



REPORT

02-DAY WORKSHOP ON ANNUAL WORKPLANS AND PERFORMANCE INDICATORS FOR PROVINCIAL JUSTICE COMMITTEE (PJC) AND DISTRICT CRIMINAL JUSTICE COORDINATION COMMITTEES (DCJCCS)

APRIL 22 – 23, 2025



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LIST OF ACRONYMS AND ABBREVIATIONS

CJCC / DCJCC	Criminal Justice Coordination Justice Committee/District Criminal Justice Coordination Committee
DG	Director General
DLEC	District Legal Empowerment Committee
DP	Development Partner
DSJ	District & Sessions Judge
EU	European Union
FGD	Focus Group Discussion
GBV	Gender-Based Violence
IG	Inspector General
JD	Judicial Department
KPI	Key Performance Indicator
KP	Khyber Pakhtunkhwa
KPJA	Khyber Pakhtunkhwa Judicial Academy
PHC	Peshawar High Court
PJC	Provincial Justice Committee
PSO	Principal Staff Officer
RPO	Regional Police Officer

RoL	Rule of Law
SOP	Standard Operating Procedure
UNDP	United Nations Development Programme
UNODC	United Nations Office on Drugs and Crime

FOREWORD

The Criminal Justice Coordination Committees (CJCCs), established under the Police Order 2002, must prioritize measurable outcomes, institutional accountability, and systemic reforms to address Pakistan's justice sector challenges.

To advance a more compassionate and efficient justice system, the judiciary will emphasize alternatives to incarceration, including expanded use of probation and bail. This transition will be guided by revised judicial protocols and bolstered by increased investment in probation services nationwide. Criminal Justice Coordination Committees (CJCCs) will proactively expedite cases where individuals face prolonged pretrial detention due to unwarranted trial delays, ensuring timely resolutions.

In pursuit of inclusivity and gender equity, the justice sector will implement reforms centered on gender responsiveness. Mandatory measures include a 10% quota for female representation in staffing and the establishment of dedicated women's facilitation desks within critical institutions. These desks will offer tailored support to address the unique needs and challenges women encounter within the legal framework.

To improve collaboration among criminal justice stakeholders, CJCCs will undergo biannual training programs focused on enhancing data-driven decision-making, inter-agency cooperation, and gender-sensitive practices. These initiatives aim to streamline processes and foster a more unified approach to justice delivery.

Additionally, the system will prioritize transparency and public engagement by launching regular awareness campaigns and publishing quarterly performance reports. These steps seek to cultivate citizen trust, encourage civic participation, and reinforce confidence in the fairness and accountability of judicial processes.

Jehanzeb Shinwari
DG KPJA

DEAN'S NOTE

The judiciary thrives not only on the strength of its judgments but also through coherence and coordination interse justice sector institutions. The *second workshop on Annual Workplans and Performance Indicators for the Provincial Justice Committee (PJC) and District Criminal Justice Coordination Committees (DCJCCs)*, held on April 22–23, 2025, stands as a testament to our collective resolve to strengthen the strategic and operational synergy among justice sector stakeholders across Khyber Pakhtunkhwa.

As the Dean Faculty at the Khyber Pakhtunkhwa Judicial Academy (KPJA), it is both an honor and a responsibility to contribute to initiatives that aim to institutionalize evidence-based justice delivery, particularly through strengthened provincial and district-level coordination mechanisms. The evolution from the inaugural workshop in 2022 to this second iteration reflects our growing commitment to practical reform. This workshop provided a valuable platform for the members of the DCJCCs, along with PJC members, to collectively identify performance benchmarks, devise standard operating procedures, and recommend data-driven practices for effective justice delivery.

I extend my sincere appreciation to all participants, facilitators, and development partners who brought insight, experience, and a spirit of collaboration to this event. Special thanks are due to the Hon'ble Chief Justice Mr. Justice S.M. Attique Shah for his continued guidance and presence at the closing ceremony, Hon'ble Senior Puisne Judge Mr. Ijaz Anwar for his guidance & presence at inaugural session as well as to worthy Registrar PHC Mr. Muhammad Zeb Khan, for his unwavering support throughout the process. It is my hope that the outcomes of this workshop will not only inform the refinement of DCJCC and PJC practices but also inspire a broader culture of strategic planning, performance monitoring, and accountability within the justice sector. KPJA remains committed to facilitating such reforms through capacity-building and institutional support. Together, we can make meaningful progress towards a more responsive and accessible justice system for all.

Zia ur Rehman
Dean Faculty

EXECUTIVE SUMMARY

The two-day workshop on Annual Work plans and Performance Indicators for the Provincial Justice Committee (PJC) and District Criminal Justice Coordination Committees (DCJCCs) was held on April 22–23, 2025, at the Peshawar High Court (PHC), jointly organized by the Khyber Pakhtunkhwa Judicial Academy (KPJA), Peshawar High Court, and the Deliver Justice Project, with support from the European Union, UNDP, UN Women, and UNODC.

This workshop marked the second iteration of the consultative process, building upon the foundations laid during the first workshop held in November 2022, which focused on improving coordination and information-sharing between the PJC and DCJCCs. The April 2025 workshop expanded on those recommendations by aligning the strategic and operational roles of these committees with the Khyber Pakhtunkhwa Rule of Law Roadmap (2023–2028).

