



**10-14 November 2014**



## **Case and Court Management For Newly Promoted District & Sessions Judges Report: 04**

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بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

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## 1. Executive Summary

The training activities under our first Letter of Agreement, 2013 [LOA] with SRLM UNDP proved a success. It led to a fresh LOA, 2014. Eighteen training programs and activities were scheduled for this year. It included 05 training courses for Judicial officers on substantive and Procedural law, 05 training courses for the staff of District Judiciary on Office and Court Management and 05 training courses for Judicial Officers on Case & Court Management. Besides this there are 03 Seminars/Expert lectures. The Academy proudly announce that by the end of December, all the activities year marked in the 2nd LOA shall be completed. It may be highlighted that the courses were designed on basis of the training need assessment survey carried out and the manuals compiled. The target areas were broadly: substantive and procedural law besides Case & Court management. The selected focus areas owe its origin to the manuals compiled on basis of the findings of the TNA.

The training courses on substantive & procedural law, Case & Court Management have been molded as to suit the requirements of particular strata of trainees. Recently a considerable number of judicial officers of K.P. District Judiciary were promoted as District & Sessions Judges, Additional District and Sessions Judges besides Senior Civil Judges, thus there was an urgent need of training those Judicial officers so that they may efficiently and effectively perform their new assignments. The promotion to the post of District & Sessions Judge/ Zilla Qazi is indeed paradigm shift in the role and responsibilities of the incumbent Judicial Officer. The post of District & Sessions Judge/ Zilla Qazi [D&SJ] outranks any other Officer in any other Department at the District Level. As the cliché runs that with great power comes great responsibilities [Voltaire]; thus the D&SJ has to assume a leading role at the District Level. On the one hand he has to perform his judicial function by setting standards, which his team may follow and on the other hand, he has to coordinate with other stake holders of the Justice Sector at the District Level, so that the system of administration of justice may deliver the fruits to the downtrodden litigants. In these circumstances, it was the need of the hour that the Academy may rise up to the occasion by devising a training course, for the freshly promoted D&SJs so that they may efficiently and effectively perform its leadership role at the District Level.

The Honorable High Court nominated 25 newly promoted District & Sessions Judge/Zilla Qazi to this course. It was observed that the participants were keen to enrich their knowledge & skills, required for efficient performance of their new assignments. As this course was designed for Senior Judicial Officers at the District level, therefore, all activities was designed open ended, where the input of the participants was crucial. Thus there was a complete departure from the conventional mode of imparting knowledge through lectures and other modes of one way communication. The sessions turned into hot debates, which was participated with zeal and interest.



The selection of resource persons were carried out meticulously. During formulation of the course, three broad areas requiring considerable emphasis of training were identified. It was, the Financial, Team and Office Management. Abdul Saddique an Ex Civil Servant of the Accounts Group and presently associated with KPK Revenue Authority moderated the deliberations on Financial matters. Mr. Abid Majeed, PCS Officer of Secretariat Group graciously spared time to impart the knowledge of Office Management. Mr. Hayat Ali Shah and Dr. Khurshid Iqbal in the marathon sessions of the opening day of the training in an informal way imparted the understanding of visions, the challenges confronted and the action plans required to achieve these. Mr. Zahoor ul Haq, Barrister at Law, the icon lawyer share his vast experience with the participants on the subject of Murder Trials.

The peculiar feature of this training course, was that it continued till Saturday. On that day the Seminar on Criminal Justice Coordination Committee was scheduled. The participants of this course are expected to chair the Committees *ibid*. Thus, their participation in the seminar was considered beneficial for their new assignment. The participants attended the Seminar and gave their valuable input.

The Honorable Chairman of KPJA graced the closing ceremony and enlightened the vision of the Participants on effective steering of their District of posting.

## 2. Background

Khyber Pakhtunkhwa Judicial Academy (KPJA) was established in the year 2012 through Khyber Pakhtunkhwa Act No. IV of 2012. Its scope of activities is to impart training to Judicial Officers and personnel concerned with the system of administration of justice with a view to develop their capacity, professional competence and ethical standards for efficient dispensation of justice.

It coincided with the launching of the project of UNDP called 'Strengthening of Rule of law in Malakand' (SRLM). The focus area of SRLM was primarily aimed at strengthening the Justice Sector institutions. Similar, is the mandate of another Project of UNDP called 'Adil & Insaf' (AIP), though has different target Districts. Both the Projects (SRLM & AIP) converge on the premise that strengthening of the Justice Sector Institutions would lead to Establishment of the rule of law.

The very inception of KP Judicial Academy was also meant to achieve the ultimate objective of establishing the Rule of Law by strengthening the capacity of all the stakeholders of the Justice Sector. Its focus is not restricted to Judicial officers but to all the key players of Justice Sector, which includes Police, Prosecution, Probation & Parole and Jail authorities.

As the cliché runs that, 'Birds of a feather flock together', thus it was inevitable for KPJA and UNDP not to join hands. In the year 2012, the first Letter of Agreement (LOA) was reached at between KPJA & SRLM UNDP. The agreement prescribed a number of training activities. KPJA conducted those activities.

It led to signing of another LOA between the KPJA & SRLM UNDP in this year (2014). Before giving a résumé of the training activities under that second LOA, it would be advantageous to highlight the criteria for devising the training activities.

KPJA had conducted Training Need Assignment (TNA) of the KP District Judiciary. That survey led to the identification of two target areas, requiring training on urgent need basis. It was the Substantive & Procedural Law and Case & Court Management. The findings of the TNA were incorporated in the shape of three Training manuals.

Thus, on this objectively identified areas, the training activities were focused in the earlier phase culminating out of the first LOA of 2013. The activities in the second LOA 2014 were also on the same lines. The breakup of the activities scheduled this year is detailed hereunder in Tabular form : -

s/no	Course	Participants	No of courses	Status
1.	Office & Court Management	Staff of District Judiciary	05	Conducted
2	Case & Court Management	Judicial Officers	05	Conducted
3	Substantive & Procedural Law	Judicial Officer	05	
4	Seminars/Expert lectures	Judicial Officer & other Stake holders	03	01 performed

This course is last in the series of courses of Case & Court Management.

