



Law & Justice Commission  
of Pakistan

# Transforming the Criminal Justice System

**First National Conference of the  
Provincial Justice Committees**

2-3 April 2016

Striving for a rule of law based Pakistan  
[www.ljcp.gov.pk](http://www.ljcp.gov.pk)

### **Our Goal**

Our Goal is a Pakistan based on a  
fair and substantive Rule of Law

### **Our Vision**

A fair, impartial, inclusive and substantive  
Rule of Law as the foundation of a modern and  
dynamic Pakistan

### **Our Mission**

To lead the reform of law and justice institutions to be fair and  
inclusive; strengthen organizational capacities and accountability to  
be effectively responsive to citizens' security and  
justice needs and well being; and empowering citizens to assert  
their rights and claim their entitlements, and exercise their duties and obligation.

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MR. JUSTICE ANWAR ZAHEER JAMALI  
CHIEF JUSTICE OF PAKISTAN

CHAIRMAN  
LAW & JUSTICE COMMISSION of PAKISTAN  
GOVERNMENT of PAKISTAN

## Foreword

The National Conference of the Provincial Justice Committees is the first time that the provincial justice committees have met to consult on the challenges confronting the criminal justice system. It is a long overdue initiative that will enable both the justice organizations and departments to act strategically and as a “joined up” sector to improve justice services.

For some, this kind of open brainstorming and deliberation with different stakeholders at different tiers of the official hierarchy may not come that naturally but we need to challenge ourselves to learn from each other to improve our working. New concepts, understandings, methodologies and experiences have been shared that we must learn to competently assess problems and formulate solutions. As challenges are becoming much more complex, we need to be that much more rigorous in our thinking and planning. For a multi-agency inter-dependent sector, without this collaborative approach we cannot expect significant improvements in justice outcomes and service delivery.

The benefits of “joined up working” may seem obvious but it requires leadership as highlighted by Lord MacDonald of Glaven, “In each corner of the system leadership had to be shown so that joined up working could begin” and “without leadership of the judges, people would stay in their silos. Complacency and mediocrity would win”. As we observed on the first day of the Conference, “[w]e cannot afford to be complacent especially in these testing times. We need to be innovative and alert to opportunities for getting ahead of events to proactively address justice challenges”.

Strategic planning is a critical part of leadership but we tend to lose sight of it whilst performing our everyday functions –managing, investigating, prosecuting and adjudicating etc. Since reforms do not just happen, they need to be planned, implemented, monitored and corrected, we need to deliberately focus on the strategic medium to long-term to develop justice services to meet changing needs and expectations. We therefore need to enhance capacities to ensure that officials have the necessary skills to be strategic, acquire a better understanding of organisational development, conducting needs assessments, managing change, monitoring services, quality assuring and evaluating for lesson learning.

Provincial justice committees are strategic bodies that are key to leading reforms including coordination and planning. They can connect the different justice actors as a sector and connect planning and service delivery through the district criminal justice coordination committees and their respective local service delivery units – the police stations, courts etc. But they must take a strategic view and provide sectoral leadership that is proactive and focused on results to improve justice services. By bringing together the provincial heads of the justice system who are empowered to take the necessary decisions to effect change, citizens are entitled to expect real results from the provincial justice committees.

The first priority for the provincial justice committees' must be to formulate a monitorable plan of action driven by a competent assessment of needs, problem identification and solutions. Based on the Conference's consultations and recommendations, the Commission has already identified some activities as next steps, which also serve to inform and outline the roadmaps. As recommended by the Conference, the Commission will seek to assist provincial justice committees with technical and mentoring

support to formulate organisational and sectoral strategic plans and roadmaps, and developing leadership skills from the local service delivery to senior leadership tiers.

We are seeking to enhance the Law & Justice Commission of Pakistan's resources to provide technical and strategic assistance to the provincial justice committees. Till then, we hope the respective High Courts and partners will come forward to meet the challenges to strengthen the provincial justice committees, ensuring the necessary skill-sets.

From our end, we assure the provincial justice committees of our continued support and trust that there will be real improvements in justice sector service delivery led by the collaborative efforts of the provincial justice committees. For as surah ar Ra'd/Thunder provides: "Verily never will Allah change the condition of a people until they Change it themselves (With their own souls)"; the responsibility for taking the initiative is with us!



ASHTAR AUSAF ALI  
ATTORNEY GENERAL FOR PAKISTAN

It is a matter of no less than national significance that our provincial justice committees are at last paving the way towards a reformed criminal justice system; an endeavour that – if executed with conscientiousness – will have positive externalities for millions of Pakistani citizens.

Doubtless, our journey begins today – after years of sustained neglect, the problems we face are many and multifaceted: from botched evidence collection hampering investigation, poorly trained prosecutors failing at trial, judges having to contend with an overburdened infrastructure and constant intimidation, and inordinate delay and an utter lack of empirical data at every stage of the process. The result has been conviction rates in the single digits, and the citizen's faith in the rule of law fatally undermined.

It is therefore a tremendous service that the provincial justice committees – including some of our best and brightest minds – should lead us to the light. The Government of Pakistan is wholeheartedly invested in implementing these recommendations. It strengthens the Government's resolve and, on a personal basis, gladdens my heart that the committees have compiled such a comprehensive and well-considered set of recommendations: from empowering prosecutors to training judges, from improving forensic capabilities to emphasizing rehabilitation.

May I also add here the need for further demarcating the berth between matters civil and criminal: to curb incessant delay, only the Sessions Court should be empowered to decide such cases at level of first instance, with all existing courts upgraded. To clean up the system, lodging a First Investigation Report or a complaint should only be made possible after a complete investigation, as they have it in the case of the Federal Investigation Agency. The post of Magistrate, as with the post of Civil Judge, may be abolished in favour of Additional Sessions Judges, while Special Magistrates may continue to oversee offences wherein there are penalties as opposed to jail sentences.

On a separate note, might I add, and the Honourable Chief Justice of Pakistan has rightly referred to as much in the past, not all our solutions lie in new litigation – but all our solutions certainly lie in implementation of the laws we have. For too long, we have neglected the most fundamental part of enduring reform: the organisation. Stricter sentences will not work without overhauling the organisational structure of the police; issues of maladministration and operational autonomy will not be cured by Acts of Parliament. For reform, we must start and stop at the organisational level.

These humble ideas are but the tip of the iceberg, and the provincial justice committees will ultimately inform the national narrative on the criminal justice system. Above all, what is strived for is to foster a set of moral and intellectual standards to prevail on the Bench, the Bar, and the State, in ensuring that the rule of law again becomes integral to our identity.

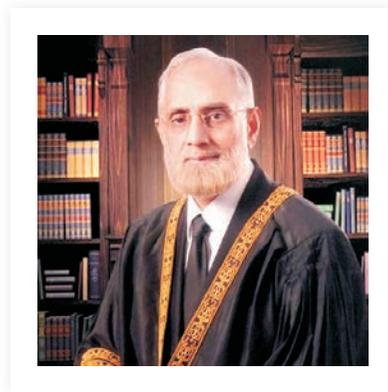
Mr. Jinnah once said, "Remember that the scrupulous maintenance and enforcement of law and order are the prerequisites of all progress."

We have failed to remember what the Quaid made so explicitly clear. Let us bridge the gap. Let justice be done.



MR. JUSTICE ANWAR ZAHEER JAMALI  
CHIEF JUSTICE OF PAKISTAN

CHAIRMAN  
LAW & JUSTICE COMMISSION of PAKISTAN  
GOVERNMENT of PAKISTAN



## Keynote address *Transforming the Criminal Justice System*

Honourable Judges of the Supreme Court of Pakistan  
Honourable Chief Justices and Judges of Azad & Jammu Kashmir,  
Gilgit Baltistan and Federal Shariat Court  
Honourable Judges of the respective High Courts  
Attorney General for Pakistan  
Heads of justice sector organisations and departments  
Lord MacDonald of River Glaven  
Learned speakers  
Distinguished guests

### Ladies and Gentlemen:

Aslam-u-alaikum!

1. I must express my deep appreciation to all the learned speakers, judges of the Supreme Court of Pakistan, chief justices of the respective High Courts and heads of the

provincial justice sector organisations and departments for your participation, in this first national conference of the provincial justice committees.