Over two days, representatives from the judiciary, police, prosecution, prisons, and probation departments engaged in a series of interactive sessions, presentations, and group work. The workshop aimed to define standardized agenda items and Key Performance Indicators (KPIs) for the PJC and DCJCCs, fostering data-driven decision-making and performance tracking across areas such as case pendency, prison decongestion, access to justice, and gender-based violence (GBV) case management.

Facilitated by experts from PHC, KPJA, UNDP, and UN Women, the sessions encouraged strategic dialogue on cross-cutting justice sector reforms. Participants explored how the PJC and DCJCCs could enhance institutional responsiveness through improved coordination, structured monitoring, and actionable KPIs. Group work produced targeted recommendations on improving inter-agency collaboration, SOP development, digital monitoring tools, and streamlining decision-making processes within these committees.

The workshop concluded with remarks from the Hon'ble Chief Justice Mr. Justice S.M. Attique Shah, who distributed certificates among participants and reaffirmed the judiciary's commitment to evidence-based justice sector reform. His Lordship appreciated the active participation of all stakeholders and emphasized the importance of collaboration, innovation, and accountability in achieving the objectives of the Rule of Law Roadmap.

This report encapsulates the essence of the workshop, offering a comprehensive roadmap for strengthening performance, coordination, and monitoring within the PJC and DCJCCs. It is structured to include abbreviations and acronyms for clarity, followed by a foreword by the

Director General and a Dean's Note, both underscoring the significance of this strategic initiative. The Concept Note elaborates on the background, scope, and expected outcomes, while the Daily Proceedings detail the sessions and outcomes of each day. The Group Recommendations section consolidates the practical insights and proposals generated during the workshop. Finally, the Annexures provide a complete record of the event, including the participant list, agenda, and workshop photographs.

BACKGROUND

UNDP, UN Women and UNODC with the support of the European Union, are implementing the project “Promoting Rule of Law and Enhancing the Criminal Justice System in Khyber Pakhtunkhwa including Merged Districts, and Balochistan. The overall objective of the Project is to strengthen the rule of law and equal access to justice, particularly for women and marginalized groups. The Project aligns with government priorities and policies including the KP Rule of Law Roadmap, Tribal Decade Strategy (2020-2030), and KP Women’s Empowerment Policy (2017). The Project has three specific objectives:

1. Support reform processes to ensure the delivery of people-centered justice.
2. Enhance access to justice for all, particularly women and less privileged groups.
3. Improve service delivery of the security sector in line with constitutional safeguards and international standards.

This workshop falls under objective 3 of the Deliver Justice Project: Under the Deliver Justice Project, UNDP is working with Peshawar High Court (PHC) to strengthen strategic planning, coordination and information flows between provincial and district criminal justice stakeholders through the KP Provincial Justice Committee (PJC) and the District Criminal Justice Coordination Committees (DCJCCs). The objective is for criminal justice institutions to effectively coordinate to address law, justice, and security challenges at provincial and district level. Provincial Justice Committees (PJCs) were established in 2015 by the Chief Justice of Pakistan, in his capacity as head of the National Judicial Policy Making Committee. The Chief Justice of the Peshawar High Court chairs the KP PJC, while, the District level Criminal Justice Coordination Committees (DCJCCs) were established under the Police Order, 2002. The DCJCC are chaired by the respective District & Sessions Judges, having the Head of District Police, District Public Prosecutor, District Superintendent Jail, District Probation Officer, District Parole Officer, Head of Investigation (Secretary) as the statutory members of the DCJCC.

In 2022, UNDP and PHC established and inaugurated a PJC Secretariat at the PHC to fulfill secretariat and coordination functions for the PJC and DCJCCs on substantive and operational issues. They also conducted a two-day consultative workshop in November 2022 on developing linkages and increasing information flow between the PJC and DCJCCs. This workshop builds on the report of November 2022 workshop and to examines potential roles of

the Provincial Justice Committee and District Criminal Justice Coordination Committees in supporting the delivery of the Khyber Pakhtunkhwa (KP) Rule of Law Road Map 2023-2028. The Road Map requires rule of law and justice institutions – including the Judiciary, KP Police, Directorate of Prosecution, Inspectorate of Prisons, and Directorate of Reclamation and Probation to work together to achieve a number of the cross-cutting objectives including reducing pendency of criminal cases and prison overcrowding, strengthening security for judges, prosecutors and other rule of law personnel and increasing access to justice and the availability of legal assistance.

Cooperation, coordination and communication are the three key ingredients in the partnership working of the Provincial Justice Committee and District Criminal Justice Coordination Committees. The respective Committees are achieving results including increasing effectiveness and efficiency by successfully solving problems and the workshop would link implementation of the recommendations from the November 2022 workshop to improve performance with the cross-cutting objectives of the Khyber Pakhtunkhwa (KP) Rule of Law Road Map 2023-2028.

OBJECTIVES

This workshop has the following key objectives:

- Define standard items to be included on the agendas of the PJC and DCJCCs, including Key Performance Indicators (KPIs) that align with the cross-cutting objectives of the KP Rule of Law Road Map 2023-2028. These indicators will track progress in key areas such as case resolution, prison decongestion, access to justice, and institutional responsiveness.
- The workshop will explore the establishment of KPIs specifically focused on Gender Based Violence (GBV) cases and their reporting to enhance oversight, improve coordination in GBV case management, and strengthen institutional mechanisms for a more gender-responsive justice system.
- Develop an action plan to improve cooperation, coordination, and communication between the PJC and DCJCCs to streamline information flows, facilitate the sharing of best practices, address key challenges, and monitor performance. The plan will also include strategies to leverage the Committees as an effective platform for tracking justice

sector data, particularly on GBV cases, to ensure a structured and responsive approach to gender-sensitive judicial processes.

