



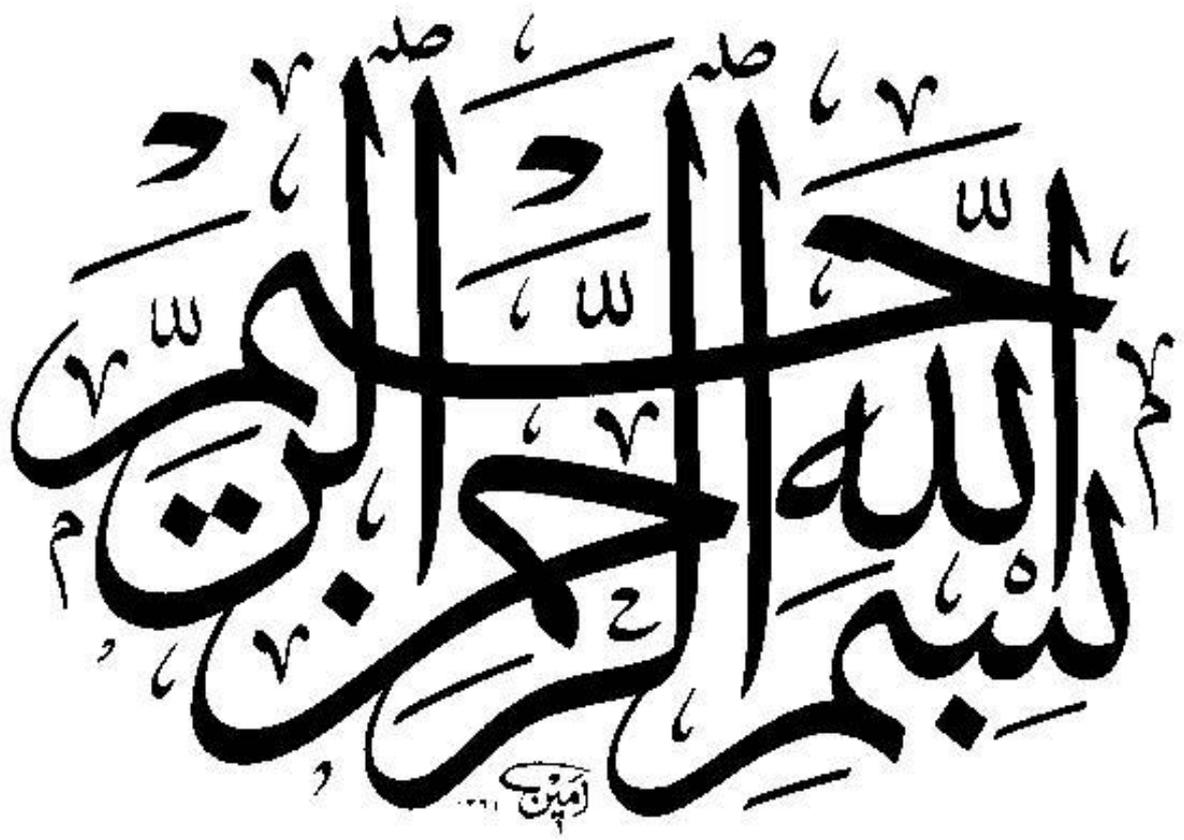
02- 06 September
2014

Case and Court Management – Judges

Report: 01

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1. Executive Summary

Our first LOA in 2013-2014 [now, we call it Phase 1] with UNDP proved quite fruitful. All trainings, seminars and workshops were conducted timely and properly. No activity missed. In these activities, trainings on “Case and Court Management” and “Office and Court Management” have won the field. Ours this success led to another LOA with the UNDP. Now, as Phase-II of the program, the Academy has rolled out various training courses. The contents of courses have been selected from the three manuals, already prepared by Faculty after a TNA (Training Need Assessment). This time, the topics have been changed. Considering the suggestions of the participants of Phase-I training programs, necessary amendments have been introduced to the contents. Some innovations could, therefore, be seen in contents of the course. The lecture of Professor Madeeha Asghar, chairperson of Department of Psychology University of Peshawar on “Stress/Time Management” and lecture of Professor Shabana Gul on “Effective Performance of Administrative Duties” are our special editions.

The significance of proper training of judicial officers is self evident. Incompetency and judging cannot run together. A competent judge is one who is effective as well as efficient. Effectiveness and efficiency have direct proportionality with professional skills and enhanced capacity. The more we train the judges, the higher would be their productivity. So, In order to enhance the capacity of the judicial officers and to enrich their capabilities of dealing with unfavorable situations, the Academy, with the support of the UNDP, has arranged 05 05-day trainings on Case and Court Management.. The present report encompasses the activities of the first of such trainings, conducted in September 2014.

A number of 20 judges, both male and female, participated. Comparatively junior judicial officers were targeted. Keeping in view the requirements of SRLM project, judges and *Qazis* posted in districts of Malakand Division were prioritized. All learned resource persons remained available. No lecture or other activity missed.

Resource persons were specially requested to avoid philosophical approach and to bring down the standard of delivery to the level of the understanding of the trainees. They were also requested to focus on the practical side of their topics. Considerable time was allocated to questions and answer sessions. Representatives of the UNDP have made occasional visits



and have observed the training proceedings. On their suggestion in the middle of the training, more emphasis was placed on practical exercises. The performance of trainees was up to the mark. Modern devices and gadgets were utilized during the training.

On 06 September, 2014, concluding ceremony was held. Worthy Director General congratulated the trainees on successful completion of training. CR (Class Representative) presented his remarks. Certificates were distributed amongst the participants. They were seen off by Director General and other Faculty members with a piece of advice and thanks.