- For the last many years, we have been passing through extraordinarily difficult times marked by terrorism, violence and corruption that continue to challenge the criminal justice system. According to reports on the recent Gulshan-i-Iqbal suicide bombing incident, over 72 innocent citizens lost their lives and at least 300 were injured with many more directly affected such as family members. Legislature, in its wisdom, has taken steps, but we, as the justice sector, also need to address this scenario to our best efforts in our respective areas of competence and available resources.
- Whilst we are bound to ensure just outcomes, I have no doubt that the low conviction rate is a matter of concern for us all. It reflects on us both as individual organizations and collectively, as interdependent multi-organisational justice sector. And rightly so; since no one organization acting on

its own can significantly change the conviction rate, as it requires a collective sector-wide coordinated and concerted effort from all parts of the justice sector.

4. Beyond our everyday functions, it must concern us that this apparent “inability” to provide justice to the aggrieved, adversely affects public confidence in the formal justice system, encouraging citizens to seek justice by whatever means possible, thereby undermining the formal rule of law. We need to therefore come together to learn from each other, deliberate on what we can do and move together to improve the quality of our justice services.
5. This Conference thus deals with some of the more difficult questions that we must address to ensure a fair and effective criminal justice system. It requires us to critically, honestly, openly and constructively reflect on our performance.
6. The provincial justice committees are key to this effort. By bringing together the provincial heads of the criminal justice system, the provincial justice committees fill a critical institutional gap in terms of Justice sector level operations, coordination, policy, planning, monitoring and reforms. The provincial justice committees can reach out to the district level through their local service delivery units such as the local police stations and courts; and also as members of the district criminal justice coordination committees whose performance and recommendations can now be reviewed directly by a provincial counterpart. The provincial justice committees are thus well placed to examine the quality of service delivery based on officials and citizens' feedback.
7. Dr. Andrew Rathmell has set out the emerging criminal justice challenges in a megacity context, a discussion that is presently and directly relevant to Karachi, Lahore and Faisalabad. He has explained how technology and globalization are challenging criminal justice capacities in terms of intelligence, investigation and evidence collection. Given our rate of urbanization, which is the highest in the region, we can expect such crime patterns in other cities that are nearing megacity status.
8. But the complexity does not stop at megacities. We also have tribal societies, settled and rural urban areas which have their own diverse crime profiles which may be affected by megacity crime and criminality. These profiles and trends need to be studied to ascertain the nature of the emerging challenges and capacity needs to effectively address them. One such effort was the annual policing plans introduced under the Police Order 2002 that tried to move towards a more proactive, studied and informed policing based on inclusive policing plans for each district, which unfortunately did not take off. We need to strengthen our analytical and planning capacities, test our reforms in these diverse contexts and then replicate successful interventions. This is a methodology that our information technology experts are implementing to test their solutions and then scale them up to the provincial level. We, as law officials, can also learn from these approaches.
9. Dr. Rathmell has also pointed out the need to strengthen our information and datasets to capture the nature and magnitude of crime, and the effectiveness and fairness of our service delivery response. It is encouraging that Police departments have begun gathering actionable intelligence and information in its effort to combat crime. The critical value of information is being highlighted. To this end, the Law & Justice Commission of Pakistan was specifically mandated by the Commission in its 39th meeting on 17 August 2015 to improve the quality of its information datasets in relation to justice needs and service delivery, and will therefore be seeking your support and cooperation for gathering information. We also need to develop our analytic, evaluation and research capacities so that can effectively track needs and analyse our performance in accordance with local service delivery plans.
10. Dr. Faisal Bari has drawn our attention to the fairness of laws and legal frameworks in the context of Fundamental Rights, and more particularly, the need to strengthen the quality of organisations to improve implementation and enforcement. As law officers, we tend to focus on the quality of laws, which is very much a professional bias, but there is no doubt that the greater challenge is weak implementation. For this purpose, we need to focus on the quality of our institutions. We need to reduce organisational mal-administration and inefficiencies, and eliminate corruption and criminality from our ranks, which is undermining Constitutional values, our rule of law and service delivery. We need to take deliberate and concrete steps to modernize our organizations by, for example, utilizing information technology, revamping our training systems and organizing on the basis of functional specialization.
11. Whilst we may be experts in investigation, adjudication or prosecutions, we must admit that we need to address broader capacity gaps that are adversely affecting our

performance. We are not experts in organizational strengthening and management, nor are we familiar with the latest developments on these subjects. Therefore, we must obtain the relevant expertise to improve organizational and managerial capacities for more effective and responsive service delivery, implementation and the enforcement of laws.

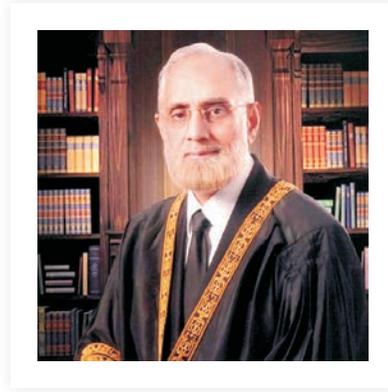
12. Information technology can be a significant enabler and multiplier to improve service delivery including transparency and reducing discretion. We are pleased to learn that there have been significant achievements in the application of information technology as management and operational tools, as information databases to store and retrieve information efficiently, and as social media to engage and inform citizens.
13. There has been progress. Websites and social media are now being treated as essential tools for transparency and communicating with citizens as a core function of our respective mandates. They can, for example, be further developed as free public sector portals providing justice related information, discussion or feedback, and complaint registration mechanisms to enhance access to justice. These are often cost-effective solutions that require collective leadership and vision for their development rather than significant capital investment.
14. As we develop information technology based solutions for courts, prosecution, judiciary, prisons and the like, we need to coordinate our efforts so that our technology does not create new barriers and hurdles in the way of better integration and coordination, and to ensure access to justice for citizens by reducing transaction costs. For example, common standards and protocols may need to be developed to ensure seamless integration and coordination. The Commission recently conducted a situational analysis and found that there has been significant investment in information technology in the justice sector but, overall, it is piecemeal, does not integrate too well across departments and provinces, and the emphasis vary from information management, to operational tools to performance analytics. The provincial justice committees are suitably placed to lead and coordinate such efforts keeping in view the ambition of an integrated and transparent criminal justice system.
15. Professor Keilitz has also drawn our attention to the need for quality assuring our respective justice services and shared relevant global experiences. Although the Court monitoring and evaluation teams do monitor judicial performance quantitatively, we must admit that we are not experts in devising quality assurance mechanisms, indicators and standards. Given the critical nature of our subject, namely, protecting public and private safety, citizens' life, property and liberty, we must admit that regrettably there is very little idea or concept of quality assuring our services. We need to learn from the relevant experiences and implement such standards to best effect.
16. As we discussed earlier, we need to strengthen our internal inspection and analytic capacities to monitor and evaluate service delivery against citizens' justice needs and organizational performance targets. Crucially, this requires a shift in our attitude and outlook to move towards more evidence based policy and planning. Citizens' complaints, for example, are a rich source of user information for identifying weaknesses in service delivery, yet typically, we try to resolve the complaint and fail to analyse the information in relation to organisational functioning that may highlight the need for systemic reform.
17. In terms of implementing reforms and new initiatives, Syed Ali Murtaza has shared with us the Government of Punjab's process and outline for developing justice sector roadmaps so that reforms are well deliberated, informed by stakeholder consultations alongwith a shared multi-organisational vision and effort to strengthen justice service delivery.
18. Inter-organisational issues – the backward and forward linkages and processes that connect the different justice organisations are, unfortunately, all too often ignored. Heads of organizations tend to naturally focus on their organisations without effectively addressing the connecting processes, procedures and capacities, which require a supra-organisational, sector level commitment based on a shared understanding of problems and solutions. For instance, the head of prosecution will focus on the prosecution and prosecutors without considering the need to bridge the gap with the police and the judiciary. It is this operational and planning gap that the provincial justice committees can address most effectively. A foremost priority must therefore be to develop monitorable provincial sectoral roadmaps based on a shared understanding of the problems and solutions.
19. Lord MacDonald has raised the need for justice sector leadership. In many ways it is the most critical element and perhaps the least that we invest in. As we discussed earlier, there may be departmental or organizational leadership

but there is certainly no justice sector leadership that is taking collective responsibility for the state of affairs and leading the sector forward at the operational level. The provincial justice committee is precisely the forum for the collective leadership function to be developed and exercised. As such, these committees are not about any one partner directing the other, they are about finding shared solutions for problems affecting the justice system as a whole. The emphasis is on collective responsibility, and shared understandings and solutions.

