

**(Appendix-III)**  
**Key Functions**

**I. Regulation Wing**

**Consists of the following four Units**

**A. Integrity Management Unit**

Deals with:

- updating the code of conduct, (financial code-already exists, e.g. GFR, etc; (Overall a holistic approach)
- making officials aware of the new code of conduct, if any
- assisting and ensuring compliance with financial code of conduct (cross cutting function)
- providing assistance to the worthy Administration Committee on financial matters

**Team:** one Chartered Accountant or ACCA assisted by the Internal Audit unit, on need basis (with support staff)

**B. Internal Auditor Unit**

Deals with:

- compliance monitoring and reporting, who can be involved in running a compliance management plan
- collecting data, making analysis and proposing suggestions regarding financial matters
- conducting audit and follow up streams

**Team:** 2 Chartered Accountants or ACCAs with 5 years audit experience (with support staff)

**C. Drafting and Legislation Unit**

Deals with:

- Legal drafting
- Opinion about legal issues
- Cross cutting role providing legal support to other wings/units

**Team:** 3 Professional Experts (with support staff)

**D. National Judicial Policy Implementation Unit**

Deals with:

- implementation of the decisions of National Judicial Policy Making Committee

- Quarterly Inspection Reports
- Jail inspection Reports

**Team:** 3 Professional Experts(with support staff)

## **II. Operation Management Wing**

### **Consists of the following three Units**

#### **A. Administration, Coordination and Logistic Support Unit**

Deals with:

- Administration
- Overall coordination with other wings, units and teams
- logistic support
- Coordination with Federal and Provincial Governments

**Team:** 2 or 3 Professional Expert(with support staff)

#### **B. Finance and Accounting Unit**

Deals with:

- revenues
  - budgets and expenditures of the district judiciary
  - Internal Audit and coordination with audit practitioners
  - Adherence of law and policy and value for money analysis
  - identification of areas for improvements in internal control
- The internal audit unit, having a cross-cutting role will assist this team

**Team:** 3 Professional Experts(with support staff)

#### **C. Planning & Development Unit**

Deals with:

- Planning for financial and infrastructure development
- Processing development and maintenance & repair schemes of SDJ (Districts and Special courts)
- Looking after the implementation of schemes

### **III. Inspections Wing**

**Consists of the following six Units**

#### **A. Knowledge Management (KM) and Information and Communication Technology (ICT ) Unit**

Deals with:

- manage all data and documents, information and knowledge like an asset
- arrange and organize that asset for easy retrieval, navigation and use
- update and implement the Code of conduct for Judicial Officers
- manage manual records, digital records, data and statistics and IT system to support compliance management and facilitation processes

**Team:** 2 Professional Experts (with support staff)

#### **B. Citizen Services, Human Rights, Communication and Outreach Unit**

Deals with:

- design and implement communication plan between Peshawar High Court on district judiciary and other stake-holders particularly bar associations, police, prosecution, revenue and citizens,
- manage grievance redress linked with the e-Citizen portal of PHC

**Team:** 1 or 2 Professional Experts(with support staff)

#### **C. Technical Service Delivery Monitoring Unit**

Deals with:

- ensuring compliance with statutory, NJP and any other policy requirement(s),
- setting disposal standards (quantitative and qualitative)
- Case disposal data

**Team:** 2 or 3 Professional Experts (with support staff)

#### **D. Grievance Redress Unit**

Deals with:

- staff redress
- dispute resolution

- resolving issues about recruitment and promotion

**Team:** 3 or 4 Professional Experts (with support staff)

#### **E. Strategy, Reform and Business Plan Review Unit**

Deals with:

- assistance to the Administration Committee on integrity related issues
- Make investigation and proposing action on integrity related issues
- define and improve processes
- devise strategy for better delivery

**Team:** 2 or 3 Professional Experts (with support staff)

#### **F. Confidential Unit:**

Deals with:

- Performance Evaluation Reports
- Declaration of Assets
- Complaints against the Judicial Officers and Staff
- Confidential matters