### 3. Introduction

The lynch pin of a civilized society is the establishment of the Rule of Law. This end can only be achieved if all the key institutions possess the minimal capacity metric pre-requisite for efficient & effective performance. Indeed, KPJA was mandated with this task of enhancing the capacity of the key players. So is the spirit of both the projects (SRLM & AIP) of UNDP.

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, guarantees security of life, property and honor. The key player in both the systems of administration of justice is the JUDGE. His role is not to formulate the policies and likewise

not to ensure its implementation. He in fact acts as an orbiter that makes sure that the policies are formulated & implemented for the benevolence of masses. In order to equip him with the required skills and knowledge training is a pre-requisite.

For achieving this lofty goal the Academy, with the generous support of the UNDP, has arranged 05, 05-day training courses on Case & Court Management for Judicial officers of District Judiciary. The present report encompasses the activities of the last of such trainings that was conducted from 10th to 14th Nov 2014.

The training course on Case & Court Management has been molded as to suit the requirements of particular strata of trainees. Recently a considerable number of judicial officers of K.P. District Judiciary were promoted as District & Sessions Judges, Additional District and Sessions Judges besides Senior Civil Judges, thus there was an urgent need of training those Judicial officers so that they may efficiently and effectively perform their new assignments. The promotion to the post of District & Sessions Judge/ Zilla Qazi is indeed paradigm shift in the role and responsibilities of the incumbent Judicial Officer. The post of District & Sessions Judge/ Zilla Qazi [D&SJ] outranks any other Officer in any other Department at the District Level. As the cliché runs that with great power comes great responsibilities [Voltaire]; thus the D&SJ has to assume a leading role at the District Level. On the one hand he has to perform his Judicial functions by setting standards, which his team may follow and on the other hand, he has to coordinate with other stake holders of the Justice Sector at the District Level, so that the system of administration of justice may deliver the fruits to the downtrodden litigants. In these circumstances, it was the need of the hour that the Academy may rise up to the occasion by devising a training course, for the freshly promoted D&SJs so that they may efficiently and effectively perform its leadership role at the District Level.

KPJA Faculty is its greatest asset. On the top of the permanent members is the Director General. He is considered as a pioneer in introducing the concept of Team & Crisis Management in District Judiciary. On account of his vast practical experience he can comprehensively enrich the knowledge of the participants on the subject of Team & Crisis Management. Dr. Khurshid Iqbal is another luminary of the Academy. He has done Ph.D In Human Rights, and has keen interest in research. Mrs. Sofia Waqar Khattak, Sr Director Administration and Mr. Mohammad Zeb Khan, Director Instruction are District & Sessions Judges. Qazi Ataullah and Mr Zia ul Hasan are Civil Judges currently working as Director Instructions and Associate Researcher respectively. Qazi is about to complete his PhD thesis.

The selection of resource persons were carried out meticulously. During formulation of the course, three broad areas requiring considerable emphasis of training were identified. It was, the Financial, Team and Office Management. Abdul Saddique an Ex Civil Servant of the Accounts Group and presently associated with KPK Revenue Authority moderated the deliberations on Financial matters. Mr. Abid Majeed, PCS Officer of Secretariat Group graciously spared time to impart the knowledge of Office Management. Mr.



Hayat Ali Shah and Dr. Khurshid Iqbal in the marathon sessions of the opening day of the training in an informal way imparted an understanding of visions, the challenges confronted and the action plans to achieve these. Mr. Zahoor ul Haq, Barrister at Law, the icon lawyer shared his vast experience with the participants.

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. Each activity was followed by a question answer session.

The trainee of the course have keenly participated. The interactive sessions often led to a debate and discussion. The total strength of participants was 25. On successful completion of training, the Academy awarded them certificates.

**M Zeb Khan**  
Director Instructions

## *4. Proceedings*

### **4.1. Day-01**

#### **A. Registration and Pre Evaluation:**

During the first session, registration of the participants was conducted. Thereafter, the participants online filled the pre-evaluation pro forma.

#### **B. Inaugural session**

The inaugural session commenced with the recitation from the Holy Quran. Mrs. Sofia Waqar Khattak, Sr. Director Administration introduced the KPJA team. The Dean Faculty Dr. Khurshid Iqbal highlighted the objectives of the training. He also cited the rules of conduct devised for the training sessions and urged the participants to abide them. Besides, these Dr. Iqbal had also disseminated the 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 appraised that the contents were compiled according to the needs and nature of the job of the trainees. He highlighted that the suggestions and opinions of the participants of Phase-I training programs had been objectively considered. He also pointed out that the Academy had requested the Resource Persons to emphasize on the practical aspects of the course. He expressed his hope, that the training will not only enhance the skills and quality of work of the Participants, 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 emphasized on the role of training in building the capacity of the 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 opening Session was an interactive activity. The Participants being D&SJ; occupy a key role in the system of administration of Justice at the District Level. They are the trend setters and policy formulator for ensuring an effective system of administration of Justice. They have to assume and acclimatize themselves

to their leadership role. This necessitates the inculcation of a broad vision and the ability to identify the impediments towards their objectives. Similarly, they should have the skills to devise the action plan for materializing their envisaged visions. Keeping this premise in perspective the first day of the training session was a practical marathon activity, wherein the participants were put to devise their visions pertaining to their District of Posting. The participants were asked to jot down as to how they visualize their Sessions Division? How they conceive the working environment of the District Courts? In what manner alterations be brought in the system of administration of justice so as to ensure speedy and inexpensive justice for the litigant public? How the coordination amongst the key players of Justice Sector be conducted for achieving the desired ends.

After formulating the vision statement the participants brain stormed the potential areas which would pose as impediments in the way of the chalked out vision statement. The role of different justice section stake holders vis-à-vis the formulated vision was also deliberated upon in detail. The identification of potential impediments towards the materialization of the vision was carried and list of all expected hurdles were enlisted under the head of challenges.

This exercise was devised on the premise that the solution of a problem lies in its identification. Thus, the Participants carried out an exercise while keeping in the perspective a real life scenario at the District Level. They were to devise their realization of how the system of administration of Justice at the District Level ought operate. Thereafter, the exercise was focused on unearthing the potential impediments towards the chalked out vision.