20. With secretary LJCP, the ex officio secretary for all the provincial justice committees, the Law & Justice Commission of Pakistan can ensure horizontal coordination between the respective provincial justice committees to share and exchange ideas and learn from each other. Similarly, the Commission can provide an important vertical linkage between the provinces and the Federal level to ensure communication and coordination. For this purpose, we also need to strengthen the Commission's capacities to provide effective technical and coordination support to the respective committees.
21. We also need to develop and invest in leadership skills within our organisations especially at the service delivery level so that officers are technically well equipped and capable to manage their units effectively. For this purpose, we should consider developing specific leadership courses that bring together justice sector officials to better understand justice planning, policy and management. At the same time, it is crucial that we modernize our professional training content and methodologies in order to be better equipped at all levels to deliver our mandates.
22. We can never afford to be complacent especially in these testing times. We need to be innovative and alert to opportunities for getting ahead of events to proactively address justice challenges. Admittedly, many of the subjects discussed today may be unfamiliar to us as law officers but we need to develop and/or acquire the necessary expertise to effectively strengthen the justice sector.
23. Once again, I thank you all for your participation and commitment to transform and strengthen the criminal justice system to effectively address citizens' needs and expectations, to ensure a safe, secure and just Pakistan in the midst of such difficult times. I have all the trust and faith that we have the capacity to transform our criminal justice system. At stake is the rule of law, which ultimately means the lives and the wellbeing of the citizens of Pakistan.
24. This Conference is an earnest effort on the part of the justice sector to lead reform projects to develop and strengthen it from within but in consultation with other stakeholders. Whilst we assume responsibility as law officers for justice sector performance, we are well positioned as "insiders" to understand the weaknesses and to strengthen the administration of justice. Tomorrow, we look forward to hearing from the respective provincial justice committees about how we may move forward, and wish you every success with your efforts.
25. Thank you, and Pakistan Zindabad.



عزت مآب چیف جسٹس پاکستان  
جناب جسٹس انور ظہیر جمالی  
چیئرمین  
قانون و انصاف کمیشن، پاکستان  
حکومت پاکستان



صوبائی انصاف کمیٹیوں کی اس پہلی کانفرنس سے خطاب  
(منعقد 2-3 اپریل 2016، اسلام آباد)

عدالت عظمیٰ پاکستان کے محترم جج صاحبان  
وفاقی شرعی عدالت کے محترم جج صاحبان  
متعلقہ عدالتہائے عالیہ کے محترم جج صاحبان  
شعبہ انصاف سے وابستہ اداروں کے سربراہان  
لارڈ میکڈونلڈ آف رائیور گلیوں  
محترم مقررین  
معزز مہمانان  
خواتین و حضرات!  
اسلام علیکم!

(1) صوبائی انصاف کمیٹیوں کی اس پہلی کانفرنس میں مقررین صاحبان، سپریم کورٹ کے جج صاحبان، متعلقہ عدالتہائے عالیہ کے چیف جسٹس اور جج صاحبان اور شعبہ انصاف سے وابستہ صوبائی اداروں کے سربراہان کی شرکت پر میں انہیں خراج تحسین پیش کرنا چاہتا ہوں۔

(2) ہم پچھلے کئی سالوں سے انتہائی مشکل دور سے گزر رہے ہیں کیونکہ ہماری نظام انصاف دہشت گردی، تشدد اور بدعنوانی کے چیلنج سے دوچار ہے سانحہ گلشن اقبال کے خودکش بم دھماکے کی رپورٹس کے مطابق 72 سے زائد افراد اپنے جان کی بازی ہار چکے ہیں جبکہ کم از کم 300 افراد زخمی ہیں اور اس سے زیادہ تعداد میں انکے خاندان کے افراد اس سانحے سے براہ راست متاثر ہوئے ہیں۔ مقرر نے اس حوالے سے اپنی بصیرت کے مطابق قدم اٹھائے ہیں لیکن شعبہ انصاف سے وابستہ ہم لوگوں کو چاہئے کہ اپنی بساط کے مطابق دستیاب وسائل کے اندر اس منظر نامے کا کوئی حل نکالیں۔

(3)

اگرچہ ہم انصاف کی فراہمی کو یقینی بنانے کے ذمہ دار ہیں تاہم بلا شبہ سزائوں کی کم شرح ہم سب کیلئے تشویش کی باعث ہے۔ اس سے ہمارے اداروں پر انفرادی طور پر بھی اور بحیثیت مجموعی طور پر عدالتی نظام پر منفی اثرات مرتب ہوئے ہیں اور چونکہ کوئی ایک ادارہ از خود سزا یابی شرح میں تبدیلی نہیں لا سکتا اسلئے ضرورت اس بات کی ہے کہ اس کیلئے شعبہ انصاف سے وابستہ تمام ادارے باہم ملکر مربوط کوشش کریں۔

(4) ہمارے روزمرہ کے معمولات سے ہٹ کر یہ بات ہمارے لئے باعث فکر ہونی چاہئے کہ ضرر رسیدہ افراد کو انصاف کی فراہمی میں ہماری بظاہر ناکامی روایتی نظام انصاف پر عوامی اعتماد کو منفی طور پر متاثر کر رہی ہے اور عوام انصاف کیلئے دیگر ذرائع تلاش کر رہے ہیں جس کے نتیجے میں روایتی قانونی نظام کھوکھلا ہوتا جا رہا ہے۔ اسلئے ضرورت اس بات کی ہے کہ ہم مل بیٹھ کر ایک دوسرے کے تجربات سے سیکھیں اور اپنی بساط کے مطابق انصاف کی فراہمی کے معیار کی بہتری کیلئے کوشش کریں۔

(5) اس کانفرنس میں ہم بعض ان مشکل سوالات پر غور کر رہے ہیں جنکا کوئی حل نکالنا ایک مہینے بر انصاف اور موثر فوجداری نظام انصاف کیلئے ضروری ہے۔ اس کے لئے ہم سے مطلوب یہ ہے کہ ہم اپنی کارکردگی کا ناقادانہ انداز سے ایمانداری کے ساتھ کھلے دل سے مثبت انداز میں جائزہ لیں۔

(6) صوبائی انصاف کمیٹیوں کا کردار اس کاوش میں کلیدی حیثیت کا حامل ہے۔ فوجداری نظام انصاف کے صوبائی سربراہان کو باہم مل بیٹھنے کا موقع دے کر صوبائی انصاف کمیٹیوں نے اس اہم ادارہ جاتی خلا کو پُر کیا ہے جو شعبہ انصاف کے کام، باہمی ارتباط، پالیسی، منصوبہ بندی، نگرانی اور اصلاح کے امور میں پایا جاتا تھا۔ صوبائی انصاف کمیٹیاں اپنے مقامی پولیس اسٹیشن اور عدالتوں کے ذریعے اور فوجداری انصاف کی ضلعی ارتباطی کمیٹیوں کے ممبر کی حیثیت سے ضلعی سطح تک رسائی حاصل کر سکتی ہیں جنکی کارکردگی اور سفارشات کا جائزہ اب براہ راست صوبائی سطح پر اپنا متعلقہ ادارہ لے سکتی ہے۔ اس لحاظ سے صوبائی انصاف کمیٹیاں سرکاری اہلکاروں اور عام شہریوں سے موصولہ تجاویز کی روشنی میں خدمات کی فراہمی کے معیار کا جائزہ لینے کیلئے بہتر پوزیشن میں ہیں۔

(7) ڈاکٹر انڈیو رائمل Dr. Andrew Rathmell نے شہری تناظر میں فوجداری انصاف سے متعلق ابھرنے والے چیلنجزوں پر بات کرنے کی کوشش کی ہے جنکا تعلق موجودہ تناظر میں براہ راست کراچی، لاہور اور فیصل آباد کے ساتھ ہے۔ اس نے

