	Conduct Audit as per standards defined / Internal Audit Wing	Develop Internal Audit Toolkits (process level documentation)	IA Toolkits	Internal Audit Wing
DJS 1 Regulations (Internal Auditor Unit)	A.275	Conduct Audit as per standards defined / Internal Audit Wing	Develop audit plan for monitoring plan and allocate resources for its execution	Monitoring plan and allocation of staff and budget for execution	Internal Audit Wing
DJS 1 Regulations (Internal Auditor Unit)	A.276	Conduct Audit as per standards defined / Internal Audit Wing	Create analytical reports on observations made from data collected and recommend remedial actions	Analytics report - Part of Internal Audit Report	Internal Audit Wing
DJS 1 Regulations (Internal Auditor Unit)	A.277	Conduct Audit as per standards defined / Internal Audit Wing	Conduct quarterly audit review for districts and agree on corrective actions where problem are marked for corrective action	Internal Audit Reports	Internal Audit Wing
DJS 1 Regulations (Internal Auditor Unit)	A.278	Conduct Audit as per standards defined / Internal Audit Wing	Conduct data integrity analysis and validation of process for quality assurance	Data Quality Report for Existing Data - Part of Internal Audit Report	IT Cell & Internal Audit Wing

Operations Wing

Justice Sector Reforms Matrix (Regulations Wing)

Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 1 Regulations (Internal Auditor Unit)	A.41	Provide an effective regulatory framework of the district judiciary / Wing 1; (Integrity Monitoring Unit)	Review of code of conduct rules in place and identify gaps for improvement.	Review report for code of conduct	Internal Audit Wing
DJS 1 Regulations (Internal Auditor Unit)	A.42	Provide an effective regulatory framework of the district judiciary / Wing 1; (Integrity Monitoring Unit)	Review financial rules and procedures being practiced in district courts	Review report highlighting need for reengineering of processes	Internal Audit Wing
DJS 1 Regulations (Internal Auditor Unit)	A.43	Provide an effective regulatory framework of the district judiciary / Wing 1; (Integrity Monitoring Unit)	Revise code of conduct for Judicial Staff and support staff	Revised report for code of conduct	Internal Audit Wing
DJS 1 Regulations (Internal Auditor Unit)	A.44	Provide an effective regulatory framework of the district judiciary / Wing 1; (Integrity Monitoring Unit)	Training for Judicial Officers and Staff on the revised code of conduct	Training manual on code of conduct for Judicial Officers and Staff	Internal Audit Wing
DJS 1 Regulations (Internal Auditor Unit)	A.45	Provide an effective regulatory framework of the district judiciary / Wing 1; (Integrity Monitoring Unit)	Review monthly/quarterly financial reports before submission to Administrative Committee	Comments & notes on financial reports	Internal Audit Wing
DJS 1 Regulations (Internal Auditor Unit)	A.46	Conduct Audit as per standards defined / Internal Audit Wing	Develop audit plan and conduct audit with monitoring plan and allocate resources for its execution	Monitoring plan and allocation of staff and budget for execution	Internal Audit Wing

Justice Sector Reforms Matrix (Regulations Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 1 Regulations (Internal Auditor Unit)	A.47	Conduct Audit as per standards defined / Internal Audit Wing	Create analytical reports on observations made from data collected and recommend remedial actions	Analytics report	Internal Audit Wing
DJS 1 Regulations (Internal Auditor Unit)	A.48	Conduct Audit as per standards defined / Internal Audit Wing	Conduct quarterly audit review for districts and agree on corrective actions where problem are marked for corrective action	Quarterly Review Report and Progress Matrix on Corrective Action	Internal Audit Wing
DJS 1 Regulations (Internal Auditor Unit)	A.49	Conduct Audit as per standards defined / Internal Audit Wing	Conduct data integrity analysis and validation of process for quality assurance	Data Quality Report for Existing Data	IT Cell & Internal Audit Wind
DJS 1 Regulations (Drafting and Legislation Unit)	A.50	Ensure legal support and advice for policy formulation (Legal Drafting Wing)	Identify list of legal issues in reforms program that require research	Report Approved by Administrative Committee	Legal Drafting Cell
DJS 1 Regulations (Drafting and Legislation Unit)	A.51	Ensure legal support and advice for policy formulation (Legal Drafting Wing)	Commission research studies where quantitative data or qualitative data is required once the issues are agreed upon by the administrative committee.	Research Plan	Legal Drafting Cell
DJS 1 Regulations (Drafting and Legislation Unit)	A.52	Ensure legal support and advice for policy formulation (Legal Drafting Wing)	Provide legal cover processes re-engineered through the courts automation processes.	Review reports on BPR proposals before automation	Legal Drafting Cell

Justice Sector Reforms Matrix (Regulations Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 1 Regulations (Drafting and Legislation Unit)	A.53	Ensure legal support and advice for policy formulation (Legal Drafting Wing)	Training needs assessment on new laws and input on course design in consultation with court processes.	TNA Reports and Training Delivery Plans	Judicial Academy
DJS 1 Regulations (National Judicial Policy Implementation Unit)	A.54	Facilitate the Implementation of National Judicial Policy	Design standards set by National Judicial Policy on court performance and litigations	Review Compliance Report	NJPIC Unit
DJS 1 Regulations (National Judicial Policy Implementation Unit)	A.55	Facilitate the Implementation of National Judicial Policy	Review performance standards imposed by NJPMC on operations of districts.	Provide compliance report to the Administrative Committee	NJPIC Unit
DJS 1 Regulations (Drafting and Legislation Unit)	A.156	Manage knowledge on Case Law	Strengthening of Opinion Writing Cell and Development of SOPs	Number of Legal Case Advice Issued to High Court	KP Judicial Academy / Individual Judges of High Court
DJS 1 Regulations (Drafting and Legislation Unit)	A.157	Strengthening of case management system	Defining of rules and procedures for case management	Rules for Case Management Approved	Regulations Wing
DJS 1 Regulations (Drafting and Legislation Unit)	A.158	Strengthening of case management system	Delivery of training program on case management system	Number of stakeholders on Case Management	Judicial Academy
DJS 1 Regulations (Drafting and Legislation Unit)	A.161	Strengthening of ADR System in Khyber Pakhtunkhwa	Design of ADR Centres for out of court settlements	Dissemination of design to relevant quarters	Judicial Academy

Justice Sector Reforms Matrix (Regulations Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 1 Regulations (Internal Auditor Unit)	A.213	Evaluate Current Monitoring and Evaluation System in place being used by Peshawar High Court for District Courts	Conduct research study on DEPP, and the data collected from it. Identify opportunities for taking on design lessons for development of new monitoring and evaluation system.	Research Report	IT Cell / Operations Unit
DJS 1 Regulations (Internal Auditor Unit)	A.214	Evaluate Current Monitoring and Evaluation System in place being used by Peshawar High Court for District Courts	Develop guidelines for design of new monitoring and evaluation system being envisaged by the ERP System of courts.	Guidelines for Development of Monitoring and Evaluation System	IT Cell / Operations Unit
DJS 1 Regulations (Integrity Management Unit)	A.255	Strengthening of Anti-Corruption and accountability mechanisms	Review and study anti-corruption information system already operational in Peshawar High court. Benchmark against similar systems in other national and international institutions.	Evaluation Report	Regulations wing / IT Unit
DJS 1 Regulations (Integrity Management Unit)	A.256	Strengthening of Anti-Corruption and accountability mechanisms	Improve design and develop software for integration with anti corruption management information system	Software and Integration with input portal on website	IT Unit / District Administration
DJS 1 Regulations (Internal Auditor Unit)	A.272	Conduct Audit as per standards defined / Internal Audit Wing	Develop Internal Audit Charter	Internal Audit Charter	Internal Audit Wing

Justice Sector Reforms Matrix (Regulations Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 1 Regulations (Internal Auditor Unit)	A.273	Conduct Audit as per standards defined / Internal Audit Wing	Develop Internal Audit Framework/ Methodology	Internal Audit Methodology	Internal Audit Wing
DJS 1 Regulations (Internal Auditor Unit)	A.274	Conduct Audit as per standards defined / Internal Audit Wing	Develop Internal Audit Toolkits (process level documentation)	IA Toolkits	Internal Audit Wing
DJS 1 Regulations (Internal Auditor Unit)	A.275	Conduct Audit as per standards defined / Internal Audit Wing	Develop audit plan for monitoring plan and allocate resources for its execution	Monitoring plan and allocation of staff and budget for execution	Internal Audit Wing
DJS 1 Regulations (Internal Auditor Unit)	A.276	Conduct Audit as per standards defined / Internal Audit Wing	Create analytical reports on observations made from data collected and recommend remedial actions	Analytics report - Part of Internal Audit Report	Internal Audit Wing
DJS 1 Regulations (Internal Auditor Unit)	A.277	Conduct Audit as per standards defined / Internal Audit Wing	Conduct quarterly audit review for districts and agree on corrective actions where problem are marked for corrective action	Internal Audit Reports	Internal Audit Wing
DJS 1 Regulations (Internal Auditor Unit)	A.278	Conduct Audit as per standards defined / Internal Audit Wing	Conduct data integrity analysis and validation of process for quality assurance	Data Quality Report for Existing Data - Part of Internal Audit Report	IT Cell & Internal Audit Wing
DJS 1 Regulations (Drafting and Legislation Unit)	A.287	Standardize Judicial Sentencing	Sentencing Guidelines Developments	Sentencing Guidelines Approved	Administration Committee / Regulation Wing
DJS 1 Regulations (Drafting and Legislation Unit)	A.288	Criminal Case Management Rules	Criminal Case Management Rules Development	Case Management Rules Developed and approved	Administration Committee / Regulation Wing

Operations Wing

Justice Sector Reforms Matrix (Operations Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 2 Operations Management (Finance and Accounting Unit)	A.26	Enhance operational accounting in district courts	Conduct study to define key performance indicators for operational efficiency and financial management in district courts.	Report on key performance indicators	District Judiciary Secretariat
DJS 2 Operations Management (Finance and Accounting Unit)	A.27	Enhance operational accounting in district courts	Include study findings in Software Requirement Specifications of district courts management.	SRS requirements stipulated in Systems Analysis and Design Study	IT Unit
DJS 2 Operations Management (Finance and Accounting Unit)	A.28	Enhance operational accounting in district courts	Review job descriptions where procedures will be defined for data capture in various offices.	Report on Job Descriptions	District Judiciary Secretariat
DJS 2 Operations Management (Finance and Accounting Unit)	A.29	Enhance operational accounting in district courts	Train district court's staff on new operations systems	Training Module for District Staff	Judicial Academy
DJS 2 Operations Management (Finance and Accounting Unit)	A.30	Enhance project planning capacity and financial management in district courts administration	Create project planning guidelines include methodology for cost calculations and adoption of existing government requirements.	Report with Guidelines on Project Planning and Reporting	District Judiciary Secretariat

Justice Sector Reforms Matrix (Operations Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 2 Operations Management (Finance and Accounting Unit)	A.31	Enhance project planning capacity and financial management in district courts administration	Publish and Distribute Guidelines in District Staff	Number of District Staff Trained	Judicial Academy
DJS 2 Operations Management (Finance and Accounting Unit)	A.32	Enhance project planning capacity and financial management in district courts administration	Design and develop provide training on a web based planning and financial reporting module for development projects.	Website design and development of online reporting	IT Unit
DJS 2 Operations Management (Finance and Accounting Unit)	A.33	Enhance project planning capacity and financial management in district courts administration	Build capacity of Judicial Officers on project proposal development and progress reporting.	Number of District Staff Trained	Judicial Academy
DJS 2 Operations Management (Finance and Accounting Unit)	A.34	Improve operational efficiency of pensions branch	Digitize records of employment record and provident fund	Number of Employee Record Scanned	In Unit
DJS 2 Operations Management (Finance and Accounting Unit)	A.35	Improve operational efficiency of pensions branch	Provide access of record to judicial staff via web and secure login	Website design and development of online access to record	IT Directorate
DJS 2 Operations Management (Administration, Coordination and	A.56	Arrange for Physical, Administrative and Financial Security for the Operations of District Courts	Develop and approve security policy from administration committed to be followed by the district courts.	Security Policy Report	Security Cell, Admin & Operations Dept

Justice Sector Reforms Matrix (Operations Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.57	Arrange for Physical, Administrative and Financial Security for the Operations of District Courts	Audit current security assets and protocols established between the district judiciary and police department	Security Assets Database & Performance Assessment	Security Cell, Admin & Operations Dept
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.58	Arrange for Physical, Administrative and Financial Security for the Operations of District Courts	Create Security Plan for the District Judiciary along with financial implications.	Tailored District Security Plans with Financial Estimates	Security Cell, Admin & Operations Dept & Finance Department
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.59	Arrange for Physical, Administrative and Financial Security for the Operations of District Courts	Execute plan and develop a monitoring plan for security policy and plan as part of the process audit plans.	Six month performance report	Security Cell & Audit Department
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.60	Conduct and Create Annual Operations Performance Reports	Define key performance indicators for the section and district courts administration as part of the Monitoring and Evaluation framework	Key Performance Indicators report	Operations Department, Audit Department and District & Session Judges, IT Unit
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.61	Conduct and Create Annual Operations Performance Reports	Communicate performance indicators to concerned judicial officials via training workshops	Training Program on Key Indicators	Judicial Academy & Operations Department

Justice Sector Reforms Matrix (Operations Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.62	Conduct and Create Annual Operations Performance Reports	Assist district in creating district development plans and annual performance targets.	District Development Plans for achieving key performance indicators	Operations Department and Office of District and Session Judges
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.63	Conduct and Create Annual Operations Performance Reports	Define data requirements and systems provision for generating statistics on the key performance indicators	Data requirements report	IT Unit
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.64	Provide logistics support to district judiciary	Logistical needs assessment	Database of current assets VS requirements	Operations Department and IT Unit
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.65	Provide logistics support to district judiciary	Development of Management Information System for logistical support to district courts and staff members	Distributed logistics information system	Operations Department and IT Unit
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.66	Provide logistics support to district judiciary	Create investment plans as per the specific logistics needs of districts	Investment plan for logistics improvement	Operations Department and Finance Department

Justice Sector Reforms Matrix (Operations Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 2 Operations Management Administration, Coordination and Logistic Support Unit)	A.67	Provide logistics support to district judiciary	Build capacity of district administration in logistic administration	Training module in logistics administration	Judicial Academy
DJS 2 Operations Management Administration, Coordination and Logistic Support Unit)	A.68	Effective utilization of resources and work distribution	Review organizational structure of district courts administration.	Report on reformation of organizational structure	Operations Department and IT Wing
DJS 2 Operations Management Administration, Coordination and Logistic Support Unit)	A.69	Effective utilization of resources and work distribution	Conduct process mapping, Identification of processes to be re-engineered.	reengineering report	Operations Department and IT Wing
DJS 2 Operations Management Administration, Coordination and Logistic Support Unit)	A.70	Effective utilization of resources and work distribution	Workload allocation after reengineering of processes and job analysis	Work Study report	Operations Department and IT Wing
DJS 2 Operations Management Finance and Accounting Unit)	A.71	Budget financial resources for District Courts	Based on District Development plans identify resource requirement for annual development plans	Annual Development Plan	Finance Department and District Courts Administration

Justice Sector Reforms Matrix (Operations Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 2 Operations Management (Finance and Accounting Unit)	A.72	Budget financial resources for District Courts	Develop Online Budget Development and Utilization Dashboard for District Courts and Development Projects	Online Budget Development and Tracking System	Finance and IT Department
DJS 2 Operations Management (Finance and Accounting Unit)	A.73	Budget financial resources for District Courts	Updation of accounting manual for IT Based financial management information system	Revised operational manual for budget and accounts	Finance and Regulations Department
DJS 2 Operations Management (Finance and Accounting Unit)	A.74	Budget financial resources for District Courts	Developing procurement plan for overall judicial system	Annual Procurement Plan based on approved budgets	Finance Department
DJS 2 Operations Management (Finance and Accounting Unit)	A.75	Budget financial resources for District Courts	Development of Online Procurement System	Operational procurement information system	Finance Department and Information Technology Department
DJS 2 Operations Management (Planning & Development Unit)	A.76	Effective asset management in district judiciary	Develop assets database of Movable and Immovable assets under possession of the District Courts	Asset management information system	Planning and Development Department & Information Technology Department
DJS 2 Operations Management (Planning & Development Unit)	A.77	Effective asset management in district judiciary	Conduct assets survey for updating the information system	Database of current assets	Planning and Development Department and District Courts Administration

Justice Sector Reforms Matrix (Operations Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 2 Operations Management (Planning & Development Unit)	A.78	Support District Judiciary in Planning around service improvement needs of citizens	Build capacity of district administration in development proposal writing	Number of officers trained at district level on proposal writing	Judicial Academy
DJS 2 Operations Management (Planning & Development Unit)	A.79	Support District Judiciary in Planning around service improvement needs of citizens	Develop online project management system covering total project life cycle	Online system for preparation of proposals	Information Technology Wing
DJS 2 Operations Management (Planning & Development Unit)	A.80	Support District Judiciary in Planning around service improvement needs of citizens	Develop Criteria and Monitor and Evaluate projects under execution (PC-3) for Government and detailed reports for Admin Committee	Project review and monitoring reports	Planning and Development Department
DJS 2 Operations Management (Planning & Development Unit)	A.81	Support District Judiciary in Planning around service improvement needs of citizens	Provide access and training to partner organization like Works and Services Department / Contractors to access online information and monitoring system	Project progress data being reported by partners organizations	Planning & Judicial Academy
DJS 2 Operations Management (Planning & Development Unit)	A.82	Support District Judiciary in Planning around service improvement needs of citizens	Implement Quality Assurance Standards for infrastructure departments	Number of quality audits and corrective actions taken	Planning and Development Department / Works & Services Department

Justice Sector Reforms Matrix (Operations Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 2 Operations Management (Planning & Development Unit)	A.83	Undertake Investment Mobilization for Service Delivery Improvement in District Courts	Finalize and communicate Justice Sector Strategy & Investment Plan	Number of staff taken through awareness workshops	Planning Department & Judicial Academy
DJS 2 Operations Management (Planning & Development Unit)	A.84	Undertake Investment Mobilization for Service Delivery Improvement in District Courts	Hold Donor Conference for Sharing of investment plan	Number of donors showing interest in investment of justice sector	Planning and Development Department / Finance Department
DJS 2 Operations Management (Planning & Development Unit)	A.85	Undertake Investment Mobilization for Service Delivery Improvement in District Courts	Mobilize Investment from the Access to Justice Program	Number of Investment proposals received from the district courts	Planning and Development Department / District Courts Administration
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.152	Monitoring of funds earmarked for Justice Sector Reforms Matrix	Monthly review of activities and audit expenditures	Monthly Progress Report	Finance Department / Planning Unit / Strategy Unit
DJS 2 Operations Management (Planning & Development Unit)	A.168	Provision of Infrastructure for increasing access to Justice	F/S and Construction of Judicial Complex, D.I.Khan	Project Completion Report	Planning Unit / Monitoring Unit
DJS 2 Operations Management (Planning & Development Unit)	A.169	Provision of Infrastructure for increasing access to Justice	Construction of Peshawar High Court, Bannu Bench.	Project Completion Report	Planning Unit / Monitoring Unit

Justice Sector Reforms Matrix (Operations Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 2 Operations Management (Planning & Development Unit)	A.170	Provision of Infrastructure for increasing access to Justice	Addition, Alteration, Strengthening and Balance Works in Judicial Complex, Bannu (Phase-III).	Project Completion Report	Planning Unit / Monitoring Unit
DJS 2 Operations Management (Planning & Development Unit)	A.171	Provision of Infrastructure for increasing access to Justice	Construction of Joint Judicial Complex at Karak and Takhte-Nasrati.	Project Completion Report	Planning Unit / Monitoring Unit
DJS 2 Operations Management (Planning & Development Unit)	A.172	Provision of Infrastructure for increasing access to Justice	F/S for Master Planning & Designing of Khyber Pakhtunkhwa Judicial Academy at Regi Model Town Peshawar (PC-II Approved on 23-10-13).	Project Completion Report	Planning Unit / Monitoring Unit
DJS 2 Operations Management (Planning & Development Unit)	A.173	Provision of Infrastructure for increasing access to Justice	Replacement of AC Plant, Lifts and Installation of Heavy Duty Generator in Peshawar High Court, Peshawar.	Project Completion Report	Planning Unit / Monitoring Unit
DJS 2 Operations Management (Planning & Development Unit)	A.174	Provision of Infrastructure for increasing access to Justice	F/S for Extension of Bar Rooms, Consultation Rooms, Library & Construction of an Auditorium with Allied Facilities for Peshawar High Court Bar and Advocate- General Office	Project Completion Report	Planning Unit / Monitoring Unit