2. Background

Khyber Pakhtunkhwa Judicial Academy (KPJA) was established with the objective to build capacities of all the justice sector institutions and service providers, particularly judicial officers, court staff, prosecutors and lawyers. UNDP initiated Strengthening Rule of Law in Malakand Project in 2012. The start of the SRLM project coincided with the establishment of KPJA. This coincidence also presented an opportunity and confluence of interest between KPJA and SRLM UNDP. The Project aims at building capacity of justice sector service providers for better service delivery. The aim of the project and the mandate of KPJA converged and the two institutions agreed to work together for developing capacities of the justice sector service providers for better service delivery for the people of Malkand region in particular and the people of KP in general. It was also realized that KPJA being the mandated institution also needs capacity support in different areas. This was also agreed and has been done under the SRLM project. Hence the framework of cooperation of SRLM UNDP and KPJA included providing support to KPJA and organizing training for justice sector service providers.

Admittedly Judges are not the sole actors of justice system.. There are so many others who play their role in the system such as Prosecution, Investigation, Police, Correction Officials and much more. What is peculiar to the judges is that first they play as axis in the system; secondly they have no partner in the dispensation of justice. In this World, they decide the fortunes of people. Dealing with this job of divine and fragile nature, they need proper trainings much more than other personnel of justice sector. Issues like delays, unlawful gratifications, extreme tendencies towards technicalities, lack of interest and lethargic performance could only be addresses by imparting proper trainings. We hope that our current enterprise will not only enhance the skills and quality of work of the judges in the KPK, but will also set new trends in judicial education at the national level. The academy, in collaboration with UNDP, has conducted five trainings on office and case management for judicial officers across the province.

3. Introduction

Justice System plays a significant role in the development and prosperity of a nation. It has a direct nexus with productivity of the people. As justice is a key to success, injustice leads to ignorance, poverty, and to the might of power.

Dispensation of justice is twofold; criminal and civil. Both are essential for peace and tranquility. Civil Justice System ensures and safeguards the rights of the people and provides remedy and compensation to the aggrieved. Criminal Justice System, though primarily deals with imposing punishments [a matter of interest for the Government] but resultantly it creates deterrence which guarantees security of life, property and honor. Whereas the latter provides for remedying and compensating the aggrieved. None else but the judge runs both the systems. He is not a mere administrator who makes policies rather he is the manager who practically implements policies. He works in the field and he knows where the shoe pinches. His work is, no doubt, divine but at the same time fragile as well. So, to get him properly equipped with the required skills and knowledge, there is no escape from arranging refresher courses, trainings, workshops and seminars.

No doubt the quality of justice has a direct nexus with the quality of service that the courts' staff delivers. The more competent judge would deliver better and the most competent would deliver the best. A judge must be competent, skillful, effective and efficient.

But one more thing that matters a lot is the need and significance of transparency in this divine job. . Admittedly, transparency and honesty run together rather the former is the product of the latter. I would express without any hesitation that, to us, while comparing competency and honesty, the latter prevails. Competency may be gained through passage of time but honesty cannot be achieved so. Keeping this fact in view, and in compliance with the advice of honorable chairman, special material on code of conduct (Ethics), honesty and clarity of monetary record has been included in the course. To make them more sensitized on the subject, we took the support of religion, clarifying the curse of corruption, embezzlement, misrepresentation and malfeasance. This content of the course is intended to make the trainees effective whereas the rest of the topics are aimed to increase their efficiency.

In order to enhance the capacity of the judges across the province, the Academy, with the generous support of the UNDP has arranged 05, 05- day training courses for judicial officers



of District Judiciary. The present report encompasses the activities of the first of such trainings that was conducted during the first week of September 2014.

The Faculty has exceptionally qualified and richly experienced permanent as well as visiting members. Both delivered lectures during the training. In visiting members, Mr Niaz Muhammad Khan Special Custom and Anti-smuggling Judge, the then Registrar of Islamabad High Court and Miss Nusrat Yasmeen Judge Labor Court, Professor Madeeha Asghar, Chairperson Department of Psychology University of Peshawar and Assistant Professor Shabana Gul of IM Sciences are worth mentioning. All of them have vast knowledge and rich experience. Dr Khursheed Iqbal is District & Sessions Judge, presently working as Dean Faculty, KPJA. Qazi Ataullah and Mr Asghar Ali Salarzai are Civil Judges currently working as Director Instructions and Incharge Mediation Center respectively. Qazi is about to complete his PhD thesis. In addition, these resource persons have successfully completed various TOT (Training of the Trainer) courses in the Academy. The Faculty has preferred judges over purely academic personalities. The reason is obvious. Judges could better feel the difficulties of the staff. They know where the shoe pinches. They could easily diagnose the disease and could skillfully treat it. All the trainers have been teaching in the Academy since its inception.

With regard to the methodology of our training, we opted for a participatory approach. Our training resource persons focused on practical aspect of learning more than theory. Group discussions were also conducted besides the trainees also presented their assignments. Each and every session was followed by a question answer session.

20 judicial officers, having a considerable number of female judges participated in the course. As we have said earlier that keeping in view the requirements of SRLM project, judges posted at the Malakand Division were given preference. We found all the trainees obedient, punctual, highly disciplined, hard working and men of principles and good manners. The group consisted of both senior and junior colleagues.

For they were hailing from different districts, there was a colorful combination of various cultures. On successful completion of training, the Academy awarded them certificates.

Qazi Atullah,

Director Instruction

4. Proceedings

4.1. Day-01

A. Registration and Pre Evaluation:

At first session, registration of the participants and their pre-training evaluation were conducted. The participants filled up the relevant forms and also answered the queries put to them for self assessment purposes. Both processes were conducted via online.

B. Inaugural session

The inaugural session commenced with the recitation from the Holy Quran. Mr. Asghar Ali Salarzai, Incharge Mediation Centre introduced the KPJA team. The Dean Faculty Dr. Khurshid Iqbal highlighted the objectives of the training. He also discussed the necessary rules and asked the participants to abide by it around the training. Besides, Dr. Iqbal also issued written instructions. He advised the trainees not to hesitate in contacting any member of the administration branch in case of any inconvenience regarding their boarding and lodging.

While highlighting the course contents, Dr. Khurshid said the contents were prepared according to the needs and nature of the job of the trainees. He informed that the suggestions and opinions of the participants of Phase-I training program had been meaningfully considered. He also pointed out that the Academy had requested the resource persons to emphasize on the practical aspects of the course. He hoped, that the training will not only enhance the skills and quality of work of the court staff in the KP, but will also set new trends in judicial education at the national level.