وضاحت کی ہے کہ ٹیکنالوجی کی ترقی اور گلوبلائزیشن کس طرح فوجداری انصاف کے استعداد کو معلومات رسانی، تفتیش اور شواہد اکٹھا کرنے کے حوالے سے چیلنج کر رہے ہیں۔ ہماری شہری آبادی کی شرح کو دیکھتے ہوئے جو کہ اس خطے میں سب سے زیادہ ہے۔ ہم جرائم کے ارتکاب کے طریقہ واردات کی دوسرے شہروں میں بھی توقع رکھتے ہیں جنکی آبادی تقریباً دس لاکھ سے اوپر ہے۔

(8) لیکن یہ پیچیدگی صرف دس لاکھ سے اوپر آبادی والے شہروں تک محدود نہیں ہے۔ یہاں معاشرتی نظام قبائلی بھی ہے اور بندوبستی شہری اور دیہاتی علاقے بھی ہیں جہاں جرائم کی اپنی مختلف شکل ہے جو شہروں میں وقوع پذیر ہونے والے جرائم اور ارتکاب جرم کے انداز سے متاثر ہو سکتے ہیں۔ ایسے جرائم کے خدوخال اور رجحانات پر غور کرنے کی ضرورت ہے تاکہ ان سے موثر طریقے سے نمٹنے کیلئے ابھرتے ہوئے چیلنجوں کی نوعیت کا تعین کیا جاسکے۔ ایسی ایک کاوش پولیس آرڈر 2002 کے تحت متعارف کیا گیا سالانہ پولیس منصوبہ تھا جس کے ذریعے کوشش کی گئی تھی کہ پولیس کا نظام زیادہ فعال معلومات کا حامل اور ہر ضلع کے لئے جامع منصوبہ بندی پر مبنی ہو بد قسمتی کے ساتھ شروع نہ ہو سکا۔ ضروری ہے کہ ہم تجزیہ اور منصوبہ بندی کے لحاظ سے اپنی استعداد کو مضبوط بنائیں تاکہ ان مختلف النوع حالات میں کی گئی اصلاحات کو پرکھ سکیں اور ان میں بہتری کیلئے ضروری ردو بدل کر سکیں۔ یہ ایک ایسا طریقہ کار ہے جو ہمارے پیش کئے گئے نتائج کو جانچنے اور پھر انہیں صوبائی سطح تک لے جانے کیلئے استعمال کرتے ہیں۔ بطور قانونی ملازم اخذ کئے گئے ان نتائج سے ہم بھی سیکھ سکتے ہیں۔

(9) جیسا کہ ڈاکٹر راتمیل نے نشاندہی کی ہے ہمیں اپنی معلومات اور ڈیٹا سیٹ کو مضبوط بنانے کی ضرورت ہے تاکہ جرم کی نوعیت اور اسکی وسعت کا احاطہ کیا جاسکے اور یہ کہ خدمات کی فراہمی کے حوالے سے ہمارا ردعمل کتنا موثر اور انصاف پر مبنی ہے۔ یہ بات حوصلہ افزا ہے کہ محکمہ پولیس نے جرائم کی بینچ کنی کیلئے اپنی کوششوں کے سلسلے میں ایسی اطلاعات اور جس میں معلومات اکٹھی کرنے پر کام شروع کیا ہے جو نتیجہ خیز ہو اور معلومات کی اہمیت کو اجاگر کیا جاتا ہے۔ اس مقصد کیلئے قانون و انصاف کمیشن کو اس کے 39 ویں اجلاس منعقدہ 17 اگست 2015 میں خصوصی اختیار دیا گیا تھا کہ وہ معلومات سے متعلق اپنے ڈیٹا سیٹ کو انصاف رسانی کی ضروریات اور خدمات کی فراہمی کے حوالے سے مزید بہتر بنانے اسلئے کمیشن کو ایسی معلومات اکٹھی کرنے کیلئے آپکا تعاون بھی درکار ہوگا۔ اس بات کی بھی ضرورت ہے کہ ہم اپنے تجزیاتی جائزے اور تحقیقی استعداد کو مزید بہتر بنائیں تاکہ ہم خدمات کی فراہمی کے اپنے مقامی منصوبوں کے مطابق موثر انداز سے اپنی ضروریات کی نشاندہی اور کارکردگی کا تجزیہ کر سکیں۔

(10) ڈاکٹر فیصل باری نے ہماری توجہ بنیادی حقوق کے تناظر میں قوانین، قانونی دائرہ کار اور بطور خاص اداروں کے معیار کو بہتر بنانے کی طرف مبذول کی تاکہ ان کے نفاذ میں بہتری آئے۔ بطور قانونی افسران ہمیں قوانین کے معیار پر اپنی توجہ مرکوز کرنی ہے جو بڑی حد تک پیشہ وارانہ تعصب کی بات ہے۔ لیکن اس میں کوئی شک نہیں کہ اس سے بڑا چیلنج ان کا کمزور نفاذ ہے۔ اس مقصد کیلئے ہمیں اپنے اداروں کے معیار پر توجہ مرکوز کرنی ہے۔ ہمیں ادارہ جاتی بد انتظامی اور نا اہلیت کو کم کرنا ہے اور اپنے صنفوں سے بدعنوانی اور خطا کاری کو ختم کرنا ہے جو ہمارے آئینی اقدار، قانون کی حکمرانی اور خدمات کی فراہمی کے نظام کی بریادی کا باعث بن رہی ہے۔ ہمیں اپنے اداروں کو جدید بنانے کیلئے ٹھوس قدم اٹھانے ہونگے جیسے مثلاً انفارمیشن ٹیکنالوجی سے کام لینا، تربیتی نظام کو بہتر بنانا اور اسے قابل عمل خصوصی مہارت کی بنیاد پر ترتیب دینا۔

(11) ہم تفتیش کرنے، فیصلہ کرنے یا استغاثے کی کارروائی میں ماہر ہوسکتے ہیں۔ تاہم ہمیں تسلیم کر لینا چاہئے کہ ہمیں استعداد کی کمزوری کی ان وسیع خلائوں کو پر کرنا ہے جو ہماری کارکردگی پر منفی اثرات مرتب کر رہے ہیں۔ ہم اداروں کو ترقی دینے اور انہیں مضبوط بنانے کے ماہر نہیں ہیں۔ ہم اچھے منتظم بھی نہیں ہیں نہ ہم ان شعبوں سے متعلق جدید سوچ و فکر سے واقف ہیں اسلئے ہمیں متعلقہ مہارت حاصل کرنے کی ضرورت ہے تاکہ ہم خدمات کی فراہمی اور قوانین کی عمل پذیری کی زیادہ موثر بنانے کیلئے اپنے ادارہ جاتی اور انتظامی استعداد کو بہتر بنا سکیں۔

(12) خدمات کی فراہمی کے معیار کی بہتری، شفافیت اور صوابدیدی اختیارات کو کم کرنے کیلئے انفارمیشن ٹیکنالوجی ایک بہترین ذریعہ ہے۔ ہمیں یہ جان کر خوشی ہوئی کہ انفارمیشن ٹیکنالوجی کے استعمال میں نمایاں کامیابیاں حاصل کی گئی ہیں تاکہ اسے بطور انتظامی و عملیاتی اوزار کے اور بطور معلوماتی ڈیٹا بیس کے استعمال کیا جاسکے تاکہ اسکے ذریعے معلومات کو زیادہ بہتر طریقے سے محفوظ اور استعمال کیا جاسکے، اور بطور سوشل میڈیا یا اس کے ذریعے شہریوں کو مصروف اور آگاہ کیا جاسکے۔

(13) اس حوالے سے کافی ترقی ہوئی ہے، ویب سائٹس اور سوشل میڈیا آجکل شفافیت اور شہریوں کے ساتھ روابط کیلئے ضروری ذرائع شمار کئے جاتے ہیں جو کہ ہمارے دائرہ اختیار کے مطابق ہماری بنیادی ذمہ داری ہے۔ انہیں مثال کے طور پر پبلک سیکٹر کے اداروں کی طرف سے انصاف سے متعلق مفت معلومات بہم پہنچانے، معلومات حاصل کرنے اور انصاف تک رسائی کیلئے عوامی شکایات سے متعلق خدمات شہریوں تک پہنچانے کیلئے اسے مزید ترقی دی جاسکتی ہے۔ تجویز کئے گئے یہ حل عموماً لاگت کے اعتبار سے سود مند میں جنہیں ترقی دینے کیلئے بڑی سرمایہ کاری کی بجائے اجتماعی رہنمائی اور بسیرت درکار ہے۔