**Team:** 3 or 4 Professional Experts (with support staff)

### **IV. Human Resource and Welfare Wing**

**Consists of the following two Units**

#### **A. HR Unit:**

Deals with

- Chalk out policy and process
- Hire, train and fire

**Team:** 2 or 3 Professional Experts (with support staff)

#### **B. Welfare Unit:**

Deals with:

- Chalk out and implement a welfare policy for Judicial Officer, Court Staff and their families from recruitment till retirement and post-retirement

**Team:** 3 or 4 Professional Experts (with support staff)

## (Appendix-IV)

### Detail Functions

#### I. Regulation Wing

##### (Consisting of the following four Units)

##### Legal Drafting and Legislation Unit:

###### Detail Functions:

- Drafting of delegated legislation as envisaged in the constitution and law
- Supporting rules framing committees in PHC
- Providing legal assistance to HCJ, worthy Administration Committee and all wings
- Maintaining frequent interface with Inspection, Finance & HR for exchanging input on performance of District Judiciary and updating concerned laws and manuals within its competence
- Providing legal assistance in updating Code of Conduct and suggesting ways and means for compliance
- Giving input to HR for training needs on new laws, rules & code of conduct
- Proposing research on justice issues on new laws, regulations and policies and amendments in existing laws, etc
- Providing legal support in matters concerning Law & Justice Commission

##### Integrity Management Unit:

###### Detail Functions:

- Establishing and enforcing proper ethical standards, based on international benchmark for employees from recruitment till retirement
- Implementing the code of conduct
- Encouraging the observance of ethical standards
- Taking measures for eradication of corruption
- Reviewing and appraising the soundness, adequacy and application of accounting, financial and other controls to determine whether, so far as is reasonable, they provide assurance to management that:
  - Established policies and procedures are complied with
  - The Authority's assets and interests are properly safeguarded from losses of all kinds
- Ensuring that complete and reliable data, financial and performance, is provided to the management for proper decision making

- Advising and assisting operational management by issuing individual audit reports which:
  - Evaluate systems and identify inadequate or excessive controls
  - record whether systems of control have been designed, and are operated, to achieve the most effective, efficient and economic use of resources
  - Recommend any necessary improvements
- Drawing attention to any apparently unsatisfactory situation flowing from a decision or from an established policy or practice
- Following up on the decision taken by the Administration Committee

### **Internal Audit Unit:**

#### **Detail functions:**

- Devising and implementing Audit strategy and policies, procedures and planning for all types of audit, including single issue audits, audit standards, coverage, compliance management with systems and procedures for the collection of arrears and related legal issues
- Enforcing audit strategies and methodologies
- Developing regular review and updating of risk based system for the selection of districts for audit
- Developing audit Standard Operating Procedures for ensuring compliance with standards
- Monitoring of plan implementation and evaluation of audits and audit performance against targets
- Suggesting remedial actions to remove bottlenecks, solve problems and address performance deficiencies
- Feeding back results of monitoring and evaluation into planning and policy formulation

### **Drafting and Legislation Unit:**

#### **Detail Functions:**

- Drafting of delegated legislation
- Supporting rules framing committees in PHC
- Providing legal assistance to HCJ, worthy Administration Committee and all wings

- Maintaining frequent interface with Inspection, Finance & HR for exchanging input on performance of District Judiciary and updating concerned laws and manuals within its competence
- Providing legal assistance in updating Code of Conduct and suggesting ways and means for compliance
- Giving input to HR for training needs on new laws, rules & code of conduct
- Proposing research on justice issues on new laws, regulations and policies and amendments in existing laws, etc
- Providing legal support in matters concerning Law & Justice Commission
- Other relevant function and duties

### **National Judicial Policy Implementation Unit:**

#### **Detail Functions:**

- Monitoring the disposal trend from judicial statistical data
- Keeping liaison with the NJPMC
- Following and implementing the decisions of the NJPM
- Supervising overseas Pakistanis Cell for speedy disposal of cases
- Receiving Jail reports and suggest action plan
- Receiving reports of the District Criminal Justice Coordination Committees and follow up their recommendations
- Receiving quarterly inspection reports and suggesting action