Worthy Director General Mr. Hayat Ali Shah in his introductory remarks formally, welcomed the participants. He began with brief explanation of objectives and purposes of the training. He remarked that the Academy, right from its inception, has tried its best to impart quality training to all the stakeholders of the justice sector particularly the judges. He clarified that it was the only way to enable them provide best services to the real beneficiaries of the system. He highlighted the significance of the trainings for judicial officers. He also briefly discussed the concept of “management” and explained its role in the dispensation of justice. He advised the trainees that they should be good managers instead of being mere administrators.

C. Lecture –I

The first lecture was delivered by Qazi Ataullah Director Instructions. His topic was “*Adab ul Qazi*”. To determine the level of knowledge of the trainees regarding the subject, he asked the trainees for the meaning of the topic. The trainees replied differently. Though their replies were not appropriate, nonetheless, resource person was succeeded in encouraging them to participate and speak. The resource person then explained the meaning of the topic and said, “Adab ul Qazi means the Judicial and procedural laws. Its topics are so many such as Complaint, “Written Statement, Evidence, Admissions and appointment of Judges and determination of their Jurisdictions. For the reason that conduct of a Judge is also one of its topics, this subject was included in the contents of the courts. Later on, the Resource person explained the requirements for the appointment of Judges. He also explained the judicial values that should be necessarily followed by Judges whether they are in the court or outside.

The lecture was followed by Q&A session. The officials mentioned some of their problems and requested that should be timely addressed. They were advised to write suggestions in their feedback.

D. Lecture-II

Mr Hayat Ali Shah delivered lecture on “Understanding of Land Revenue Record and its Use in Evidence”. He was assisted by Mr. Humayun Girdawar of Peshawar Circle. The learned resource persons focused on two sides;

- How revenue record is prepared and maintained?
- What is the evidentiary value of the various instruments of this record?

Mr. Humayun, with the help of different maps and charts explained the preparation of various documents such as Register Haqdaran Zamin, Khasra Girdawari, Fard Badr, and Register of mutations. Mr. Hayat highlighted the value of revenue record as documentary evidence. He presented Plethora of judgments, as case law, on the role of revenue documents in the process of decision making.

His lecture was followed by Q&A session. The participants suggested that, in future, more time should be allotted to this subject.



E. Lecture III

In this lecture, trainees were given material for practical exercises. They were distributed into 05 groups. Each group was asked for preparation of a specific instrument on revenue record.

4.2. Day-02

A. Lecture-I

On day-2, the training resumed with the recitation from the Holy Quran. The topic for lecture I was “ADR as Tool of Case Management”. To encourage the trainees to participate, the learned resource person inquired them about the definition of management and about the difference between management and administration. After receipt of their replies, the resource person told that management means the effective and efficient transformation of resources to utility. Later on, he highlighted the concept of ADR. He focused on the following

- The meaning of ADR, EDR and DRT.
- History of the ADR with special focus on invention of the term ADR.
- Kinds of ADR, arbitration, mediation, conciliation, and negotiation.
- The advantages of resolution of disputes through ADR mechanisms.

The learned resource person drew a distinction between regular adjudication and resolution of disputes and told that regular courts decide the issues whereas experts of ADR resolve the disputes.

The lecture was followed question and answer session.

B. Lecture-II

The topic for the lecture II was “Probation as tool of case management”. He discussed probation laws in detail. He further explained the role of probation in the reduction of pendency, saving the time of the court, lessening the burden of the jails and decreasing the expenses of government. He placed great emphasis on significance of rehabilitation and told that deterrence should not be taken as a sole objective of the Criminal Justice System. Reformation aspect should be given preference. He pointed out that it was unfortunate that

majority of the judges are, due to one reason or the other, reluctant to release the convicts on probation. He insisted on active liaison between judges and probation officers.

The lecture was followed question and answer session.

C. Lecture III

The topic was “judicial registers and its maintenance”. Resource person was Mr Niaz Muhammad Khan. At the beginning, he highlighted the significance of such registers. He then described the various kinds of registers. He also taught that how and when different columns should be filled in. he also explained the adverse effects of false or incorrect entries in the registers.

Some practical work was also given to the trainees. The lecture was followed question and answer session.

4.3. Day-03

A. Lecture-I

Dr. Ismail Wali delivered his lecture on “Correspondence”. He explained various kind of correspondence; correspondence with juniors, with seniors, intra organization and with other organizations. He successfully drew a distinction between “memo” and “letter”. He also distinguished a “summary” from the “note”. He placed great emphasis on the use of simple and plain English language. He advised the trainees not to write for their own selves rather they should write for their readers. He pointed out some common mistakes which are usually committed during the course of correspondence.

For practical work, he asked the trainees to write letters and memos. These letters and memos were discussed in the class and mistakes were pointed out. The lecture was followed question and answer session.

B. Lecture-II

The topic of the lecture was 'Efficient of administrative duties. The learned resource person Assistant professor Ms. Shabana Gul delivered her lecture. She emphasized that a judge should differentiate between pure judicial work and his administrative duties. For example, a judge, when performs as Returning Officer should not behave like a judge. He is to face the public and to solve their problems pertaining to election process. Efficiency in administrative duties is as necessary as effectiveness in the judicial work.

The lecture was followed by Q& A sessions.

C. Lecture III

This important lecture was delivered by Prof. Madeeha Asghar on "Stress/Time Management". Her methodology was interactive. She highlighted the significance of managerial skills in government officials in general and in judges in particular. She also highlighted the importance of management in the dispensation of justice.

She said that an angry man should not be judge. But she explained further that when and how a man becomes angry? She explained the factors that amount to stress. She also taught the techniques that how one should come out of the stressed environment.

In interaction with the trainees, the trainees pointed out the sources of stress that are faced by judicial officers. Fortunately the worthy DG and learned Dean Faculty appeared in the class and actively participated in the discussion. Many voices were raised. This led to an idea and the worthy DG requested the resource person to prepare a research survey on the subject [The Academy has opened separate file for the purpose]

The lecture was followed by Q& A sessions.