Then comes the formulation of action plan to surpass these impediments and to materialize their vision. It worked on the dogma that 'There is no more neutrality in the world. You either have to be part of the solution, or you're going to be part of the problem.' [T. Siedner]. Thus the participants was made to focus on the solutions of the potential impediments towards their strategic plan.

This session was stretched over three lectures. At the onset the moderators Mr. Hayat Ali Shah and Dr. Khurshid Iqbal explained the modern techniques meant to devise a strategic plan. The mode and manner of identification of the potential impediments and to devise the plan to surpass these impediments.

#### **D. Lecture-II**

It was a continuation of the previous activity of, 'Vision, Challenges and Action Plan'. Each participants within a stipulated time was to jot down his vision statement. Thereafter to record the challenges confronted and then to devise the actions plan. The participants were scattered throughout Academy. Some were made to sit in the Class Room, others in the Auditorium, the Research wing, and other offices. The participants concentrated on formulation of the their vision statement. The identification of potential impediments and their action plans. The moderators Mr. Hayat Ali Shah and Dr. Iqbal periodically visited the participants in order to steer them while formulating their respective statements.

#### **E. Lecture III**

It was the last activity of the sessions on **Visions, Challenges & Actions plans**. The Participants compiled their presentation of their Vision of their District. The Participants were zealous and in a convincing manner they made individual presentation on the subject. It was followed by frequent Q&A sessions. During the presentations Mr. M Zeb Khan, Director Instructions recorded its summary.

### **4.2. Day-02**

#### **A. Lecture-I**

The lecture on , 'Research Methodology and exploring potential avenues at the District level' was delivered by Dr. Ismail Wali. This topic was selected on account of its nexus to the exercise held on the preceding day of 'formulation of vision, the identification of challenges and the devising of action plans'. This lecture was meant to equip the participants with the academic knowledge of conducting research. This knowhow would be a helping hand in devising the vision, challenges and action plan statements. The learned Resource person started his lectures with the definition of Preliminary Research. He opined that it is the systematic study of a given subject with a view to arrive at some new conclusions. The phrase 'Systematic Study' would imply the understanding of the Input, Throughput and Output Studies according to the prescribed procedures and standards Thereafter the Resource Person discussed the Knowledge of Paradigms Positivism and Ant-positivism. The positivist paradigm of exploring social reality is based on the philosophical ideas of the French philosopher August Comte, who emphasized observation and reason as means of understanding human behavior. Positivistic thinkers adopt his scientific method as a means of knowledge generation. Anti-positivism emphasizes that social reality is viewed and interpreted by the individual herself according to the ideological positions she possesses. The Resource person, thereafter explained the tools of conducting research and the method of formulation of a report. The lecture was followed question and answer session.

## **B. Lecture-II**

The next presentation was on the subject of 'Team Management & Leadership'. It was stretched over two lectures and delivered by Mr. Hayat Ali Shah. The presentation started with two videos. First was a revised and expanded edition of the fable 'The Rabbit & the Tortoise'. The second was in respect of three Monks meditating on a Hill top. In both the stories the moral was that Team work with realization of the core potential of each member of the team would result in optimum benefit. Thus, through this informal mode of imparting knowledge the Learned Resource person attempted to inculcate in the Participants the value of team work. He then discussed the concept of formation of team, setting of objectives, Assessment of team and resources, strategies employed and execution of action plans besides the concepts of monitoring and evaluation.

The lecture was followed question and answer session.

## **C. Lecture III**

It was the second Lecture of Mr. Hayat Ali Shah on the subject of, "Team Management & Leadership. The participants were given practical exercises in order to infuse in them the spirit of Team Management and Leadership.

The lecture was followed question and answer session.

## **4.3. Day-03**

### **A. Lecture-I**

The knowledge of Financial matters is a pre-requisite for District & Sessions Judges. Thus, two lectures were devised on the subject of Financial Management. Mr. Abdul Saddique, an ex Civil Servant of Accounts Group was the resource person. He joined Pakistan Audit and Accounts Service in 1980. During his career he had worked on key slots such as Financial Management Specialist, PCNA, Director Finance, General Manager Finance, FATA and Controller Military Accounts, Peshawar Command. After his retirement his services were rehired as Director Audit, KP Revenue Authority.

The Lecture started with the discussion on working and functions of different Financial Institutions and Departments. Then the concepts of Legal and Administrative framework for Public Finance Management in Pakistan were explained. The participants were appraised of the components of Financial Management System, viz., Finance, Accounts and Audit. Then there was a discussion on the Accountability Process, the Budget Cycle, Financial Procedures under the Constitution, Budget and its general principles, Federal Consolidated Funds, Public Accounts, Annual Budget statement, the Budget Calendar and the powers of re-appropriations. Similarly, all the key areas pertaining to Financial Management were discussed.

The lecture was followed question and answer session.

## **B. Lecture-II**

This was the second lecture in the series on the topic of Financial Management. It was delivered by Mr. Abdul Saddique. During this second lecture the Resource Persons explained the working of the Principal Accounts Officers. He explained that the Principal Accounts Officer shall be responsible for ensuring: -

- That the funds allotted to his/her Ministry/Division are spent for the purpose for which funds are allotted
- That the funds are spent in accordance with the relevant rules and regulations, and
- That the actual expenditure does not exceed the Budget Allocation. He/she will be personally answerable for laxity in matters of control over expenditure.

The lecture was followed by Q& A sessions.

## **C. Lecture III**

The lecture on the subject of , 'Writing of Performance evaluation report; study of rules, procedures & case laws. Conceptual' was delivered by Mr. Naiz Muhammad Khan. He started with the conceptual understanding of performance evaluation. The special focus was on the judicial performance of judges. The development of indicators for judicial performance were explained. Then there was deliberations upon the Monitoring & Evaluation (M & E) system in judiciary The standardization of evaluation. The development of PER form within the context of judicial officers. The Learned Resource Person pointed out that the phenomenon of subjectivity being the core problematic area of evaluation. In this perspective, he explained that the main objective of the lecture being to develop the understanding of the standardization of performance, the development of a uniform indicator of Judicial Evaluations, to determine how subjectivity can be done away while writing the PERs.