PROCEEDINGS

The daily activities of this two days specialized workshop are briefly encapsulated below:

DAY 1: TUESDAY, 22ND APRIL 2025

INAUGURAL CEREMONY

Chair: Hon'ble Mr. Justice Ijaz Anwar, Senior Puisne Judge, Peshawar High Court.

Welcome Address: Mr. Muhammad Zeb Khan, Registrar Peshawar High Court, warmly welcomed the participants and introduced the workshop's objectives. He emphasized that this two-day consultative event aimed to enhance coordination between provincial and district criminal justice stakeholders. He also expressed optimism that the deliberations would generate valuable recommendations and a practical action plan to strengthen communication and performance monitoring between the Provincial Justice Committee (PJC) and District Criminal Justice Coordination Committees (DCJCCs).

Keynote Address: Hon'ble Mr. Justice Ijaz Anwar, Senior Puisne Judge of the Peshawar High Court, in his inaugural address, highlighted the importance of institutional collaboration and performance tracking under the Rule of Law framework. His Lordship commended the "Deliver Justice Project" as a meaningful initiative to ensure basic human rights and promote fair access to justice. He emphasized the urgency of addressing systemic challenges such as case pendency, prison overcrowding, and the management of gender-based violence cases through strengthened roles of the PJC and DCJCCs.

Development Partner Remarks: Ms. Shahzada Bashir Ahmad, representing UNDP, offered an overview of the Deliver Justice Project, implemented with support from the European Union, UN Women, and UNODC. She explained the project's objective to promote the rule of law and strengthen the criminal justice system in KP, Balochistan, and the merged districts. She highlighted the project's focus on improving strategic planning and inter-institutional coordination through the operationalization of the PJC and DCJCCs.

Group Photo: Following the inaugural addresses, a group photo was taken to commemorate the opening of the workshop with participation from judiciary officials, justice sector partners, and development organizations.

Academic Sessions

1. Session 1: Overview of Previous Workshop & Working of PJC

Speaker: Ms. Rozina Rehman, DSJ- Director NJPIC/ Convener PJC Peshawar High Court.

Focus: The session reviewed the recommendations of the November 2022 workshop and elaborated on the coordination model of the Provincial Justice Committee (PJC), including its progress and existing challenges. The session set the stage for a deeper dive into performance tracking and institutional strengthening.

2. Session 2: Stakeholder Perspectives on DCJCCs

Speakers:

3. Mr. Muhammad Shoaib, District & Sessions Judge, Abbottabad represented District Judiciary and shared the District Judiciary perspective on the functioning and significance of the DCJCCs.
4. Dr. Quraish Khan, DIG Crimes Investigation Khyber Pakhtunkhwa presented the perspective of KP Police.
5. Mr. Muhammad Waseem Khan, Deputy Inspector General of Prison presented the perspective of Prison Department in respect of DCJCCs.
6. Mr. Farooq Ahmad, Deputy Director presented the perspective of the Directorate of Reclamation & Probation.

Mr. Attique ur Rehman, District Prosecutor Bajour, appraised the forum about concerns of the Directorate of Prosecution

Focus: This session brought together representatives from key justice sector institutions to discuss the operational challenges and realities of the District Criminal Justice Coordination Committees (DCJCCs). Each speaker shared insights into their respective domains, offering recommendations to improve the DCJCC's effectiveness in addressing systemic justice issues.

3. Session 3: Plenary Discussion & Group Work

Facilitators: KPJA and UNDP

Focus: This session started with presentation of Mr. Fazal Qayyum Khattak, Deputy Secretary Judicial Home & Tribal Affairs on the topic of cross-cutting priorities of the Khyber Pakhtunkhwa (KP) Rule of Law Roadmap, which include reducing case pendency, alleviating prison overcrowding, improving coordination between justice sector actors, and strengthening gender-responsive environments within the criminal justice system.

Group Work:

- **Group A:** proposed detailed Key Performance Indicators (KPIs) to monitor the performance of DCJCCs, including meeting frequency, case disposal rates, jail visits, and statistics related to gender and juvenile justice.
- **Group B:** focused on institutionalizing coordination between PJC and DCJCCs, recommending policies to streamline case disposal and improve bail reforms.
- **Group C:** emphasized the use of real-time coordination tools, such as WhatsApp groups and performance dashboards, and advocated for the integration of technology to enhance coordination and drive reform initiatives.

Closing of Day 1: The day concluded with stimulating discussions that laid the foundation for continued deliberations on Day 2. Participants engaged in thoughtful conversations about creating a framework for ongoing monitoring and coordination between the PJC and DCJCCs, setting the stage for future reforms and actionable outcomes.

DAY 2: WEDNESDAY, 23RD APRIL 2025

Session 4: Defining KPIs & Monitoring Framework

Facilitators: UNDP, KPJA, PHC, UN Women

The day started with the feedback session conducted by Ms. Caitlin Chittenden, Senior Rule of Law & Justice Reforms Specialist UNDP and all the group representatives of yesterday sessions briefly appraised the participants about their drafted proposals.

Miss Zainab Qaiser Khan, Head of Sub Office UN Women Peshawar presented vision of UN Women about Transforming Justice Systems: Women at the Center of Reforms. Mr. David Morgan, UNDP Consultant joined the session through Zoom and gave briefing about KPIs. Then the participants were divided into three groups.