4.4 Day- 04

A. Lecture-I

On Day 04, Learned Mr. Hayat Ali delivered his lecture on "Code of conduct". He drew a clear distinction between "Law and Ethics" and clarified that though both concepts were distinct but complementary to each other. The former imposes liabilities whereas the later



creates responsibilities. The relation between law and Ethics is somehow that of rules of Law and principles of Equity. The outcome of application of Law is legal justice whereas the outcome of Law along with the application of principles of Equity is equitable Justice. For prosperity, development and progress, we need the later kind of Justice, not the first one.

Resource person explained the significance of ethics in the duties of judicial officers. He further explained that sometimes they may not be held liable due to the apparent completion of his legal liabilities; nevertheless, his performance would take the destination miles away due to non-completion of moral values. He placed a great deal of emphasis on the priority of honesty over competency, in the light of the provisions of Islamic jurisprudence. He advised the trainees to ensure clarity in monetary issues and to avoid corruption, dishonesty and embezzlements. They should always keep in mind their accountability before their Lord on the Day of Judgment. He ended his lecture with the following famous sentence;

“A judge should be gentleman first and gentleman last”

The lecture was followed by active Q&A session.

B. lecture II

In the second session, Mr. Azim Khan Afridi delivered his lecture on “Decorum: As a Tool of Management”. His method was more interactive and less descriptive. He discussed the significance of decorum in management of the court. He also explained the techniques through which decorum of the court could be maintained. He pointed out some examples of unfavorable circumstances that spoil the decorum of the court. How these circumstances should be dealt with? he taught the methods there for.

The proceedings were followed by Q&A sessions.

4.5 Day-05

A. Post evaluation; 1hr

During the first session, the post-training evaluation was conducted. The participants filled up the relevant forms and also answered the questions put to them for self-assessment purposes.

B. Concluding Ceremony

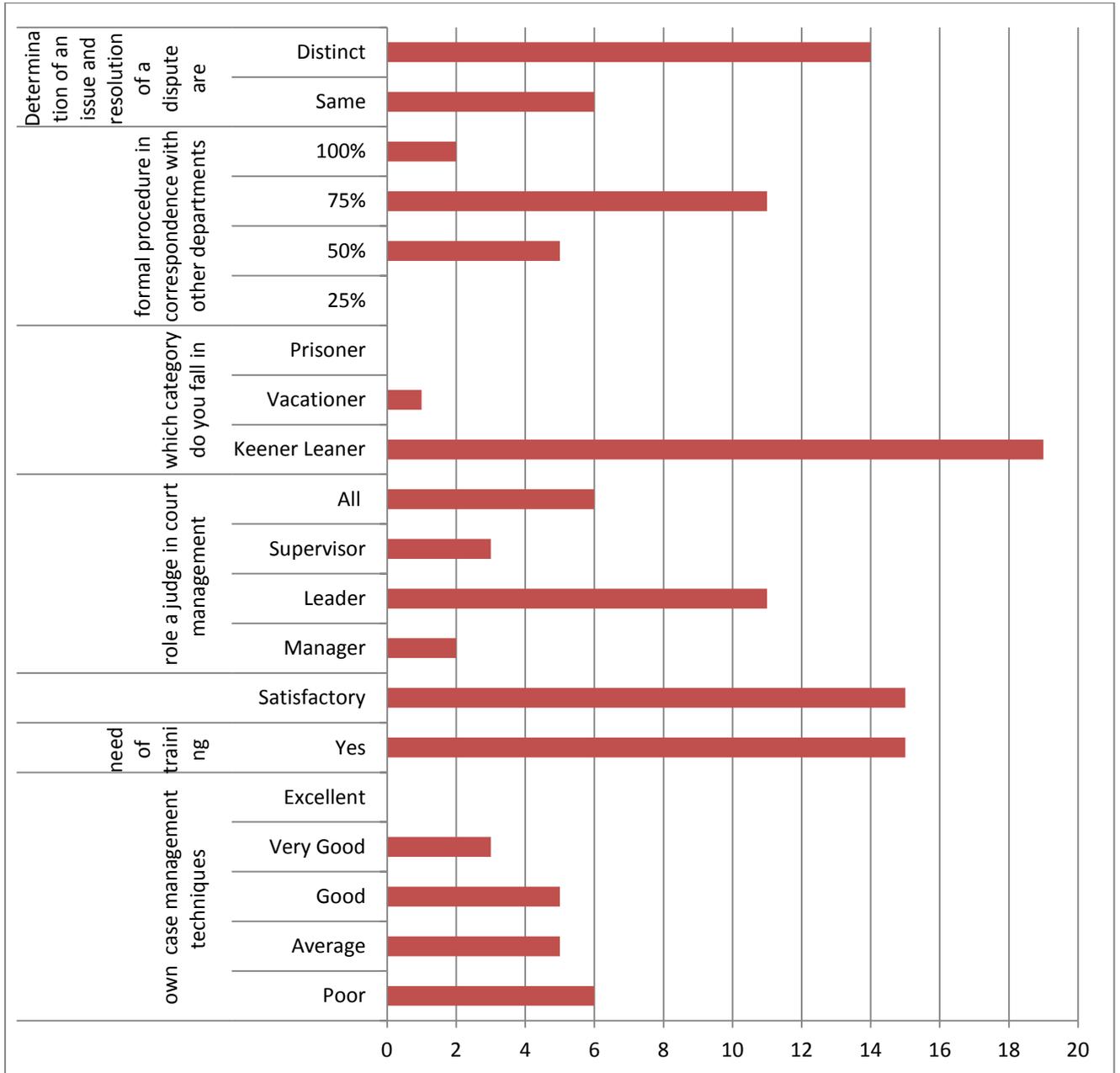
Worthy DG chaired the session .He asked Director Instructions Qazi Ataullah to start off. Mr. Qazi invited CR of the class to recite few verses from the Holy Quran. Mr. Qazi then lauded the participants for their excellent behavior round the training. The CR presented his remarks. He highly admired the performance of Academy's officials

Worthy DG then distributed certificates. He saw of the participants with thanks and piece of advice. The participants were offered High Tea.

