



TERMS OF REFERENCE (TORS)

“Engagement of Firm / Individual Consultant for Training Evaluation at the Khyber Pakhtunkhwa Judicial Academy to Explore the Effectiveness of Trainings for Judges in the Khyber Pakhtunkhwa”

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1. Introduction:

The proposed activity is being executed by the Khyber Pakhtunkhwa (KP) Judicial Academy (Academy). Established in March 2012 through a provincial statute—the KP Judicial Academy Act, 2012—the Academy is a specialized institute, having a statutory mandate to impart training to judicial officers, court staff, and the personnel of all those departments, organizations, bodies and institutions, which are directly or indirectly connected with the system of administration of justice like Police Investigators, Prosecutors, Government Pleaders, Probation Officers, Medico Legal Experts and others. The Academy has also a fully functional Research Wing, with a view to conduct specialized researches/studies on issues related to wider law issues peculiar to the province. Towards the strengthening of the administration of justice in the province, the Academy is also collaborating with various UN agencies, such as, the UNDP, UNODC and the World Bank and other NGOs.

At this nascent stage, the Academy welcomes support from international donor agencies. Notable support comes from the UNDP (under its “Strengthening the Rule of Law in Malakand” (SRLM) project) and the World Bank (through the Governance Support Project). With the support of the UNDP, in 2012, Training Needs Assessment (TNA) was carried out, three training manuals, listed below, were developed:

- a. Case & Court Management (Judges),
- b. Procedural & Substantive Law (Judges), and
- c. Case & Court Management (Staff).

Trainings were then rolled out in 2012, 2013 and 2014, respectively. In 2012, certain trainings were supported by the World Bank. Besides, the Academy has also conducted training for which other public departments/organizations made requests (examples: the Right to Information Commission and the FATA judicial administration). The Academy is developing a statistical data of its trainings, which shall soon become a robust database. The Academy’s RW can utilize the database for research purpose.

The proposed activity aims at developing a state of the art evaluation system for trainings of the KP Judicial Academy has imparted to judges, court staff through the support of the UNDP. The evaluation system, however, may also be used for trainings of



other justice sector personnel. Since its formal inauguration in August 2012 till date, the Academy has conducted a considerable number of trainings. The details of those supported by the UNDP are given in the table below:

Category	Subject	# of trainings	# Trainee
Judges	Case and Court Management	08	219
	Substantive & Procedural Law	10	232
	Judgment writing	04	99
Court Staff	Office & Court Management	09	325
Grand Total		31	875

Currently, the Academy follows evaluation at four stages. First, pre-training evaluation involves a process through which the participants are asked to answer a number of questions just before the commencement of the course. Second, as the training course is started, the participants are requested to record their feedback on each topic discussed in the classroom (Resource Person's evaluation form). Third, at the close of the training, before the distribution of certificates, the rating of the overall training is sought from the participants. Fourth, relates to ascertainment of on job application of skills and knowledge learnt at the training. The Academy has been able to carry out a partial survey as part of the fourth level evaluation only for one of its training courses on "Judgment Writing." Arguably, the current evaluation system is somewhat similar to the famous Kirkpatrick model of evaluation.

While the Academy needs to put in place an evaluation mechanism for all its trainings, of great significance is the evaluation of those trainings which the Academy has conducted under those manuals, which were developed in light of a scientific field study of the TNA.

2. Objectives/Purpose:

High quality training of the personnel of all justice sector institutions, most notably of the judicial officers, is essential for efficient and effective performance of duties. The project has the following main objectives:

- I. To develop an international standard flexible and effective model for training evaluation,
- II. To apply the model to the trainings conducted till date, and



III. To use the model for future trainings.

3. Beneficiaries of the Activity:

In the first instance, the Academy is the primary beneficiary of the proposed activity. Next, the District Judiciary will benefit a lot in terms of improved performance. The impact of the improved performance will contribute to positive change in the overall organization, which may trickle down to the litigant public as the ultimate beneficiary. As the Academy has a statutory mandate to impart training to other justice sector officials, the fruit of the proposed activity will reach them as well. The Academy is emerging an academic icon, a lighthouse to position and lead the judiciary in the right direction. By means of international standard flexible and effective training evaluation model, the Academy will benefit significantly to improve the quality and effectiveness of its trainings programmes. The proposed activity is also likely to prompt other justice sector actors to carry out a similar activity for their training curriculum so as to create computability, consistency and harmony.

4. Scope of Work:

The UNDP under its SRLM project intends to hire the services of a Firm / individual consultant who has considerable critical academic knowledge and field experience in justice sector, most preferably, in developing training evaluation models.

The proposed activity will study the aims and objectives of the trainings, the training material (manuals referred to above), training plans, training delivery and the evaluation model used currently. It will then endeavour to critically review the current evaluation model, explore its promises and pitfalls and compare it with other well established and recognized international standard. It involves both desk-based and field visits to selected districts of the KP, reflecting on a range of issues surrounding the training evaluation method, for example: the need and significance of evaluation, its style and format, flexibility and effectiveness, compatibility with international standard, challenges to training evaluation and searching for ways and means for addressing such challenges and future prospects for evaluation.

The Individual will be required to perform the following tasks:

The Consultant is expected to deliver the following outputs, which will have to be approved by the Academy in consultation with the UNDP.

- Review literature on existing evaluation model across the world
- Critical study of the 2012 TNA, the three manuals, the training plans and evaluation done till date
- Critical and detailed study of the database of trainings, with focus on the Academy's four stages evaluation method:
 - Pre-Training evaluation

- Classroom evaluation (feedback on Resource Person)
 - Overall training evaluation (on conclusion of training)
 - On job application of skills survey
- Compatibility of current evaluation model with international standards
 - Visits to selected districts in the KP to conduct interviews and/or consultations with judges
 - Report the major findings of the literature review, the critical study of training database and field visits;
 - Submission of final report and propose a flexible and effective evaluation model

5. Duration of project:

90 days

6. Qualification:

At least postgraduate qualifications in Law and a discipline relevant to the assignment.

7. Experience:

The following attributes are required for the selection of the applicant:

- a) At least five years work experience in justice sector, particularly, training evaluation
- b) Strong research and analytical background;
- c) Knowledge, competence and experience in training evaluation, preferably judicial training

8. Skills required:

- Command on English, Urdu and Pashto;
- Strong reporting writing skills;
- Strong presentation and interpersonal skills;
- Excellent IT and Ms. Office and research software skills.

9. Deliverables:

Quality assurance and Payment

The individual consultant will be paid on the percentages of the work done and contract price set forth in the table below and upon submission of deliverables mentioned therein.

SN	Deliverable	Period	Percentage of payment
1	Undertake review of literature, including the 2012 TNA report and three manuals	15 days	

2	Develop tools and/or standards and action plan for reviewing the available data on evaluation	15 days	
3	Validation of tools and/or standards and action plan and assessment by the Academy (or its focal person or a Technical Working Group (TWG) in consultation with the UNDP	5 days	10 %
4	Designing and arranging visits to selected districts of the KP for interviews /consultations with judges and court staff per the endorsed action plan by the Academy (or its focal person or the TWG.	30 days	30 %
5	Compilation of the report of interviews.	5 days	
6	Compilation of consolidated report of literature review, critical study of the drafts and proposed new manuals.	5 days	10 %
7	Validation of the recommendations (such as an evaluation model) made in the consolidated by the Academy (or its focal person or the TWG) in consultation with UNDP.	5 days	20 %
8	Submission of final draft of the report reflecting a proposed model for evaluation, anticipated risks to the model and measure to address such risks	10 days	30 %