- **Focus:** Each group defined measurable KPIs tied to Roadmap priorities:
 - Coordination metrics (attendance, meeting frequency)
 - Justice delivery indicators (pendency, bail, ADR)
 - Gender-sensitive justice delivery and legal aid for GBV survivors
- Tools such as performance dashboards, digital coordination platforms, and SOPs were discussed.

Session 5: SOPs & Templates for Standardization

- Group exercise focused on:
 - Drafting standardized templates for agendas, minutes, and decisions of PJC/DCJCCs
 - Creating timelines and follow-up mechanisms
 - Proposing subcommittees and thematic workgroups

Session 6: Wrap-up and Pledges

- **Facilitators:** PHC, UNDP, KPJA
- Participants shared their key takeaways, pledged to implement workshop insights, and discussed collaborative follow-up actions.

Concluding Ceremony

- **Chief Guest:** Hon'ble Chief Justice Mr. Justice S.M. Attique Shah, Peshawar High Court
- **Remarks:** Hon'ble Chief Justice Mr. Justice S.M. Attique Shah, Peshawar High Court, addressed the gathering, shedding light on the significant challenges faced by the justice sector in providing quick, inexpensive, and expeditious justice to the citizens of this volatile region. He emphasized the importance of collective action to ensure that justice is accessible not only to the general public but particularly to the marginalized and underprivileged segments of society. "Let us join hands to provide inexpensive and expeditious justice to the needy, not just for their survival, but for the future survival of

generations to come,” stated His Lordship. He also expressed his heartfelt gratitude to UNDP for their continued support and contribution to strengthening the justice system in Khyber Pakhtunkhwa.

- **Certificates** were distributed to all participants in recognition of their contribution.
- The event concluded with a group photo and afternoon tea.

RECOMMENDATIONS OF THE GROUPS

GROUP WORK OF DAY 1

The following guiding questions were given to all the three groups for discussion:

- How can PJC and DCJCCs monitor and help improve performance against the key cross cutting priorities in the Rule of Law Roadmap?
- What are some key initiatives or interventions to address these cross-cutting issues at PJC and DCJCC level?

GROUP- A

I. Key Performance Indicators for CJCC / DCJCC

A. Coordination & Meetings

1. Frequency of CJCC Meetings (Minimum: monthly)
2. Timely Submission of Meeting Minutes to PJC
3. Attendance Rate of Core Members (Police, Prosecution, Judiciary, Prisons, Probation, etc.)
4. Action Points Implementation Rates (from previous meetings)

B. Case & Trial Management

1. Average Case Disposal Time (criminal cases by courts)
2. Rate of Delayed Investigations (over 14 days)
3. Percentage of Cases with Incomplete Challans
4. Number of Cases Using ADR or Plea Bargaining Mechanisms

C. Jail and Bail Monitoring

1. Percentage of Under-Trial Prisoners (UTPs) in Jail Population
2. Number of Monthly Jail Review Visits Conducted
3. Percentage of Bail Applications Processed Within 7 Days
4. Prisoners Released Through Coordination/Intervention

D. Juvenile & Gender-Sensitive Justice

1. Number of Juvenile Cases Disposed of per Quarter
2. Number of Women and Juvenile Offenders Provided Legal Aid

3. Use of Diversion for Juveniles (pre-trial alternatives)

E. Reform Implementation

1. Implementation Status of PJC-Directed Reforms (Yes/No/Partial)

2. Pilot Justice Reforms Initiated Locally

3. Coordination with Civil Society and Legal Aid Providers

GROUP B

Enhancing coordination between the Rule of Law Institutions

- Conducting regular meetings
- In-person or through video link attendance of members, not nominees
- Institutionalization of PJC to define membership and mandate.
 - Representation of Director Generals Prosecution & Probation in PJC
- Follow up of decisions with timelines.
- Issues discussed should be properly reflected
- Draft Minutes to be circulated amongst all participants for endorsement with in timelines.
- Referral of issue to PJC (through minutes)
- Issues should be decided in the meetings.
- Constitution of subcommittees on need basis for working out relevant issues.

Reducing case pendency

- Only genuine cases should be register
- Timely performance of responsibilities by all members (Police, Prosecution, Judiciary, Probation, and others)
- In suitable cases powers relating to discharge/withdrawal should be exercised.
- The disposal policy should encourage disposal of cases instead of contested disposal.
- Statutory timelines for cases should be followed. However, direction in Bail application for disposal within a time limit may be avoided.

- Increasing number of courts.
- Capacity building of all stakeholders.

Reducing Prison Population

- Encouraging Probation
- Amendments in law to stop trial of drug addicts and their referral to rehabilitation centers.
- Prioritizing Under Trial Prisoners Cases

GROUP –C

Key Performance Indicator (KPI):

A KPI is a measurable value that indicates how effectively an individual or the organization is achieving specific objectives. In the context of DJCC, KPIS help assess the performance of stakeholders in improving coordination, reducing delays, and enhancing the quality of criminal justice delivery.

- Improving Coordination through DCJCC: Police must take ownership of DCJCC meetings.
- DPO should initiate meeting requests — even though the DSJ chairs the committee.
- Stronger ownership = better coordination.

Performance Dashboards KPI:

- Create a Whatsapp group for DCJCC members.
- Use it to share emerging issues and discuss matters in real-time.
- Promotes continuous and quick coordination.
Introduce a DJCC performance dashboard accessible to all stakeholders for data-driven decision-making.
- Frequency of dashboard updates.
- Number of performance indicators tracked per stakeholder.
- Actionable insights are generated and acted upon.