Evaluations

5. Evaluation

6.1 Pre Evaluation



Graph 1: There is zero opinion for excellence. A Great figure of 63% sees their management skills as good. 22 % of the trainees rate their performance as poor or average. It means that there is need for court and case management training.

Graph 2: This graphic scale confirms the result of graph 1. Here 100% of the trainees opined that training on Case and court management is highly necessary. There is no vote for the other side.

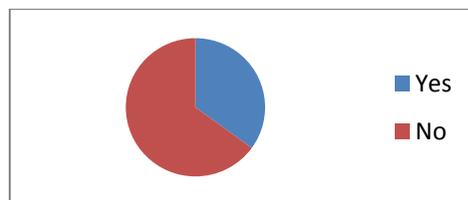
Graph 3: Unfortunately only 11% of the trainees see that a judge should play the role of manager in court management. A competent judge must have managerial skills. Opinion in respect of role of leader is 36 %. This means that majority of trainees don't have an idea about significance of management.

Graph 4: The result is satisfactory because 95% of the trainees voted in favor of "keen learners".

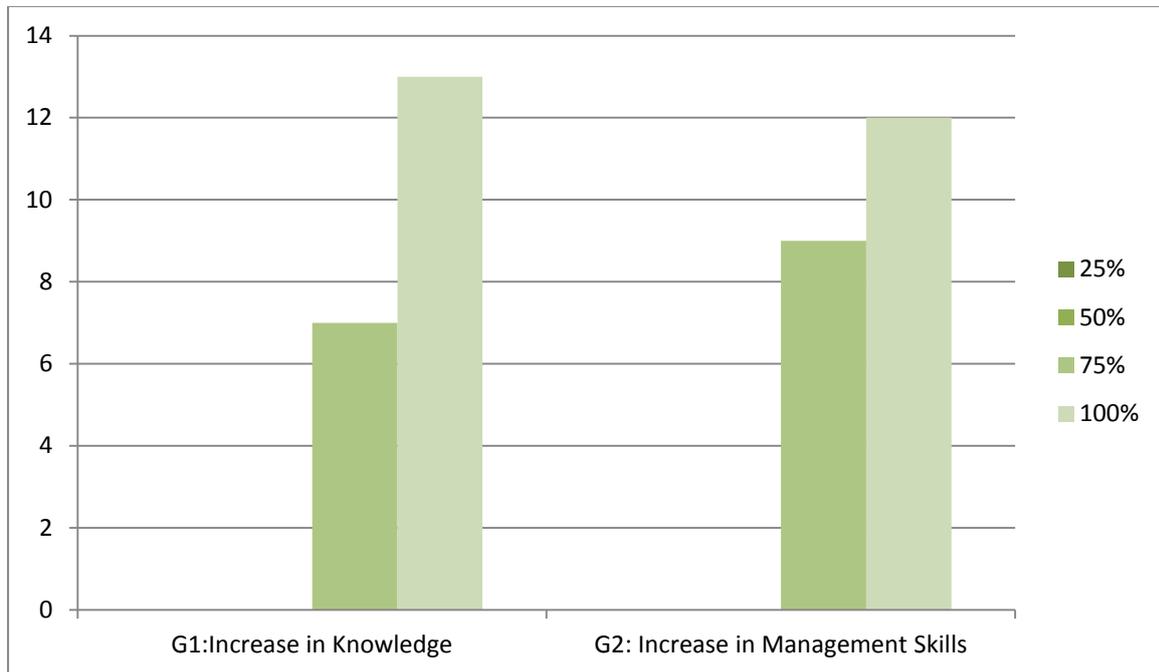
Graph 5: Only 14% of the trainees say that they know 100% techniques of correspondence with other departments. 30% rates it 75%. It means that the knowledge of the trainees in respect of correspondence with other departments is very poor.

Graph 6: Though 77% of the trainees have chosen the correct answer however they have answered the second part of the question, it contemplates that near about all the trainees cannot differentiate between the result of formal and informal adjudication. It further means that they have cloudy concept of determination of issues and resolution of disputes.

The graph below shows that majority of the trainees don't have any knowledge about conduct of a judge in Islamic jurisprudence.