Justice Sector Reforms Matrix (Operations Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 2 Operations Management (Planning & Development Unit)	A.175	Provision of Infrastructure for increasing access to Justice	Construction of Judicial Complex, Mardan	Project Completion Report	Planning Unit / Monitoring Unit
DJS 2 Operations Management (Planning & Development Unit)	A.176	Provision of Infrastructure for increasing access to Justice	Construction of Bar Rooms with Allied Facilities in Takht Bhai, Mardan.	Project Completion Report	Planning Unit / Monitoring Unit
DJS 2 Operations Management (Planning & Development Unit)	A.177	Provision of Infrastructure for increasing access to Justice	Construction of Judicial Complex, Chitral.	Project Completion Report	Planning Unit / Monitoring Unit
DJS 2 Operations Management (Planning & Development Unit)	A.178	Provision of Infrastructure for increasing access to Justice	Construction of Judicial Complex, Manshera.	Project Completion Report	Planning Unit / Monitoring Unit
DJS 2 Operations Management (Planning & Development Unit)	A.179	Provision of Infrastructure for increasing access to Justice	F/S & Master Planning and Detailed Designing of Judicial Complex, Abbottabad	Project Completion Report	Planning Unit / Monitoring Unit
DJS 2 Operations Management (Planning & Development Unit)	A.180	Provision of Infrastructure for increasing access to Justice	Construction of Judicial Complex, Haripur.	Project Completion Report	Planning Unit / Monitoring Unit

Justice Sector Reforms Matrix (Operations Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 2 Operations Management (Planning & Development Unit)	A.181	Provision of Infrastructure for increasing access to Justice	F/S for Assessment of Residential Requirements, Master Planning & Designing of Judicial Complexes in Selected Districts of Khyber Pakhtunkhwa	Project Completion Report	Planning Unit / Monitoring Unit
DJS 2 Operations Management (Planning & Development Unit)	A.182	Provision of Infrastructure for increasing access to Justice	F/S for Assessment of Residential Requirements of Honorable Judges of PHC.	Project Completion Report	Planning Unit / Monitoring Unit
DJS 2 Operations Management (Planning & Development Unit)	A.183	Provision of Infrastructure for increasing access to Justice	Establishment of Mobile Courts in Khyber Pakhtunkhwa	Project Completion Report	Planning Unit / Monitoring Unit
DJS 2 Operations Management (Planning & Development Unit)	A.184	Provision of Infrastructure for increasing access to Justice	F/S and Construction of Tehsil Judicial Complexes in 5 Selected Districts on Priority Basis (D.I.Khan, Mansehra, Chitral, Dir-Lower, Abbottabad, Buner, and Hangu)	Project Completion Report	Planning Unit / Monitoring Unit
DJS 2 Operations Management (Planning & Development Unit)	A.185	Provision of Infrastructure for increasing access to Justice	F/S and Construction of Hostel with Allied Facilities in Khyber Pakhtunkhwa Judicial Academy	Project Completion Report	Planning Unit / Monitoring Unit

Justice Sector Reforms Matrix (Operations Wing)

Area	No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 2 Operations Management (Planning & Development Unit)	A.186	Provision of Infrastructure for increasing access to Justice	F/S & Construction of Court Rooms with Allied Facilities for Honorable Judges at Peshawar High Court, D.I. Khan Bench	Project Completion Report	Planning Unit / Monitoring Unit
DJS 2 Operations Management (Planning & Development Unit)	A.187	Provision of Infrastructure for increasing access to Justice	Reconstruction and Renovation of Judicial Complex Kohat	Project Completion Report	Planning Unit / Monitoring Unit
DJS 2 Operations Management (Planning & Development Unit)	A.188	Provision of Infrastructure for increasing access to Justice	F/S for Establishment of Judicial Complex at Dargai (Malakand), Thall (Hangu), Shabqadar (Charsadda), Tank, Totala i (Buner) and Kulachi (D.I.Khan).	Project Completion Report	Planning Unit / Monitoring Unit
DJS 2 Operations Management (Planning & Development Unit)	A.189	Provision of Infrastructure for increasing access to Justice	Reconstruction and Renovation of Judicial Complex Nowshera	Project Completion Report	Planning Unit / Monitoring Unit
DJS 2 Operations Management (Planning & Development Unit)	A.190	Provision of Infrastructure for increasing access to Justice	Feasibility study for installation of Lift Facility at Dar-ul- Qaza District Swat.	Project Completion Report	Planning Unit / Monitoring Unit
DJS 2 Operations Management (Planning &	A.191	Provision of Infrastructure for increasing access to Justice	Acquisition of land for construction of Judicial Complexes on need basis	Project Completion Report	Planning Unit / Monitoring Unit

Justice Sector Reforms Matrix (Operations Wing)

Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 2 Operations Management (Planning & Development Unit)	A.192	Provision of Infrastructure for increasing access to Justice	Construction of Rooms for District and High Court Bar Swat and Bar Rooms Abbottabad	Project Completion Report	Planning Unit / Monitoring Unit
DJS 2 Operations Management (Planning & Development Unit)	A.193	Provision of Infrastructure for increasing access to Justice	Construction of Bachelor Hostel Judicial Officers in 08 districts of Khyber Pakhtunkhwa	Project Completion Report	Planning Unit / Monitoring Unit
DJS 2 Operations Management (Planning & Development Unit)	A.194	Provision of Infrastructure for increasing access to Justice	Repair and extension of Judicial Lodge Nathiagali	Project Completion Report	Planning Unit / Monitoring Unit
DJS 2 Operations Management (Planning & Development Unit)	A.195	Provision of Infrastructure for increasing access to Justice	Construction of PHC Abbottabad Bench-ERRA funded (GOKP Share)	Project Completion Report	Planning Unit / Monitoring Unit
DJS 2 Operations Management (Planning & Development Unit)	A.196	Provision of Infrastructure for increasing access to Justice	Missing facilities and improvement of infrastructure of existing judicial complexes	Project Completion Report	Planning Unit / Monitoring Unit
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.197	Build Capacity of Planning at Peshawar High Court	Strengthening of P&D Section in Peshawar High Court	Project Completion Report	Planning Unit / Monitoring Unit

Justice Sector Reforms Matrix (Operations Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 2 Operations Management (Planning & Development Unit)	A.216	Provision of Infrastructure for increasing access to Justice	Provision for furniture & equipments for newly constructed complexes under ADP	Project Completion Report	Planning Unit / Monitoring Unit / Works and Services Department
DJS 2 Operations Management (Planning & Development Unit)	A.217	Provision of Infrastructure for increasing access to Justice	Contraction of District Judicial Complex Malakand	Project Completion Report	Planning Unit / Monitoring Unit / Works and Services Department
DJS 2 Operations Management (Planning & Development Unit)	A.218	Provision of Infrastructure for increasing access to Justice	Construction of District Judicial Complex Swat	Project Completion Report	Planning Unit / Monitoring Unit / Works and Services Department
DJS 2 Operations Management (Planning & Development Unit)	A.219	Provision of Infrastructure for increasing access to Justice	Construction of District Judicial Complex Shangla	Project Completion Report	Planning Unit / Monitoring Unit / Works and Services Department
DJS 2 Operations Management (Planning & Development Unit)	A.220	Provision of Infrastructure for increasing access to Justice	Construction of District Judicial Complex Dir Lower	Project Completion Report	Planning Unit / Monitoring Unit / Works and Services Department
DJS 2 Operations Management (Planning & Development Unit)	A.221	Provision of Infrastructure for increasing access to Justice	Construction of District Judicial Complex Buner	Project Completion Report	Planning Unit / Monitoring Unit / Works and Services Department

Justice Sector Reforms Matrix (Operations Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 2 Operations Management (Planning & Development Unit)	A.228	Provision of Infrastructure for increasing access to Justice	Construction of Tehsil Complex Chakdara	Project Completion Report	Planning Unit / Monitoring Unit / Works and Services Department
DJS 2 Operations Management (Planning & Development Unit)	A.229	Provision of Infrastructure for increasing access to Justice	Construction of Tehsil Complex Balambat	Project Completion Report	Planning Unit / Monitoring Unit / Works and Services Department
DJS 2 Operations Management (Planning & Development Unit)	A.230	Provision of Infrastructure for increasing access to Justice	Construction of Tehsil Complex Shirinal	Project Completion Report	Planning Unit / Monitoring Unit / Works and Services Department
DJS 2 Operations Management (Planning & Development Unit)	A.231	Provision of Infrastructure for increasing access to Justice	Construction of Tehsil Complex Drosch Chitral	Project Completion Report	Planning Unit / Monitoring Unit / Works and Services Department
DJS 2 Operations Management (Planning & Development Unit)	A.232	Provision of Infrastructure for increasing access to Justice	Construction of Tehsil Complex Kulachi	Project Completion Report	Planning Unit / Monitoring Unit / Works and Services Department
DJS 2 Operations Management (Planning & Development Unit)	A.233	Provision of Infrastructure for increasing access to Justice	Construction of Tehsil Complex Sarai Naurang	Project Completion Report	Planning Unit / Monitoring Unit / Works and Services Department

Justice Sector Reforms Matrix (Operations Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 2 Operations Management (Planning & Development Unit)	A.234	Provision of Infrastructure for increasing access to Justice	Construction of Tehsil Complex Ghazi Haripur	Project Completion Report	Planning Unit / Monitoring Unit / Works and Services Department
DJS 2 Operations Management (Planning & Development Unit)	A.235	Provision of Infrastructure for increasing access to Justice	Construction of Tehsil Complex Pattan	Project Completion Report	Planning Unit / Monitoring Unit / Works and Services Department
DJS 2 Operations Management (Planning & Development Unit)	A.236	Provision of Infrastructure for increasing access to Justice	Construction of Judicial Lodge at Shogran	Project Completion Report	Planning Unit / Monitoring Unit / Works and Services Department
DJS 2 Operations Management (Planning & Development Unit)	A.237	Provision of Infrastructure for increasing access to Justice	Construction of Judicial Lodge at Kalam	Project Completion Report	Planning Unit / Monitoring Unit / Works and Services Department
DJS 2 Operations Management (Planning & Development Unit)	A.238	Provision of Infrastructure for increasing access to Justice	Missing facilities and improvement of infrastructure of existing judicial complexes Phase II	Project Completion Report	Planning Unit / Monitoring Unit / Works and Services Department
DJS 2 Operations Management (Planning & Development Unit)	A.239	Provision of Infrastructure for increasing access to Justice	Construction of Judicial Academy at Regi Model Town Hayatabad	Project Completion Report	Planning Unit / Monitoring Unit / Works and Services Department

Justice Sector Reforms Matrix (Operations Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 2 Operations Management (Planning & Development Unit)	A.240	Provision of Infrastructure for increasing access to Justice	Construction of District Judicial Complex Nowshera	Project Completion Report	Planning Unit / Monitoring Unit / Works and Services Department
DJS 2 Operations Management (Planning & Development Unit)	A.241	Provision of Infrastructure for increasing access to Justice	Construction of District Judicial Complex Upper Dir	Project Completion Report	Planning Unit / Monitoring Unit / Works and Services Department
DJS 2 Operations Management (Planning & Development Unit)	A.242	Provision of Infrastructure for increasing access to Justice	Construction of District Judicial Complex Tank Phase II	Project Completion Report	Planning Unit / Monitoring Unit / Works and Services Department
DJS 2 Operations Management (Planning & Development Unit)	A.243	Provision of Infrastructure for increasing access to Justice	Construction of District Judicial Complex Kohat Phase-II	Project Completion Report	Planning Unit / Monitoring Unit / Works and Services Department
DJS 2 Operations Management (Planning & Development Unit)	A.244	Provision of Infrastructure for increasing access to Justice	Construction of District Judicial Complex Mansehra	Project Completion Report	Planning Unit / Monitoring Unit / Works and Services Department
DJS 2 Operations Management (Planning & Development Unit)	A.245	Provision of Infrastructure for increasing access to Justice	Construction of Tehsil Complex Tangi	Project Completion Report	Planning Unit / Monitoring Unit / Works and Services Department

Justice Sector Reforms Matrix (Operations Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 2 Operations Management (Planning & Development Unit)	A.246	Provision of Infrastructure for increasing access to Justice	Construction of Tehsil Complex Matta	Project Completion Report	Planning Unit / Monitoring Unit / Works and Services Department
DJS 2 Operations Management (Planning & Development Unit)	A.247	Provision of Infrastructure for increasing access to Justice	Construction of Tehsil Complex Khwazakhela	Project Completion Report	Planning Unit / Monitoring Unit / Works and Services Department
DJS 2 Operations Management (Planning & Development Unit)	A.248	Provision of Infrastructure for increasing access to Justice	Construction of Tehsil Complex Besham	Project Completion Report	Planning Unit / Monitoring Unit / Works and Services Department
DJS 2 Operations Management (Planning & Development Unit)	A.249	Provision of Infrastructure for increasing access to Justice	Construction of Tehsil Complex Lal Qilla	Project Completion Report	Planning Unit / Monitoring Unit / Works and Services Department
DJS 2 Operations Management (Planning & Development Unit)	A.250	Provision of Infrastructure for increasing access to Justice	Construction of Tehsil Complex Wari	Project Completion Report	Planning Unit / Monitoring Unit / Works and Services Department
DJS 2 Operations Management (Planning & Development Unit)	A.251	Provision of Infrastructure for increasing access to Justice	Construction of Tehsil Complex Balakot	Project Completion Report	Planning Unit / Monitoring Unit / Works and Services Department

Justice Sector Reforms Matrix (Operations Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 2 Operations Management (Planning & Development Unit)	A.252	Provision of Infrastructure for increasing access to Justice	Construction of Judicial Lodge at Naran	Project Completion Report	Planning Unit / Monitoring Unit / Works and Services Department
DJS 2 Operations Management (Planning & Development Unit)	A.253	Provision of Infrastructure for increasing access to Justice	Construction of Judicial Lodge at Malam Jabba	Project Completion Report	Planning Unit / Monitoring Unit / Works and Services Department
DJS 2 Operations Management (Planning & Development Unit)	A.254	Provision of Infrastructure for increasing access to Justice	Establishment of Model Anti Terrorism Court Mardan	Project Completion Report	Planning Unit / Monitoring Unit / Works and Services Department
DJS 2 Operations Management (Planning & Development Unit)	A.261	Establish Data Centre at Peshawar High Court for managing all IT services being offered by High Court and District Courts.	Operationalize Data Center and Miscellaneous Costs	Monthly progress report of Data Centre	IT Unit
DJS 2 Operations Management (Planning & Development Unit)	A.262	Establish Data Centre at Peshawar High Court for managing all IT services being offered by High Court and District Courts.	Renovate and provide adequate physical space for the data centre operations	Interior Design Layout and Completion Report for Project	IT Unit

Justice Sector Reforms Matrix (Operations Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 2 Operations Management (Planning & Development Unit)	A.268	Provide infrastructure for Server Rooms	Provide, Server Room Construction, Air Conditioner, Sealings, Access Control, Furniture .Develop Need Analysis Report and Create Investment Plan	Investment Plan, Execution Plan, Project Completion Report	IT Unit / P&D Unit / District Administration
DJS 2 Operations Management (Planning & Development Unit)	A.284	Provision of Infrastructure for increasing access to Justice	Master Planning of Katchehry compound and construction of Lawyers shed (Phase-II)	Project Completion Report	Planning Unit / Monitoring Unit / Works and Services Department

Inspection Wing

Justice Sector Reforms Matrix (Inspection Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 3 Inspections Wing (Knowledge Management (KM) Unit)	A.86	Effectively Manage Knowledge for the institutional development of justice sector in Khyber Pakhtunkhwa.	Mapping & Indexing existing knowledge across the justice sector in Khyber Pakhtunkhwa.	Memorandum of Understanding reached on unified justice sector library	IT Department / Judicial Academy / Partners Justice Sector institutions
DJS 3 Inspections Wing (Knowledge Management (KM) Unit)	A.87	Effectively Manage Knowledge for the institutional development of justice sector in Khyber Pakhtunkhwa.	Expand the design of online library management information system.	Online Library Management System Design Accessible to Justice Sector Institutions	IT Department / Judicial Academy / Partners Justice Sector institutions
DJS 3 Inspections Wing (Knowledge Management (KM) Unit)	A.88	Effectively Manage Knowledge for the institutional development of justice sector in Khyber Pakhtunkhwa.	Hold annual innovation conference for sharing knowledge on service delivery improvement in justice sector	Innovation Conference	KP Judicial Academy / Partners Justice Sector Institutions
DJS 3 Inspections Wing (Knowledge Management (KM) Unit)	A.89	Effectively Manage Knowledge for the institutional development of justice sector in Khyber Pakhtunkhwa.	Establish awards for recognizing best service models and districts	Evaluation Reports of Service Models	Planning and Development Unit
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.90	Develop strategy for Information technology design deployment in district judiciary to improve service delivery.	Map and evaluate existing systems for productivity and quality	Evaluation report of current systems and processes	Department of IT & Planning Department

Justice Sector Reforms Matrix (Inspection Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.91	Develop strategy for Information technology design deployment in district judiciary to improve service delivery.	Create inventory of existing systems operational in the justice sector and collect reusable data.	Documentation report of operational system at Peshawar High Court and District Courts	Department of IT / Operations Unit
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.92	Develop strategy for Information technology design deployment in district judiciary to improve service delivery.	Undertake quality assessment for data available in current systems	Quality Assessment Report of Data available in systems	Department of IT
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.93	Develop strategy for Information technology design deployment in district judiciary to improve service delivery.	Propose reengineering of systems with low productivity	Process evaluation of District Level Process and Automation Objectives	Department of IT
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.94	Develop strategy for Information technology design deployment in district judiciary to improve service delivery.	Develop courts automation strategy for district courts	District automation strategy and plan presented in District Leadership Conference	Department of IT
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.95	Develop strategy for Information technology design deployment in district judiciary to improve service delivery.	Develop Enterprise Architecture for automation of District Courts adopting Enterprise Architecture Global Standards	Report of Enterprise Architecture	Department of IT

Justice Sector Reforms Matrix (Inspection Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 3 Inspections Wing (Information and Communication Technology)ICT Unit)	A.96	Develop strategy for Information technology design deployment in district judiciary to improve service delivery.	Develop Software Requirement Specifications of various sub systems.	Number of Sub-Systems Designed and Approved by the Evaluation Committee	Department of IT
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.97	Develop strategy for Information technology design deployment in district judiciary to improve service delivery.	Evaluate Developed Module for deployment	Evaluation report systems developed	Department of IT & District Courts Administration
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.98	Provision of IT Infrastructure and Secure Backup Systems	Develop IT infrastructure plan requirements against IT Strategy	Costed IT Infrastructure Plan	Department of IT & Finance Department
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.99	Provision of IT Infrastructure and Secure Backup Systems	Develop IT Security Plan	IT Security Plan Approved by Technical Evaluation Committee	Department of IT
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.100	Provision of IT Infrastructure and Secure Backup Systems	Create Procurement Plan for Hardware Requirement	IT Hardware Specifications and Quantity Estimates Report Based on the Systems Development Requirement, approved by the	Department of IT & Finance Department

Justice Sector Reforms Matrix (Inspection Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.102	Provision of IT Infrastructure and Secure Backup Systems	Design a training program for staff and officers	Number of staff members trained in skills required for enabling automated services	Judicial Academy
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.103	Provision of IT Infrastructure and Secure Backup Systems	Develop online portal for access and handheld application and website for citizens and lawyers. This will include, tailored websites for districts with hearing list, online casefiles, report generation, and case management forms. Provision for Video Conferencing between Jail and Courts or Litigants and Civil Courts will be provided.	Web portal development & Handheld Application Development	IT Directorate / District Courts Administration
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.104	Provision of IT Infrastructure and Secure Backup Systems	Promote the use of technology by stakeholders through training and awareness	Number of advertisements made and training events held in bar associations for training of lawyers	Judicial Academy & Outreach wing
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.105	Provision of IT Infrastructure and Secure Backup Systems	Deploy developed systems at District Level	Deployment report of modules developed and rolled out to target districts	IT Directorate & District Courts Administration

Justice Sector Reforms Matrix (Inspection Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.106	Provision of IT Infrastructure and Secure Backup Systems	Create maintenance plan for hardware and software deployed at districts	Preventive Maintenance plan and Complaint Management Plan	IT Directorate
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.107	Provision of IT Infrastructure and Secure Backup Systems	Develop standard operating procedures and rules of business for automated services	Standard operating procedures	IT Directorate & Regulations Wing
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.108	Provision of IT Infrastructure and Secure Backup Systems	Deliver training programs on software modules, standard operational manuals and rules governing services to district level staff	Training manuals	IT Directorate, Judicial Academy & District Courts
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.109	Enable collaboration with Partner Institutions in Justice Sector by effective exchange of data protocols	Workshop on collaboration to ensure adoption of common standards for development of systems	Formation of Joint Technical Committee	IT Directorate
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.110	Enable collaboration with Partner Institutions in Justice Sector by effective exchange of data protocols	Joint Technical Committee formed to develop report on standards and ensure that interoperability of systems	Technical Report on Standards	Joint Technical Committee

Justice Sector Reforms Matrix (Inspection Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.111	Enable collaboration with Partner Institutions in Justice Sector by effective exchange of data protocols	Development of Quarterly Progress Reports on Systems Integration	Progress Reports	Joint Technical Committee
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.112	Enable collaboration with Partner Institutions in Justice Sector by effective exchange of data protocols	Development of middleware for accessing data from Justice Partners Institutions and create management dashboards	Business Intelligence Dashboard Developed	Joint Technical Committee
DJS 3 Inspections Wing (Citizen Services, Communication and Outreach Unit)	A.124	Reach out to Citizens and facilitate litigants to get services from the justice system with ease	Operationalize District Citizen Information Centres	Number of litigants served from the district citizen centres	Outreach Unit / District Courts Administration
DJS 3 Inspections Wing (Citizen Services, Communication and Outreach Unit)	A.125	Reach out to Citizens and facilitate litigants to get services from the justice system with ease	Design and Publish Pamphlets and Educational Material on services and how to access them	Number of information items distributed to citizens / litigants	Outreach Unit / District Courts Administration
DJS 3 Inspections Wing (Citizen Services, Communication and Outreach Unit)	A.126	Reach out to Citizens and facilitate litigants to get services from the justice system with ease	Run awareness programs through print media, radio and social media on court services and how to use them to safeguard citizens interest.	Number of citizens reached directly / indirectly through each media type & feedback	Outreach Unit / District Courts Administration / KP Judicial Academy