Use of Technology:

- Video conferencing should be used for:

- Witness interactions
- Expediting coordination
- Saves time and improves access.

Standardizing Meeting Protocols:

- Standardize the format for recording minutes of meetings.
- Finalize agenda through stakeholder consensus before each meeting.

Addressing Witness Absenteeism:

- Habitual absentee official witnesses are a major cause of delay.
- Identify and take coercive measures through the DCJCC forum.

Case Management Strategies:

- Encourage prosecution to withdraw weak cases after due consultation.
- Promote the resolution of minor cases by:
 - Imposing fines
 - Releasing accused on probation
 - Encouraging bail in fit cases.

Discouraging Counterproductive Practices:

- Discourage the practice of registering Progress FIRs.
- Shift performance indicators from quantity to quality & merit.

Jail-Centric Reforms:

- During CJCC meetings, police & prosecution should:
 - Present list of petty nature cases
 - Suggest summary trials in camp courts within jails

Activation of Parole System/UTPS/DLECS:

- Actively encourage parole under relevant provisions.
- Jail Superintendent to provide a list of eligible and deserving UTP.
- Discuss and finalize in DLEC meetings after consultation.

Quarterly Stakeholder Review and Training:

Hold quarterly performance reviews and training workshops on best practices and emerging issues.

KPIs:

- Number of stakeholders trained.
- Number of systemic issues identified and resolved.
- Improvement in coordination metrics post-training.

GROUP WORK OF DAY 2

GROUP-A

DCJCC Standardized Agenda – Template

Item	Lead participant(s)
Covering letter to each member for their input regarding the upcoming meeting of stakeholders.	Secretary CJCC
Confirm previous meeting minutes <ul style="list-style-type: none"> • Approve last meeting minutes 	Each member and to be affirmed by the Chairman
Review implementation status <ul style="list-style-type: none"> • Review of KPIs • Review of updates on targets and progress 	
Jail and Under trail Prisoners <ul style="list-style-type: none"> • Findings of jail visits • Status of bail applications • Legal aid • UTPs reduction efforts 	
GBV cases progress <ul style="list-style-type: none"> • Support for women, children and vulnerable sections of society 	
Investigations <ul style="list-style-type: none"> • Delays in investigation • Police, prosecution coordination 	
Implementation of reforms <ul style="list-style-type: none"> • New district level reforms proposal 	

Key Performance Indicators– template at the level of the DCJCC

Objective	Primary indicator	Secondary indicator	Notes
Reducing case pendency	1. Referring of litigated cases for mediation/ADR to DRC/ADR Forums number of such cases and their success ratio	4. Collection of data, listing of lawyers, and scheduling of cases/convincing the parties and lawyers for covering the timeline 5. the prosecution witness may appear through video link and evidence through video link	1.number of litigated cases referred for mediation to DRC/ADR by the courts per month
Inter-agency coordination	1. Frequency of DCJCC Meetings (Minimum: 1 meeting monthly)	1. Timely Submission of Meeting Minutes to PJC 2. Attendance Rate of Core Members (Police, Prosecution, Judiciary, Prisons, Probation, etc.) 3. Action Points Implementation Rates (from previous meetings)	Uploading CJC meeting minutes on PSRMS and websites of the stakeholders
Reducing prison population	1. Percentage of Under-Trial Prisoners (UTPs) in Jail Population 2. Number of Monthly Jail Review Visits Conducted 3. Percentage of Bail Applications Processed Within 7 Days 3. Prisoners Released Through Coordination/Intervention 4. Community punishment 5. e-tags for probationer/convicts Medical facilities for jail inmates		
Increasing free legal assistance by ensuring disbursement of funds by DLECs	Involve DLEF and list the cases to be referred to the legal aid committees – preparation of list of lawyers providing free legal aid and to compensate them with	Writing to PJC about timely and prompt release of funds to LJCP.	

	DLEF.		
Creating gender-responsive court environments for litigants, judges and staff	Establishment of female facilitation desk on various corners and counters of all justice sector institution premises.	To display sexual harassment rules and laws in local languages on the conspicuous places of all justice sector institution for general awareness Separate sitting and waiting areas for female litigants	
Gender Based Violence – legal assistance and survivor support	List the cases, collect the data, and keep on fast-track		
Other priorities	<ul style="list-style-type: none"> • Creation of sub committees of all justice sectors for facilitation and implementation of decision of DCJCC. • Outreach the performance indicators and success ratios through Media. • Standard minutes format be uploaded on Police station record management system. • Domestic trainings and sensitization of all the lawyers, judges and staff of justice sector institution on GBV and Juvenile Justice • Use of IT (multimedia projectors, video link etc) • Finance and Budget 		
	At the level of PJC Performance Indicators (KPIs) for the Provincial Justice Committee (PJC), focused on strategic oversight, inter-institutional		