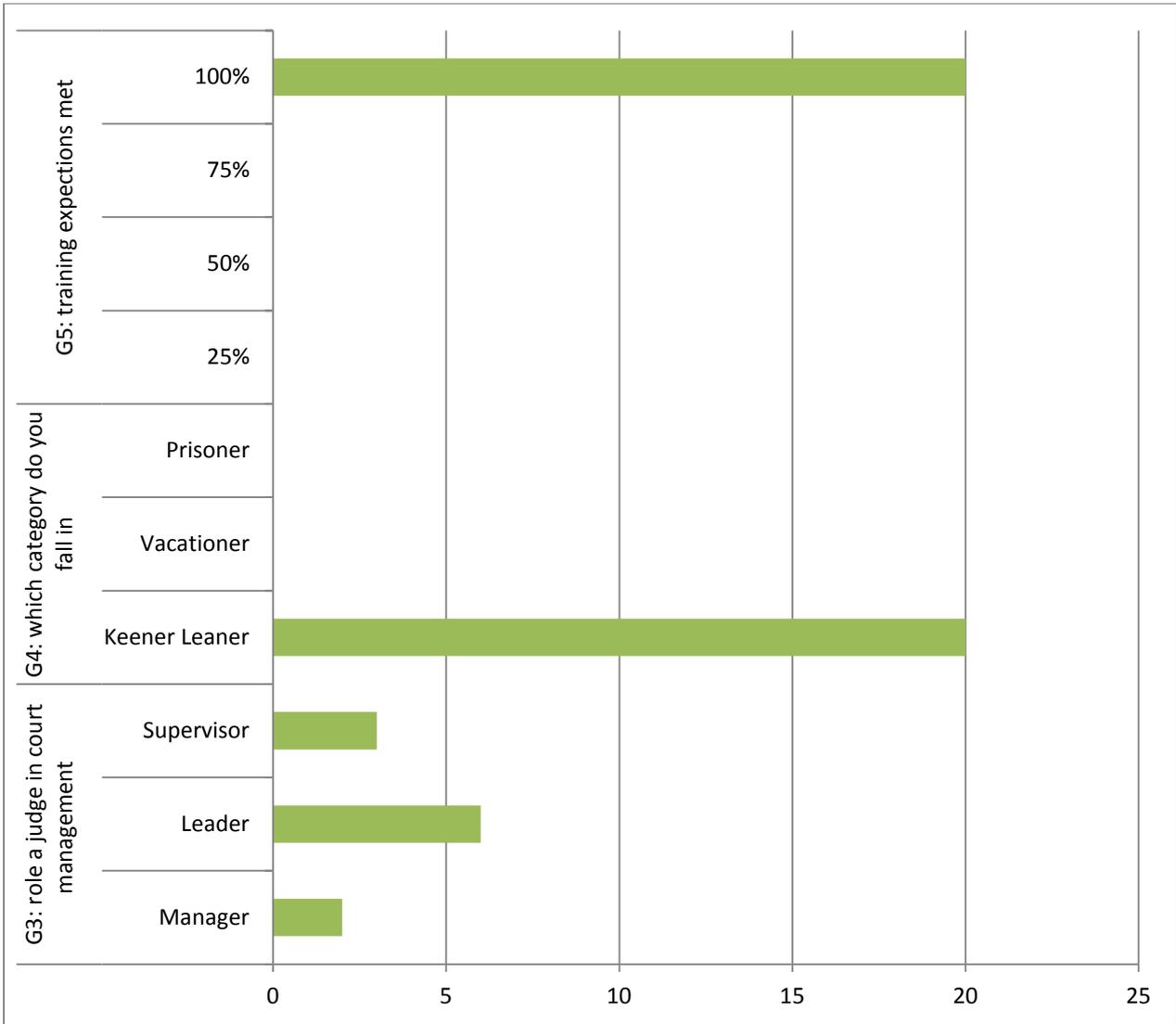


6. Post Evaluation



Graph 1: The scale shows that there is 75%-100% increase in the knowledge of trainees in respect of case and court management. This is sufficient evidence that the Academy is successfully imparting training on the subject.

Graph 2: 70% of the trainees sees 75% increase in their management skills. Before training, 63% of the trainees saw their management skills as “good”. 75% increase is above good. It means that 70% of the trainees, now after training, rate their level of management skills as very good. It points to the change brought by the training.

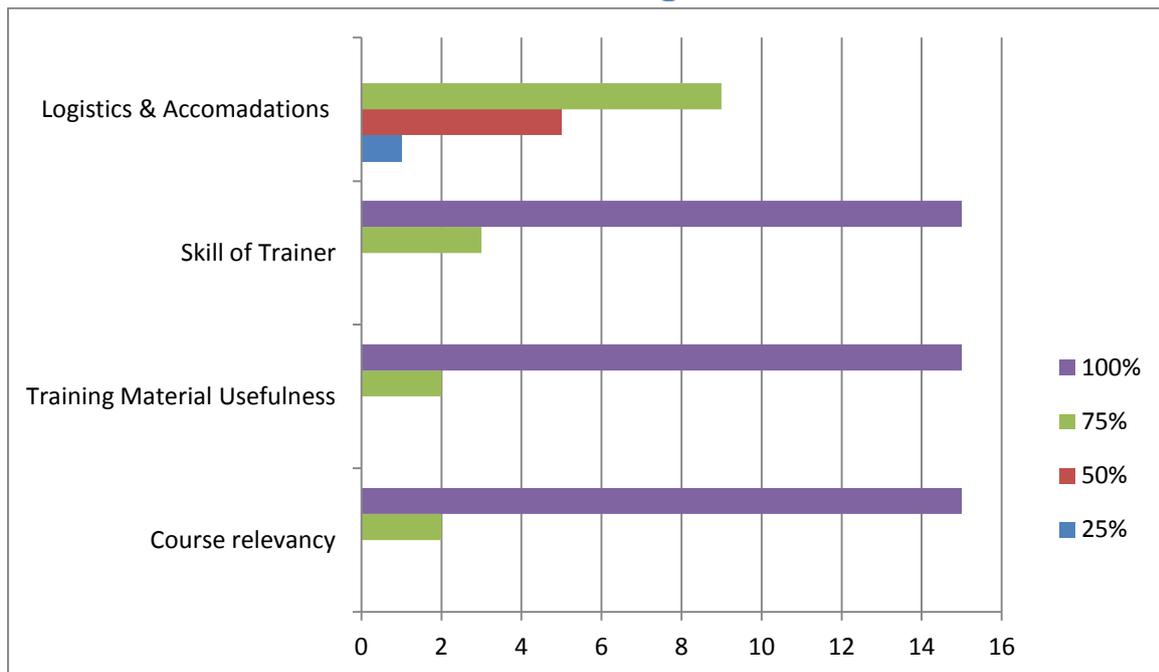


Graph 3: Here, 21% of the trainees voted for being managers. The ratio in pre evaluation was 11%. It means the training has raised it to the double of the previous. However this double progress is also below the expectations. This necessitates the need of further training on management.

Graph 4: In the post evaluation, 100% of participates voted to be keen learners; this shows significant improvement in their attitude towards the training.

Graph 5: 100% participants said that the overall training met their expectations. It shows that our methodology of delivery in the training was up to the mark.