Justice Sector Reforms Matrix (Inspection Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.149	Develop Integrated Case Scheduling System for Courts and Grant Access to Other Partners / Litigants to update the system.	Design and Development of Case Management System with Provision of Pre-Scheduling Conference System, Case Scheduling and monitoring system to evaluate the impact on service delivery.	MIS System Developed for Case Management	IT Unit / Partner Institutions
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.150	Develop Integrated Case Scheduling System for Courts and Grant Access to Other Partners / Litigants to update the system.	Development of Module focusing on communication notifying litigants / lawyer / parties for notifying them through web portals on cases schedule with provision for emails, sms and an Android App.	Web Portal and Operational Android App.	IT Unit / Partner Institutions
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.151	Develop Integrated Case Scheduling System for Courts and Grant Access to Other Partners / Litigants to update the system.	Scanning Case Record and creating access provision of case file to all parties pleading, through web portal	Development of Online Accounts for Users	IT Unit / Partner Institutions/ District Judiciary
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.155	Manage knowledge on Case Law	Support in designing of Intranet portal and digitalization of all work in the High Court which includes access to file for internal use	System Launch	IT Unit / Office of Additional Registrar

Justice Sector Reforms Matrix (Inspection Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 3 Inspections Wing (Citizen Services, Human Rights, Communication and Outreach Unit)	A.198	Create community awareness program for Citizens	Design Outreach Program focusing on different segments of society on their rights and services they can get from the courts.	Project Proposal Report	HRD Wing / Judicial Academy / District Courts
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.206	Development of Standards Across Institutions to ease access to information (Meta Standards)	Approve Action Plan for Incorporation of approved case classification standards in the IT Systems of Partner Institutions.	Agreed Action Plan by Departments and Approved by Provincial Justice Committee	Administrative Committee / Regulations Wing / Provincial Justice Committee / Technical Working Group of PJC
DJS 3 Inspections Wing (Strategy, Reform and Business Plan Review Unit)	A.207	Develop Judicial Performance Strategy	Ascertaining the adequacy of judicial performance by defining benchmarking for districts against implementation of reforms strategy.	Development and approval of Key Performance Indicators for various components of the reforms program.	Operations Unit / IT Unit / Finance Unit / Internal Audit Unit
DJS 3 Inspections Wing (Strategy, Reform and Business Plan Review Unit)	A.208	Develop Judicial Performance Strategy	Setting directions for effective judicial service delivery in line with public needs and expectations		Strategy Unit / Judicial Academy
DJS 3 Inspections Wing (Strategy, Reform and Business Plan Review Unit)	A.209	Develop Judicial Performance Strategy	Determining difficulties in compliance with performance standards and proposing rectification	Findings Report	Internal Audit Unit / IT Unit / Finance Unit / Operations Unit
DJS 3 Inspections Wing (Strategy, Reform and Business Plan Review Unit)	A.210	Develop Judicial Performance Strategy	Conducting SWOT Analysis in assigned area	Analysis Report	Operations Unit

Justice Sector Reforms Matrix (Inspection Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 3 Inspections Wing (Strategy, Reform and Business Plan Review Unit)	A.211	Develop Judicial Performance Strategy	Conduct comparative study of judicial performance in other countries	Study Report	Judicial Academy
DJS 3 Inspections Wing (Strategy, Reform and Business Plan Review Unit)	A.212	Develop Judicial Performance Strategy	Carry out value for money analysis of Judicial Services	VFM Reports	Operations Unit / Judicial Academy / Administrative Committee
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.258	Establish Data Centre at Peshawar High Court for managing all IT services being offered by High Court and District Courts.	Procure and Install Hardware for Data Center (Primary and Disaster Recovery (DR) Site)	Operational and testing report for hardware installed	IT Unit and P&D Unit
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.259	Establish Data Centre at Peshawar High Court for managing all IT services being offered by High Court and District Courts.	Purchase Software for Data Center (Software Applications and Third party tools)	Phase wise testing reports of software installed	IT Unit
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.260	Establish Data Centre at Peshawar High Court for managing all IT services being offered by High Court and District Courts.	Provide Network Infrastructure & Internet Connectivity (for 4 years) for Data Center	Operational report for Data Connectivity and SLA Contract	IT Unit
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.265	Provision of Network across judicial system	Provide Network between Peshawar High Court and Districts, Create SLA Contracts for Service	Quarterly Networking Report	IT Unit / Administration Unit / Finance Unit

Justice Sector Reforms Matrix (Inspection Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.266	Provision of Software for Principal Bench, Peshawar High Court and District Courts	Develop different software modules after stakeholder analysis	Approval report by stakeholders on utility of software and User Experience Report.	IT Unit / District Administration
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.267	Provide effective communication internally and externally about IT Services	Adopt SMS Services, Print Media advertising, Social Media, Newsletter, Panaflex posters for Reaching Out to Citizens	Quarterly Grievance Redressal Report	IT Unit / Service Delivery Unit / District Administration
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.269		Awareness to the District & Session Judges / IT Team of Peshawar High Court by way of foreign visits. Undertake training needs assessment, Outsource training activity to company and conduct training	Visit reports of each training participant	IT Unit / KP Judicial Academy
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.270	Provision for exposure to other legal systems where automation has been successfully implemented	Revise PC-1 for the upcoming budget in line with the priorities identified in the Reforms Matrix	Update and approve Courts Automation PC-1 for year 2018-19	IT Unit / P&D Unit / Administrative Committee
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.271	Realign courts automation project in light of the reforms initiatives identified by the Judicial Reforms Strategy	Create Project Management Plan for Courts Automation and Approve it from Administrative Committee	Approved Project Management Plan from Administrative Committee	IT Unit / P&D Unit / Administrative Committee

Justice Sector Reforms Matrix (Inspection Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.283	Re-align IT strategy with the Judicial Reforms Strategy of Khyber Pakhtunkhwa and execute a change management plan	Review the current PC-1 and change activities and approach on how to conduct the court automation project.	Approved revised IT Strategy in Line with the Approved Judicial Reforms Strategy and a change management report	Strategy Unit / All Other Units / District Administration / Judicial Academy

Inspection Wing

Justice Sector Reforms Matrix (Inspection Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 3 Inspections Wing (Knowledge Management (KM) Unit)	A.86	Effectively Manage Knowledge for the institutional development of justice sector in Khyber Pakhtunkhwa.	Mapping & Indexing existing knowledge across the justice sector in Khyber Pakhtunkhwa.	Memorandum of Understanding reached on unified justice sector library	IT Department / Judicial Academy / Partners Justice Sector institutions
DJS 3 Inspections Wing (Knowledge Management (KM) Unit)	A.87	Effectively Manage Knowledge for the institutional development of justice sector in Khyber Pakhtunkhwa.	Expand the design of online library management information system.	Online Library Management System Design Accessible to Justice Sector Institutions	IT Department / Judicial Academy / Partners Justice Sector institutions
DJS 3 Inspections Wing (Knowledge Management (KM) Unit)	A.88	Effectively Manage Knowledge for the institutional development of justice sector in Khyber Pakhtunkhwa.	Hold annual innovation conference for sharing knowledge on service delivery improvement in justice sector	Innovation Conference	KP Judicial Academy / Partners Justice Sector Institutions
DJS 3 Inspections Wing (Knowledge Management (KM) Unit)	A.89	Effectively Manage Knowledge for the institutional development of justice sector in Khyber Pakhtunkhwa.	Establish awards for recognizing best service models and districts	Evaluation Reports of Service Models	Planning and Development Unit
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.90	Develop strategy for Information technology design deployment in district judiciary to improve service delivery.	Map and evaluate existing systems for productivity and quality	Evaluation report of current systems and processes	Department of IT & Planning Department

Justice Sector Reforms Matrix (Inspection Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.91	Develop strategy for Information technology design deployment in district judiciary to improve service delivery.	Create inventory of existing systems operational in the justice sector and collect reusable data.	Documentation report of operational system at Feshaawar High Court and District Courts	Department of IT / Operations Unit
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.92	Develop strategy for Information technology design deployment in district judiciary to improve service delivery.	Undertake quality assessment for data available in current systems	Quality Assessment Report of Data available in systems	Department of IT
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.93	Develop strategy for Information technology design deployment in district judiciary to improve service delivery.	Propose reengineering of systems with low productivity	Process evaluation of District Level Process and Automation Objectives	Department of IT
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.94	Develop strategy for Information technology design deployment in district judiciary to improve service delivery.	Develop courts automation strategy for district courts	District automation strategy and plan presented in District Leadership Conference	Department of IT
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.95	Develop strategy for Information technology design deployment in district judiciary to improve service delivery.	Develop Enterprise Architecture for automation of District Courts adopting Enterprise Architecture Global Standards	Report of Enterprise Architecture	Department of IT

Justice Sector Reforms Matrix (Inspection Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.97	Develop strategy for Information technology design deployment in district judiciary to improve service delivery.	Evaluate Developed Module for deployment	Evaluation report systems developed	Department of IT & District Courts Administration
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.98	Provision of IT Infrastructure and Secure Backup Systems	Develop IT infrastructure plan requirements against IT Strategy	Costed IT Infrastructure Plan	Department of IT & Finance Department
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.99	Provision of IT Infrastructure and Secure Backup Systems	Develop IT Security Plan	IT Security Plan Approved by Technical Evaluation Committee	Department of IT
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.100	Provision of IT Infrastructure and Secure Backup Systems	Create Procurement Plan for Hardware Requirement	IT Hardware Specifications and Quantity Estimates Report Based on the Systems Development Requirement, approved by the Technical Review Committee	Department of IT & Finance Department
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.102	Provision of IT Infrastructure and Secure Backup Systems	Design a training program for staff and officers	Number of staff members trained in skills required for enabling automated services	Judicial Academy

Justice Sector Reforms Matrix (Inspection Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.103	Provision of IT Infrastructure and Secure Backup Systems	Develop online portal for access and handheld application and website for citizens and lawyers. This will include, tailored websites for districts with hearing list, online casefiles, report generation, and case management forms. Provision for Video Conferencing between Jail and Courts or Litigants and Civil Courts will be provided.	Web portal development & Handheld Application Development	IT Directorate / District Courts Administration
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.104	Provision of IT Infrastructure and Secure Backup Systems	Promote the use of technology by stakeholders through training and awareness	Number of advertisements made and training events held in bar associations for training of lawyers	Judicial Academy & Outreach wing
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.105	Provision of IT Infrastructure and Secure Backup Systems	Deploy developed systems at District Level	Deployment report of modules developed and rolled out to target districts	IT Directorate & District Courts Administration
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.106	Provision of IT Infrastructure and Secure Backup Systems	Create maintenance plan for hardware and software deployed at districts	Preventive Maintenance plan and Complaint Management Plan	IT Directorate

Justice Sector Reforms Matrix (Inspection Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.109	Enable collaboration with Partner Institutions in Justice Sector by effective exchange of data protocols	Workshop on collaboration to ensure adoption of common standards for development of systems	Formation of Joint Technical Committee	IT Directorate
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.110	Enable collaboration with Partner Institutions in Justice Sector by effective exchange of data protocols	Joint Technical Committee formed to develop report on standards and ensure that interoperability of systems	Technical Report on Standards	Joint Technical Committee
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.111	Enable collaboration with Partner Institutions in Justice Sector by effective exchange of data protocols	Development of Quarterly Progress Reports on Systems Integration	Progress Reports	Joint Technical Committee
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.112	Enable collaboration with Partner Institutions in Justice Sector by effective exchange of data protocols	Development of middleware for accessing data from Justice Partners Institutions and create management dashboards	Business Intelligence Dashboard Developed	Joint Technical Committee
DJS 3 Inspections Wing (Citizen Services, Communication and Outreach Unit)	A.124	Reach out to Citizens and facilitate litigants to get services from the justice system with ease	Operationalize District Citizen Information Centres	Number of litigants served from the district citizen centres	Outreach Unit / District Courts Administration
DJS 3 Inspections Wing (Citizen Services, Communication and Outreach Unit)	A.125	Reach out to Citizens and facilitate litigants to get services from the justice system with ease	Design and Publish Pamphlets and Educational Material on services and how to access them	Number of information items distributed to citizens / litigants	Outreach Unit / District Courts Administration

Justice Sector Reforms Matrix (Inspection Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 3 Inspections Wing (Citizen Services, Communication and Outreach Unit)	A.126	Reach out to Citizens and facilitate litigants to get services from the justice system with ease	Run awareness programs through print media, radio and social media on court services and how to use them to safeguard citizens interest.	Number of citizens reached directly / indirectly through each media type & feedback	Outreach Unit / District Courts Administration / KP Judicial Academy
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.149	Develop Integrated Case Scheduling System for Courts and Grant Access to Other Partners / Litigants to update the system.	Design and Development of Case Management System with Provision of Pre-Scheduling Conference System, Case Scheduling and monitoring system to evaluate the impact on service delivery.	MIS System Developed for Case Management	IT Unit / Partner Institutions
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.150	Develop Integrated Case Scheduling System for Courts and Grant Access to Other Partners / Litigants to update the system.	Development of Module focusing on communication notifying litigants / lawyer / parties for notifying them through web portals on cases schedule with provision for emails, sms and an Android App.	Web Portal and Operational Android App	IT Unit / Partner Institutions
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.151	Develop Integrated Case Scheduling System for Courts and Grant Access to Other Partners / Litigants to update the system.	Scanning Case Record and creating access provision of case file to all parties pleading, through web portal	Development of Online Accounts for Users	IT Unit / Partner Institutions/ District Judiciary

Justice Sector Reforms Matrix (Inspection Wing)					
Area	Activity No	Reforms /Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.155	Manage knowledge on Case Law	Support in designing of Intranet portal and digitalization of all work in the High Court which includes access to file for internal use	System Launch	IT Unit / Office of Additional Registrar
DJS 3 Inspections Wing (Citizen Services, Human Rights, Communication and Outreach Unit)	A.198	Create community awareness program for Citizens	Design Outreach Program focusing on different segments of society on their rights and services they can get from the courts.	Project Proposal Report	HRD Wing / Judicial Academy / District Courts
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.206	Development of Standards Across Institutions to ease access to information (Meta Standards)	Approve Action Plan for Incorporation of approved case classification standards in the IT Systems of Partner Institutions.	Agreed Action Plan by Departments and Approved by Provincial Justice Committee	Administrative Committee / Regulations Wing / Provincial Justice Committee / Technical Working Group of PJC
DJS 3 Inspections Wing (Strategy, Reform and Business Plan Review Unit)	A.207	Develop Judicial Performance Strategy	Ascertaining the adequacy of judicial performance by defining benchmarking for districts against implementation of reforms strategy.	Development and approval of Key Performance Indicators for various components of the reforms program.	Operations Unit / IT Unit / Finance Unit / Internal Audit Unit
DJS 3 Inspections Wing (Strategy, Reform and Business Plan Review Unit)	A.208	Develop Judicial Performance Strategy	Setting directions for effective judicial service delivery in line with public needs and expectations		Strategy Unit / Judicial Academy

Justice Sector Reforms Matrix (Inspection Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 3 Inspections Wing (Strategy, Reform and Business Plan Review Unit)	A.209	Develop Judicial Performance Strategy	Determining difficulties in compliance with performance standards and proposing rectification	Findings Report	Internal Audit Unit / IT Unit / Finance Unit / Operations Unit
DJS 3 Inspections Wing (Strategy, Reform and Business Plan Review Unit)	A.210	Develop Judicial Performance Strategy	Conducting SWOT Analysis in assigned area	Analysis Report	Operations Unit
DJS 3 Inspections Wing (Strategy, Reform and Business Plan Review Unit)	A.211	Develop Judicial Performance Strategy	Conduct comparative study of judicial performance in other countries	Study Report	Judicial Academy
DJS 3 Inspections Wing (Strategy, Reform and Business Plan Review Unit)	A.212	Develop Judicial Performance Strategy	Carry out value for money analysis of Judicial Services	VFM Reports	Operations Unit / Judicial Academy / Administrative Committee
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.258	Establish Data Centre at Peshawar High Court for managing all IT services being offered by High Court and District Courts.	Procure and Install Hardware for Data Center (Primary and Disaster Recovery (DR) Site)	Operational and testing report for hardware installed	IT Unit and P&D Unit
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.259	Establish Data Centre at Peshawar High Court for managing all IT services being offered by High Court and District Courts.	Purchase Software for Data Center (Software Applications and Third party tools)	Phase wise testing reports of software installed	IT Unit

Justice Sector Reforms Matrix (Inspection Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.260	Establish Data Centre at Peshawar High Court for managing all IT services being offered by High Court and District Courts.	Provide Network Infrastructure & Internet Connectivity (for 4 years) for Data Center	Operational report for Data Connectivity and SLA Contract	IT Unit
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.265	Provision of Network across judicial system	Provide Network between Peshawar High Court and Districts, Create SLA Contracts for Service Providers and Outsource Network Services	Quarterly Networking Report	IT Unit / Administration Unit / Finance Unit
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.266	Provision of Software for Principal Bench, Peshawar High Court and District Courts	Develop different software modules after stakeholder analysis	Approval report by stakeholders on utility of software and User Experience Report.	IT Unit / District Administration
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.267	Provide effective communication internally and externally about IT Services	Adopt SMS Services, Print Media advertising, Social Media, Newsletter, Panaflex Posters for Reaching Out to Citizens	Quarterly Grievance Redressal Report	IT Unit / Service Delivery Unit / District Administration
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.269	Provision for exposure to other legal systems where automation has been successfully implemented	Awareness to the District & Session Judges / IT Team of Peshawar High Court by way of foreign visits. Undertake training needs assessment, Outsource training	Visit reports of each training participant	IT Unit / KP Judicial Academy

Justice Sector Reforms Matrix (Inspection Wing)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.270	Realign courts automation project in light of the reforms initiatives identified by the Judicial Reforms Strategy	Revise PC-1 for the upcoming budget in line with the priorities identified in the Reforms Matrix	Update and approve Courts Automation PC-1 for year 2018-19	IT Unit / P&D Unit / Administrative Committee
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.271	Realign courts automation project in light of the reforms initiatives identified by the Judicial Reforms Strategy	Create Project Management Plan for Courts Automation and Approve it from Administrative Committee	Approved Project Management Plan from Administrative Committee	IT Unit / P&D Unit / Administrative Committee
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.283	Re-align IT strategy with the Judicial Reforms Strategy of Khyber Pakhtunkhwa and execute a change management plan	Review the current PC-1 and change activities and approach on how to conduct the court automation project.	Approved revised IT Strategy in Line with the Approved Judicial Reforms Strategy and a change management report	Strategy Unit / All Other Units / District Administration / Judicial Academy

Human Resource and Welfare Wing

Justice Sector Reforms Matrix (Human Resource, Welfare)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 4 Human Resource and Welfare Unit (HR Unit)	A.101	Provision of IT Infrastructure and Secure Backup Systems	Access the quantity and quality of human resource requirement for enabling the IT System	Skills requirement report and qualifications requirements for Systems Development	Department of IT
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.113	Availability of high quality human capital in the district judicial system and Peshawar High Court of Khyber Pakhtunkhwa	Revise a career structure for the district and establishment (Lower Staff), with development of job grading and pay scale	Approval of Rules and Regulation	HR Unit
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.114	Availability of high quality human capital in the district judicial system and Peshawar High Court of Khyber Pakhtunkhwa	Design of online human resources management information system to support all processes concerning human resource management	Operational human resource management Information system	HR Unit / IT Directorate
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.115	Availability of high quality human capital in the district judicial system and Peshawar High Court of Khyber Pakhtunkhwa	Based on Justice Strategy , create a human resource plan that covers all in country trainings	Human resource training plan	HR Unit / Judicial Academy
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.116	Providing conducive policy environment for the career growth of employees in the justice sector	Promote new policies approved by administrative committee	Training and Awareness Material	Human Resource Unit

Justice Sector Reforms Matrix (Human Resource, Welfare)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.117	Providing conducive policy environment for the career growth of employees in the justice sector	Create policy recommendations and present to administrative committee for approval	Presentation to the administrative committee	Human Resource Unit
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.118	Providing conducive policy environment for the career growth of employees in the justice sector	Subject to approval of policy by administrative committee revise the career policy accordingly	Approved career policy for District Level Staff	Human Resource Unit
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.119	Providing conducive policy environment for the career growth of employees in the justice sector	Disseminate career policy for district clerical staff and judicial officers	Training of staff on career policy and awareness on professional standards	Human Resource Unit
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.120	Providing conducive policy environment for the career growth of employees in the justice sector	Create award policy for awarding employees on tangible performance indicators	Establishment of award criteria and assessment methodology	Human Resource Unit
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.121	Build capacity of employees to increase productivity and quality of services in district judiciary	Develop job descriptions after business process reengineering	Approved job descriptions	Human Resource Unit
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.122	Build capacity of employees to increase productivity and quality of services in district judiciary	Undertake training needs assessment for the new roles envisaged for clerical staff and Judicial officer in addition to generic skills required on jobs	Training Needs Assessment Report	Human Resource Unit