	<p>coordination, and reform monitoring across districts: III. Key Performance Indicators for PJC</p> <p><u>A. Strategic Oversight & Reform Implementation</u></p> <ol style="list-style-type: none"> 1. Number of Provincial Justice Sector Reforms Initiated/Monitored 2. Percentage of Reform Directives Implemented by Districts 3. Annual Provincial Rule of Law Strategy Reviewed or Updated 4. Alignment with National Justice and Legal Reform Frameworks <p><u>B. Coordination & Engagement</u></p> <ol style="list-style-type: none"> 1. Number of Bi-Annual Review Meetings with DCJCCs Conducted 2. Percentage of Districts Submitting Reports Quarterly 3. Timely Issuance of Feedback Notes to DCJCCs (within 10 working days) 4. Joint Initiatives with Key Provincial Departments (e.g., Home, Law, Police, Prisons) <p><u>C. Monitoring & Data Use</u></p> <ol style="list-style-type: none"> 1. Functioning and Updates of Justice Sector Dashboard (Quarterly Basis) 2. Utilization of District-Level Data in Provincial Decisions (Yes/No/Extent) 		
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	<p>3. Number of Districts Showing Improved KPIs Over Last Two Quarters</p> <p><u>D. Capacity Building & Innovation</u></p> <p>1. Number of Capacity-Building Events Organized for DCJCCs</p> <p>2. Provincial Resource Support or Grants Disbursed to District Reforms</p> <p>3. Number of Innovation Pilots Scaled Province-Wide</p> <p><u>E. Stakeholder and Public Engagement</u></p> <p>1. Justice Sector Consultations Held with Bar, CSOs, or Public Representatives</p> <p>2. Annual Public Report or Brief Published on Provincial Justice Committee</p>		
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DCJCC Standardized Minutes – Template

Item	Actions agreed
<p>Confined to the TORs (as mentioned in Section.75 of KP Police Act)</p> <ol style="list-style-type: none"> 1. Review operation of CJS 2. Steps towards CJS improvement 3. Promote cooperation and coordination in CJS partners 4. Advance Notices of local development 5. Formulate coordinated priorities 6. Raise relevant issues with appropriate authorities 7. Promote the spread of good practices 8. Review implementation of 	<ol style="list-style-type: none"> 1. In every meeting the performance of each department be reviewed, assessed and evaluated. 2. Making individual departmental annual action plan and to review the same consistently for materialization of rule of law road map objectives. 3. Fulfilment of mandatory monthly meeting requirements. 4. Making Whatsapp groups and to promote e-process through frequent sharing of minutes, data, and interaction. 5. Emergency meetings, collaboration for the mega events and to prevent any untoward incidents/disasters, pandemics, epidemics, crises at the district level. 6. Feed to PJC all the annual plans and important suggestions and receive directions for the

previous CJCC meetings decision	<p>improvement of the system.</p> <p>7. Capacity building of all the stakeholders as per international best practices.</p> <p>8. Regional coordination committees may be constituted</p> <p>9. Record keeping, capacity building,</p> <p>10. confidentiality and ethics</p> <p>11.</p>
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GROUP B

DCJCC Standardized Agenda – Template

S.NO	Item	Lead participant(s)
1	Follow up of previous meeting	<ul style="list-style-type: none"> • Statutory members • Co-opted members on need basis
2	Primary Agenda <ul style="list-style-type: none"> • Directives of PJC 	
3	Secondary <ul style="list-style-type: none"> • TORs • KPIs • Core issue 	
4	Tertiary <ul style="list-style-type: none"> • Other issues relevant to Criminal Justice 	

DCJCC Referral of Issue– Template e-mail to PJC Secretariat

Title: DCJCC referral to PJC: *(description of issue)*

1. Content:
2. Detailed description of issue
3. Decision requested

Signed (e-signature):

Chair DCJCC

PJC Secretariat to acknowledge receipt within two (2) working days and refer to next PJC meeting

Standard Operating Procedures

- Prepare and circulate agenda within 1st week of month.
- Schedule meeting in 2nd week of month.
- Circulate draft minutes to members online for endorsement within one week. Minutes to be considered final in case there is no comments/feedback from members.

- Secretary to draft and circulate minutes

Key Performance Indicators (KPIs)

Objective	Primary indicator	Secondary indicator	Notes
Conducting regular meetings	Number of CJCC meetings conducted	<ul style="list-style-type: none"> • No of issues discussed, No. of decisions made/issues resolved • No. Referral made to PJC 	○ Department-Wise Break up
Reducing case pendency	No. case pending and instituted	<ul style="list-style-type: none"> • No. of scrutiny made in cases • No of case recommended for discharge/withdrawal • No of cases recommended for trial • No. of Challan submitted within in Statutory period • No of challans late submitted • No of cases referred for ADR • No cases referred for probation • No of cases decided • No of cases pending 	
Reducing prison population	No of inmates in prison	<ul style="list-style-type: none"> • No. of weak cases referred for discharge • No. of case decided through plea of guilt • No. of cases decided through probation • No. of convicted persons released on parole 	
Increasing free	No of applications for	• No of case where	Instead of only

legal assistance by ensuring disbursement of funds by DLECs	legal aid received	legal aid provided <ul style="list-style-type: none"> No of applications for legal aid pending or declined 	DLEC, other avenues to be explored: <ul style="list-style-type: none"> Legal Aid Agency under KP Legal Aid Act Legal Aid Authority under Legal Aid and Justice Act Legal Aid Under JJSA
Creating gender-responsive court environments for litigants, judges and staff	No. of Exclusive GBV Courts/ Child Protection Courts in the District established and working	No. of GBV cases decided with in timelines	Need for exclusive GBV/Child Protection Courts
Gender Based Violence – legal assistance and survivor support	<ul style="list-style-type: none"> No of cases where legal aid was requested and provided No of cases where Independent Support Advisors supported Witness and victim Protection Early Examination of survivor through video-link Protection of Identity/ Privacy 		<ul style="list-style-type: none"> Adequate Funding Notification of ISA
Other priorities			