## **II. Operation Management Wing**

### **(Consisting of the following three units)**

#### **Administration Unit:**

##### **Detail functions:**

- Conducting general administration
- Confirming policy and procedure compliance and their reporting
- Ensuring follow up on implementation of the decisions and policies
- Preparing of the Annual Operational Performance Report
- Ensuring policy assessment for internal and external risk potentials judicial administration
- Managing logistics

- Coordination within the SDJ
- Distribution of business
- Control over administrative matters
- Ensuring proper administrative, financial and physical security

**Finance Unit:**

**Detail functions:**

- Budgeting, accounting and auditing
- Safeguarding of assets
- Maintaining reliable financial data
- Ensuring optimal use of resources
- Providing guidance to the Districts for procuring goods per rules and procurement for the SDJ
- Reporting on financial matters
- Managing and acquiring assets, buildings and goods
- Maintaining, renewing and disposing of assets per rules
- Preventing misuse of official property for personal use
- Making effective province-wide planning and budgeting for ICT
- Ensuring at all levels efficient and effective implementation of Financial codes: FR, SR, GFR, Accounts Manual, Budget Manual, Treasury Rules, KPPRA and others

**Planning and Development Unit:**

**Detail Functions:**

- Making planning and development for finance and infrastructure
- Looking after the affairs related to foreign aid and technical assistance to facilitate the administration
- Processing of all development schemes, programs and proposals submitted by Districts and special courts
- Monitoring the progress and evaluation of development schemes and writing their critical appraisal
- Looking after the implementation of schemes
- Maintaining liaison with the National/Provincial Technical Agencies for quality assurance



- Keeping vigilant eye on economy measures in the planning and implementation of schemes
- Managing the affairs related to Access to Justice Development Fund

### **III. Inspections Wing**

**(Consisting of the following six units)**

#### **Knowledge Management and Information Technology Unit**

##### **Detail functions:**

- Finding, mapping, gathering, and filtering relevant data and information
- Developing new knowledge (identifying relations among variables)
- Converting personal knowledge into shared knowledge resources
- Understanding and learning
- Adding value to information to create knowledge
- Enabling action through knowledge (performance and management)
- Processing shared knowledge resources; delivering (transferring) explicit knowledge
- Building adequate technical infrastructures for better delivery

#### **Information and Communication Technology Unit:**

##### **Detail functions:**

- Proposing an ICT strategy for Districts, special courts and SDJ
- Creating, processing and manipulating case load databases
- Developing reliable data
- Devising an e-payment systems
- Creating public interface for facilitating public through various processes regarding the steps involved in litigation
- Proposing training in information systems
- Creating litigants/citizens (case management) databases for providing relevant information about case progress; Management of information systems
- Creating coordination with other justice sector actors for redress (to manage through Provincial Justice Committee)
- Devising a data processing strategy with an indigenous backup system
- Procuring the relevant hardware, software and power and telecom back up
- Putting in place a plan for security and access control to system and data regarding:
  - Citizens / case registration, e-payment and assistance

- Awareness, guidance, education and information for expected users and other interested in the justice services
  - Publication (including uploading and dissemination) of instructions (brochures), books and manuals for citizens / litigants and other key stakeholder
- Providing technical support to the District and Special courts in realization of their ICT strategies in relation to:
  - Province-wide planning and budgeting for ICT
  - Hardware and software procurement and control
  - Features and functions of the main data center
  - Arrangements for backup and business continuity in the cases of disasters and service
  - Interruptions such as power and telecom services
  - Plans for security and access control: to system and data
  - Troubleshooting in the ICT operations
- Facilitating the case-flow management through various steps, including:
  - Registry (case registration and database of registered cases) and Revenue (e-payment) management
  - Identification and removal of bottlenecks in service delivery for ensuring:
    - correct case filing
    - registration
    - payment of official dues [in litigation], and
    - timely processing of cases to ensure compliance with a statutory, NJP or any other standard
- Designing of case-filing, registration and other related forms
- Monitoring case-load
- Reviewing of filing systems and processes and how to improve efficiency;
- Feeding back results of monitoring and evaluation into planning and policy formulation