6.2 Over all training Evaluation



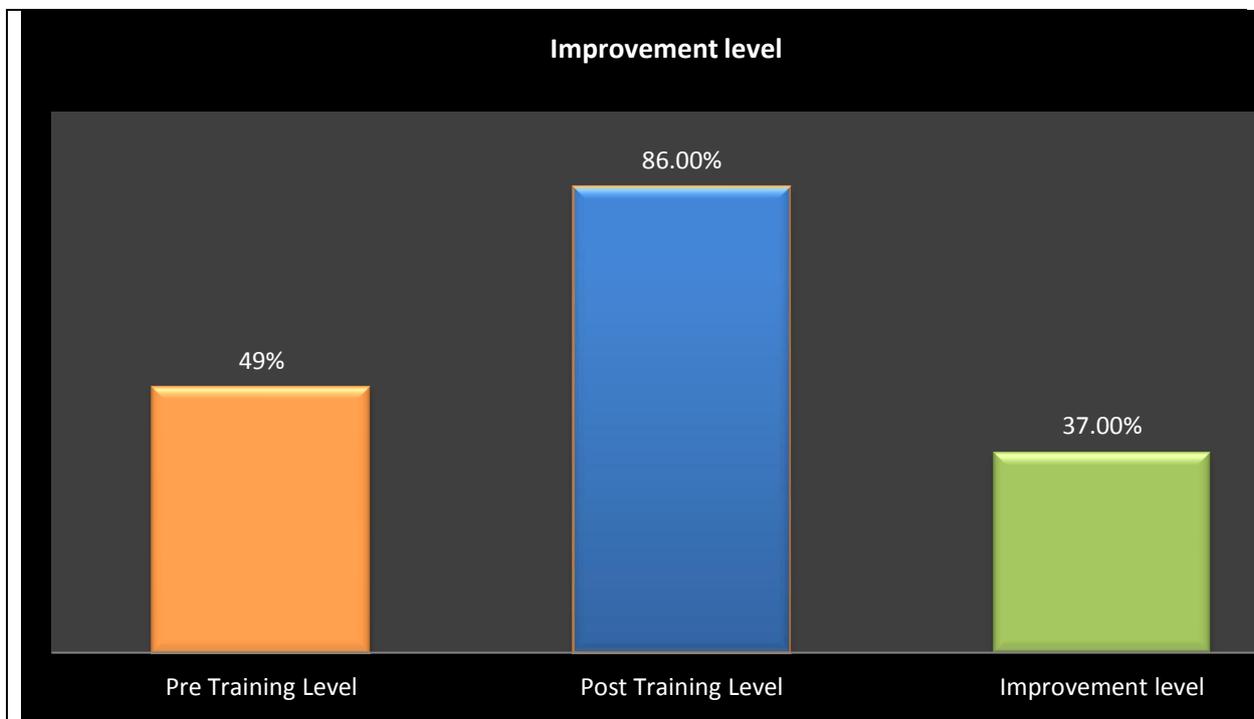
According to graph 1, 98% of the trainees opined that course content was quite relevant to their judicial work. Only 2% opined that the training will bring a little improvement in their work. This number is negligible. Graph 2 reveals that 100% of the trainees are of the opinion that the training material was highly useful. About the skills of the trainer, 66% saw it “very good” and 27% saw it excellent. It shows that there is, though little, room for improvement. As far as command of the trainers over the subject is concerned, 66% opined that it was excellent. The remaining graphs shows that the training environment in the academy was excellent, however their opinions in respect of accommodation and food quality therein are worthy consideration [the Academy intends a meeting with the hotel administration before the commencement of the next training.

Note: For the reason that some questions are similar [see consolidated resource person feedback graph] and the results in graphs are more or less the same, we have therefore left them uncommented. All the graphs have been generated from the post training feedback form [see annexure].

6.3 Comparative Statistical Statement of Pre & Post Training Evaluation

Pre & Post Training Open Ended Questions

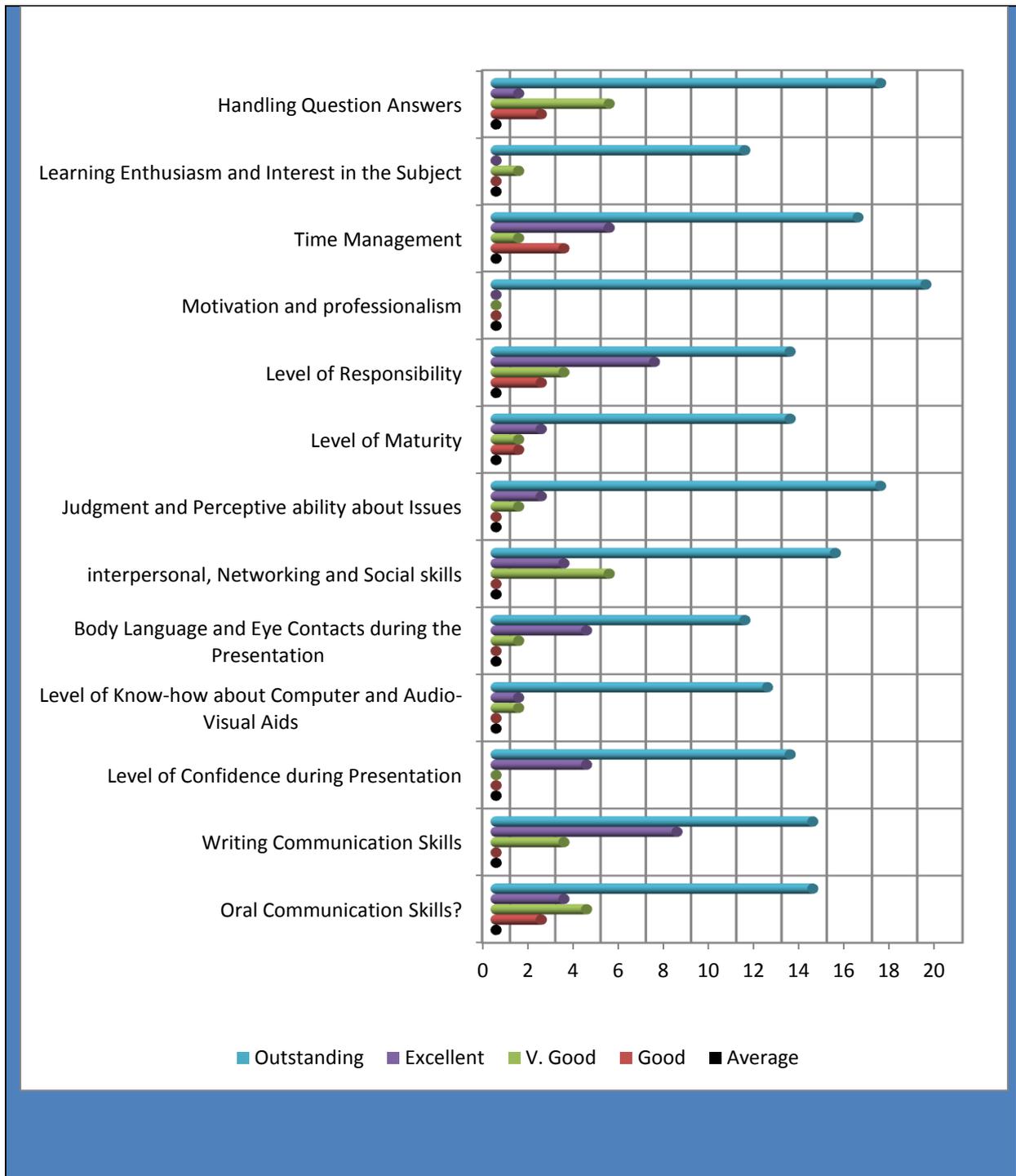
1. What do you understand by case and court management? Please differentiate clearly.
2. List at least three deficiencies in the prevailing case management techniques?
3. List at least three key areas in case management techniques that need more attention?
4. list at least three key steps for making correspondence with high-ups.
5. Differentiate ADR, EDR & DRT? *?
6. List atleast 04 modes of ADR
7. How would you define "Adab-ul-Qazi"?
8. List at-least 03 reasons for that render the probation process unfruitful
9. list atleast three modes of stress management techniques