DCJCC Standardized Minutes– Template

S.No	Item	Decision	Action by	Timeline
1	Follow up of previous meeting			
2	Primary Agenda <ul style="list-style-type: none"> Directives of PJC 			
3	Secondary <ul style="list-style-type: none"> TORs KPIs Core issue 			
4	Tertiary <ul style="list-style-type: none"> Other issues relevant to Criminal Justice 			

GROUP C

Standard Operating Procedures (SOPs) for the District Justice Coordination Committee (DJCC), explained simply:

1. **Meeting timings:** Standardize timing of meeting need to be in the last 10 days of the month so all the issues emanating from the stake holders feedback could be considered for resolution.
2. **No representation by stand-ins:** Only official members can attend DJCC meetings.
3. **Agenda set early with everyone's input:** Meeting topics must be ready 15 days before, with all involved parties agreeing.
4. **Focal person to track progress:** Each department will name someone to check task completion 10 days before meetings (like a KPI checker).
5. **DJCC WhatsApp group for communication:** A group chat will be used and actively monitored for updates.
6. **Absent officials face scrutiny:** Officials missing meetings regularly will be looked into by a special team.
7. **Include women in DJCC/PJC:** Female judicial officers, probation officers, and prosecutors should be part of the committee if possible.
8. **Regular reviews and training:** Stakeholders and trainees will have quarterly progress checks and learning sessions.

Key Performance Indicators– Template

Objective	Primary indicator	Secondary indicator	Notes
Enhancing coordination	1. Number of pre-meetings of DJCC & PJC. Number of Meetings 12 for DJCC & 12 for pre follow-up (Focal Persons) DJCC. Quarterly follow-up (Focal Persons) for PJC	1. Performance Dashboards KPI. 2. Integration of PSRMS (Police Station Record Management System) with CMMS (Case Management and Monitoring System) for prosecution. 3. Minutes written by secretary (investigation SP) is proposed to be written by SCJ Admin after Amendment in Police Order.	
Reducing case	1. Number of progress	Policy decision. PJC	

DCJCC Standardized Minutes– Template

	Item	Actions agreed

DCJCC Standardized Agenda – Template

	Item	Lead participant(s)

District Justice Coordination Committee Meeting

Date: _____ **Time:** _____ **Location:**

Agenda Item	/Discussion Points	Decision	Assigned To	Action By (Date)	Result/Outcome

Prepared By: _____

Distribution: _____

DCJCC referral of issue– template e-mail to PJC Secretariat

Title: DCJCC referral to PJC: *(description of issue)*

- 4. Content:
- 5. Detailed description of issue
- 6. Decision requested

Signed (e-signature):

Chair DCJCC

PJC Secretariat to acknowledge receipt within two (2) working days and refer to next PJC meeting.

CONCLUSION

The second iteration of the Workshop on Annual Workplans and Performance Indicators for the Provincial Justice Committee (PJC) and District Criminal Justice Coordination Committees (DCJCCs), held on April 22–23, 2025, marked a critical step forward in institutionalizing strategic planning, accountability, and collaborative governance within Khyber Pakhtunkhwa’s justice sector. Building on the foundations laid during the initial workshop in 2022, this convening brought together diverse stakeholders—judges, prosecutors, police, prison officials, probation officers, and development partners—to align institutional efforts with the objectives of the *KP Rule of Law Roadmap (2023–2028)*.

Over two intensive days, the workshop facilitated structured discussions and group work that led to the development of measurable Key Performance Indicators (KPIs), standardized templates for agenda setting and reporting, and mechanisms for enhanced coordination across district and provincial tiers. Special emphasis was placed on gender responsiveness, jail and bail monitoring, and accelerating case disposal processes—reflecting the evolving needs of the justice system and the communities it serves.

The event’s success owes much to the vision and leadership of the Peshawar High Court, the active participation of the DCJCCs, and the continued partnership with UNDP, UN Women, and UNODC under the Deliver Justice Project, funded by the European Union. The insights generated will directly inform strategic reforms, enabling the PJC and DCJCCs to serve not just as coordination platforms, but as engines for justice sector transformation.

As Khyber Pakhtunkhwa moves further into the implementation phase of its Rule of Law Roadmap, the outcomes of this workshop will serve as a practical reference point for measuring performance, promoting transparency, and fostering an integrated, citizen-centered approach to justice. KPJA reaffirms its commitment to support such initiatives through research, training, and institutional facilitation.