(14) چونکہ ہم عدالتوں، استغاثے کے ادارے عدلیہ، جیل خانہ جات اور دیگر ایسے اداروں کے مسائل کے حل کیلئے انفارمیشن ٹیکنالوجی کے استعمال کو فروغ دے رہے ہیں اسلئے ضرورت اس بات کی ہے کہ ہم اپنی کوششوں کو مربوط بنائیں تاکہ ٹیکنالوجی کا استعمال اس ارتباط کے راستے میں رکاوٹوں اور مشکلات کا باعث بن جائے اور اخراجات کو کم کرنے کے ذریعے عوام کیلئے انصاف تک رسائی کو یقینی بنایا جاسکے۔ مثال کے طور پر کسی بھی رخنے سے محفوظ باہمی ارتباط کو یقینی بنانے کیلئے ضروری ہے کہ مشترکہ معیارات اور پروٹوکولز کو ترقی دی جائے۔ کمیشن نے حال ہی میں اس حوالے سے حالات کا جائزہ لیا ہے اور اس نتیجے پر پہنچا ہے کہ شعبہ انصاف میں انفارمیشن ٹیکنالوجی کو فروغ دینے کیلئے خاطر خواہ سرمایہ کاری کی گئی ہے تاہم مجموعی طور پر یہ ٹکڑوں میں ہے اور اداروں اور صوبوں کی سطح پر اسے مربوط نہیں بنایا گیا ہے اور اس میں معلومات کو مربوط بنانے، صحیح انداز کار اپنانے اور کارکردگی کا تجزیہ کرنے پر مناسب زور نہیں دیا گیا ہے۔ صوبائی انصاف کمیٹیاں بہتر پوزیشن میں ہیں کہ وہ ایک مربوط اور شفاف فوجداری نظام انصاف کی خواہش کو مدنظر رکھتے ہوئے ایسی کاوشوں کی رہنمائی کریں اور انہیں مربوط بنائیں۔

15. پروفیسر keilitz نے ہماری توجہ معیاری انصاف کی فراہمی پر بھی مبذول کروائی اور اپنے عالمی تجربات بھی بیان کئے جبکہ عدلیہ کی نگران اور آگاہی کی جماعت کو عدلیہ کی کارکردگی کی مقدار کو جانچنا چاہیے۔ ہمیں یہ لازماً تسلیم کرنا چاہیے کہ ہم معیاری کارکردگی اُس کا طریقہ کار اور اس کو ظاہر کرنے یا جانچنے کی اہلیت نہیں رکھتے اپنے مضمون کی حساسیت کو مدنظر رکھتے

ہوئے جو کہ ، عوامی اور ذاتی تحفظ، شہری کی زندگی اور جانیداد کی آزادی ہمیں لازماً معذرت کرتے ہوئے تسلیم کرنا چاہئے کہ ہمارا معیاری خدمات کا تصور انتہائی چھوٹا ہے ہمیں ضرورت ہے کہ متعلقہ لوگوں کی تجربات سے استفادہ کرتے ہوئے اور اپنی بھرپور صلاحیتوں کو بروئے کار لاتے ہوئے متعلقہ معیار کو نافذ العمل کریں۔

16. جیسا کہ ہم نے گزشتہ مباحثے میں جانا کہ ہمیں اپنے اندرونی جانچ کو وسعت دینا اور تجزیاتی معیارات برائے نگہبانی و تجزیہ خدمات و مجموعی عمل کو شہریوں کو انصاف کی فراہمی کی ضروریات کو ہمارا نصب العین ہونا چاہئے۔

آزمائشی طور پر یہ ہمارے رونے میں تبدیلی اور ظاہری طور پر مزید شہادتوں کی فراہمی کا متقاضی ہے۔ شہریوں کی شکایات ، جیسا کہ ایک معتدل ذریعہ برائے معلومات جو کہ کمزوریوں کی نشاندہی خدمات کی فراہمی میں کرے بہت مشکل سے اب تک ہم کوششوں میں ہیں کہ شکایات کا ازالہ کیا جائے مگر مجموعی کارکردگی کا تجزیہ معلومات کی روشنی میں کرنے سے قاصر ہیں جو کہ نظام کی اصلاح کر سکے۔

17. اصلاح ہونے کے شرائط اور نئے اقدامات کے نافذ العمل کرنے کی یقین دہانی پر سید علی مرتضیٰ نے ہمارے ساتھ پنجاب حکومت کا طریقہ کار بیان کیا اور عدلیہ کا آئندہ کے بہتر نقشے کا خاکہ پیش کیا تاکہ اصلاحات پر سیر حاصل گفتگو کی جاسکے عدلیہ کی بہتر خدمات کی فراہمی کی کاوشوں میں اضافے کے بارے میں تمام متعلقہ حلقوں کو آگاہ کیا۔

18. اندرونی خلفشار

بدقسمتی سے متروک طریقہ کار کا عدالتی نظام میں ربط ہمیشہ نظر انداز کیا گیا۔ اداروں کے سربراہ طریقہ کار کو بنا، موثر کاوشوں کے توجہ کا مرکز بنانے رہے۔ طریقہ کار اور امداد استعداد ، جو کہ ایک بہترین تنظیم کی ضرورت ہے ہر مرحلے پر قول کی بنیاد جو کہ مسائل وان کے حل کے ادراک کی شراکت پر محیط ہو۔

19. لارڈ میکڈونلڈ نے عدالتی سربراہی کی ضرورت کے بارے آواز بلند کی مختلف حوالوں سے یہ ایک مشکل عنصر ہے اور سب سے کم تر کہ جس پر توجہ دی جائے جیسا کہ ہم نے پہلے تذکرہ کیا ہے محکماجاتی یا تنظیمی سربراہی شاید ہومگر ہمیں عدالتی حلقے میں کوئی ایسی سربراہی نہیں نظر آتی جو مشترکہ ذمہ داری برائے معاملات اٹھانے اور حلقے کی قیادت آگے عملی سطح تک لے جائے۔ صوبائی انصاف کمیٹی یقیناً مشترکہ قائدانہ طریقہ کار کا مرکز ہے جس کو وسعت دیتے ہوئے استعمال کیا جائے۔ یقیناً ، یہ کمیٹیاں دوسرے ساتھی کو احکامات کے لیے نہیں ، یہ مسائل کے حل ، جو کہ عدالتی طریقہ کار پر اثر انداز ہوتے ہیں کے لیے ہیں توجہ کا مرکز مشترکہ ذمہ داری ، باہمی سمجھداری اور حل ہیں۔

20. بہسراہ سیکرٹری لاء اینڈ جسٹس کمیشن LJCP تمام صوبائی انصاف کمیٹیوں کے ، لاء اینڈ جسٹس کمیشن متوازی طور پر تعاون اور تبادلہ خیال کا یقین دلاتا ہوں کہ ہم ایک دوسرے سے بھرپور استفادہ کریں گے۔ ساتھ ہی ، لاء اینڈ جسٹس کمیشن ایک خاص رابطہ کار کا کردار صوبائی کر سکتا ہے۔ اس مقصد کے لیے ، ہمیں LJCP کی وسعت و استعداد میں اضافے کی ضرورت ہے تاکہ معزز کمیٹیوں معاونت اور موثر فنی امداد دی جاسکے۔

21. ہمیں اپنے تنظیمی خاکے کو مزید بڑھانا اور اس میں قائدانہ صلاحیتوں کے اضافے کی بھی ضرورت ہے خاص طور پر

خدمات کی فراہمی میں تاکہ افسران فنی طور پت بہتر صلاحیتوں کے ساتھ اپنے محکمے کو موثر انداز میں استعمال کر سکیں اس مقصد کے لیے۔ ہم قائدانہ صلاحیتوں سے متعلق تربیت کی تعلیم کو اہمیت دیں گے تاکہ وہ عدالتی محکمے کے ملازمین بھی انصاف کی فراہمی کے طریقہ کار و انتظام کو موثر انداز میں نبھا سکیں۔ عین اسی طرح یہ سخت ہے کہ ہم اپنی پیشہ ورانہ تربیت کے مواد کو جدید خطوط پر استوار کریں تاکہ ہم بہتر طریقے سے تمام سطحوں پر اپنا فرائض ادا کر سکیں۔