Justice Sector Reforms Matrix (Human Resource, Welfare)

Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.123	Build capacity of employees to increase productivity and quality of services in district judiciary	Develop Annual training plan based on Training Needs Assessment Report	Annual training plan	Human Resource Unit / KP Judicial Academy
DJS 4 Human Resource & Welfare Unit (Welfare Unit)	A.127	Facilitate the employees of Courts to access quality education for their children	Generate demand for the type and quantity of educational services with survey	Educational Services Report	Welfare Wing / District Courts
DJS 4 Human Resource & Welfare Unit (Welfare Unit)	A.128	Facilitate the employees of Courts to access quality education for their children	Market evaluation for service suppliers	List of service providers with cost options	Welfare Wing / District Courts
DJS 4 Human Resource & Welfare Unit (Welfare Unit)	A.129	Facilitate the employees of Courts to access quality education for their children	Negotiate collective agreement for education services with institutions	Contract signed for discounted fee	Welfare Wing / District Courts
DJS 4 Human Resource & Welfare Unit (Welfare Unit)	A.130	Facilitate the employees of Courts to access quality education for their children	Design and Implement a Health Care program for court employees	Healthcare Insurance	Welfare Wing / Finance Department / District Courts
DJS 4 Human Resource & Welfare Unit (Welfare Unit)	A.131	Ensure adequate housing provision for officers for staff	Design a housing scheme for court employees	Designed shared with beneficiaries	Welfare Wing / Planning Wing
DJS 4 Human Resource & Welfare Unit (Welfare Unit)	A.132	Ensure adequate housing provision for officers for staff	Promote housing scheme for membership	Number of members & revenue stream committed	Welfare Wing / Planning Wing

Justice Sector Reforms Matrix (Human Resource, Welfare)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 4 Human Resource & Welfare Unit (Welfare Unit)	A.133	Ensure adequate housing provision for officers for staff	Execute housing scheme	Purchase of plots by Judicial Officers	Welfare Wing / Planning Wing
DJS 4 Human Resource & Welfare Unit (Welfare Unit)	A.134	Ensure adequate housing provision for officers for staff	Build capacity of District Courts in logistics management	Number of District Admin Staff Trained in logistics Administration	Welfare Wing / District Court's / Judicial Academy
DJS 4 Human Resource & Welfare Unit (Welfare Unit)	A.135	Develop a welfare policy for inservice and post service employees of the court	Design welfare policy for court employees	Welfare policy for court employees	Welfare Wing / Planning Wing
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.159	Strengthening Professional Evaluation of Officers	Revise PER framework for assessment of officers & Staff	Approved of new rules	HR Unit
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.160	Strengthening Professional Evaluation of Officers	Training of Officers on Approved Evaluation Policy	Number of People Trained	Judicial Academy
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.164	Advance International Training for Judicial Officers	Based on Justice Strategy, create a human resource plan covering International trainings	Human resource training plan	HR Unit / Judicial Academy
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.215	Advance International Training for Judicial Officers	Send Judicial officers for International trainings Workshops and Courses	No of officers trained in high level skills set	Operations Unit / Judicial Academy / Administrative Committee
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.257	Sustaining Technical Support to Secretariat for District Judiciary	Provide funding for sustain technical support after funding from World Bank Expires	Approved funding	Finance Unit / Administrative Committee

Justice Sector Reforms Matrix (Human Resource, Welfare)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
DJS 4 Human Resource and Welfare Unit (HR Unit)	A.263	Establish Data Centre at Peshawar High Court for managing all IT services being offered by High Court and District Courts.	Hire staff for Data Centre	Job Description, Merit List and Awarded Job Contracts	IT Unit / HR Unit
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.279	Develop a HR Operations Manuals for District Judiciary	Literature review of best practices in management of human resources in judiciary	Research Report	Judicial Academy
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.280	Develop a HR Operations Manuals for District Judiciary	Current policy analysis in Judiciary and Design of New Operations Manual	Draft Manual	Operations / Regulations Wing
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.281	Develop a HR Operations Manuals for District Judiciary	Approval and Dissemination of Human Operations Manual and Reaching out to Institutes for hiring best talent	Training Plan	Judicial Academy / District Judiciary
DJS 4 Human Resource and Welfare Unit (HR Unit)	A.285	Enhance Quality of Human Resources in Judicial Sector	Reaching Out to Institute to Hire Best Talent	Seminars in Law Institutes	HR Unit

Judicial Academy of Khyber Pakhtunkhwa

Justice Sector Reforms Matrix (Judicial Academy)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
Judicial Academy of Khyber Pakhtunkhwa	A.136	Access Capacity Building Requirements for Judicial Academy	Evaluation of judicial academy institutional design and recommend programs	Report on Institutional design and recommended actions	Judicial Academy / Planning Cell
Judicial Academy of Khyber Pakhtunkhwa	A.137	Access Capacity Building Requirements for Judicial Academy	Develop an action plan for the capacity building in light of the recommendations	Capacity building plan for Judicial Academy	Judicial Academy / Planning Cell
Judicial Academy of Khyber Pakhtunkhwa	A.138	Access Capacity Building Requirements for Judicial Academy	Install learning management system in the Judicial Academy	Installed learning management system	Judicial Academy / Information Technology Department
Judicial Academy of Khyber Pakhtunkhwa	A.139	Access Capacity Building Requirements for Judicial Academy	Expand e Learning Program to increase outreach of training programs	Number of participants trained through hybrid Learning Programs	Judicial Academy / Information Technology Department
Judicial Academy of Khyber Pakhtunkhwa	A.140	Conduct research on service delivery problems in justice sector	Develop Justice Sector research plan covering all areas of service delivery	Research Plan	Judicial Academy
Judicial Academy of Khyber Pakhtunkhwa	A.141	Conduct research on service delivery problems in justice sector	Conduct action based research studies	Number of Action Based Research Studies	Judicial Academy
Judicial Academy of Khyber Pakhtunkhwa	A.142	Conduct research on service delivery problems in justice sector	Develop case studies with lessons learnt from real world cases	Number of case studies completed for teaching various subjects	Judicial Academy

Justice Sector Reforms Matrix (Judicial Academy)

Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
Judicial Academy of Khyber Pakhtunkhwa	A.143	Conduct research on service delivery problems in justice sector	Conduct cohort studies on thematic areas for impact of reforms	Number of cohort studies started	Judicial Academy
Judicial Academy of Khyber Pakhtunkhwa	A.144	Design and deliver training programs for improving service delivery to citizens	Undertake training needs assessment for various stakeholders in the Justice Sector	Training needs Assessment Reports	Judicial Academy
Judicial Academy of Khyber Pakhtunkhwa	A.145	Design and deliver training programs for improving service delivery to citizens	Design training programs and get them approved for delivery	Designed modules for training programs	Judicial Academy
Judicial Academy of Khyber Pakhtunkhwa	A.146	Design and deliver training programs for improving service delivery to citizens	Deliver training programs in different subjects & Module on Judicial Reforms Program	Number of Judicial officers and staff members trained in various subject	Judicial Academy
Judicial Academy of Khyber Pakhtunkhwa	A.147	Conduct impact studies and evaluate productivity gains from investment in trainings	Design survey programs for post training assessment and impact on service delivery	Number of evaluation studies conducted	Judicial Academy
Judicial Academy of Khyber Pakhtunkhwa	A.148	Conduct impact studies and evaluate productivity gains from investment in trainings	Conduct post training evaluation and share findings with stakeholders	Number of lesson sharing seminars on evaluation reports	Judicial Academy
Judicial Academy of Khyber Pakhtunkhwa	A.153	Manage knowledge on Case Law	Support in launching the Pakistan Law Portal being developed by the KPJA which will include the synopsis of all	Launch of Portal	Judicial Academy /KM Unit / IT Unit

Justice Sector Reforms Matrix (Judicial Academy)					
Area	Activity No	Reforms / Interventions	Activity Description	Verifiable Indicators	Responsibility
Judicial Academy of Khyber Pakhtunkhwa	A.154	Manage knowledge on Case Law	Training of stakeholders on effective use of the portal	Number of participants trained through hybrid Learning Programs	Judicial Academy /KM Unit / IT Unit
Judicial Academy of Khyber Pakhtunkhwa	A.165	Develop Learning Programs at Judicial Academy	Promote e-Learning Programs already designed and developed at the Judicial Academy	No of Modules Designed to Be Delivered Through Learning	HR Unit / IT Unit
Judicial Academy of Khyber Pakhtunkhwa	A.166	Develop Learning Programs at Judicial Academy	Procure Hardware for e-Learning Program	Learning studio established	HR Unit / IT Unit
Judicial Academy of Khyber Pakhtunkhwa	A.167	Develop Learning Programs at Judicial Academy	Develop e-Learning Portal for Judicial Academy and Create Programs	Learning Content Developed	HR Unit / IT Unit

Annex C: Action Plan

Administration Committee

Area	Activity No.	Activity Description	Action Plan (Administrative Committee)									
			Year 2018-19		Year 2019-20		Year 2020-21		Year 2021-22			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Administration Committee DJS	A.1	Review Institutional Design of Human Rights Cell										
Administration Committee DJS	A.2	To use social media as a medium to reach out to common citizens										
Administration Committee DJS	A.3	Use print media for highlighting special events										
Administration Committee DJS	A.4	Use of radio for mass awareness through radio meezaan										
Administration Committee DJS	A.5	Use pana flexes in key locations to sensitize citizens on their rights										
Administration Committee DJS	A.6	Collaborate with civil society organization for reaching out to the marginalized sections of the society										

Area	Activity No.	Activity Description	Year 2018-19				Year 2019-20				Year 2020-21				Year 2021-22			
			Q1	Q2	Q3	Q4												
Administration Committee DJS	A.7	Provide infrastructure for the office / furnish existing or build new ones																
Administration Committee DJS	A.8	Allocate or hire staff for the office																
Administration Committee DJS	A.9	Install IT Systems to support circuit benches																
Administration Committee DJS	A.10	Establish recognition and reward for pro-bono lawyers who served marginalized section of society																
Administration Committee DJS	A.11	Develop web form & management system for enrollment of pro-bono lawyers																
Administration Committee DJS	A.12	Work with education institutions to set up legal clinics																
Administration Committee DJS	A.13	Work with private legal firms and seek support under Social Corporate Responsibility.																

Area	Activity No.	Activity Description	Action Plan (Administrative Committee)				Year 2018-19				Year 2019-20				Year 2020-21				Year 2021-22			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Administration Committee DJS	A.14	Work with bar association to reform license regime and make pro-bono cases as part of the award criteria.																				
Administration Committee DJS	A.15	Prepare Annual Report /Print Hard Copies																				
Administration Committee DJS	A.16	Hire consultant to undertake third party evaluation of services provided																				
Administration Committee DJS	A.18	Identify organizations with potential for collaboration around the issues highlighted by the citizens / complainants																				
Administration Committee DJS	A.19	Initiate a Human Rights forum and call meeting to discuss the human rights challenges and their potential solutions.																				
Administration Committee DJS	A.20	Review of progress and challenges faced by forum members.																				

Area	Activity No.	Activity Description	Year 2018-19				Year 2019-20				Year 2020-21				Year 2021-22			
			Q1	Q2	Q3	Q4												
Administration Committee DJS	A.21	Send Officers for training to specialized courses (TOT) on human rights																
Administration Committee DJS	A.22	Training of support staff for office / communication skills																
Administration Committee DJS	A.23	Present conference papers in international level																
Administration Committee DJS	A.24	To conduct action based research on human rights cases at the platform of Judicial Academy.																
Administration Committee DJS	A.25	Develop case studies with lessons learnt from real world cases																
Administration Committee DJS	A.36	Develop standard operating procedures for Administration Committee																
Administration Committee DJS	A.37	Standard operating procedures for communication between different tiers of judiciary																

Area	Activity No.	Activity Description	Year 2018-19				Year 2019-20				Year 2020-21				Year 2021-22			
			Q1	Q2	Q3	Q4												
Administration Committee DJS	A.38	ERP Systems Development for Management of District Secretariat including a Project Management & Monitoring System for Reform Activities																
Administration Committee DJS	A.39	Develop Reporting Dashboard for Senior Management Use																
Administration Committee DJS	A.40	Conduct Annual Performance Review																
Administration Committee DJS	A.199	Prepare Proposal for Discussion with Finance Department regarding Secretariat of District Judiciary																
Administration Committee DJS	A.200	SDJ Proposal Negotiated with KP Finance Department																
Administration Committee DJS	A.201	Create New Induction Against Seats Approved / New Job Contracts Awarded																

Area	Activity No.	Activity Description	Action Plan (Administrative Committee)											
			Year 2018-19				Year 2019-20				Year 2020-21			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Administration Committee DJIS	A.202	Approve Re-appropriation of funds based on competing requirement in various operational units of High Court, Districts Courts and Secretariat for District Judiciary.												
Administration Committee DJIS	A.282	Approve new starting activities and get progress review on ongoing or completed projects on a quarterly basis.												
Administration Committee DJIS	A.284	Provide Project Manager for Court Reforms and coordinate technical inputs from various donors and partners												

Regulation Wing

Area	Activity No.	Activity Description	Action Plan (Regulations)												
			Year 2018-19			Year 2019-20			Year 2020-21			Year 2021-22			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
DJS 1 Regulations (Internal Auditor Unit)	A.41	Review of code of conduct rules in place and identify gaps for improvement.													
DJS 1 Regulations (Internal Auditor Unit)	A.42	Review financial rules and procedures being practiced in district courts													
DJS 1 Regulations (Internal Auditor Unit)	A.43	Revise code of conduct for Judicial Staff and support staff													
DJS 1 Regulations (Internal Auditor Unit)	A.44	Training for Judicial Officers and Staff on the revised code of conduct													
DJS 1 Regulations (Internal Auditor Unit)	A.45	Review monthly/quarterly financial reports before submission to Administrative Committee													
DJS 1 Regulations (Internal Auditor Unit)	A.46	Develop audit plan and conduct audit with monitoring plan and allocate													

Area	Activity No.	Activity Description	Year 2018-19				Year 2019-20				Year 2020-21				Year 2021-22			
			Q1	Q2	Q3	Q4												
DJS 1 Regulations (Internal Auditor Unit)	A.47	Create analytical reports on observations made from data collected and recommend remedial actions																
DJS 1 Regulations (Internal Auditor Unit)	A.48	Conduct quarterly audit review for districts and agree on corrective actions where problem are marked for corrective action																
DJS 1 Regulations (Internal Auditor Unit)	A.49	Conduct data integrity analysis and validation of process for quality assurance																
DJS 1 Regulations (Drafting and Legislation Unit)	A.50	Identify list of legal issues in reforms program that require research																
DJS 1 Regulations (Drafting and Legislation Unit)	A.51	Commission research studies where quantitative data or qualitative data is required once the issues are agreed upon by the administrative committee.																
DJS 1 Regulations (Drafting and Legislation Unit)	A.52	Provide legal cover processes re-engineered through the courts automation processes.																
DJS 1 Regulations (Drafting and Legislation Unit)	A.53	Training needs assessment on new laws and input on course design in consultation with court processes.																

Area	Activity No.	Activity Description	Action Plan (Regulations)								
			Year 2018-19		Year 2019-20		Year 2020-21		Year 2021-22		
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DJS 1 Regulations (National Judicial Policy Implementation Unit)	A.54	Design standards set by National Judicial Policy on court performance and litigations									
DJS 1 Regulations (National Judicial Policy Implementation Unit)	A.55	Review performance standards imposed by NJPMC on operations of districts.									
DJS 1 Regulations (Drafting and Legislation Unit)	A.157	Defining of rules and procedures for case management									
DJS 1 Regulations (Drafting and Legislation Unit)	A.158	Delivery of training program on case management system									
DJS 1 Regulations (Drafting and Legislation Unit)	A.161	Design of ADR Centres for out of court settlements									
DJS 1 Regulations (Drafting and Legislation Unit)	A.163	Development of SOPs for Provincial Justice Committee and District Criminal Justice Coordination Committee.									
DJS 1 Regulations (Drafting and Legislation Unit)	A.156	Strengthening of Opinion Writing Cell and Development of SOPs									
DJS 1 Regulations (Drafting and Legislation Unit)	A.203	Frame new rules in CPC and CRPC on awarding of costs and imposing damages in frivolous cases									

Area	Activity No.	Activity Description	Action Plan (Regulations)				Year 2018-19				Year 2019-20				Year 2020-21				Year 2021-22			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DJS 1 Regulations (Drafting and Legislation Unit)	A.204	Monitor and Evaluate the impact of regulations imposed regarding cost compensation																				
DJS 1 Regulations (Internal Auditor Unit)	A.213	Conduct research study on DEPP, and the data collected from it. Identify opportunities for taking on design lessons for development of new monitoring and evaluation system.																				
DJS 1 Regulations (Internal Auditor Unit)	A.214	Develop guidelines for design of new monitoring and evaluation system being envisaged by the ERP System of courts.																				
DJS 1 Regulations (Drafting and Legislation Unit)	A. 272	Develop Internal Audit Charter																				
DJS 1 Regulations (Drafting and Legislation Unit)	A. 273	Develop Internal Audit Framework/ Methodology																				
DJS 1 Regulations (Drafting and Legislation Unit)	A. 274	Develop Internal Audit Toolkits (process level documentation)																				
DJS 1 Regulations (Drafting and Legislation Unit)	A. 278	Conduct data integrity analysis and validation of process for quality assurance																				

Action Plan (Regulations)			Year 2021-22											
Area	Activity No.	Activity Description	Year 2018-19			Year 2019-20			Year 2020-21			Year 2021-22		
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DJS 1 Regulations (Integrity Management Unit)	A.293	Review and study anti-corruption information system already operational in Peshawar High court. Benchmark against similar systems in other national and international institutions.												
DJS 1 Regulations (Integrity Management Unit)	A.294	Improve design and develop software for integration with anti-corruption management information system												
DJS 1 Regulations (Integrity Management Unit)	A 205	Develop case categorization proposal for PJC and be adopted across over all justice sector institutions for classification of cases.												
DJS 1 Regulations (Drafting and Legislation Unit)	A 287	Sentencing Guidelines Development												
DJS 1 Regulations (Drafting and Legislation Unit)	A 288	Criminal Case Management Rules Development												

Inspection Wing

Area	Activity No.	Activity Description	Action Plan (Inspection)									
			Year 2018-19		Year 2019-20		Year 2020-21		Year 2021-22			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
DJS 3 Inspections Wing (Knowledge Management (KM) Unit)	A.86	Mapping & Indexing existing knowledge across the justice sector in Khyber Pakhtunkhwa.										
DJS 3 Inspections Wing (Knowledge Management (KM) Unit)	A.87	Expand the design of online library management information system.										
DJS 3 Inspections Wing (Service Delivery Unit)	A.88	Hold annual innovation conference for sharing knowledge on service delivery improvement in justice sector										
DJS 3 Inspections Wing (Service Delivery Unit)	A.89	Establish awards for recognizing best service models and districts										
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.90	Map and evaluate existing systems for productivity and quality										

Area	Activity No.	Activity Description	Action Plan (Inspection)								
			Year 2018-19		Year 2019-20		Year 2020-21		Year 2021-22		
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.91	Create inventory of existing systems operational in the justice sector and collect reusable data									
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.92	Undertake quality assessment for data available in current systems									
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.93	Propose reengineering of systems with low productivity									
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.94	Develop courts automation strategy for district courts									
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.95	Develop Enterprise Architecture for automation of District Courts adopting Enterprise Architecture Global Standards									
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.96	Develop Software Requirement Specifications of various sub systems.									
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.97	Evaluate Developed Module for deployment									

Area	Activity No.	Activity Description	Action Plan (Inspection)								
			Year 2018-19		Year 2019-20		Year 2020-21		Year 2021-22		
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.98	Develop IT Strategy and infrastructure plan									
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.99	Develop IT Security Plan									
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.100	Create Procurement Plan for Hardware Requirement									
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.102	Design a training program for staff and officers									
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.103	Develop online portal for access and handheld application and website for citizens and lawyers. This will include, tailored websites for districts with hearing list, online casefiles, report generation, and case management forms. Provision for Video Conferencing between Jail and Courts or Litigants and Civil Courts will be provided.									