ANNEXURES

- **ANNEX-A: LIST OF PARTICIPANTS**
- **ANNEX-B: AGENDA**
- **ANNEX-C: WORKSHOP IN PICTURES**

ANNEX-A: LIST OF PARTICIPANTS

S. No	Name	Designation	Department / Station
1.	Ms. Robin Haider Bokhari	Director General	Prosecution Department, Peshawar
2.	Mr. Sifatullah	District Public Prosecutor	Peshawar
3.	Mr. Bakht Baidar Khan	District Public Prosecutor	Mardan
4.	Mr. Saeed Naeem	District Public Prosecutor	Swat
5.	Mr. Atiq ur Rehman	District Public Prosecutor	Bajour
6.	Mr. Muhammad Waseem Khan	Superintendent Jail	Prisons Department, Peshawar
7.	Mr. Najam Abbasi	Superintendent Jail	Prisons Department, Mardan
8.	Syed Muhmmad Junaid	Superintendent Jail	Prisons Department, Bannu
9.	Mr. Azhar Rahim	Additional Advocate General	Advocate General Office, Peshawar
10.	Mr. Muhammad Zeb Khan	Registrar	Peshawar High Court, Peshawar
11.	Ms. Muneera Abbasi	District & Sessions Judge	Haripur
12.	Mr. Muhammad Hamid Mughal	District & Sessions Judge	Mohmand
13.	Ms. Nusrat Yasmeen	District & Sessions Judge	Mardan
14.	Mr. Ashfaque Taj	District & Sessions Judge	Swabi
15.	Mr. Muhammad Asif Khan	District & Sessions Judge	Nowshera
16.	Mrs. Rozina Rehman	D&SJ-Director NJPIC	Peshawar High Court, Peshawar
17.	Mr. Muhammad Shoaib	District & Sessions Judge	Abbottabad
18.	Mr. Fida Gul	Advocate	President, PHCBA
19.	Mr. Farooq Ahmad	Deputy Director	Reclamation & Probation Department, Peshawar
20.	Mr. Ihsan Ullah	Probation Officer	
21.	Mr. Faisal Yaqoub	Senior Probation Officer	Reclamation & Probation Department, D.I Khan
22.	Mr. Hafeez Wazir	Child Protection Officer	Social welfare Department, Peshawar
23.	Dr. Attaullah Khan	Deputy Director Secondary Health Care Revamping Project	Public Health Department

24.	Dr. Muhammad Quraish Khan	DIG Crime Investigation ,KP	Police
25.	Mr. Noor Jamal	SSP Investigation	Police
26.	Mr. Sajjad Ahmad	SP Investigation	Police
27.	Mr. Iftikhar Ali	Acting SP Investigation	Police
28.	Mr. Kashif Alam	Addl: IGP Investigation, KP	Police
29.	Mr. Nisar Ahmad	SP Investigation	Police
30.	Mr. Usman Mehsud	IG Prison, KP	Prison
31.	Mr. Asghar Asad	Director Prosecution	Prosecution
32.	Ms. Shagufta Naveed	Spl: Secretary, Home Department	Home
33.	Mr. Fazal Qayum	Deputy Secretary (J)	Home
34.	Mr. Sher Khan	Rule of Law Expert	UN
35.	Ms. Amna Karim	UNDP	UNDP
36.	Mr. Qasim Ali Khan	CCPO, Peshawar	Police

ANNEX-B: AGENDA

Day-1		
Date & Time	Sessions	Facilitator
0830hrs	Registration	PHC/UNDP
0900hrs	Arrival of Chief Guest	PHC
0900-0905hrs	Recitation from the HolyQuran	PHC
0905-0910hrs	Welcome Address	Registrar PHC
0910-0915hrs	Remarks by UNDP	UNDP
0915-0925hrs	Remarks by the European Union	European Union
0925-0935hrs	Remarks by the Chief Guest	PHC
0935-0945hrs	Group Photo	
0945-1045hrs	Session1: <ul style="list-style-type: none"> • Overview of Recommendations of Previous Workshop • Presentation on Working of PJC 	Ms. RozinaRehman, Convener PJC PHC (Moderator: KPJA)
1045-1115hrs	Morning tea	
1115-1245hrs	Session 2: (Stakeholders Perspective on DCJCCs) <ul style="list-style-type: none"> • Presentation by DSJ nominated by the PHC • Presentation by RPO nominated by the PPO • Presentation by IG Prisonsor nominee • Presentation by Director Probation & Reclamation or nominee • Presentation by DG Prosecution or nominee 	(15MinutePresentation by each presenter) (Moderators: KPJA; UNDP)
1245-1345hrs	Lunch and prayers	

Day-2		
Date and Time	Sessions	Facilitator
0900-0905hrs	Recitation from the Holy Quran	PHC
0905-0930hrs	Reflections from Day1	UNDP
0930-1100hrs (working tea)	<p>Session4:(Group Work followed by presentations) Building on previous discussions, define Key Performance Indicators (KPIs) for PJC and DCJCCs including KP Rule of Law Roadmap priorities:</p> <ul style="list-style-type: none"> • Enhancing Coordination between Rule of Law Institutions; • Reducing Case Pendency; • Reducing Prison Population; • Increasing Free Legal Assistance by Ensuring Disbursement of Funds by DLECs; • Creating Gender-Responsive Court Environments for Litigants, Judges and Staff; • Gender-Responsiveness; • Establish Monitoring Indicators for GBV- related Legal Assistance and Survivor Support; • Other Key Priorities. 	<p>UNDP(introduction)</p> <p>PHC and KPJA</p> <p>UN Women</p>
1100-1230hrs	<p>Session5:(Groupwork)(1 hour) Devise SOPs, Proformas for Agenda, Minutes and Follow-up of Decisions of PJC and DCJCCs to achieve Improved Coordination, Implementation of PJC and DCJCC Decisions, and KPIs including KP Rule of Law Roadmap.</p> <p>Presentations by each group(5 minutes per group)</p>	<p>Participants</p> <p>Moderators: KPJAand UNDP</p>
1230-1330hrs	Lunch and prayers	
1345-1415hrs	Session 6:Wrapup& Pledges	PHC, KPJA and UNDP
1415hrs	Arrival of Chief Guest	PHC
	Recitation from the Holy Quran	KPJA
	Address by the Chief Guest	PHC
	Certificate distribution	PHC, KPJA and UNDP
	Group photo, afternoon tea and close of workshop	

ANNEX-C: WORKSHOP IN PICTURES



