The lecture was mainly conceptual in the sense that law on the subject was explained by giving practical examples. The participants were involved from the beginning to see that where do they stand in terms of understanding the topic both conceptually and practically. Then subtleties were discussed like difference between adverse and advisory remarks by giving practical demonstrations. The learned Resource person enlisted a variety of terms to be avoided in writing PER and also those terms to be encouraged in the process.

At the end of the session, the participants came to:-

- know the conceptual base of the subject;
- know the difference between subjectivity and objectivity of evaluation;

- know the rules on the subject of PER;
- know the importance of counseling and documentation of conduct of person reported upon

The lecture was followed by Q& A sessions.

## **4.4 Day- 04**

### **A. Lecture-I**

This was the second lecture on, 'Writing of Performance evaluation report; study of rules, procedures & case laws. Conceptual ' It was delivered by Mr. Naiz Muhammad Khan.

The lecture was followed by active Q&A session.

### **B. lecture II**

In the last of the series of lectures on, "Writing of Performance evaluation report; study of rules, procedures & case laws'. Three groups were formulated and separate assignments were given.

The proceedings were followed by Q&A sessions.

### **C. Lecture III**

There were two lectures on the topic of 'Office Management'. Both were delivered by Mr. Abid Majeed, a career Provincial Civil Servant of the Secretariat Group. The Resource Person started his presentation by explaining the concept of Office Management. Thereafter, he explained the functions of Office Management. He discussed under this head, Employment and human resources, Project management, Equipment and furniture requirements, Inter and intra-office communications, Conflict resolution, Budget development and implementation, Purchasing, Book Keeping, Printing, Records management, Facilities management, Space management and Risk management.

It was followed by an exhaustive Q&A session.

## 4.5 Day-05

### Lecture I

This was the second lecture on Office Management. It was also delivered by Mr. Abid Majeed. He discussed the role and responsibilities of Office Managers. He explained that the two basic functions of Office Managers is **a. Procurement, b. Human Resource Management**. While explaining HR Management he explained the three **Ws. WHO IS DOING, WHAT & WHERE**. He discussed the concepts of preparation of cases, and expressing opinion. The flow of files and matter relating to correspondence.

It was followed by a Q&A Session.

### Lecture II

Mr. Zahoor ul Haq, Bar-at-Law, ASC; is considered as a contemporary legend in the field Criminal law and practice. For more than four decade his principle area of practice has remained murder trials and appeals. The Academy expresses its gratitude to him for sparing time out of his busy schedule and for delivering his talk on, 'Murder Trials'. The learned Resource Person, while giving instances from his past experience discussed the common mistakes committed during the Murder Trials. The questions and answer sessions was moderated by Mr. M Zeb Khan, Director Instructions.

The participants at the end of this Lecture went to the computer lab and filled online the post evaluation forms.

### B. Concluding Ceremony

Honorable the Chief Justice, who is also *ex officio* Chairman of this Academy graced the occasion with his presence. Mrs. Sofia Waqar Khattak, Senior Director Administration was the stage secretary. The ceremony started with the recitation of the Holy Quran. The Class Representative was invited to speak on behalf of the participants of the course. He applauded the efforts of the Academic Wing of this Academy, for devising such a comprehensive Course. He had praised the administration for providing up to the mark logistics, food and boarding facilities. It was followed by the address of the Director General. During his speech the worthy DG highlighted the exemplary discipline of the participants and their zeal & devotion besides the interest towards the course. Thereafter the Honorable Chairman KPJA distributed the course completion certificate. In his address, he urged upon the participants to work tirelessly for ensuring the rule of law. While referring