Area	Activity No.	Activity Description	Action Plan (Inspection)								
			Year 2018-19		Year 2019-20		Year 2020-21		Year 2021-22		
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.104	Promote the use of technology by stakeholders through training and awareness									
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.105	Deploy developed systems at District Level									
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.106	Create maintenance plan for hardware and software deployed at districts									
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.107	Develop standard operating procedures and rules of business for automated services									
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.108	Deliver training programs on software modules, standard operational manuals and rules governing services to district level staff									
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.109	Workshop on collaboration to ensure adoption of common standards for development of systems									
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.110	Joint Technical Committee formed to develop report on standards and ensure that interoperability of systems									

Area	Activity No.	Activity Description	Action Plan (Inspection)								
			Year 2018-19		Year 2019-20		Year 2020-21		Year 2021-22		
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.111	Development of Quarterly Progress Reports on Systems Integration									
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.112	Development of middleware for accessing data from Justice Partners Institutions and create management dashboards									
DJS 3 Inspections Wing (Citizen Services, Communication and Outreach Unit)	A.124	Operationalize District Citizen Information Centers									
DJS 3 Inspections Wing (Citizen Services, Communication and Outreach Unit)	A.125	Design and Publish Pamphlets and Educational Material on services and how to access them									
DJS 3 Inspections Wing (Citizen Services, Communication and Outreach Unit)	A.126	Run awareness programs through print media, radio and social media on court services and how to use them to safeguard citizens interest.									
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.149	Design and Development of Case Management System with Provision of Pre-Scheduling Conference System, Case Scheduling and monitoring system to evaluate the impact on service delivery.									

Area	Activity No.	Activity Description	Action Plan (Inspection)								
			Year 2018-19		Year 2019-20		Year 2020-21		Year 2021-22		
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.150	Development of Module focusing on communication notifying litigants / lawyer / parties for notifying them through web portals on cases schedule with provision for emails, sms and an Android App.									
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.151	Scanning Case Record and creating access provision of case file to all parties pleading, through web portal									
DJS 3 Inspections Wing (Knowledge Management (KM) Unit)	A.154	Training of stakeholders on effective use of the KPJA portal									
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.155	Support in designing of Intranet portal and digitalization of all work in the High Court which includes access to file for internal use									
DJS 3 Inspections Wing (Citizen Services, Human Rights, Communication and Outreach Unit)	A.198	Design Outreach Program focusing on different segments of society on their rights and services they can get from the courts.									
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.206	Approve Action Plan for Incorporation of approved case classification standards in the IT Systems of Partner Institutions.									

Area	Activity No.	Activity Description	Action Plan (Inspection)								
			Year 2018-19		Year 2019-20		Year 2020-21		Year 2021-22		
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DJS 3 Inspections Wing (Strategy, Reform and Business Plan Review Unit)	A.207	Ascertaining the adequacy of management performance by defining benchmarking against implementation of reforms strategy.									
DJS 3 Inspections Wing (Strategy, Reform and Business Plan Review Unit)	A.208	Setting directions for effective judicial service delivery in line with public needs and expectations									
DJS 3 Inspections Wing (Strategy, Reform and Business Plan Review Unit)	A.209	Determining difficulties in compliance with performance standards and proposing rectification									
DJS 3 Inspections Wing (Strategy, Reform and Business Plan Review Unit)	A.210	Conducting SWOT Analysis in Judicial and Administrative areas									
DJS 3 Inspections Wing (Strategy, Reform and Business Plan Review Unit)	A.211	Conduct comparative study of judicial performance with other countries									
DJS 3 Inspections Wing (Strategy, Reform and Business Plan Review Unit)	A.212	Carry out value for money analysis of Judicial Services									
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.258	Procure and Install Hardware for Data Center (Primary and Disaster Recovery (DR) Site)									

Area	Activity No.	Activity Description	Action Plan (Inspection)								
			Year 2018-19		Year 2019-20		Year 2020-21		Year 2021-22		
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.259	Purchase Software for Data Center (Software Applications and Third party tools)									
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.260	Provide Network Infrastructure & Internet Connectivity (for 4 years) for Data Center									
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.261	Operationalize Data Center and Miscellaneous Costs									
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.262	Renovate and provide adequate physical space for the data center operations									
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.263	Hire staff for Data Centre									
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.264	Purchase Hardware for Peshawar High Court and District Courts, Define specification, get bids and test equipment for installation as per project management plan.									

Area	Activity No.	Activity Description	Action Plan (Inspection)								
			Year 2018-19		Year 2019-20		Year 2020-21		Year 2021-22		
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.265	Provide Network between Peshawar High Court and Districts, Create SLA Contracts for Service Providers and Outsource Network Services									
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.266	Develop different software modules after stakeholder analysis									
DJS 3 Inspections Wing (Citizen Services, Human Rights, Communication and Outreach Unit)	A.267	Adopt SMS Services, Print Media advertising, Social Media, Newsletter, Panaflex posters for Reaching Out to Citizens									
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.269	Revise PC-1 for the upcoming budget in line with the priorities identified in the Reforms Matrix									
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.270	Create Project Management Plan for Courts Automation and Approve it from Administrative Committee									

Operations Wing

Area	Activity No.	Activity Description	Year 2018-19				Year 2019-20				Year 2020-21				Year 2021-22			
			Q1	Q2	Q3	Q4												
DJS 2 Operations Management (Finance and Accounting Unit)	A.26	Conduct study to define key performance indicators for operational efficiency and financial management in district courts.																
DJS 2 Operations Management (Finance and Accounting Unit)	A.27	Include study findings in Software Requirement Specifications of district courts management.																
DJS 2 Operations Management (Finance and Accounting Unit)	A.28	Review job descriptions where procedures will be defined for data capture in various offices.																
DJS 2 Operations Management (Finance and Accounting Unit)	A.29	Train district court's staff on new operations systems																
DJS 2 Operations Management (Finance and Accounting Unit)	A.30	Create project planning guidelines include methodology for cost calculations and adoption of existing government requirements.																

Area	Activity No.	Activity Description	Action Plan (Operations)								
			Year 2018-19		Year 2019-20		Year 2020-21		Year 2021-22		
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DJS 2 Operations Management (Finance and Accounting Unit)	A.31	Publish and Distribute Guidelines in District Staff									
DJS 2 Operations Management (Finance and Accounting Unit)	A.32	Design and develop web based planning and financial reporting module for development projects and provide training.									
DJS 2 Operations Management (Finance and Accounting Unit)	A.33	Build capacity of Judicial Officers on project proposal development and progress reporting.									
DJS 2 Operations Management (Finance and Accounting Unit)	A.34	Digitize records of employment record and provident fund									
DJS 2 Operations Management (Finance and Accounting Unit)	A.35	Provide access of record to judicial staff via web and secure login									
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.56	Develop and approve security policy from administration committed to be followed by the district courts.									
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.57	Audit current security assets and protocols established between the district judiciary and police department									

Area	Activity No.	Activity Description	Action Plan (Operations)													
			Year 2018-19				Year 2019-20				Year 2020-21				Year 2021-22	
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.58	Create Security Plan for the District Judiciary along with financial implications.														
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.59	Execute plan and develop a monitoring plan for security policy and plan as part of the process audit plans.														
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.60	Define key performance indicators for the session and district courts administration as part of the Monitoring and Evaluation framework														
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.61	Communicate performance indicators to concerned judicial officials via training workshops														
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.62	Assist district in creating district development plans and annual performance targets.														

Area	Activity No.	Activity Description	Action Plan (Operations)								
			Year 2018-19		Year 2019-20		Year 2020-21		Year 2021-22		
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.63	Define data requirements and systems provision for generating statistics on the key performance indicators									
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.64	Logistical needs assessment									
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.65	Development of Management Information System for logistical support to district courts and staff members									
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.66	Create investment plans as per the specific logistics needs of districts									
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.67	Build capacity of district administration in logistic administration									

Area	Activity No.	Activity Description	Action Plan (Operations)												
			Year 2018-19				Year 2019-20				Year 2020-21				
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.68	Review organizational structure of district courts administration.													
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.69	Conduct process mapping, Identification of processes to be re-engineered.													
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.70	Workload allocation after reengineering of processes and job analysis													
DJS 2 Operations Management (Finance and Accounting Unit)	A.71	Based on District Development plans identify resource requirement for annual development plans													
DJS 2 Operations Management (Finance and Accounting Unit)	A.72	Develop Online Budget Development Module and Utilization Dashboard for District Courts and Development Projects													
DJS 2 Operations Management (Finance and Accounting Unit)	A.73	Updation of accounting manual for IT Based financial management information system													

Area	Activity No.	Activity Description	Action Plan (Operations)												
			Year 2018-19			Year 2019-20			Year 2020-21			Year 2021-22			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DJS 2 Operations Management (Finance and Accounting Unit)	A.74	Developing procurement plan for overall judicial system													
DJS 2 Operations Management (Finance and Accounting Unit)	A.75	Development of Online Procurement System													
DJS 2 Operations Management (Planning & Development Unit)	A.76	Develop assets database of Movable and Immovable assets under possession of the District Courts													
DJS 2 Operations Management (Planning & Development Unit)	A.77	Conduct assets survey for updating the information system													
DJS 2 Operations Management (Planning & Development Unit)	A.78	Build capacity of district administration in development proposal writing													
DJS 2 Operations Management (Planning & Development Unit)	A.79	Develop online project management system covering total project life cycle													
DJS 2 Operations Management (Planning & Development Unit)	A.80	Develop Criteria and Monitor and Evaluate projects under execution (PC-3) for Government and detailed reports for Admin Committee													
DJS 2 Operations Management (Planning & Development Unit)	A.81	Provide access and training to partner organization like Works and Services Department / Contractors to access online information and monitoring system													

Area	Activity No.	Activity Description	Action Plan (Operations)												
			Year 2018-19			Year 2019-20			Year 2020-21			Year 2021-22			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DJS 2 Operations Management (Planning & Development Unit)	A.82	Implement Quality Assurance Standards for infrastructure departments													
DJS 2 Operations Management (Planning & Development Unit)	A.83	Finalize and communicate Justice Sector Strategy & Investment Plan and make midterm review													
DJS 2 Operations Management (Planning & Development Unit)	A.84	Hold Donor Conference for Sharing of investment plan													
DJS 2 Operations Management (Planning & Development Unit)	A.85	Mobilize Investment from the Access to Justice Development Fund													
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.152	Monthly review of activities and audit expenditures													
DJS 2 Operations Management (Planning & Development Unit)	A.168	F/S and Construction of Judicial Complex, D.I.Khan													
DJS 2 Operations Management (Planning & Development Unit)	A.171	Construction of Joint Judicial Complex at Karak and Takhte-Nasrati.													

Area	Activity No.	Activity Description	Action Plan (Operations)								
			Year 2018-19		Year 2019-20		Year 2020-21		Year 2021-22		
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DJS 2 Operations Management (Planning & Development Unit)	A.175	Construction of Judicial Complex, Mardan									
DJS 2 Operations Management (Planning & Development Unit)	A.177	Construction of Judicial Complex, Chitral.									
DJS 2 Operations Management (Planning & Development Unit)	A.178	Construction of Judicial Complex, Mansehra.									
DJS 2 Operations Management (Planning & Development Unit)	A.179	F/S & Master Planning and Detailed Designing of Judicial Complex, Abbottabad									
DJS 2 Operations Management (Planning & Development Unit)	A.180	Construction of Judicial Complex Haripur									
DJS 2 Operations Management (Planning & Development Unit)	A.181	F/S for Assessment of Residential Requirements, Master Planning & Designing of Judicial Complexes in Selected Districts of Khyber Pakhtunkhwa									
DJS 2 Operations Management (Planning & Development Unit)	A.182	F/S for Assessment of Residential Requirements of Honorable Judges of PHC.									

Area	Activity No.	Activity Description	Action Plan (Operations)								
			Year 2018-19		Year 2019-20		Year 2020-21		Year 2021-22		
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DJS 2 Operations Management (Planning & Development Unit)	A.184	F/S and Construction of Tehsil Judicial Complexes in 5 Selected Districts on Priority Basis (D.I.Khan, Mansehra, Chitral, Dir-Lower, Abbottabad, Buner, and Hangu)									
DJS 2 Operations Management (Planning & Development Unit)	A.185	F/S and Construction of Hostel with Allied Facilities in Khyber Pakhtunkhwa Judicial Academy									
DJS 2 Operations Management (Planning & Development Unit)	A.186	F/S & Construction of Court Rooms with Allied Facilities for Honorable Judges at Peshawar High Court, D.I. Khan Bench									
DJS 2 Operations Management (Planning & Development Unit)	A.187	Reconstruction and Renovation of Judicial Complex Kohat									
DJS 2 Operations Management (Planning & Development Unit)	A.188	F/S for Establishment of Judicial Complex at Dargai (Malakand), Thall (Hangu), Shabqadar (Charsadda), Tank, Totalai (Buner) and Kulachi (D.I.Khan).									
DJS 2 Operations Management (Planning & Development Unit)	A.189	Reconstruction and Renovation of Judicial Complex Nowshera									
DJS 2 Operations Management (Planning & Development Unit)	A.191	Acquisition of land for construction of Judicial Complexes on need basis									

Area	Activity No.	Activity Description	Action Plan (Operations)												
			Year 2018-19				Year 2019-20				Year 2020-21				
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DJS 2 Operations Management (Planning & Development Unit)	A.192	Construction of Rooms for District and High Court Bar Swat and Bar Rooms Abbottabad													
DJS 2 Operations Management (Planning & Development Unit)	A.193	Construction of Bachelor Hostel Judicial Officers in 08 districts of Khyber Pakhtunkhwa													
DJS 2 Operations Management (Planning & Development Unit)	A.194	Repair and extension of Judicial Lodge Nathiagali													
DJS 2 Operations Management (Planning & Development Unit)	A.195	Construction of PHC Abbottabad Bench- ERRA funded (GOKP Share)													
DJS 2 Operations Management (Planning & Development Unit)	A.196	Missing facilities and improvement of infrastructure of existing judicial complexes													
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.197	Strengthening of P&D Section in Peshawar High Court													
DJS 2 Operations Management (Planning & Development Unit)	A.216	Provision for furniture & equipments for newly constructed complexes under ADP													

Area	Activity No.	Activity Description	Action Plan (Operations)												
			Year 2018-19			Year 2019-20			Year 2020-21			Year 2021-22			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DJS 2 Operations Management (Planning & Development Unit)	A.217	Contraction of District Judicial Complex Malakand													
DJS 2 Operations Management (Planning & Development Unit)	A.218	Construction of District Judicial Complex Swat													
DJS 2 Operations Management (Planning & Development Unit)	A.219	Construction of District Judicial Complex Shangla													
DJS 2 Operations Management (Planning & Development Unit)	A.220	Construction of District Judicial Complex Dir Lower													
DJS 2 Operations Management (Planning & Development Unit)	A.221	Construction of District Judicial Complex Buner													
DJS 2 Operations Management (Planning & Development Unit)	A.222	Construction of District Judicial Complex Kohistan													
DJS 2 Operations Management (Planning & Development Unit)	A.223	Construction of District Judicial Complex Hangu Phase-II													
DJS 2 Operations Management (Planning & Development Unit)	A.224	Construction of Tehsil Complex Chota Lahore													

Area	Activity No.	Activity Description	Action Plan (Operations)												
			Year 2018-19				Year 2019-20				Year 2020-21				
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DJS 2 Operations Management (Planning & Development Unit)	A.225	Construction of Tehsil Complex Puran													
DJS 2 Operations Management (Planning & Development Unit)	A.226	Construction of Tehsil Complex Chakaiser													
DJS 2 Operations Management (Planning & Development Unit)	A.227	Construction of Tehsil Complex Samarbagh													
DJS 2 Operations Management (Planning & Development Unit)	A.228	Construction of Tehsil Complex Chakdara													
DJS 2 Operations Management (Planning & Development Unit)	A.229	Construction of Tehsil Complex Balambat													
DJS 2 Operations Management (Planning & Development Unit)	A.230	Construction of Tehsil Complex Shiringal													
DJS 2 Operations Management (Planning & Development Unit)	A.231	Construction of Tehsil Complex Drosch Chitral													
DJS 2 Operations Management (Planning & Development Unit)	A.232	Construction of Tehsil Complex Kulachi													

Area	Activity No.	Activity Description	Action Plan (Operations)												
			Year 2018-19				Year 2019-20				Year 2020-21				
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DJS 2 Operations Management (Planning & Development Unit)	A.233	Construction of Tehsil Complex Sarai Naurang													
DJS 2 Operations Management (Planning & Development Unit)	A.234	Construction of Tehsil Complex Ghazi Haripur													
DJS 2 Operations Management (Planning & Development Unit)	A.235	Construction of Tehsil Complex Pattan													
DJS 2 Operations Management (Planning & Development Unit)	A.236	Construction of Judicial Lodge at Shogran													
DJS 2 Operations Management (Planning & Development Unit)	A.237	Construction of Judicial Lodge at Kalam													
DJS 2 Operations Management (Planning & Development Unit)	A.238	Missing facilities and improvement of infrastructure of existing judicial complexes Phase II													
DJS 2 Operations Management (Planning & Development Unit)	A.239	Construction of Judicial Academy at Regi Model Town Hayatabad													
DJS 2 Operations Management (Planning & Development Unit)	A.240	Construction of District Judicial Complex Nowshera													

Area	Activity No.	Activity Description	Action Plan (Operations)									
			Year 2018-19		Year 2019-20		Year 2020-21		Year 2021-22			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
DJS 2 Operations Management (Planning & Development Unit)	A.241	Construction of District Judicial Complex Upper Dir										
DJS 2 Operations Management (Planning & Development Unit)	A.242	Construction of District Judicial Complex Tank Phase II										
DJS 2 Operations Management (Planning & Development Unit)	A.243	Construction of District Judicial Complex Kohat Phase-II										
DJS 2 Operations Management (Planning & Development Unit)	A.244	Construction of District Judicial Complex Mansehra										
DJS 2 Operations Management (Planning & Development Unit)	A.245	Construction of Tehsil Complex Tangi										
DJS 2 Operations Management (Planning & Development Unit)	A.246	Construction of Tehsil Complex Matta										
DJS 2 Operations Management (Planning & Development Unit)	A.247	Construction of Tehsil Complex Khwazakhela										
DJS 2 Operations Management (Planning & Development Unit)	A.248	Construction of Tehsil Complex Besham										

Area	Activity No.	Activity Description	Action Plan (Operations)								
			Year 2018-19		Year 2019-20		Year 2020-21		Year 2021-22		
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DJS 2 Operations Management (Planning & Development Unit)	A.249	Construction of Tehsil Complex Lal Qilla									
DJS 2 Operations Management (Planning & Development Unit)	A.250	Construction of Tehsil Complex Wari									
DJS 2 Operations Management (Planning & Development Unit)	A.251	Construction of Tehsil Complex Balakot									
DJS 2 Operations Management (Planning & Development Unit)	A.252	Construction of Judicial Lodge at Naran									
DJS 2 Operations Management (Planning & Development Unit)	A.253	Construction of Judicial Lodge at Malam Jabbia									
DJS 2 Operations Management (Planning & Development Unit)	A.254	Establishment of Model Anti Terrorism Court Mardan									
DJS 2 Operations Management (Planning & Development Unit)	A.268	Provide, Server Room Construction, Air Conditioner, Seating's, Access Control, Furniture									
DJS 2 Operations Management (Planning & Development Unit)	A.285	Establish Project Management Unit									

Area	Activity No.	Activity Description	Action Plan (Operations)												
			Year 2018-19				Year 2019-20				Year 2020-21				Year 2021-22
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DJS 2 Operations Management (Planning & Development Unit)	A. 286	Hiring of Consultant/Firm for Developing As Is, To Be, SRS, PMP, for automation of processes in PHC and DJ													

Human Resource and Welfare Wing

Area	Activity No.	Activity Description	Action Plan (Human Resource & Welfare)									
			Year 2018-19		Year 2019-20		Year 2020-21		Year 2021-22			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.113	Revise a career structure for the district and establishment (Lower Staff), with development of job grading and pay scale										
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.114	Design of online human resources management information system to support all processes concerning human resource management										
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.115	Based on Justice Strategy , create a human resource plan that covers all in country trainings										
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.116	Review new policies approved by administrative committee										

Action Plan (Human Resource & Welfare)														
Area	Activity No.	Activity Description	Year 2018-19				Year 2019-20				Year 2020-21		Year 2021-22	
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.117	Create policy recommendations and present to administrative committee for approval												
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.118	Subject to approval of policy by administrative committee revise the career policy accordingly												
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.119	Disseminate career policy for district clerical staff and judicial officers												
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.120	Create award policy for awarding employees on tangible performance indicators												
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.121	Develop job descriptions after business process reengineering												
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.122	Undertake training needs assessment for the new roles envisaged for clerical staff and Judicial officer in addition to generic skills required on jobs												
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.123	Develop Annual training plan based on Training Needs Assessment Report												

Area	Activity No.	Activity Description	Action Plan (Human Resource & Welfare)											
			Year 2018-19		Year 2019-20		Year 2020-21		Year 2021-22					
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DJS 4 Human Resource & Welfare Unit (Welfare Unit)	A.127	Generate demand for the type and quantity of educational services with survey												
DJS 4 Human Resource & Welfare Unit (Welfare Unit)	A.128	Market evaluation for service suppliers												
DJS 4 Human Resource & Welfare Unit (Welfare Unit)	A.129	Negotiate collective agreement for education services with institutions												
DJS 4 Human Resource & Welfare Unit (Welfare Unit)	A.130	Design and Implement a Health Care program for court employees												
DJS 4 Human Resource & Welfare Unit (Welfare Unit)	A.131	Design a housing scheme for court employees												
DJS 4 Human Resource & Welfare Unit (Welfare Unit)	A.132	Promote housing scheme for membership												
DJS 4 Human Resource & Welfare Unit (Welfare Unit)	A.133	Execute housing scheme												
DJS 4 Human Resource & Welfare Unit (Welfare Unit)	A.134	Build capacity of District Courts in logistics management												
DJS 4 Human Resource & Welfare Unit (Welfare Unit)	A.135	Design welfare policy for court employees												