### **Citizen Services, Human Rights, Communication and Outreach Unit**

#### **Detail functions:**

- Providing litigants/citizens the assistance, services and education through materials, in soft and hard regarding:

- case registration and general assistance
- available instructions, informative and educative material
- Managing Interaction with citizens and other key-stakeholders (Bar association, legal fraternity, Other Government Agencies particularly related to the Criminal Justice System, Media, etc.)
- Developing external communication strategy

### **Technical Services Delivery Monitoring Unit**

#### **Detail functions:**

- Setting standards for quantitative and qualitative disposal per the National Judicial Policy or any other
- Devising long-, mid-, and short-term strategy in context of disposal and service delivery
- Monitoring Districts and Special courts to ascertain that they correctly and uniformly apply established policies, rules, regulations, and procedures
- Collecting and analyzing data on case-load, disposal and compliance levels, patterns and trends
- Ascertaining compliance burden and risks and of motives for non-compliance
- Assessing internal and external risks potentially affecting the delivery, reputation and efficacy of the District Judiciary
- Developing and updating of district judiciary performance indicators in the perspective on in vogue policy, DPEP, (such indicators will also help in devising a new policy)
- Gauging the trends in litigation juxtaposed with performance
- Providing technical advice and guidance on policy matters to district judiciary for better disposal and up to the mark service delivery
- Monitoring:
  - Court, Case and Time Management
  - Compliance with SOPs and
  - Conformity to checklist(s)
- Evaluating:
  - Case disposal
  - Target achievement
  - Performance deficiencies
  - Corrective measures for efficiency

## **Grievance Redress Unit**

### **Detail functions:**

- Enforcing and ensuring (through an independent) equity, efficiency and fair play to Judicial Officers and court staff
- Redressing grievances of litigants and citizens
- Resolving the issues related with grievances rooted in recruitment and promotion
- Ascertaining the trends in resolving grievances; on the basis of such trends propose remedies to the Regulation wing through proper channel for devising and updating the grievance redress policy  
(The Team may resort to Alternate Dispute Resolution)

## **Strategy, Reform and Business Plan Review Unit**

### **Detail functions:**

- Ascertaining the adequacy of judicial performance
- Setting directions for effective judicial service delivery in line with public needs and expectations
- Determining difficulties in compliance with performance standards and proposing rectification
- Conducting SWOT analysis in assigned area
- Based on comparative study of performance in other countries, set business benchmarks
- Carrying out a value for money analysis

## **Confidential Unit**

### **Detail functions:**

- Timely dispatch of PER Forms
- Organizing timely completion of steps involved in performance evaluation reports
- Collection and safe custody of PER Forms
- Sensitizing the Judicial Officers and Staff about the submission of Declaration of Assets
- Timely submission of Tax Return
- Complaints against the Judicial Officers and Staff
- Creating and maintaining authentic data of PERs, integrity, financial matters, record of disciplinary proceedings
- Ensuring timely communication regarding confidential matters, including adverse entries in PERs, notices, summonses, decisions and judgments

#### **IV. HR & Welfare Wing**

**(Consisting of the following two Units)**

##### **HR Unit**

###### **Detail functions:**

- Proposing a recruitment, promotion, posting/transfer, training and incentive & reward policy
- Looking after disciplinary matters
- Preparing full job descriptions of Judicial Officer, court staff and staff of the SDJ
- Liaising with:
  - Public Service Commission for recruitment
  - Academies for trainings and their follow up
  - Concerned departments at home, embassies and training institutes abroad for international exposure and training
- Hiring and firing of human resources
- Developing rules for personnel management
- Suggesting policy for career progression
- Devising a retirement plan for timely and efficient processing of pension case
- Post-retirement plan including re-employment, job opportunity, and possibility of utilization of past experience
- Determining suitability for various postings
- Suggesting periodic review of emoluments for in-service and retired

##### **Welfare Unit**

###### **Detail functions:**

- Planning a program for providing periodic incentive on the pattern of Pakistan Army
- Resolving the educational problems of staff's children, including:
  - Facilitation of admission into institutions of high repute
  - Provision of health care facilities at renowned healthcare units
  - Housing, plot, and construction
- Club(s) membership
- Post retirement welfare