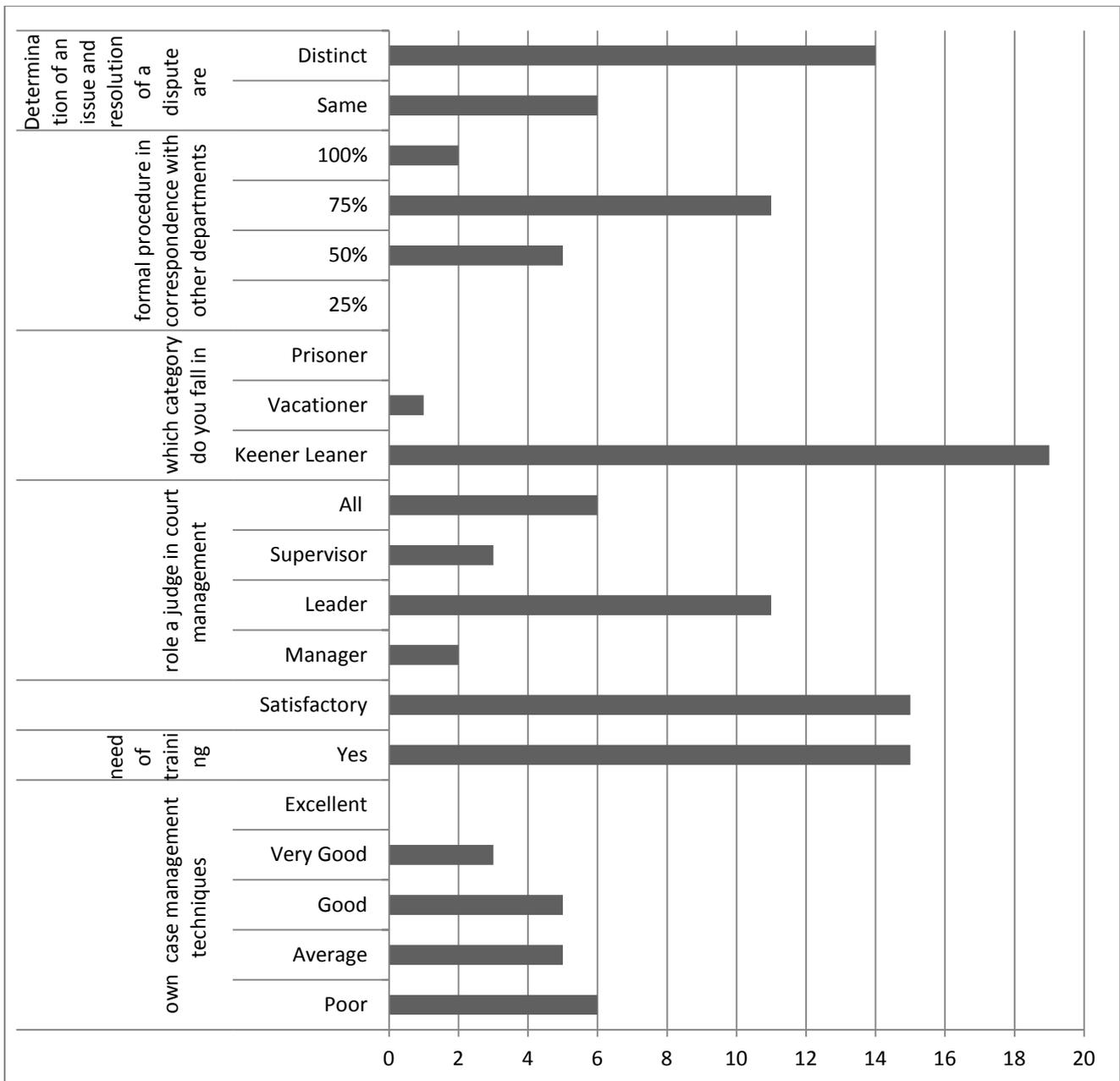


to the Criminal Justice Coordination Committee, he extended a note of caution to the participants that such coordination ought always be of professional nature and should never be personal. He discussed the need for devising this course and congratulated the participants on their promotions. The participants were at the end offered Lunch.

# Evaluations

## 5. Evaluation

### 6.1 Pre Evaluation



Graph 1: There is zero opinion for excellence. A Great figure of 61% sees their management skills as good. 23 % 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.

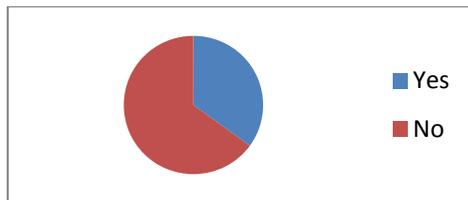
Graph 3: Only 29% of the trainees see that a judge should play the role of manager in court management. A competent judge must have managerial skills. Opinion in respect of role of leader is 39 %. This means that majority of trainees don't have an idea about significance of management.

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

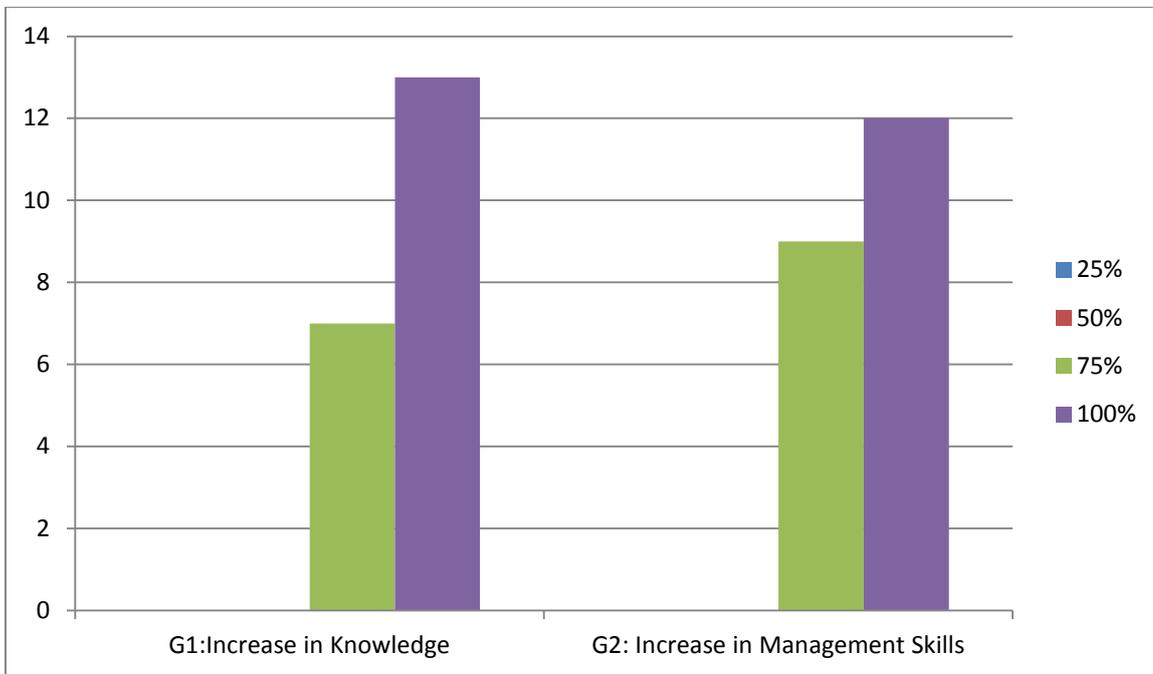
Graph 5: Only 14% of the trainees say that they know 100% techniques of correspondence with other departments. 30% rates it 75%. It means that the knowledge of the trainees in respect of correspondence with other departments is very poor.

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 a 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.