Action Plan (Human Resource & Welfare)														
Area	Activity No.	Activity Description	Year 2018-19				Year 2019-20				Year 2020-21		Year 2021-22	
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.159	Revise PER framework for assessment of officers & Staff												
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.160	Training of Officers on Approved Evaluation Policy												
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.162	Training of Relevant Stakeholders for licensing centres												
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.164	Based on Justice Strategy , create a human resource plan covering International trainings												
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.215	Send Judicial officers for International trainings Workshops and Courses												
DJS 4 Human Resource & Welfare Unit (HR Unit)	A. 257	Provide funding for sustain technical support after funding from World Bank Expires												
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.279	Literature review of best practices in management of human resources in judiciary												
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.280	Current policy analysis in Judiciary and Design of New Operations Manual												

Action Plan (Human Resource & Welfare)														
Area	Activity No.	Activity Description	Year 2018-19				Year 2019-20				Year 2020-21		Year 2021-22	
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.281	Approval and Dissimination of Human Operations Manual and Reaching out to Institutes for hiring best talent												
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.101	Access the quantity and quality of human resource requirement for enabling the IT System												
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.285	Reaching Out to Institute to Hire Best Talent												

Judicial Academy of Khyber Pakhtunkhwa

Area	Activity No.	Activity Description	Action Plan (Judicial Academy)											
			Year 2018-19				Year 2019-20				Year 2020-21			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Judicial Academy of Khyber Pakhtunkhwa	A.136	Evaluation of judicial academy institutional design and recommend programs												
Judicial Academy of Khyber Pakhtunkhwa	A.137	Develop an action plan for the capacity building in light of the recommendations												
Judicial Academy of Khyber Pakhtunkhwa	A.138	Install learning management system in the Judicial Academy												
Judicial Academy of Khyber Pakhtunkhwa	A.139	Expand e Learning Program to increase outreach of training programs												
Judicial Academy of Khyber Pakhtunkhwa	A.140	Develop Justice Sector research plan covering all areas of service delivery												
Judicial Academy of Khyber Pakhtunkhwa	A.141	Conduct action based research studies												
Judicial Academy of	A.142	Develop case studies with lessons learnt from real world cases												

Area	Activity No.	Activity Description	Year 2018-19				Year 2019-20				Year 2020-21				Year 2021-22			
			Q1	Q2	Q3	Q4												
Judicial Academy of Khyber Pakhtunkhwa	A.143	Conduct cohort studies on thematic areas for impact of reforms																
Judicial Academy of Khyber Pakhtunkhwa	A.144	Undertake training needs assessment for various stakeholders in the Justice Sector																
Judicial Academy of Khyber Pakhtunkhwa	A.145	Design training programs and get them approved for delivery																
Judicial Academy of Khyber Pakhtunkhwa	A.146	Deliver training programs in different subjects & Module on Judicial Reforms Program																
Judicial Academy of Khyber Pakhtunkhwa	A.147	Design survey programs for post training assessment and impact on service delivery																
Judicial Academy of Khyber Pakhtunkhwa	A.148	Conduct post training evaluation and share findings with stakeholders																
Judicial Academy of Khyber Pakhtunkhwa	A.165	Promote e-Learning Programs already designed and developed at the Judicial Academy																

Area	Activity No.	Activity Description	Year 2018-19				Year 2019-20				Year 2020-21				Year 2021-22			
			Q1	Q2	Q3	Q4												
Judicial Academy of Khyber Pakhtunkhwa	A.166	Procure Hardware for e-Learning Program																
Judicial Academy of Khyber Pakhtunkhwa	A.167	Develop e-Learning Portal for Judicial Academy and Create Programs																
Judicial Academy of Khyber Pakhtunkhwa	A.153	Support in launching the Pakistan Law Portal being developed by the KPJA which will include the synopsis of all reported cases from 1837 to date with citations																
Judicial Academy of Khyber Pakhtunkhwa	A.154	Training of stakeholders on effective use of the portal																

Annex D: Budget Plan

Administration Committee

Budget Plan (Administration Committee)

Area	Activity No.	Activity Description	Budget (Rs. In Million)				
			2018-19	2019-20	2020-21	2021-22	Total
Administration Committee DJS	A.1	Review Institutional Design of Human Rights Cell	1	0	0	0	1
Administration Committee DJS	A.2	To use social media as a medium to reach out to common citizens	1.2	1.284	1.368	1.452	5.304
Administration Committee DJS	A.3	Use print media for highlighting special events	1	1.07	1.14	1.21	4.42
Administration Committee DJS	A.4	Use of radio for mass awareness through radio meezan	1.5	1.605	1.71	1.815	6.63
Administration Committee DJS	A.5	Use pana flexes in key locations to sensitize citizens on their rights	0	1.25	1.338	1.425	4.013
Administration Committee DJS	A.6	Collaborate with civil society organization for reaching out to the marginalized sections of the society	0.6	0.642	0.687	0.735	2.664
Administration Committee DJS	A.7	Provide infrastructure for the office / furnish existing or build new ones	0	1.25	0	0	1.25
Administration Committee DJS	A.8	Allocate or hire staff for the office	0	4.2	4.494	4.788	13.48
Administration Committee DJS	A.9	Install IT Systems to support circuit benches	0	1.25	0	0	1.25

Budget Plan (Administration Committee)								
Area	Activity No.	Activity Description	Budget (Rs. In Million)					Total
			2018-19	2019-20	2020-21	2021-22		
Administration Committee DJS	A.10	Establish recognition and reward for pro-bono lawyers who served marginalized section of society	0	0.4	0.428	0.456		1.284
Administration Committee DJS	A.11	Develop web form & management system for enrollment of pro-bono lawyers	0	0.2	0	0		0.2
Administration Committee DJS	A.12	Work with education institutions to set up legal clinics	0	0.4	0.428	0.456		1.284
Administration Committee DJS	A.13	Work with private legal firms and seek support under Social Corporate Responsibility.	0	0.4	0.428	0.456		1.284
Administration Committee DJS	A.14	Work with bar association to reform license regime and make pro-bono cases as part of the award criteria.	0	0.1	0	0		0.1
Administrative Committee DJS	A.15	Prepare Annual Report / Print Hard Copies	0.1	0.107	0.114	0.121		0.442
Administrative Committee DJS	A.16	Hire consultant to undertake third party evaluation of services provided	1	0	1.5	0		2.5
Administrative Committee DJS	A.18	Identify organizations with potential for collaboration around the issues highlighted by the citizens / complainants	0	0.1	0.1	0.1		0.3

Budget Plan (Administration Committee)						
Area	Activity No.	Activity Description	Budget (Rs. In Million)			
			2018-19	2019-20	2020-21	2021-22
Administrative Committee DJS	A.19	Initiate a Human Rights forum and call meeting to discuss the human rights challenges and their potential solutions.	0	0.1	0.1	0.1
Administrative Committee DJS	A.20	Review of progress and challenges faced by forum members.	0	0.1	0.1	0.3
Administrative Committee DJS	A.21	Send Officers for training to specialized courses (TOT) on human rights	0	1	1.15	1.2
Administrative Committee DJS	A.22	Training of support staff for office / communication skills	0	0.3	0	0.3
Administrative Committee DJS	A.23	Present conference papers in international level	0.5	0.5	0.6	0.6
Administrative Committee DJS	A.24	To conduct action based research on human rights cases at the platform of Judicial Academy.	3	3.21	3.42	3.63
Administrative Committee DJS	A.25	Develop case studies with lessons learnt from real world cases	0	1.5	1.605	1.71
Administration Committee DJS	A.36	Develop standard operating procedures for Administration Committee	0.5	0	0	0.5
Administration Committee DJS	A.37	Standard operating procedures for communication between different tiers of judiciary	0.5	0	0	0.5

Budget Plan (Administration Committee)						
Area	Activity No.	Activity Description	Budget (Rs. In Million)			
			2018-19	2019-20	2020-21	2021-22
Administration Committee DJS	A.38	ERP Systems Development for Management of District Secretariat including a Project Management & Monitoring System for Reform Activities	3	5.0	0	0
Administration Committee DJS	A.39	Develop Reporting Dashboard for Senior Management Use	0	2	0	0
Administration Committee DJS	A.40	Conduct Annual Performance Review	0	0	0	0
Administration Committee DJS	A.199	Prepare Proposal for Discussion with Finance Department regarding Secretariat of District Judiciary	0	0	0	0
Administration Committee DJS	A.200	SDJ Proposal Negotiated with KP Finance Department	0	0	0	0
Administration Committee DJS	A.201	Create New Induction Against Seats Approved / New Job Contracts Awarded	0.1	0	0	0.1
Administration Committee DJS	A.202	Approve Re-appropriation of funds based on competing requirement in various operational units of High Court, Districts Courts and Secretariat for District Judiciary.	0	0	0	0

Budget Plan (Administration Committee)						
Area	Activity No.	Activity Description	Budget (Rs. In Million)			Total
			2018-19	2019-20	2020-21	
Administration Committee DJS	A.282	Approve new starting activities and get progress review on ongoing or completed projects on a quarterly basis.	0	0	0	0
Administration Committee DJS	A.284	Provide Project Manager for Court Reforms and coordinate technical inputs from various donors and partners	0	4.8	5.28	5.8
						15.88

Regulations Wing

Area	Activity No.	Activity Description	Budget Plan (Regulations)				Total
			2018-19	2019-20	2020-21	2021-22	
DJS 1 Regulations (Internal Auditor Unit)	A.41	Review of code of conduct rules in place and identify gaps for improvement.	2	0	0	0	2
DJS 1 Regulations (Internal Auditor Unit)	A.42	Review financial rules and procedures being practiced in district courts	0	0	0	0	0
DJS 1 Regulations (Internal Auditor Unit)	A.43	Revise code of conduct for Judicial Staff and support staff	0	0	0	0	0
DJS 1 Regulations (Internal Auditor Unit)	A.44	Training for Judicial Officers and Staff on the revised code of conduct	1	0	0	0	1
DJS 1 Regulations (Internal Auditor Unit)	A.45	Review monthly/quarterly financial reports before submission to Administrative Committee	0	0	0	0	0
DJS 1 Regulations (Internal Auditor Unit)	A.46	Develop audit plan and conduct audit with monitoring plan and allocate resources for its execution	0	0	0	0	0
DJS 1 Regulations (Internal Auditor Unit)	A.47	Create analytical reports on observations made from data collected and recommend remedial actions	0	0	0	0	0
DJS 1 Regulations (Internal Auditor Unit)	A.48	Conduct quarterly audit review for districts and agree on corrective actions where problem are marked for corrective action	3.5	4.5	4.5	4.5	3
DJS 1 Regulations (Internal Auditor Unit)	A.49	Conduct data integrity analysis and validation of process for quality assurance	0	0	0	0	0
DJS 1 Regulations (Drafting and Legislation Unit)	A.50	Identify list of legal issues in reforms program that require research	0	0	0	0	0

Area	Activity No.	Activity Description	Budget Plan (Regulations)					
			2018-19	2019-20	2020-21	2021-22	Total	Budget (Rs. In Million)
DJS 1 Regulations (Drafting and Legislation Unit)	A.51	Commission research studies where quantitative data or qualitative data is required once the issues are agreed upon by the administrative committee.	3.6	3.852	4.104	4.356	15.912	
DJS 1 Regulations (Drafting and Legislation Unit)	A.52	Provide legal cover processes re-engineered through the courts automation processes.	1.5	0	0	0	1.5	
DJS 1 Regulations (Drafting and Legislation Unit)	A.53	Training needs assessment on new laws and input on course design in consultation with court processes.	0	1.5	0	0	1.5	
DJS 1 Regulations (National Judicial Policy Implementation Unit)	A.54	Design standards set by National Judicial Policy on court performance and litigations	0	3.6	0	0	3.6	
DJS 1 Regulations (National Judicial Policy Implementation Unit)	A.55	Review performance standards imposed by NJPMC on operations of districts.	0	0	0	0	0	
DJS 1 Regulations (Drafting and Legislation Unit)	A.157	Defining of rules and procedures for case management	3	0	0	0	3	
DJS 1 Regulations (Drafting and Legislation Unit)	A.158	Delivery of training program on case management system	1.4	0	0	0	1.4	
DJS 1 Regulations (Drafting and Legislation Unit)	A.161	Design of ADR Centres for out of court settlements	2	0	0	0	2	
DJS 1 Regulations (Drafting and Legislation Unit)	A.163	Development of SOPs for Provincial Justice Committee and District Criminal Justice Coordination Committee.	2	0	0	0	2	
DJS 1 Regulations (Drafting and Legislation Unit)	A.156	Strengthening of Opinion Writing Cell and Development of SOPs	2	0	0	0	2	

Budget Plan (Regulations)						
Area	Activity No.	Activity Description	Budget (Rs. In Million)			
			2018-19	2019-20	2020-21	2021-22
DJS 1 Regulations (Drafting and Legislation Unit)	A.203	Frame new rules in CPC and CRPC on awarding of costs and imposing damages in frivolous cases	1.5	0	0	0
DJS 1 Regulations (Drafting and Legislation Unit)	A.204	Monitor and Evaluate the impact of regulations imposed regarding cost compensation	0	0	0	0
DJS 1 Regulations (Internal Auditor Unit)	A.213	Conduct research study on DEPP, and the data collected from it. Identify opportunities for taking on design lessons for development of new monitoring and evaluation system.	2	0	0	2
DJS 1 Regulations (Internal Auditor Unit)	A.214	Develop guidelines for design of new monitoring and evaluation system being envisaged by the ERP System of courts.	1.5	0	0	1.5
DJS 1 Regulations (Drafting and Legislation Unit)	A. 272	Develop Internal Audit Charter	0	0	0	0
DJS 1 Regulations (Drafting and Legislation Unit)	A. 273	Develop Internal Audit Framework/ Methodology	0	0	0	0
DJS 1 Regulations (Drafting and Legislation Unit)	A. 274	Develop Internal Audit Toolkits (process level documentation)	0	0	0	0
DJS 1 Regulations (Drafting and Legislation Unit)	A. 278	Conduct data integrity analysis and validation of process for quality assurance	4	10	0	14
DJS 1 Regulations (Integrity Management Unit)	A.293	Review and study anti-corruption information system already operational in Peshawar High court. Benchmark against similar systems in other national and international institutions.	2	0	0	12

		Budget Plan (Regulations)					
Area	Activity No.	Activity Description	Budget (Rs. In Million)				Total
			2018-19	2019-20	2020-21	2021-22	
DJS 1 Regulations (Integrity Management Unit)	A.294	Improve design and develop software for integration with anti-corruption management information system	0	10	0	0	3
DJS 1 Regulations (Integrity Management Unit)	A.205	Develop case categorization proposal for PJC and be adopted across over all justice sector institutions for classification of cases.	1.5	0	0	0	1.5
DJS 1 Regulation (Drafting and Legislation Unit)	A.287	Sentencing Guidelines Development	3	0	0	0	3
DJS 1 Regulation (Drafting and Legislation Unit)	A.288	Criminal Case Management Rules Development	3	0	0	0	3

Inspection Wing

Area	Activity No.	Activity Description	Budget Plan (Inspection)				Total
			2018-19	2019-20	2020-21	2021-22	
DJS 3 Inspections Wing (Knowledge Management (KM) Unit)	A.86	Mapping & Indexing existing knowledge across the justice sector in Khyber Pakhtunkhwa.	2	0	0	0	2
DJS 3 Inspections Wing (Knowledge Management (KM) Unit)	A.87	Expand the design of online library management information system.	2	7	0	0	13
DJS 3 Inspections Wing (Service Delivery Unit)	A.88	Hold annual innovation conference for sharing knowledge on service delivery improvement in justice sector	1	1.605	1.71	1.815	6.13
DJS 3 Inspections Wing (Service Delivery Unit)	A.89	Establish awards for recognizing best service models and districts	0	3	0	0	3
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.90	Map and evaluate existing systems for productivity and quality	2	0	0	0	2
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.91	Create inventory of existing systems operational in the justice sector and collect reusable data.	2	0	0	0	2
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.92	Undertake quality assessment for data available in current systems	2	0	0	0	2

Area	Activity No.	Activity Description	Budget Plan (Inspection)				Total
			2018-19	2019-20	2020-21	2021-22	
DJS 3 Inspections Wing Information and Communication Technology (ICT) Unit)	A.93	Propose reengineering of systems with low productivity	3	0	0	0	3
DJS 3 Inspections Wing Information and Communication Technology (ICT) Unit)	A.94	Develop courts automation strategy for district courts	3	0	0	0	3
DJS 3 Inspections Wing Information and Communication Technology (ICT) Unit)	A.95	Develop Enterprise Architecture for automation of District Courts adopting Enterprise Architecture Global Standards	3	0	0	0	3
DJS 3 Inspections Wing Information and Communication Technology (ICT) Unit)	A.96	Develop Software Requirement Specifications of various sub systems.	3	1	0	0	4
DJS 3 Inspections Wing Information and Communication Technology (ICT) Unit)	A.97	Evaluate Developed Module for deployment	0	2	0	0	2
DJS 3 Inspections Wing Information and Communication Technology (ICT) Unit)	A.98	Develop IT Strategy and infrastructure plan	2	2	0	0	4
DJS 3 Inspections Wing Information and Communication Technology (ICT) Unit)	A.99	Develop IT Security Plan	0	2	0	0	2

Area	Activity No.	Activity Description	Budget Plan (Inspection)				
			2018-19	2019-20	2020-21	2021-22	Total
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.100	Create Procurement Plan for Hardware Requirement	0	1.5	0	0	1.5
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.102	Design a training program for staff and officers	0	5	0	0	5
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.103	Develop online portal for access and handheld application and website for citizens and lawyers. This will include, tailored websites for districts with hearing list, online casefiles, report generation, and case management forms. Provision for Video Conferencing between Jail and Courts or Litigants and Civil Courts will be provided.	0	0	120	60	180
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.104	Promote the use of technology by stakeholders through training and awareness	0	3	3	3	9
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.105	Deploy developed systems at District Level	0	2	2	2	6
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.106	Create maintenance plan for hardware and software deployed at districts	0	1	1	0	2

Area	Activity No.	Activity Description	Budget Plan (Inspection)				Budget (Rs. In Million)
			2018-19	2019-20	2020-21	2021-22	
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.107	Develop standard operating procedures and rules of business for automated services	2	0	0	0	2
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.108	Deliver training programs on software modules, standard operational manuals and rules governing services to district level staff	0	0	15	15	30
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.109	Workshop on collaboration to ensure adoption of common standards for development of systems	2	0	0	0	2
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.110	Joint Technical Committee formed to develop report on standards and ensure that interoperability of systems	0	1.5	0	0	1.5
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.111	Development of Quarterly Progress Reports on Systems Integration	0	1	1	1	3
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.112	Development of middleware for accessing data from Justice Partners Institutions and create management dashboards	0	1	2	2	5
DJS 3 Inspections Wing (Citizen Services, Communication and Outreach Unit)	A.124	Operationalize District Citizen Information Centers	9.2	14.4	21.6	21.6	66.8

Area	Activity No.	Activity Description	Budget Plan (Inspection)				
			2018-19	2019-20	2020-21	2021-22	Total
DJS 3 Inspections Wing (Citizen Services, Communication and Outreach Unit)	A.125	Design and Publish Pamphlets and Educational Material on services and how to access them	5	4	6	8	23
DJS 3 Inspections Wing (Citizen Services, Communication and Outreach Unit)	A.126	Run awareness programs through print media, radio and social media on court services and how to use them to safeguard citizens interest.	25	26.75	28.5	30.25	110.5
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.149	Design and Development of Case Management System with Provision of Pre-Scheduling Conference System, Case Scheduling and monitoring system to evaluate the impact on service delivery.	2	40	0	0	42
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.150	Development of Module focusing on communication notifying litigants / lawyer / parties for notifying them through web portals on cases schedule with provision for emails, sms and an Android App.	43.47	30	30	0	103.47
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.151	Scanning Case Record and creating access provision of case file to all parties pleading, through web portal	0	272.5	272.5	0	545
DJS 3 Inspections Wing (Knowledge Management (KM) Unit)	A.154	Training of stakeholders on effective use of the KPJA portal	0	7.5	8.025	0	15.525

Area	Activity No.	Activity Description	Budget Plan (Inspection)				Budget (Rs. In Million)
			2018-19	2019-20	2020-21	2021-22	
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.155	Support in designing of Intranet portal and digitalization of all work in the High Court which includes access to file for internal use	0	0	20	0	20
DJS 3 Inspections Wing (Citizen Services, Human Rights, Communication and Outreach Unit)	A.198	Design Outreach Program focusing on different segments of society on their rights and services they can get from the courts.	0	0	0	0	0
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.206	Approve Action Plan for Incorporation of approved case classification standards in the IT Systems of Partner Institutions.	0	1.2	0	0	1.2
DJS 3 Inspections Wing (Strategy, Reform and Business Plan Review Unit)	A.207	Ascertaining the adequacy of management performance by defining benchmarking against implementation of reforms strategy.	0.5	0.5	0.5	0.5	2.0
DJS 3 Inspections Wing (Strategy, Reform and Business Plan Review Unit)	A.208	Setting directions for effective judicial service delivery in line with public needs and expectations	0	1	0	1	2
DJS 3 Inspections Wing (Strategy, Reform and Business Plan Review Unit)	A.209	Determining difficulties in compliance with performance standards and proposing rectification	0	0	0	0	0