The scales show the capacity level of the participants before and after training. Figure 1 (orange) indicates pre – training intellectual level of the trainees at their arrival in the academy.

Figure 2 (blue) reveals their level after training. Figure 3 (green) points at the difference between the two stages.

6.4 Consolidated Resource Person Evaluation by Trainees



The above graphical map is self explanatory. Each group of graph reflects the level of a specific quality in all resource persons. For example the last group reflects that 98% participants see full perfectness [100%] in motivation and professionalism exhibited by the pool of trainers during training.

Annexure

List of participants

Case & Court Management for Judges			
2nd - 6th Sep 2014			
S.No	Name	Designation	Station
1	Ms. Faiza Gul	Civil Judge/JM	Kohat
2	Mr. Tanveer Usman	Civil Judge/JM	Upper Dir
3	Mr. Hafiz Aurangzeb	Civil Judge/JM	Abbottabad
4	Mr. Sheraz Khan	Civil Judge/JM	Karak
5	Mr. Muhammad Haroon	Civil Judge/JM	D.I.Khan
6	Mr. Zia Jehangir	Civil Judge/JM	Nowshera
7	Mr. Gulzar Ullah	Civil Judge/JM	Shangla
8	Mr. Baddar Munir	Civil Judge/JM	Haripur
9	Ms. Sanam Taj	Civil Judge/JM	Mardan
10	Mr. Ghulam Hamid	Civil Judge/JM	Mardan
11	Mr. Muhammad Sohail	Civil Judge/JM	Hangu
12	Mr. Salim Ur Rehman	Civil Judge/JM	Swabi
13	Mr. Fahad Ahmad	Civil Judge/JM	Swat
14	Mr. Naeem Ullah Jadoon	Civil Judge/JM	Bannu
15	Syed Ijlal Hussain	Civil Judge/JM	Mardan
16	Mr. Amer Ali	Civil Judge/JM	Mansehra
17	Mr. Naveed Ullah	Civil Judge/JM	Swat
18	Mr. Farman Ali	Civil Judge/JM	Swat
19	Mr. Saqib Khan	Civil Judge/JM	Mardan
20	Mr. Naveed Ahmad	Civil Judge/JM	Haripur

Post training Feedback Form

Post Assessment Interview Form	Start Date:	End Date:			
Topic of the Training :					
Name:			Venue:		
Place of posting:		Designation/Rank:			
Contact No.:					
Question 1: Did you find the training relevant to your work?					
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
1. Will improve our work	2. Will improve our work little	3. Will not improve our work	4.	<input style="width: 30px; height: 15px;" type="text"/>	
No Response					
Comments or Examples?					
Question 2: Did you find the training material useful?					
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
1. very useful	2. Rarely	3. Occasionally	5. Not useful	No Response	
Comments or Examples?					
Question 3: The content was organized and easy to follow;					
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
1. Strongly agree	2. Agree	3. Neutral	4. Disagree	5. Strongly Disagree	
Comments or Examples?					
Question 4: How was the quality of training delivery? Was it interactive?					
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
1. Not at all	2. Rarely	3. Occasionally	4. Very Frequently	5. Always	
Response				No	<input style="width: 30px; height: 15px;" type="text"/>
Comments or Examples?					

7 (a) the training room and facilities were adequate and comfortable.

1. Strongly agree 2. Agree

3. Neutral

4. Disagree

5. Strongly Disagree

Space for Group work sufficient?

1. Yes

2. NO

Comments or Examples?

Question 8: How was the food quality?

1. Very good

2. moderate

3. Very bad

4. No Response

Comments or Examples?

Question 9: What you have learned new; please explain in three words/sentences

Comments or Examples?

- 1.
- 2.
- 3.

Question 10: How do you hope to change your practice as a result of this training?

Comments or Examples?

- 1.
- 2.
- 3.

Question 11: Please suggest in 4 words/sentences ways to improve the Training content?

Comments or Examples?

- 1.
- 2.
- 3.
- 4.

Question 12: Please suggest in 4 words/Sentences how to improve the logistics of the training?

Comments or Examples?

- 1.
- 2.
- 3.
- 4.

Group Photo



KHYBER PAKHTUNKHWA JUDICIAL ACADEMY

1st 5-Days Training Course on Court and Case Management

02-06 September, 2014