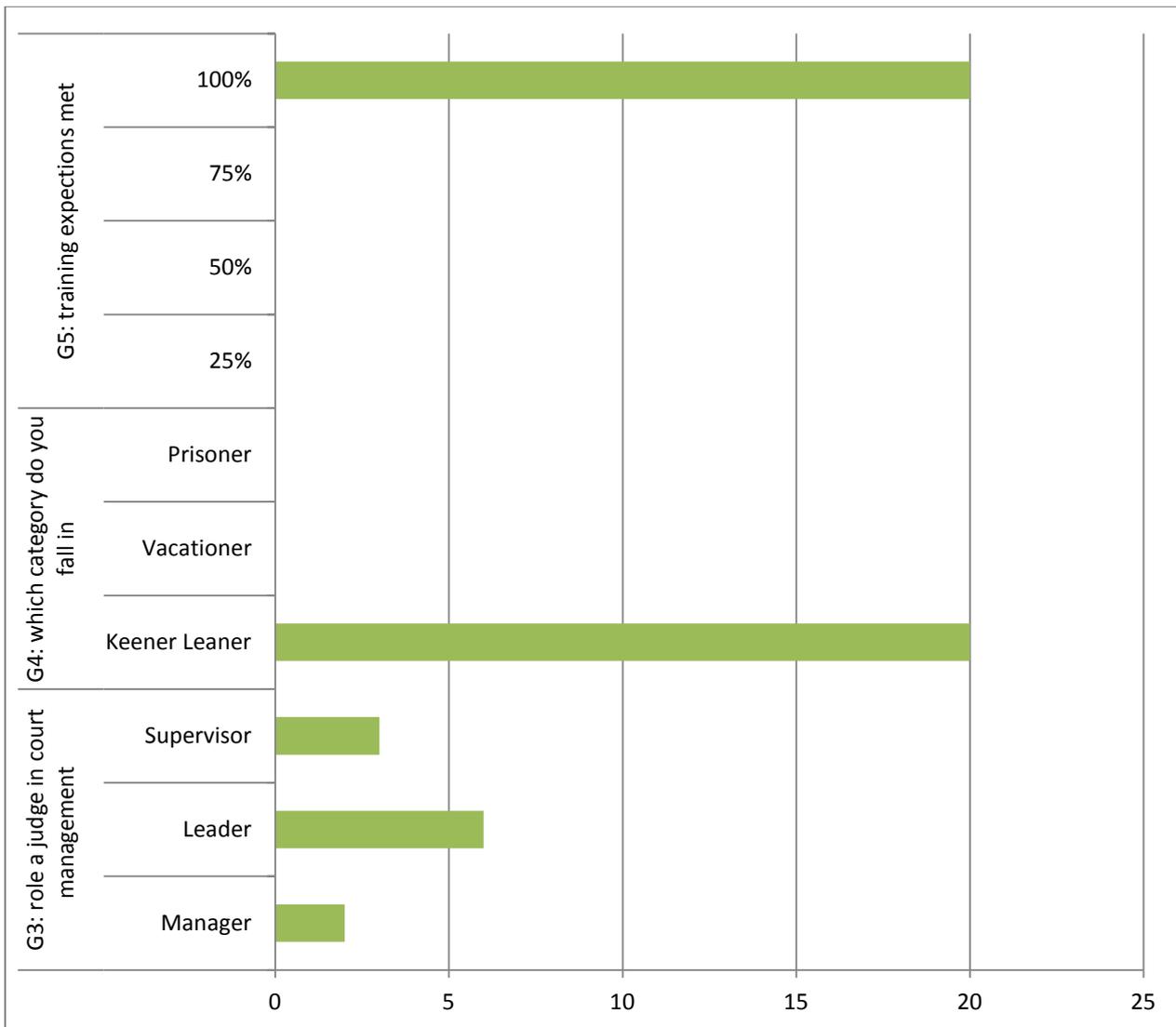


## 6. Post Evaluation



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: 74% 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.

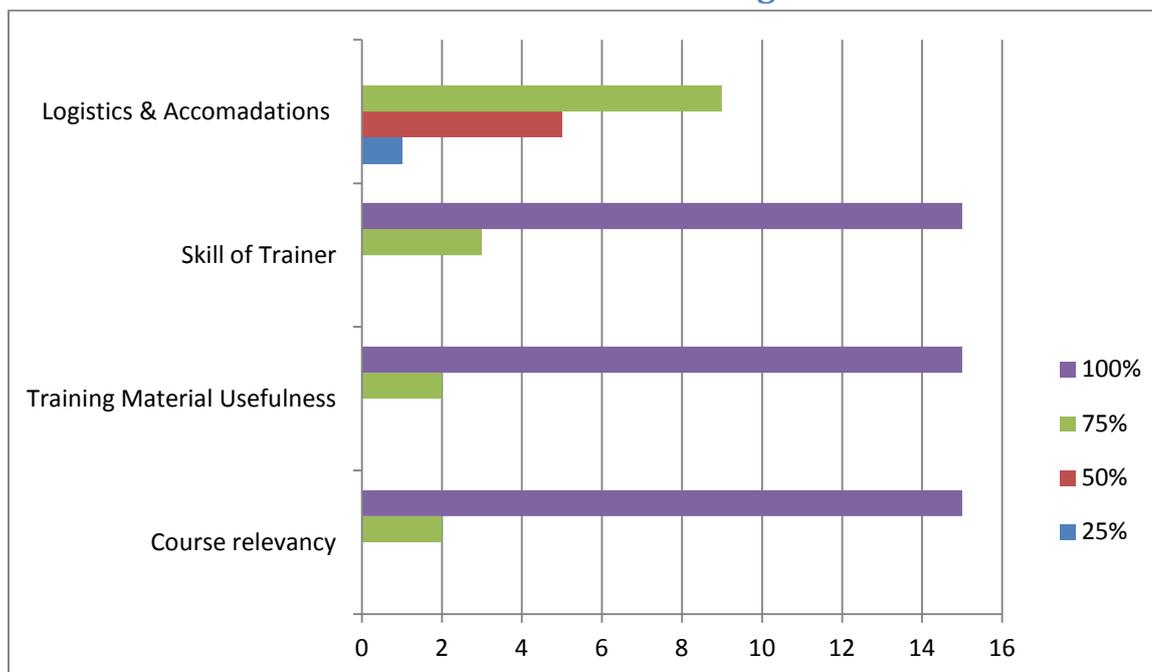


Graph 3: Here, 23% of the trainees voted for being managers. The ratio in pre evaluation was 13%. It means the training has raised it to the double of the previous. However this double progress is also below the expectations. This necessitates the need of further training on management.