Area	Activity No.	Activity Description	Budget Plan (Inspection)				Total
			2018-19	2019-20	2020-21	2021-22	
DJS 3 Inspections Wing (Strategy, Reform and Business Plan Review Unit)	A.210	Conducting SWOT Analysis in Judicial and Administrative areas	0	4	0	0	4
DJS 3 Inspections Wing (Strategy, Reform and Business Plan Review Unit)	A.211	Conduct comparative study of judicial performance with other countries	1.5	0	0	0	1.5
DJS 3 Inspections Wing (Strategy, Reform and Business Plan Review Unit)	A.212	Carry out value for money analysis of Judicial Services	1.5	0	0	0	1.5
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.258	Procure and Install Hardware for Data Center (Primary and Disaster Recovery (DR) Site)	0	55.102	58.959	0	114.061
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.259	Purchase Software for Data Center (Software Applications and Third party tools)	0	60	0	0	60
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.260	Provide Network Infrastructure & Internet Connectivity (for 4 years) for Data Center	0	20	10	7	37
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.261	Operationalize Data Center and Miscellaneous Costs	0	0	46.816	0	46.816
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.262	Renovate and provide adequate physical space for the data center operations	0	2.5	0	0	2.5

Area	Activity No.	Activity Description	Budget Plan (Inspection)					
			2018-19	2019-20	2020-21	2021-22	Total	Budget (Rs. In Million)
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.263	Hire staff for Data Centre	0	0	6	6	12	
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.264	Purchase Hardware for Peshawar High Court and District Courts, Define specification, get bids and test equipment for installation as per project management plan.	0	150	100	100	350	
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.265	Provide Network between Peshawar High Court and Districts, Create SLA Contracts for Service Providers and Outsource Network Services	0	165	100	100	365	
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.266	Develop different software modules after stakeholder analysis	0	150	170	170	490	
DJS 3 Inspections Wing (Citizen Services, Human Rights, Communication and Outreach Unit)	A.267	Adopt SMS Services, Print Media advertising, Social Media, Newsletter, Panaflex posters for Reaching Out to Citizens	0	1.605	1.71	1.815	5.13	
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.269	Revise PC-1 for the upcoming budget in line with the priorities identified in the Reforms Matrix	0	0	0	1	1	
DJS 3 Inspections Wing (Information and Communication Technology (ICT) Unit)	A.270	Create Project Management Plan for Courts Automation and Approve it from Administrative Committee	0	0	0	0	0	

Operations Wing

Area	Activity No.	Activity Description	Budget Plan (Operations)				Total
			2018-19	2019-20	2020-21	2021-22	
DJS 2 Operations Management (Finance and Accounting Unit)	A.26	Conduct study to define key performance indicators for operational efficiency and financial management in district courts.	1.5	0	0	0	1.5
DJS 2 Operations Management (Finance and Accounting Unit)	A.27	Include study findings in Software Requirement Specifications of district courts management.	3	0	0	0	3
DJS 2 Operations Management (Finance and Accounting Unit)	A.28	Review job descriptions where procedures will be defined for data capture in various offices.	1	0	0	0	1
DJS 2 Operations Management (Finance and Accounting Unit)	A.29	Train district court's staff on new operations systems	0	1.5	0	0	1.5
DJS 2 Operations Management (Finance and Accounting Unit)	A.30	Create project planning guidelines include methodology for cost calculations and adoption of existing government requirements.	2	0	0	0	2
DJS 2 Operations Management (Finance and Accounting Unit)	A.31	Publish and Distribute Guidelines in District Staff	0.4	0	0	0	0.4
DJS 2 Operations Management (Finance and Accounting Unit)	A.32	Design and develop web based planning and financial reporting module for development projects and provide training.	2	8	5	0	15.0
DJS 2 Operations Management (Finance and Accounting Unit)	A.33	Build capacity of Judicial Officers on project proposal development and progress reporting.	1.3	0.5	0	0	1.8

Area	Activity No.	Activity Description	Budget Plan (Operations)				Total
			2018-19	2019-20	2020-21	2021-22	
DJS 2 Operations Management (Finance and Accounting Unit)	A.34	Digitize records of employment record and provident fund	0	4	2.5	0	6.5
DJS 2 Operations Management (Finance and Accounting Unit)	A.35	Provide access of record to judicial staff via web and secure login	0	0	0.5	0	0.5
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.56	Develop and approve security policy from administration committed to be followed by the district courts.	0	2	0	0	2
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.57	Audit current security assets and protocols established between the district judiciary and police department	0	2	0	0	2
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.58	Create Security Plan for the District Judiciary along with financial implications.	0	4	0	0	4
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.59	Execute plan and develop a monitoring plan for security policy and plan as part of the process audit plans.	0	30	70	0	100

Area	Activity No.	Activity Description	Budget Plan (Operations)					
			2018-19	2019-20	2020-21	2021-22	Total	
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.60	Define key performance indicators for the session and district courts administration as part of the Monitoring and Evaluation framework	1.5	0	0	0	1.5	
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.61	Communicate performance indicators to concerned judicial officials via training workshops	0	3	0	0	3	
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.62	Assist district in creating district development plans and annual performance targets.	3	0	0	0	3	
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.63	Define data requirements and systems provision for generating statistics on the key performance indicators	2	8	0	0	10	
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.64	Logistical needs assessment	0	1	0	0	1	
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.65	Development of Management Information System for logistical support to district courts and staff members	3	10	0	0	13	

Budget Plan (Operations)						
Area	Activity No.	Activity Description	Budget (Rs. In Million)			
			2018-19	2019-20	2020-21	2021-22
						Total
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.66	Create investment plans as per the specific logistics needs of districts	0	0	0	0
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.67	Build capacity of district administration in logistic administration	0	1	1	0
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.68	Review organizational structure of district courts administration.	2	0	0	2
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.69	Conduct process mapping, Identification of processes to be re-engineered.	2	0	0	2
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.70	Workload allocation after reengineering of processes and job analysis	1	0	0	1
DJS 2 Operations Management (Finance and Accounting Unit)	A.71	Based on District Development plans identify resource requirement for annual development plans	0	0	0	0

Area	Activity No.	Activity Description	Budget Plan (Operations)				Budget (Rs. In Million)		
			2018-19	2019-20	2020-21	2021-22			Total
DJS 2 Operations Management (Finance and Accounting Unit)	A.72	Develop Online Budget Development Module and Utilization Dashboard for District Courts and Development Projects	2	10	0	0	0	0	12
DJS 2 Operations Management (Finance and Accounting Unit)	A.73	Updation of accounting manual for IT Based financial management information system	0	1	0	0	0	0	1
DJS 2 Operations Management (Finance and Accounting Unit)	A.74	Developing procurement plan for overall judicial system	3	0	0	0	0	0	3
DJS 2 Operations Management (Finance and Accounting Unit)	A.75	Development of Online Procurement System	2	10	0	0	0	0	12
DJS 2 Operations Management (Planning & Development Unit)	A.76	Develop assets database of Movable and Immovable assets under possession of the District Courts	2	10	0	0	0	0	12
DJS 2 Operations Management (Planning & Development Unit)	A.77	Conduct assets survey for updating the information system	0	2.5	2.5	0	0	0	5
DJS 2 Operations Management (Planning & Development Unit)	A.78	Build capacity of district administration in development proposal writing	0	1	0	0	0	0	1
DJS 2 Operations Management (Planning & Development Unit)	A.79	Develop online project management system covering total project life cycle	2	10	0	0	0	0	12

Area	Activity No.	Activity Description	Budget Plan (Operations)					
			2018-19	2019-20	2020-21	2021-22	Total	Budget (Rs. In Million)
DJS 2 Operations Management (Planning & Development Unit)	A.80	Develop Criteria and Monitor and Evaluate projects under execution (PC-3) for Government and detailed reports for Admin Committee	0	0	0	0	0	0
DJS 2 Operations Management (Planning & Development Unit)	A.81	Provide access and training to partner organization like Works and Services Department / Contractors to access online information and monitoring system	0	0	0.5	0	0.5	0.5
DJS 2 Operations Management (Planning & Development Unit)	A.82	Implement Quality Assurance Standards for infrastructure departments	1.5	0	0	0	0	1.5
DJS 2 Operations Management (Planning & Development Unit)	A.83	Finalize and communicate Justice Sector Strategy & Investment Plan and make midterm review	0	1	0	0	1	1
DJS 2 Operations Management (Planning & Development Unit)	A.84	Hold Donor Conference for Sharing of investment plan	0	1	0	0	1	1
DJS 2 Operations Management (Planning & Development Unit)	A.85	Mobilize Investment from the Access to Justice Development Fund	1.8	1.926	2.052	2.178	7.956	
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.152	Monthly review of activities and audit expenditures	0	0	0	0	0	0

Area	Activity No.	Activity Description	Budget Plan (Operations)			Budget (Rs. In Million)		
			2018-19	2019-20	2020-21	2021-22	Total	
DJS 2 Operations Management (Planning & Development Unit)	A.168	F/S and Construction of Judicial Complex, D.I.Khan	50	163	163	164	540	
DJS 2 Operations Management (Planning & Development Unit)	A.171	Construction of Joint Judicial Complex at Karak and Takhte- Nasrati.	50	200	250.4	0	500.4	
DJS 2 Operations Management (Planning & Development Unit)	A.172	F/S for Master Planning & Designing of Khyber Pakhtunkhwa Judicial Academy at Regi Model Town Peshawar (PC-II Approved on 23-10-13).	10	40	43.15	0	93.15	
DJS 2 Operations Management (Planning & Development Unit)	A.175	Construction of Judicial Complex, Mardan	42.3	367	367	365.1	1141.4	
DJS 2 Operations Management (Planning & Development Unit)	A.177	Construction of Judicial Complex, Chitral.	45	328	328.16	0	701.16	
DJS 2 Operations Management (Planning & Development Unit)	A.178	Construction of Judicial Complex, Mansehra.	1500	0	0	0	1500	
DJS 2 Operations Management (Planning & Development Unit)	A.179	F/S & Master Planning and Detailed Designing of Judicial Complex, Abbottabad	1500	0	0	0	1500	
DJS 2 Operations Management (Planning & Development Unit)	A.180	Construction of Judicial Complex Haripur	201	0	0	0	201	

Area	Activity No.	Activity Description	Budget Plan (Operations)					
			2018-19	2019-20	2020-21	2021-22	Total	Budget (Rs. In Million)
DJS 2 Operations Management (Planning & Development Unit)	A.181	F/S for Assessment of Residential Requirements, Master Planning & Designing of Judicial Complexes in Selected Districts of Khyber Pakhtunkhwa	50	751	750.89	0		1551.89
DJS 2 Operations Management (Planning & Development Unit)	A.182	F/S for Assessment of Residential Requirements of Honorable Judges of PHC.	50	103.18	0	0		153.18
DJS 2 Operations Management (Planning & Development Unit)	A.184	F/S and Construction of Tehsil Judicial Complexes in 5 Selected Districts on Priority Basis (D.I.Khan, Manselra, Chitral, Dir-Lower, Abbottabad,Buner, and Hangu)	80	373.34	0	0		453.34
DJS 2 Operations Management (Planning & Development Unit)	A.185	F/S and Construction of Hostel with Allied Facilities in Khyber Pakhtunkhwa Judicial Academy	143.29	0	0	0		143.29
DJS 2 Operations Management (Planning & Development Unit)	A.186	F/S & Construction of Court Rooms with Allied Facilities for Honorable Judges at Peshawar High Court, D.I. Khan Bench	37.6285	40.262495	0	0		77.890995
DJS 2 Operations Management (Planning & Development Unit)	A.187	Reconstruction and Renovation of Judicial Complex Kohat	38	0	0	0		38
DJS 2 Operations Management (Planning & Development Unit)	A.188	F/S for Establishment of Judicial Complex at Dargai (Malkakand),Thall (Hangu),Shabodadar (Charsadda),Tank,Totalai (Buner) and Kulachi (D.I.Khan).	700	256.8	45.6	0		1002.4

Area	Activity No.	Activity Description	Budget Plan (Operations)				Budget (Rs. In Million) Total
			2018-19	2019-20	2020-21	2021-22	
DJS 2 Operations Management (Planning & Development Unit)	A.189	Reconstruction and Renovation of Judicial Complex Nowshera	193.856	0	0	0	193.856
DJS 2 Operations Management (Planning & Development Unit)	A.191	Acquisition of land for construction of Judicial Complexes on need basis	35.229	0	0	0	35.229
DJS 2 Operations Management (Planning & Development Unit)	A.192	Construction of Rooms for District and High Court Bar Swat and Bar Rooms Abbottabad	65.8	0	0	0	65.8
DJS 2 Operations Management (Planning & Development Unit)	A.193	Construction of Bachelor Hostel Judicial Officers in 08 districts of Khyber Pakhtunkhwa	8	0	0	0	8
DJS 2 Operations Management (Planning & Development Unit)	A.194	Repair and extension of Judicial Lodge Nathiagali	60	0	0	0	60
DJS 2 Operations Management (Planning & Development Unit)	A.195	Construction of PHC Abbottabad Bench-ERRA funded (GOKP Share)	20	0	0	0	20
DJS 2 Operations Management (Planning & Development Unit)	A.196	Missing facilities and improvement of infrastructure of existing judicial complexes	60	104.377	0	0	164.377
DJS 2 Operations Management (Administration, Coordination and Logistic Support Unit)	A.197	Strengthening of P&D Section in Peshawar High Court	10	8.2	8.2	0	26.4

Area	Activity No.	Activity Description	Budget Plan (Operations)					
			2018-19	2019-20	2020-21	2021-22	Budget (Rs. In Million)	
DJS 2 Operations Management (Planning & Development Unit)	A.216	Provision for furniture & equipments for newly constructed complexes under ADP	75	80.25	0	0	155.25	
DJS 2 Operations Management (Planning & Development Unit)	A.217	Contraction of District Judicial Complex Malakand	100	337.3	337.3	337.3	1111.9	
DJS 2 Operations Management (Planning & Development Unit)	A.218	Construction of District Judicial Complex Swat	120	404.8	404.8	404.8	1334.4	
DJS 2 Operations Management (Planning & Development Unit)	A.219	Construction of District Judicial Complex Shangla	100	337.3	337.3	337.3	1111.9	
DJS 2 Operations Management (Planning & Development Unit)	A.220	Construction of District Judicial Complex Dir Lower	100	337.3	337.3	337.3	1111.9	
DJS 2 Operations Management (Planning & Development Unit)	A.221	Construction of District Judicial Complex Buner	100	337.3	337.3	337.3	1111.9	
DJS 2 Operations Management (Planning & Development Unit)	A.222	Construction of District Judicial Complex Kohistan	80	270	270	270	890	
DJS 2 Operations Management (Planning & Development Unit)	A.223	Construction of District Judicial Complex Hangu Phase -II	80	270	270	270	890	
DJS 2 Operations Management (Planning & Development Unit)	A.224	Construction of Tehsil Complex Chota Lahore	40	135	135	135	445	
DJS 2 Operations Management (Planning & Development Unit)	A.225	Construction of Tehsil Complex Puran	30	96.3	171	36.3	333.6	

Area	Activity No.	Activity Description	Budget Plan (Operations)				
			2018-19	2019-20	2020-21	2021-22	Total
DJS 2 Operations Management (Planning & Development Unit)	A.226	Construction of Tehsil Complex Chakaiser	30	150.75	150.75	0	331.5
DJS 2 Operations Management (Planning & Development Unit)	A.227	Construction of Tehsil Complex Samarbagh	30	150.75	150.75	0	331.5
DJS 2 Operations Management (Planning & Development Unit)	A.228	Construction of Tehsil Complex Chakdara	30	150.75	150.75	0	331.5
DJS 2 Operations Management (Planning & Development Unit)	A.229	Construction of Tehsil Complex Balambat	30	150.75	150.75	0	331.5
DJS 2 Operations Management (Planning & Development Unit)	A.230	Construction of Tehsil Complex Shiringal	30	150.75	150.75	0	331.5
DJS 2 Operations Management (Planning & Development Unit)	A.231	Construction of Tehsil Complex Drosch Chitral	30	150.75	150.75	0	331.5
DJS 2 Operations Management (Planning & Development Unit)	A.232	Construction of Tehsil Complex Kulachi	30	150.75	150.75	0	331.5
DJS 2 Operations Management (Planning & Development Unit)	A.233	Construction of Tehsil Complex Sarai Naurang	30	150.75	150.75	0	331.5
DJS 2 Operations Management (Planning & Development Unit)	A.234	Construction of Tehsil Complex Ghazi Haipur	30	150.75	150.75	0	331.5

Budget Plan (Operations)						
Area	Activity No.	Activity Description	Budget (Rs. In Million)			
			2018-19	2019-20	2020-21	2021-22
DJS 2 Operations Management (Planning & Development Unit)	A.235	Construction of Tehsil Complex Pattan	30	150.75	150.75	0
DJS 2 Operations Management (Planning & Development Unit)	A.236	Construction of Judicial Lodge at Shogran	50	2.625	2.625	0
DJS 2 Operations Management (Planning & Development Unit)	A.237	Construction of Judicial Lodge at Kalam	50	2.625	2.625	0
DJS 2 Operations Management (Planning & Development Unit)	A.238	Missing facilities and improvement of infrastructure of existing judicial complexes Phase II	60	76.3	76.3	0
DJS 2 Operations Management (Planning & Development Unit)	A.239	Construction of Judicial Academy at Regi Model Town Hayatabad	0	587.5	587.5	1762.5
DJS 2 Operations Management (Planning & Development Unit)	A.240	Construction of District Judicial Complex Nowshera	0	470	470	1410
DJS 2 Operations Management (Planning & Development Unit)	A.241	Construction of District Judicial Complex Upper Dir	0	392	392	392
DJS 2 Operations Management (Planning & Development Unit)	A.242	Construction of District Judicial Complex Tank Phase II	0	392	392	1176
DJS 2 Operations Management (Planning & Development Unit)	A.243	Construction of District Judicial Complex Kohat Phase-II	0	470	470	1410

Area	Activity No.	Activity Description	Budget Plan (Operations)				Total
			2018-19	2019-20	2020-21	2021-22	
DJS 2 Operations Management (Planning & Development Unit)	A.244	Construction of District Judicial Complex Mansehra	0	587.5	587.5	587.5	1762.5
DJS 2 Operations Management (Planning & Development Unit)	A.245	Construction of Tehsil Complex Tangi	0	117.5	117.5	117.5	352.5
DJS 2 Operations Management (Planning & Development Unit)	A.246	Construction of Tehsil Complex Matta	0	117.5	117.5	117.5	352.5
DJS 2 Operations Management (Planning & Development Unit)	A.247	Construction of Tehsil Complex Khwazakhela	0	117.5	117.5	117.5	352.5
DJS 2 Operations Management (Planning & Development Unit)	A.248	Construction of Tehsil Complex Besham	0	117.5	117.5	117.5	352.5
DJS 2 Operations Management (Planning & Development Unit)	A.249	Construction of Tehsil Complex Lal Qilla	0	117.5	117.5	117.5	352.5
DJS 2 Operations Management (Planning & Development Unit)	A.250	Construction of Tehsil Complex Wari	0	117.5	117.5	117.5	352.5
DJS 2 Operations Management (Planning & Development Unit)	A.251	Construction of Tehsil Complex Balakot	0	117.5	117.5	117.5	352.5
DJS 2 Operations Management (Planning & Development Unit)	A.252	Construction of Judicial Lodge at Naran	0	18.41	18.41	18.41	55.23

Area	Activity No.	Activity Description	Budget Plan (Operations)					Budget (Rs. In Million) Total
			2018-19	2019-20	2020-21	2021-22		
DJS 2 Operations Management (Planning & Development Unit)	A.253	Construction of Judicial Lodge at Malam Jabba	0	18.41	18.41	18.41	18.41	55.23
DJS 2 Operations Management (Planning & Development Unit)	A.254	Establishment of Model Anti Terrorism Court Mardan	0	81.77	81.77	81.77	81.77	245.31
DJS 2 Operations Management (Planning & Development Unit)	A.268	Provide, Server Room Construction, Air Conditioner, Seating's, Access Control, Furniture	0	35	0	0	0	35
DJS 2 Operations Management (Planning & Development Unit)	A.285	Estrabllish Project Management Unit	0	0	0	0	0	0
DJS 2 Operations Management (Planning & Development Unit)	A. 286	Hiring of Consultant/Firm for Developing As Is, To Be, SRS, PMP, for automation of processes in PHC and DJ	0.5	0	0	0	0	0.5

Human Resource and Welfare Wing

Budget Plan (Human Resource & Welfare)						
Area	Activity No.	Activity Description	2018-19	2019-20	2020-21	Budget (Rs. In Million) Total
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.113	Revise a career structure for the district and establishment (Lower Staff), with development of job grading and pay scale	3	0	0	3
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.114	Design of online human resources management information system to support all processes concerning human resource management	2	10	0	12
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.115	Based on Justice Strategy , create a human resource plan that covers all in country trainings	0	0	0	0
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.116	Review new policies approved by administrative committee	0	1.5	0	1.5
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.117	Create policy recommendations and present to administrative committee for approval	0	0.6	0	0.6
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.118	Subject to approval of policy by administrative committee revise the career policy accordingly	0	0.3	0	0.3
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.119	Disseminate career policy for district clerical staff and judicial officers	0	2.5	0	2.5