22. ہم یہ خوش فہمی قطعی برداشت کر سکتے کہ خاص طور پر ان آزمائشی لمحوں میں ہمیں موجد اور چوکنا رہتے ہوئے متحرک طور پر انصاف کے تقاضوں کو آگے بڑھانے کے چیلنج سے نبٹنا ہے۔ تسلیم ہے کہ آج بہت سے موضوعات پر تبادلہ خیال ہوا ہو سکتا ہے کہ ہمارے لئے بطور قانون کے افسر متعلقہ نہ ہوں، لیکن ہمیں ضرورت ہے کہ ضروری مہارت بڑھائیں یا حاصل کریں تاکہ محکمہ انصاف کو موثر طور پر مستحکم کیا جا سکے۔

23. دوبارہ، میں آپ کی شرکت پر اور فوجداری نظام انصاف کو وسعت دینے کے لیے موثر انداز میں شہریوں کی ضروریات و توقعات پر پورا اُترنے پر شکر گزار ہوں کہ محفوظ و مامون پاکستان جو کہ مشکل وقت میں ہے میں یہ اعتقاد اور یقین رکھتا ہوں کہ ہم میں صلاحیت ہے کہ ہم اپنی فوجداری نظام انصاف کو موثر بنا سکیں۔ قانون کے حکمرانی دائرہ پر ہے جس کے لازمی طور پر معنی پاکستان کی زندگیاں اور خوشحالی ہے

24. یہ مجلس انصاف کی محکمے کے لیے ایک موثر کاوش ہے کہ وہ اصلاحات کو بہتر بنا کر اور اندرونی وسعت دے، لیکن، دیگر واسطے داران کے ساتھ مل کر بطور انصاف کے محکمے کے آفیسر کے یہ ذمہ داری لیتے ہیں کہ ہم بطور اندر کے آدمی کے کمزوریوں کو سمجھیں گے اور انصاف کے انتظام و انصرام کو وسعت دیں گے۔ کل، ہم آگے بڑھتے ہوئے معزز صوبائی انصاف کمیٹیوں کو سنیں گے کہ ہم کتنا آگے بڑھ سکتے ہیں، اور آپ کی ہر کامیابی کے لیے آپ کاشوں کے لیے دعا گو ہے۔

﴿پاکستان ذندہ باد﴾

25. بہت شکریہ۔





# 1. Executive Summary

## 1.1 The Provincial Justice Committees

The provincial justice committees (PJC) are the only apex sectoral bodies justice that are responsible for improving the quality of service delivery as a sector against composite sectoral indicators such as fair convictions. As well as designing, leading, implementing, monitoring and evaluating justice sector performance and reforms, the PJCs can better implement the National Judicial Policy 2009 recommendations by acting collaboratively, which has over 300 monitorable actions pending for review and implementation.

- 1.1.1 Chaired by the Chief Justices of the provincial High court, members include the organisational/departmental heads who can take necessary decisions in their respective areas of competence to effect change. In view of the inter-dependent and multi-organizational nature of the justice system, the PJCs are mandated to strengthen sectoral and departmental/organisational policy-making, planning and coordination to improve the quality of justice services. The Law & Justice Commission of Pakistan (LJCP) is responsible for providing strategic, technical and managerial support to the respective PJCs.
- 1.1.2 In addition to the PJCs bringing the various provincial justice departments and organisations onto a single

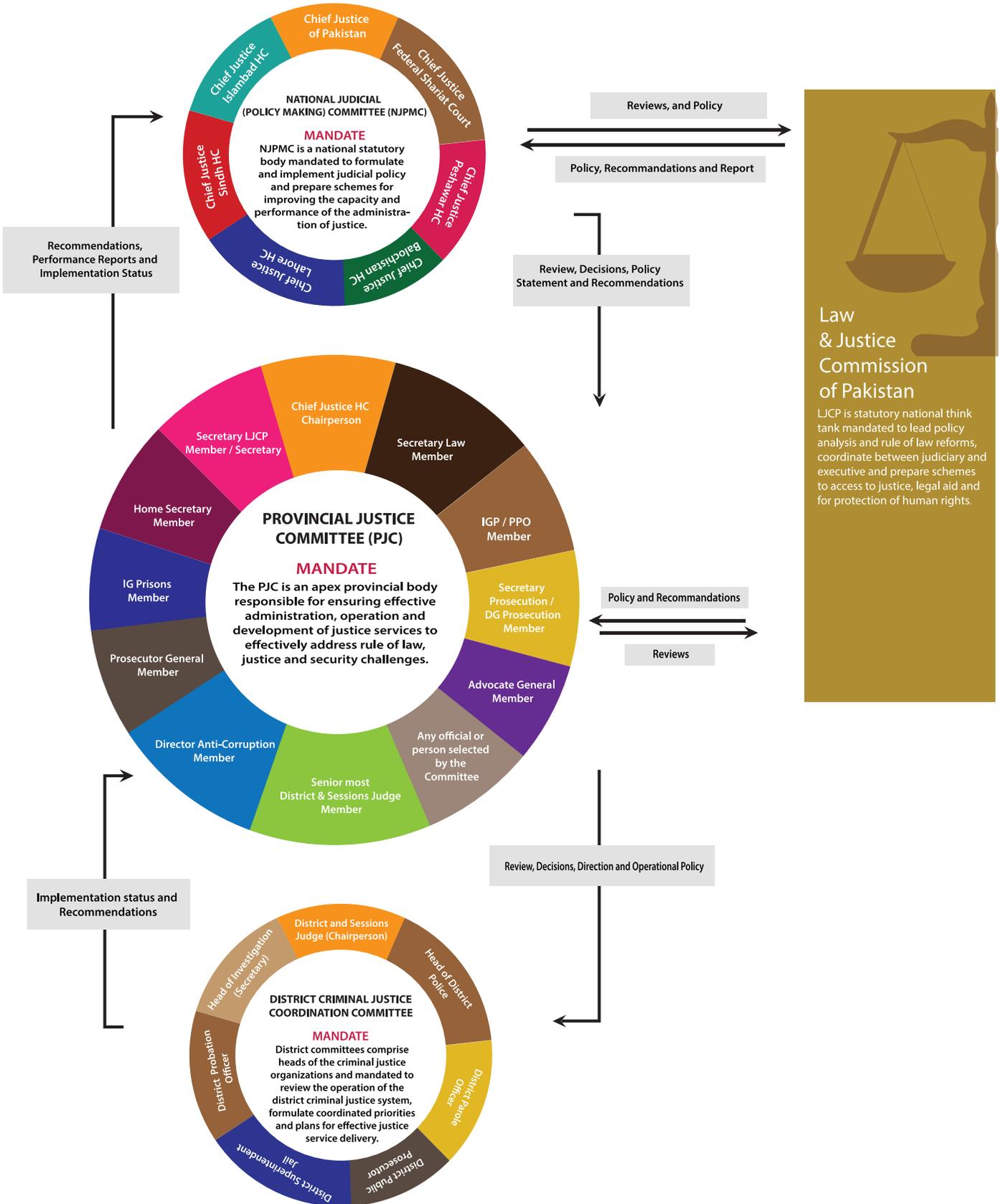
platform to discuss the quality of justice services, the Secretary LJCP as secretary for the respective PJCs provides a vertical linkage between the Federal and provincial levels, and a horizontal intra-provincial linkage enabling a better sharing of information and learning between the various stakeholders. The diagram 01 shows the connections and linkages between the (NJPMC) Committee, the PJCs and the district criminal justice coordination committees.

- 1.1.3 By relying on the original decision-making and operational powers of the departmental and organisational heads, the PJCs strengthen existing mandates for effective service delivery and oversight.

### Next Steps

- a. PJCs to review and implement National Judicial Policy 2009.
- b. In collaboration with LJCP, develop and implement monitorable plan to (i) strengthen district criminal justice coordination committees' performance and (ii) their reporting and feedback to PJCs.