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, 79% 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, 70% 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 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

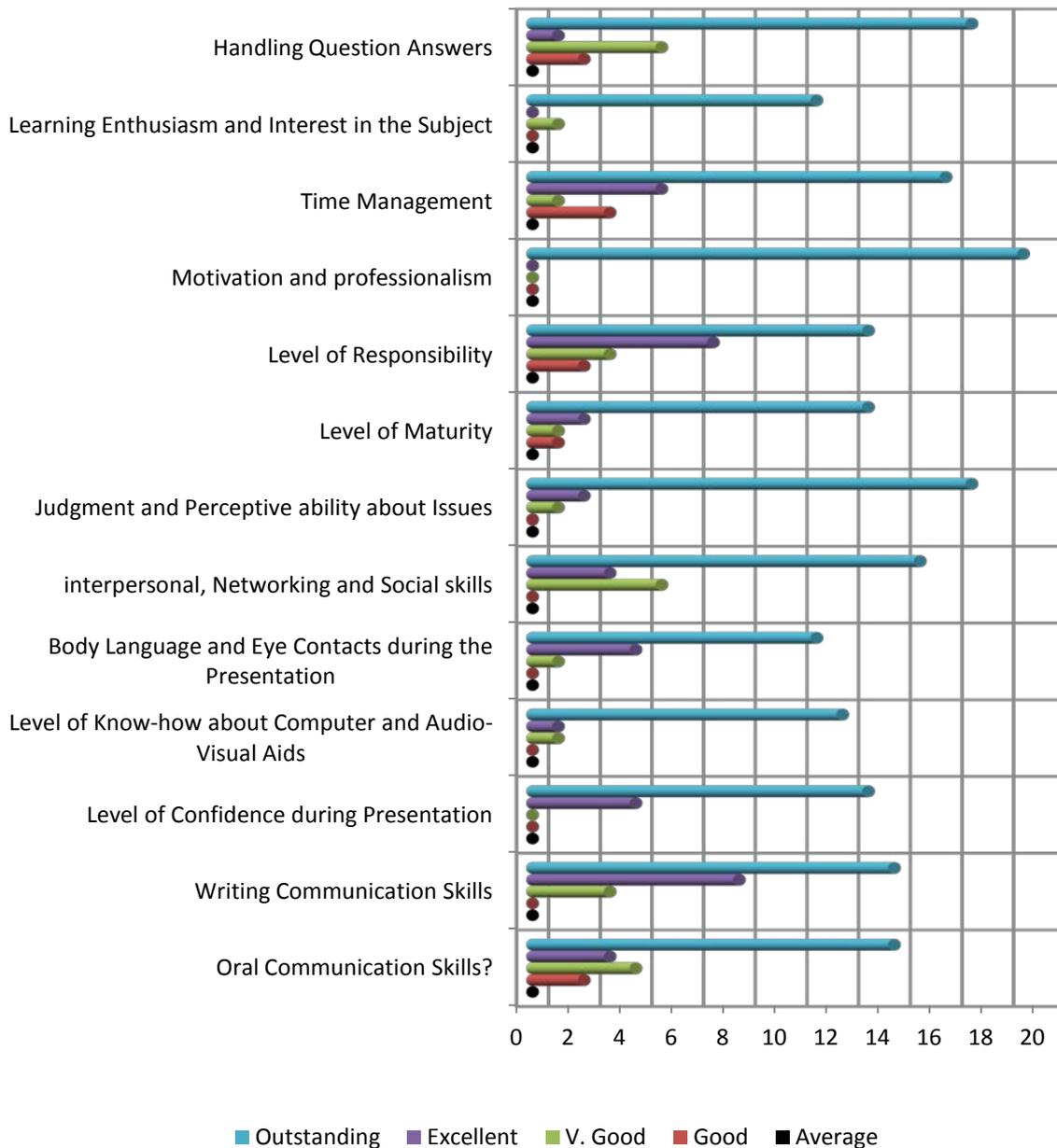


The scales show the capacity level of the participants before and after training. Figure 1 (orange) indicates pre – training intellectual level of the trainees at their arrival in the academy.

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 professional ism exhibited

by the pool of trainers during training.

# Annexure

## Schedule of Activities

### Day -1 Monday (10th Nov 2014)

No	Topic	Resource Person	Duration
1	Registration Recitation from the Holy Qur'an & Duaa		8:30 - 9:30
2	Introductory Remarks - DG, KPJA	Moderators	9:30 - 9:35
3	Vision - Challenges -- Action plans; debate	DG & Dean	9:35 - 11.30
<b>Tea Break 11:30 - 12:00 pm</b>			
4	Vision - Challenges -- Action plans; Group Activity	DG & Dean Moderators	12:00 - 2:00
<b>Prayer &amp; Lunch Break 2:00 - 3:00</b>			
5	Vision - Challenges -- Action plans; Group presentations; My vision for my District	DG & Dean Moderators	3:00 - 5:00

<b>Day -2 Tuesday (11th Nov 2014)</b>			
No	Topic	Resource Person	Duration
1	Recitation from the Holy Qur'an & Duaa		8:30 - 8:35
2	Team Management & Leadership	DG	8.35 - 10:30
<b>Tea Break 10:30 - 11:00</b>			
3	Extension Lecture	Mr. Muhammad Sadiq	11:00 - 01:00
<b>Prayer &amp; Lunch Break 1:00 - 2:00</b>			
4	Research Methodology & exploring potential avenues at the District Level	Prof. Ismail Wali	02:00 - 04:00
<b>Day - 3 Wednesday (12th Nov 2014)</b>			
No	Topic	Resource Person	Duration
1	Recitation from the Holy Qur'an & Duaa		8:30- 8:35
2	Financial Management session I	Mr. Ghulam Saddique	8:35 - 10:30
<b>Tea Break 10:30 - 11:00</b>			
3	Financial Management session II	Mr. Ghulam Saddique	11:00 - 01:00
<b>Prayer &amp; Lunch Break 1:00 - 02:00</b>			
4	Writing of Performance evaluation report; study of rules, procedures & case laws. Conceptual	Mr. Niaz Muhammad Khan	02:00 - 04:00
<b>Day - 4 Thursday (13<sup>th</sup> Nov 2014)</b>			
No	Topic	Resource Person	Duration
1	Recitation from the Holy Qur'an & Duaa		8:30 -8:35
2	Writing of Performance evaluation report; study of rules, procedures & case laws. - Practical I	Mr. Niaz Muhammad Khan	8:35- 10:30
<b>Tea Break 10:30 - 11:00</b>			
3	Writing of Performance evaluation report; study of rules, procedures & case laws. - Practical II	Mr. Niaz Muhammad Khan	11:00- 1:00
<b>Prayer &amp; Lunch Break 1:00 - 2:00</b>			
4	Office Management: Session - I	Mr. Abid Majeed	2:00 - 04:00
<b>Day - 5 Friday (14<sup>th</sup> Nov 2014)</b>			
No	Topic	Resource Person	Duration
1	Recitation from the Holy Qur'an & Duaa		08:00 - 08:35
2	Office Management: Session - II	Mr. Abid Majeed	08:35 - 10:35
<b>Tea Break</b>			