Budget Plan (Human Resource & Welfare)						
Area	Activity No.	Activity Description	Budget (Rs. In Million)			
			2018-19	2019-20	2020-21	2021-22
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.120	Create award policy for awarding employees on tangible performance indicators	1	0	0	0
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.121	Develop job descriptions after business process reengineering	1.5	0	0	0
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.122	Undertake training needs assessment for the new roles envisaged for clerical staff and Judicial officer in addition to generic skills required on jobs	0	0	0	0
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.123	Develop Annual training plan based on Training Needs Assessment Report	0	0	0	0
DJS 4 Human Resource & Welfare Unit (Welfare Unit)	A.127	Generate demand for the type and quantity of educational services with survey	1	0	0	0
DJS 4 Human Resource & Welfare Unit (Welfare Unit)	A.128	Market evaluation for service suppliers	1	0	0	1
DJS 4 Human Resource & Welfare Unit (Welfare Unit)	A.129	Negotiate collective agreement for education services with institutions	0.05	0	0	0.05
DJS 4 Human Resource & Welfare Unit (Welfare Unit)	A.130	Design and Implement a Health Care program for court employees	75	75	80	310
DJS 4 Human Resource & Welfare Unit (Welfare Unit)	A.131	Design a housing scheme for court employees	4	0	0	4
DJS 4 Human Resource & Welfare Unit (Welfare Unit)	A.132	Promote housing scheme for membership	0.5	0	0	0.5
DJS 4 Human Resource & Welfare Unit (Welfare Unit)	A.133	Execute housing scheme	10	10.7	11.4	44.2

Area	Activity No.	Activity Description	Budget Plan (Human Resource & Welfare)				
			2018-19	2019-20	2020-21	2021-22	Total
DJS 4 Human Resource & Welfare Unit (Welfare Unit)	A.134	Build capacity of District Courts in logistics management	0	0.5	0	0	0.5
DJS 4 Human Resource & Welfare Unit (Welfare Unit)	A.135	Design welfare policy for court employees	2	0	0	0	2
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.159	Revise PER framework for assessment of officers & Staff	1	0	0	0	1
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.160	Training of Officers on Approved Evaluation Policy	0	1	0	0	1
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.162	Training of Relevant Stakeholders for licensing centres	1.3	1.2	0	0	2.5
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.164	Based on Justice Strategy , create a human resource plan covering International trainings	0	0	0	0	0
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.215	Send Judicial officers for International trainings Workshops and Courses	0	18	19.26	20.52	57.78
DJS 4 Human Resource & Welfare Unit (HR Unit)	A. 257	Provide funding for sustain technical support after funding from World Bank Expires	3	34.68	36.95	39.34	113.97
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.279	Literature review of best practices in management of human resources in judiciary	1.5	0	0	0	1.5
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.280	Current policy analysis in Judiciary and Design of New Operations Manual	1.5	0	0	0	1.5
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.281	Approval and Dissimilation of Human Operations Manual and Reaching out to Institutes for hiring best talent	1.1	0	0	0	1.1

Budget Plan (Human Resource & Welfare)						
Area	Activity No.	Activity Description	Budget (Rs. In Million)			
			2018-19	2019-20	2020-21	2021-22
DJS 4 Human Resource & Welfare Unit (HR Unit)	A.101	Access the quantity and quality of human resource requirement for enabling the IT System	2	0	0	0
DJS 4 Human Resource & Welfare Unit (HR Unit)	A 285	Reaching Out to Institute to Hire Best Talent	1.5	1.5	1.5	1.5
						6

Judicial Academy of Khyber Pakhtunkhwa

Area	Activity No.	Activity Description	Budget Plan (Judicial Academy of KP)			
			2018-19	2019-20	2020-21	Budget (Rs. In Million) 2021-22
Judicial Academy of Khyber Pakhtunkhwa	A.136	Evaluation of judicial academy institutional design and recommend programs	2.625	0	0	0
Judicial Academy of Khyber Pakhtunkhwa	A.137	Develop an action plan for the capacity building in light of the recommendations	0.5	0	0	0.5
Judicial Academy of Khyber Pakhtunkhwa	A.138	Install learning management system in the Judicial Academy	0.4	0	0	0.4
Judicial Academy of Khyber Pakhtunkhwa	A.139	Expand e Learning Program to increase outreach of training programs	0	6	0	6
Judicial Academy of Khyber Pakhtunkhwa	A.140	Develop Justice Sector research plan covering all areas of service delivery	24	0	0	24
Judicial Academy of Khyber Pakhtunkhwa	A.141	Conduct action based research studies	24	24	30	30
Judicial Academy of Khyber Pakhtunkhwa	A.142	Develop case studies with lessons learnt from real world cases	0	2.5	2.675	2.85
Judicial Academy of Khyber Pakhtunkhwa	A.143	Conduct cohort studies on thematic areas for impact of reforms	0	1.6	1.712	1.824
Judicial Academy of Khyber Pakhtunkhwa	A.144	Undertake training needs assessment for various stakeholders in the Justice Sector	17.3	0	0	17.3

Budget Plan (Judicial Academy of KP)						
Area	Activity No.	Activity Description	Budget (Rs. In Million)			
			2018 19	2019 20	2020 21	2021 22
Judicial Academy of Khyber Pakhtunkhwa	A.145	Design training programs and get them approved for delivery	13	0	0	0
Judicial Academy of Khyber Pakhtunkhwa	A.146	Deliver training programs in different subjects & Module on Judicial Reforms Program	10.1	18.725	19.95	21.175
Judicial Academy of Khyber Pakhtunkhwa	A.147	Design survey programs for post training assessment and impact on service delivery	3.3	3.531	3.762	3.993
Judicial Academy of Khyber Pakhtunkhwa	A.148	Conduct post training evaluation and share findings with stakeholders	4.8	5.136	5.472	5.808
Judicial Academy of Khyber Pakhtunkhwa	A.165	Promote e-Learning Programs already designed and developed at the Judicial Academy	1.5	1.605	1.71	1.815
Judicial Academy of Khyber Pakhtunkhwa	A.166	Procure Hardware for e-Learning Program	2.5	0	0	0
Judicial Academy of Khyber Pakhtunkhwa	A.167	Develop e-Learning Portal for Judicial Academy and Create Programs	1	0	0	0
Judicial Academy of Khyber Pakhtunkhwa	A.153	Support in launching the Pakistan Law Portal being developed by the KPJA which will include the synopsis of all reported cases from 1837 to date with citations	1.5	0	0	0
Judicial Academy of Khyber Pakhtunkhwa	A.154	Training of stakeholders on effective use of the portal	7.5	0	0	0
						7.5

Annex E; Five Year Infrastructure Development Plan 2018-23

Since establishment of the Peshawar High Court in 1955, little attention was given for purpose built infrastructure for Judiciary at district and tehsil level rather the courts were established in the existing infrastructure of the government as stop gap arrangement. With the increase in population and litigations, demand was also raised for developmental budget to do away with the problems of congestion, overcrowding, delays and backlogs due insufficient, scattered and pathetic court buildings, ensuring provision of conducive working conditions and humane treatment to all the stakeholders in the judiciary.

During the years from 2002 to 2009, Access to Justice Programme was launched with the loan from Asian Development Bank though out the country for making improvements in the judicial and non-judicial legal services. Under Access to Justice Program Loan, initiatives were undertaken for establishment of Judicial Complexes throughout province, however, only four Judicial Complexes could be constructed in the Peshawar, Swabi, Bannu, and Lakki Marwat Districts of Khyber Pakhtunkhwa, besides, construction of some courts rooms and facilities for litigants and lawyers. Similarly, for more than 400 officers, only 60 Residences could be constructed, due to limited budgetary allocations.

To meet the deficiency in allocation of developmental budget, the Peshawar High Court was included in the Provincial Annual Development Programme during the year 2011-12. Allocation and expenditure against the schemes in the sector during last six years is given as under: -

S.No.	Year	Allocation	Revised Allocation	Exp.	Exp% (BE)
1	2011-12	223.107	348.611	175.830	79%
2	2012-13	465.000	531.075	350.210	75%
3	2013-14	818.677	803.000	701.485	86%
4	2014-15	1050.000	1232.601	1182.137	113%
5	2015-16	1050.000	1050.000	1050.000	100%
6	2016-17	1318.297	1713.647	1713.647	130%
7	2017-18	1318.297	2318.000 (Projected)	538.692 (30/11/2017)	

Since induction of PHC as sector in the ADP 2017-18, a total of 49 projects were included of which 17 projects could be completed by June 2017 with a cost of Rs. 2425.745 million.

Status	Schemes	Cost
Completed	17	2425.745
Ongoing	32	14958.837
Total	49	17384.582

Detail may be seen at Annex I

There are 417 courts established at District and Tehsil Level throughout the Province bifurcated in 25 District & Sessions Courts and 35 Tehsil complexes to deal with the pendency of 187113 cases (Civil 111012 cases and Criminal 76101 cases). District Judicial Complexes at Peshawar, Lakki, Charsadda and Swabi have been completed whereas complexes in seven districts are in progress namely; Haripur, Chitral, Bannu, Dilkhan, Battagram, Karak and Hangu. Judicial Complex at Mardan, Kohat and Abbottabad will be started shortly. In addition, construction of 13 no Tehsil Complexes are also underway of which Paharpur, Kabal, Katlang, Havelian, Oghi and Draband are under construction whereas complexes at Behrain, Prova, Totalai, Shabqadar, Dargai, Thall, and Tank are expected to be started shortly.

The ADP 2017-18 is comprised of 32 projects costing to Rs. 15.005 billion with an allocation of Rs. 1.318 billion. The throw-forward liability of the sector beyond June 2018 is to the extent of Rs. 10.949 billion. Out of 32 projects work on 20 projects is ongoing whereas the rest of 12 projects are expected to start during the current financial year with project life of 36 months. Therefore, the project of Peshawar High Court will require an amount of Rs. 10.949 billion during the next three years for timely completion of the project without cost overrun. Besides, there is also need of inclusion of new schemes for construction of remaining 10 District Complexes and 19 tehsil complexes in the KPK which will cost approximately to the tune of Rs. 16.700 billion (List of Tehsil and District Complexes is at Annex-II). Hence, in the next five years, there is a need of Rs. 27.649 billion to provide infrastructure to the judiciary at Tehsil and District level. Year wise break up is given as under: -

	2018-19	2019-20	2020-21	2021-22	2022-23
Ongoing projects	2.5	3.025	5.424		
New Projects	1.000	2.000	2.000	6.000	6.700
Total	3.500	5.025	7.424	6.000	6.700

Annual Development Programme

Peshawar High Court

Year of completion	Code	Scheme Name	COST	Status
2011-12	70417	Construction of Judicial Lodges at 10-Race Course Peshawar.	95.361	Completed
2011-12	90032	Special repair to Session Court at Said Sharif (Gulkada) District Swat.	13.300	Completed
2012-13	120417	Acquisition of land for Construction of Judicial Complexes in Selected Districts of Khyber Pakhtunkhwa.	40.000	Completed
2014-15	110147	Construction of Additional Works in Judicial Complex, Lakki Marwat.	55.173	Completed
2014-15	110261	Establishment of Darul Qaza at Thames Hotel District Swat (Peshawar High Court Bench)	316.492	Completed
2014-15	120416	Rehabilitation, Improvement and Consolidation of Judicial Infrastructure in Khyber Pakhtunkhwa.	50.000	Completed
2014-15	140295	Acquisition of Land for Construction of Judicial Complexes in Mansehra, Abbottabad, D.I.Khan and Swat Districts.	50.000	Completed
2015-16	110262	Addition, Alteration, Strengthening and Balance Works in Judicial Complex, Bannu.	345.137	Completed
2016-17	110148	Construction of Additional Works in Judicial Complex, Peshawar.	117.727	Completed
2015-16	130449	Rehabilitation, Improvement and Consolidation of Judicial Infrastructure in Khyber Pakhtunkhwa Including Land Cost (Phase-II).	95.000	Completed
2016-17	140297	Construction of Court Rooms with Allied Facilities on Need Basis in Selected Districts of Khyber Pakhtunkhwa.	52.834	Completed
2016-17	140298	Construction of Guard Rooms, Boundary Wall, Security Pickets and Allied Facilities for Judiciary in Selected Districts of Khyber Pakhtunkhwa.	48.056	Completed
	140308	F/S and Construction of Judicial Complex, D.I.Khan	850.000	Ongoing

Year of completion	Code	Scheme Name	COST	Status
2017-18	120003	Construction of Peshawar High Court, Bannu Bench.	839.897	Ongoing
2017-18	130581	Addition, Alteration, Strengthening and Balance Works in Judicial Complex, Bannu (Phase-III).	258.000	Ongoing
	130445	Construction of Joint Judicial Complex at Karak and Takhte- Nasrati.	819.942	Ongoing
	120419	F/S for Master Planning & Designing of Khyber Pakhtunkhwa Judicial Academy at Regi Model Town Peshawar (PC-II Approved on 23-10-13).	400.000	Ongoing
2016-17	120898	Replacement of AC Plant, Lifts and Installation of Heavy Duty Generator in Peshawar High Court, Peshawar.	552.000	Ongoing
2017-18	140304	F/S for Extension of Bar Rooms, Consultation Rooms, Library & Construction of an Auditorium with Allied Facilities for Peshawar High Court Bar and Advocate- General Office (PC-II Approved on 30-09-14).	200.838	Ongoing
2016-17	140309	Construction of Record Rooms at Peshawar High Court in General and Confidential Branch.	54.737	Completed
2016-17	110150	Construction of Judicial Complex, Charsadda.	811.557	Completed
	140294	Construction of Judicial Complex, Mardan	1100.00 0	Ongoing
2017-18	140302	Construction of Bar Rooms with Allied Facilities in Takhtbhai, Mardan.	65.000	Ongoing
	120004	Construction of Judicial Complex, Chitral.	930.934	Ongoing
	100425	Construction of Judicial Complex, Mansehra.	950.000	Ongoing
	140307	F/S & Master Planning and Detailed Designing of Judicial Complex, Abbottabad	976.000	Ongoing
2017-18	110457	Construction of Judicial Complex, Haripur.	585.646	Ongoing
	130446	F/S for Assessment of Residential Requirements, Master Planning & Designing of Judicial Complexes in Selected Districts of Khyber Pakhtunkhwa	1469.57 6	Ongoing
	130447	F/S for Assessment of Residential Requirements of Honorable Judges of PHC.	173.000	Ongoing
	130448	Establishment of Mobile Courts in Khyber Pakhtunkhwa	60.000	Ongoing

Year of completion	Code	Scheme Name	COST	Status
	140296	F/S and Construction of Tehsil Judicial Complexes in 5 Selected Districts on Priority Basis (D.I.Khan, Mansehra, Chitral, Dir-Lower, Abbottabad, Buner, and Hangu)	773.194	Ongoing
	140300	F/S and Construction of Hostel with Allied Facilities in Khyber Pakhtunkhwa Judicial Academy	229.810	Ongoing
	140301	F/S & Master Planning for Construction of "Model Anti-Terrorism Courts" (PC-II Approved on 30-09-14).	250.000	Ongoing
2016-17	150372	Acquisition of Land for Construction of Judicial Complexes with Allied facilities in Swat, Tank and Kohat.	172.371	Completed
2016-17	150376	Construction of Guard Rooms, Boundary Wall, Security Picquets and allied facilities in selected districts of Khyber Pakhtunkhwa Phase-II and facilities to Mansehra Bar Rooms	58.000	Completed
2016-17	150382	Automation of Courts in selected District of Khyber Pakhtunkhwa	1595.00 0	Ongoing
	150598	F/S & Construction of Court Rooms with Allied Facilities for Honorable Judges at Peshawar High Court, D.I. Khan Bench	100.000	Ongoing
	160445	Reconstruction and Renovation of Judicial Complex Kohat	250.000	Ongoing
	160182	F/S for Establishment of Judicial Complex at Dargai (Malakand), Thall (Hangu), Shabqadar (Charsadda), Tank, Totalai (Buner) and Kulachi (D.I.Khan).	200.000	Ongoing
	160444	Reconstruction and Renovation of Judicial Complex Nowshera	250.000	Ongoing
2017-18	160187	Feasibility study for installation of Lift Facility at Dar-ul- Qaza District Swat.	40.000	Ongoing
	160537	Acquisition of land for construction of Judicial Complexes on need basis	200.000	Ongoing
2017-18	160538	Construction of Rooms for District and High Court Bar Swat and Bar Rooms Abbottabad	100.000	Ongoing
	160589	Construction of Bachelor Hostel Judicial Officers in 08 districts of Khyber Pakhtunkhwa	200.000	Ongoing

Year of completion	Code	Scheme Name	COST	Status
2016-17	160590	Construction of Boundary walls/Security pickets/court rooms with allied facilities in selective districts of Khyber Pakhtunkhwa	50.000	Completed
	170190	Repair and extension of Judicial Lodge Nathiagali	80.000	Ongoing
	170191	Construction of PHC Abbottabad Bench- ERRA funded (GOKP Share)	80.000	Ongoing
	170188	Missing facilities and improvement of infrastructure of existing judicial complexes	350.000	Ongoing
	170192	Strengthening of P&D Section in Peshawar High Court	30.000	Ongoing

Long Term Plan for Infrastructure

S.No.	Tehsil & District	No. of Courts	Status	Estimate Cost
1	Peshawar	48	Completed	
2	Nowshera	14	Long Term Plan	1200.00
3	Charsadda	10	Completed	
	<i>Tangi</i>	3	Long Term Plan	300.00
	<i>Shabqadar</i>	3	Included in ADP	
4	Mardan	21	Included in ADP	
	<i>Takht Bahi</i>	5	Included in ADP	
	<i>Katlang</i>	3	Completed	
5	Swabi	16	Completed	
	<i>Lahor</i>	6	Long Term Plan	400.00
6	Malakand	6	Long Term Plan	1000.00
	<i>Dargai</i>	3	Included in ADP	
7	Swat	17	Long Term Plan	1200.00
	<i>Bahrain</i>	3	Included in ADP	
	<i>Kabal</i>	3	Included in ADP	
	<i>Matta</i>	5	Long Term Plan	300.00
	<i>Khwazakhela</i>	3	Long Term Plan	300.00
8	Shangla	7	Long Term Plan	1000.00
	<i>Bisham</i>	1	Long Term Plan	300.00
	<i>Puran</i>	2	Long Term Plan	300.00
	<i>Chakaiser</i>	1	Long Term Plan	300.00

S.No.	Tehsil & District	No. of Courts	Status	Estimate Cost
9	Lower Dir	5	Long Term Plan	1000.00
	<i>Samarbagh</i>	3	Long Term Plan	300.00
	<i>Chakdara</i>	3	Long Term Plan	300.00
	<i>Balambat</i>	2	Long Term Plan	300.00
	<i>Lal Qilla</i>	2	Long Term Plan	300.00
10	Upper Dir	8	Long Term Plan	1000.00
	<i>Wari</i>	3	Long Term Plan	300.00
	<i>Sheringal</i>	0	Long Term Plan	300.00
11	Buner	10	Long Term Plan	1000.00
	<i>Tootalai</i>	1	Included in ADP	
12	Chitral	9	Included in ADP	
	<i>Drosh</i>	2	Long Term Plan	300.00
	<i>Booni</i>	2	Completed	
13	D.I.Khan	23	Included in ADP	
	<i>Paharpur</i>	4	Included in ADP	
	<i>Paroa</i>	1	Included in ADP	
	<i>Daraban</i>	1	Included in ADP	
	<i>Kulachi</i>	1	Long Term Plan	300.00
14	Tank	6	Included in ADP	
15	Bannu	18	Included in ADP	
16	Lakki	11	Completed	
	<i>Sarai Naurang</i>	1	Long Term Plan	300.00
17	Kohat	18	Long Term Plan	1200.00
18	Hangu	4	Included in ADP	
	<i>Thall</i>	1	Included in ADP	
19	Karak	5	Included in ADP	
	<i>Banda Daud Shah</i>	3	Completed	
	<i>Takht Nusrati</i>	3	Included in ADP	
20	Haripur	20	Included in ADP	
	<i>Ghazi</i>	3	Long Term Plan	300.00
21	Abbottabad	22	Included in ADP	
	<i>Havelian</i>	4	Included in ADP	

S.No.	Tehsil & District	No. of Courts	Status	Estimate Cost
22	Mansehra	20	Long Term Plan	1500.00
	<i>Balakot</i>	4	Long Term Plan	300.00
23	Batagram	6	Completed	
	<i>Allai</i>	1	Completed	
24	Kohistan	3	Long Term Plan	800.00
	<i>Pattan</i>	1	Long Term Plan	300.00
25	Torghar	3	Included in ADP	

INAUGURATION OF SECRETARIAT FOR DISTRICT JUDICIARY 21-12-2017



GROUP PHOTO OF HON'BLE THE CHIEF JUSTICE & HON'BLE JUDGES WITH JUDICIAL OFFICERS