Diagram 1: Justice Policy, Oversight & Coordination Bodies



## 1.2 Agenda of the Conference

### DAY-1 (2 April 2016): PLANNING JUSTICE SECTOR REFORMS

S. No.	PROGRAMME	SPEAKER/ LEAD	TIMINGS
1.	Recitation from the Holy Quran	Qari Mohsin Iftikhar	1500 Hrs.– 1505Hrs.
2.	Intro: Reforming the Justice Sector	Mr. Mohammed Sarwar Khan, Secretary, LJCP	1505Hrs.– 1515Hrs.
3.	Preparing for Emerging Criminal Justice Challenges	Dr. Andrew Rathmell, Honorary Visiting Professor Univ. of Exeter, Strategy & Security Institute(UK)	1515Hrs.– 1600Hrs.
4.	Strengthening Institutions & Organisations for Responsive Service Delivery	Dr. Faisal Bari, Associate Professor, Lahore University of Management Sciences	1600Hrs. – 1645Hrs.
	<b>Tea Break</b>		<b>1645Hrs.– 1700Hrs.</b>
5.	Technology for Improving Justice Service Delivery	Mr. Rizwan Rashid , Director General, Punjab Information Technology Board	1700Hrs.– 1745Hrs.
6.	Quality Assuring & Setting Good Standards for Justice Services	Professor Ingo Keilitz Professor Research, Thomas Jefferson Program for Public Policy College of William & Mary (Virginia, US) and the World Bank	1745Hrs.– 1830Hrs.
7.	Planning Justice Sector Reforms- Developing Sectoral Road Map	Mr. Syed Ali Murtaza, Secretary Prosecution, Punjab.	1830Hrs.– 1915Hrs.
	<b>Tea Break</b>		<b>1915Hrs. – 1930Hrs.</b>
8.	Leading Justice Sector Transformation	Lord MacDonald, Head of Crown Prosecution Service(UK); Warden, Wadham College, University of Oxford; Visiting Professor of Law, London School of Economics	1930Hrs.–2015Hrs.
9.	Speech by the Chair – Transforming the Criminal Justice System	Hon'ble Mr. Justice Anwar Zaheer Jamali, Chief Justice of Pakistan	2015Hrs. – 2030Hrs.
	<b>Dinner</b>		<b>2030Hrs.</b>

**DAY-2 (3 April 2016): TOWARDS PROVINCIAL SECTORAL REFORM PLANS**

S. No.	PROGRAMME	SPEAKER/ LEAD	TIMINGS
1.	Introduction	Mr. Mohammed Sarwar Khan, Secretary, LJCP	1100Hrs.–1115Hrs.
2.	Consultations: Departmental	Police, Prosecution, Judiciary, Prisons, Probation & Parole, Ombudsman & Information Commissioners	1115Hrs.– 1230 Hrs.
	<b>Lunch Break</b>		<b>1230Hrs.– 1330Hrs.</b>
3.	Consultations: Provincial	Balochistan, Khyber Pakhtunkhwa, Punjab, Sindh, Islamabad	1330Hrs.– 1500Hrs.
	<b>Tea Break</b>		<b>1500Hrs. – 1530Hrs.</b>
4.	Plenary Session Chaired by the Hon'ble Chief Justice of Pakistan, Mr. Justice Anwar Zaheer Jamali	Presentations by Chairmen Provincial Justice Committees (PJC), Hon'ble Chief Justices of the High Courts I. Chairman PJC Balochistan II. Chairman PJC Islamabad Capital Territory III. Chairman PJC Punjab IV. Chairman PJC Khyber Pakhtunkhwa V. Chairman PJC Sindh	1530Hrs.– 1630Hrs.
5.	Concluding speech by the Chair	Hon'ble Mr. Justice Anwar Zaheer Jamali, Chief Justice of Pakistan	1630Hrs.– 1645Hrs.
6.	Vote of Thanks	Mr. Mohammed Sarwar Khan, Secretary, LJCP	1645Hrs.– 1655Hrs.
	<b>Hi-Tea</b>		<b>1700Hrs.</b>

### 1.3 Analysis of the Summary of Recommendations

The consultations took the form of an initial needs assessment that need to be verified and prioritised by the respective PJCs through more detailed discussions informed by necessary assessments and consultations. Nonetheless, the recommendations provide an indication of justice sector thinking and a broad agenda for discussion and way forward. Table 1 provides a summary of the recommendations.



and related projects and programmes.

In particular, to improve service delivery:

- e. Enhance coordination between the respective rule of law organisations.
- f. Enhance judicial-executive coordination to improve justice sector service delivery.
- g. Conduct institutional, organisational and impact assessments to review and strengthen departmental/organisational performance and effectiveness.
- h. Formulate and implement performance standards.
- i. Formulate and implement monitoring and evaluate frameworks to ensure effective and timely service delivery and reform implementation.
- j. Develop operating processes, procedures, plans and policies to enhance the quality of justice and security effectiveness.
- k. To review the performance of and provide policy guidance to the District Criminal Justice Coordination Committees (DCJCCs), or their equivalent bodies.
- l. To review DCJCC recommendations and where necessary issue policy and/or operational directions and/or measures.
- m. Make recommendations to the Federal and provincial governments and the LJCP to strengthen rule of law institutions and organisations to improve service delivery.

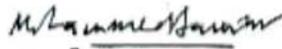
**Reporting:**

The Chairperson shall submit 3-monthly performance reports to the NJPMC.

Mohammed Sarwar Khan  
Secretary

Copy for information:

1. Secretary to the Hon'ble Chief Justice High Court of Balochistan, Quetta.
2. Secretary, Home and Tribal Affairs Department, Government of Balochistan, Quetta.
3. Secretary, Law and Parliamentary Affairs Department, Government of Balochistan, Quetta.
4. Secretary Prosecution, Prosecution Department, Government of Balochistan, Quetta.
5. IGP/PPO, Government of Balochistan, Quetta.
6. Prosecutor General, Government of Balochistan, Quetta.
7. IG Prisons, Government of Balochistan, Quetta.
8. Advocate General, Government of Balochistan, Quetta.
9. Director General Directorate of Inquiries and Anti-Corruption Establishment, Government of Balochistan, Quetta.

  
Secretary

**NATIONAL JUDICIAL (POLICY MAKING) COMMITTEE  
SUPREME COURT BUILDING  
CONSTITUTION AVENUE  
ISLAMABAD**

**Islamabad, the 20 June 2015**

**NOTIFICATION**

F.14(275)/2012/NJPMC/LJCP. Pursuant to the decision of the National Judicial (Policy Making) Committee (NJPMC) dated 30 May 2015, the Hon'ble Chief Justice of Pakistan / Chairman, NJPMC has been pleased to reconstitute the Provincial Justice Committee under the chairmanship of the Hon'ble Chief Justice Peshawar High Court to ensure effective coordination, policy and planning, and implementation to improve the quality of justice service delivery. The composition and mandate of the reconstituted committee is as under:

**Composition**

1. Chief Justice Peshawar High Court	Chairperson
2. Secretary LJCP	Member / Secretary
3. Home Secretary	Member
4. Secretary Law	Member
5. Secretary Prosecution/DG Prosecution	Member
6. IGP/PPO	Member
7. Prosecutor General	Member
8. IG Prisons	Member
9. Advocate General	Member
10. Senior most working District & Sessions Judge	Member
11. Director Anti-Corruption	Member
12. Any official or person selected by the PJC	Co-opted / Observer Member/s

**Mandate**

The PJC shall be an apex provincial body responsible for ensuring the effective administration, operation and development of a fair, impartial and inclusive rule of law and organisations to address provincial law, justice and security challenges within their territory/jurisdictions. To this end, the PJC shall as a forum for provincial inter-organisational coordination and cooperation:

- a. Review the law and order status in the province/jurisdiction and take necessary measure/s to enhance the operation and effectiveness of the rule of law organisations.
- b. Lead the review, formulation, coordination and implementation of rule of law reforms in the province/jurisdiction.
- c. Formulate policies and plans for effective implementation of the rule of law to address security and justice challenges.
- d. Review, formulate and coordinate the design, implementation and impact of rule of law reforms and related projects and programmes.