## Day - 6 Saturday (15th Nov 2014)

No	Activity	Duration
1	Recitation from the Holy Qur'an & Duaa	08:00 - 08:30
2	Seminar on Criminal Justice Coordination Committee; Session - I	08:30 - 10:30
<b>Tea Break 10:30 - 11:00</b>		
3	Seminar on Criminal Justice Coordination Committee; Session - II	11:00 - 01:00
<b>Prayer &amp; Lunch Break 01:00 - 2:00</b>		
<b>Concluding Ceremony</b>		
	Concluding Ceremony - DG KPJA	02:00 - 02:20
4	Address of Hon'able The Chairman/Chief Justice. <small style="text-align: right;">Subject to his lordship availability</small>	02:20 -
5	Certificate Distribution	
<b>Tea</b>		

## List of participants

(case and court management)			
Dated: 10 Nov, 2014 - 14 Nov, 2014			
S.No	Judicial Officer	Designation	Posted At
1.	Mr. Tariq Pervez Baloch	District & Sessions Judge	Tank
2.	Mr. Muhammad Jamal	District & Sessions Judge	Charsadda
3.	Mr. Abdul Ghafoor Qureshi	Judge, Anti-Terrorism Court	Swat (Matta)
4.	Mr. Muhammad Younas Khan	Judge, Anti-Terrorism Court	Mardan
5.	Mr. Muhammad Tariq	District & Sessions Judge	Lakki
6.	Mr. Muhammad Sabir	Additional Registrar, Peshawar High Court Bench	D.I. Khan
7.	Syed Ihtesham Ali	Director-I, HRD, Peshawar High Court	Peshawar
8.	Mr. Muhammad Asif Khan	Judge, Anti-Terrorism Court	Swat
9.	Mr. Rajab Ali Khan	District & Sessions Judge	Battagram
10.	Mr. Muhammad Iqbal Khan	Additional Registrar, Peshawar High Court Bench	Abbottabad
11.	Mr. Nasrullah Khan Gandapur	Additional Registrar, Peshawar High Court Bench	Bannu
12.	Mr. Ikhtiar Khan	Incharge, NJPIC, Peshawar High Court	Peshawar
13.	Mr. Naveed Ahmad Khan	District & Sessions Judge	Shangla
14.	Mr. Madad Khan	Judge, Anti-Terrorism Court	Swat
15.	Mr. Ahmad Sultan Tareen	District & Sessions Judge	Chitral
16.	Mr. Gohar Rehman	Draftsman, Peshawar High Court	Peshawar
17.	Mr. Muhammad Hussain	District & Sessions Judge	Bannu
18.	Mr. Mahmood ul Hassan	Judge, Anti-Terrorism Court	Bannu

19	Mr. Muhammad Zubair Khan	District & Sessions Judge	Dir Lower
20	Mr. Sajjad Ahmad	District & Sessions Judge	Mardan
21	Mr. Muzzamil Shah Khattak	District & Sessions Judge	Buner
22	Mr. Liaqat Ali Khan Marwat	District & Sessions Judge	Karak
23	Mr. Rafiullah	District & Sessions Judge	Dir Upper
24	Mr. Salahuddin	District & Sessions Judge	Mansehra

## Post training Feedback Form

<b>Post Assessment Interview Form</b>	<b>Start Date:</b>	<b>End Date:</b>	
<b>Topic of the Training :</b>			
<b>Name:</b>			<b>Venue:</b>
<b>Place of posting:</b>		<b>Designation/Rank:</b>	
<b>Contact No.:</b>			
Question 1: Did you find the training relevant to your work?			
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>
1. Will improve our work	2. Will improve our work little	3. Will not improve our work	4. 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"/>
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"/>
1. Strongly agree	2. Agree	3. Neutral	5. Strongly Disagree
4. Disagree			

Question 4: How was the quality of training delivery? Was it interactive?

1. Not at all     2. Rarely     3. Occasionally     4. Very Frequently     5. Always     No Response

Comments or Examples?

Question 5: How was the training skill of the trainer?

1. excellent     2. Very good     3. moderate     4. Very bad     5. No Response

5 (a) How did the trainer use adult learning techniques?

1. Very effectively     2. Moderately effectively     3. Ineffectively     4. No response

5 (b) Did the trainer have command of the training subject?

1. Complete command     2. Moderate command     3. No command     4. No response

5 (c) The trainer was well prepared

1. Strongly agree     2. Agree     3. Neutral     4. Disagree     5. Strongly Disagree

Comments or Examples?

Question 6: How was the time management of the training?

1. Excellent management (everything was on time)     2. Moderately good     3. Nothing on time (training content remained undelivered)     4. No response

6 (a) The time allocated for the training was sufficient

1. Strongly agree     2. Agree     3. Neutral     4. Disagree     5. Strongly Disagree

Comments or Examples?

Question 7: How was the accommodation?

-

1. Very good    2. Moderate    3. Very bad    4. No Response

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

## 4th 5-Days Training Course on Case and Court Management

### 10-14 November, 2014



Sitting L to R

Mr. Mehmood Ul Hassan, Mr. Rafi Ullah Khan, Mr. Muzzamili Shah Khattak, Mr. Salahud Din, Mr. Ikhtiar Khan, Mr. Liaqat Ali Khan Marwat,  
Mr. Tariq Pervaz Bhoach, Mr. Hayat Ali Shah(Director General), Mr. Syed Ihtisham Ali, Mr. Sajjad Ahmad Jan, Mr. Muhammad Iqbal Khan,  
Mr. Naveed Ahmed Khan, Mr. Abdul Ghafoor Qureshi, Mr. Madad Khan.

Standing L to R

Mr. Muhammad Sabir, Mr. Muhammad Zeb Khan, Mr. Muhammad Hussain, Mr. Ahmed Sultan Tareen, Mr. Muhammad Zubair Khan,  
Mr. Nasrullah Khan Gandapur, Mr. Gohar Rehman, Mr. Muhammad Tariq, Mr. Muhammad Jamal Khan, Mr. Rajab Ali Khan,  
Mr. Muhammad Asif Khan, Mr. Mohammad Younas Khan.