In particular, to improve service delivery:

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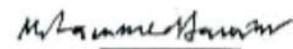
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4. Director General Prosecution, Government of Khyber Pakhtunkhwa, Peshawar.
5. IGP/PPO, Government of Khyber Pakhtunkhwa, Peshawar.
6. Prosecutor General, Government of Khyber Pakhtunkhwa, Peshawar.
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9. Director General Directorate of Anti-Corruption Establishment Government of Khyber Pakhtunkhwa, Peshawar

  
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**Composition**

1. Chief Justice Lahore High Court	Chairperson
2. Secretary LJCP	Member / Secretary
3. Home Secretary	Member
4. Secretary Law	Member
5. Secretary Prosecution	Member
6. IGP/PPO	Member
7. Prosecutor General	Member
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2. Home Secretary, Home Department, Government of Punjab, Lahore.
3. Secretary Law, Law & Parliamentary Affairs Department, Government of Punjab, Lahore.
4. Secretary Prosecution, Public Prosecution Department, Government of Punjab, Lahore.
5. IGP/PPO, Government of Punjab, Lahore.
6. Prosecutor General, Government of Punjab, Lahore.
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9. Director General Anti-Corruption Establishment Government of Punjab, Lahore.

  
Secretary

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**Composition**

1.	Chief Justice Lahore High Court	Chairperson
2.	Secretary LJCP	Member / Secretary
3.	Home Secretary	Member
4.	Secretary Law	Member
5.	Secretary Prosecution	Member
6.	IGP/PPO	Member
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- m. Make recommendations to the Federal and provincial governments and the LJCP to strengthen rule of law institutions and organisations to improve service delivery.

#### **Reporting:**

The Chairperson shall submit 3-monthly performance reports to the NJPMC.

Mohammed Sarwar Khan  
Secretary

Copy for information:

1. Secretary to the Hon'ble Chief Justice High Court of Sindh, Karachi.
2. Home Secretary, Home Department, Government of Sindh, Karachi.
3. Secretary Law, Law, Parliamentary Affairs and Human Rights Department, Government of Sindh, Karachi.
4. Secretary Prosecution, Government of Sindh, Karachi.
5. IGP/PPO, Government of Sindh, Karachi.
6. Prosecutor General, Government of Sindh, Karachi.
7. IG Prisons, Government of Sindh, Karachi.
8. Advocate General, Government of Sindh, Karachi.
9. Chairman, Enquiries and Anti-Corruption Establishment Government of Sindh, Karachi.

  
Secretary

**NATIONAL JUDICIAL (POLICY MAKING) COMMITTEE  
SUPREME COURT BUILDING  
CONSTITUTION AVENUE  
ISLAMABAD**

**Islamabad, the 7<sup>th</sup> August 2015**

**NOTIFICATION**

F.14 (275)/2012/NJPMC/LJCP. Pursuant to the decision of the National Judicial (Policy Making) Committee (NJPMC) dated 30 May 2015, the Hon'ble Chief Justice of Pakistan / Chairman, NJPMC has been pleased to constitute the Justice Committee for Islamabad Capital Territory under the chairmanship of the Hon'ble Chief Justice Islamabad High Court to ensure effective coordination, policy and planning, and implementation to improve the quality of justice service delivery. The composition and mandate of the committee is as under:

**Compositi on**

1.	Chief Justice, Islamabad High Court	Chairperson
2.	Secretary Law and Justice Commission of Pakistan	Member / Secretary
3.	Secretary Law, Justice & Human Rights	Member
4.	Secretary Interior	Member
5.	Advocate General, ICT	Member
6.	Inspector General of Police, ICT	Member
7.	Mr. Muhammad Tanveer Mir, D&SJ, Islamabad	Member
8.	Any official or person selected by the PJC	Co-opted / Observer Member/s

**Mandate**

The Justice Committee shall be an apex body of Islamabad Capital Territory responsible for ensuring the effective administration, operation and development of a fair, impartial and inclusive rule of law and organisations to address provincial law, justice and security challenges within the ICT. To this end, the Justice Committee shall as a forum for provincial inter-organisational coordination and cooperation:

- a. Review the law and order status in the jurisdiction and take necessary measure/s to enhance the operation and effectiveness of the rule of law organisations.
- b. Lead the review, formulation, coordination and implementation of rule of law reforms in the jurisdiction.
- c. Formulate policies and plans for effective implementation of the rule of law to address security and justice challenges.
- d. Review, formulate and coordinate the design, implementation and impact of rule of law reforms and related projects and programmes.

In particular, to improve service delivery:

- e. Enhance coordination between the respective rule of law organisations.
- f. Enhance judicial-executive coordination to improve justice sector service delivery.
- g. Conduct institutional, organisational and impact assessments to review and strengthen departmental/organisational performance and effectiveness.
- h. Formulate and implement performance standards.
- i. Formulate and implement monitoring and evaluate frameworks to ensure effective and timely service delivery and reform implementation.
- j. Develop operating processes, procedures, plans and policies to enhance the quality of justice and security effectiveness.
- k. To review the performance of and provide policy guidance to the District Criminal Justice Coordination Committees (DCJCCs), or their equivalent bodies.
- l. To review DCJCC recommendations and where necessary issue policy and/or operational directions and/or measures.
- m. Make recommendations to the Federal government and the LJCP to strengthen rule of law institutions and organisations to improve service delivery.

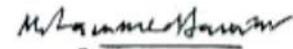
### Reporting:

The Chairperson shall submit 3-monthly performance reports to the NJPMC.

Mohammed Sarwar Khan  
Secretary

Copy for information:

1. Secretary to the Hon'ble Chief Justice Islamabad High Court, Islamabad.
2. Secretary, Ministry of Law, Justice and Human Rights, Government of Pakistan, Islamabad.
3. Secretary, Ministry of Interior, Government of Pakistan, Islamabad
4. Advocate General, Islamabad Capital Territory, Islamabad.
5. Inspector General of Police, Islamabad Capital Territory, Islamabad.
6. Mr. Muhammad Tanveer Mir, District & Sessions Judge, Islamabad.

  
Secretary

## 7. List of Participants

### National Conference of the Provincial Justice Committees

#### Transforming the Criminal Justice System

2nd -3rd April 2016

Islamabad

S. No.	Name & Address
1.	Honourable Mr. Justice Anwar Zaheer Jamali Chief Justice of Pakistan
2.	Honourable Mr. Justice Mushir Alam Judge Supreme Court of Pakistan, Islamabad.
3.	Honourable Mr. Justice Riaz Ahmad Khan Chief Justice Federal Shariat Court, Islamabad.
4.	Honourable Justice Mrs. Ashraf Jahan Federal Shariat Court Islamabad.
5.	Honourable Mr. Justice Muhammad Anwar Khan Kasi Chief Justice Islamabad High Court, Islamabad.
6.	Honourable Mr. Justice Mazhar Alam Khan Miankhel Chief Justice Peshawar High Court, Peshawar.
7.	Honourable Mr. Muhammad Noor Meskanzai Chief Justice High Court of Balochistan, Quetta.
8.	Honourable Mr. Justice Ijaz-ul- Ahsan Chief Justice Lahore High Court, Lahore.
9.	Honourable Mr. Justice Sajjad Ali Shah Chief Justice High Court of Sindh, Karachi.
10.	Mr. Ashtar Ausaf Ali Attorney General for Pakistan Supreme Court Building, Islamabad.
11.	Mr. Justice (R) Ch. Shahid Saeed Director General Punjab Judicial Academy, Lahore.

S. No.	Name & Address
12.	Mr. Justice (R) Mian Shakirullah Jan Member Law and Justice Commission of Pakistan Former Judge Supreme Court of Pakistan
13.	Mr. Mian Farooq Nazeer Inspector General of Prisons Government of Punjab, Lahore
14.	Mr. Ashraf Ali Nizamani DIG, Prisons Government of Sindh
15.	Mr. Aziz Khan Khattak Inspector General of Prisons Government of Khyber Pakhtunkhwa, Peshawar
16.	Mr. Zaman Wattu Additional Secretary Home Department
17.	Mr. Mumtaz Khan Ombudsman Office KPK
18.	Mr. Muhammad Wasay Tareen Ombudsman of Balochistan Quetta
19.	Syed Hussnain Raza Zaidi Secretary, Provincial Ombudsman Government of Sindh
20.	Mr. Tariq Iftikhar Ahmad Registrar, Lahore High Court, Lahore
21.	Mr. Ghulam Mustafa Memon Registrar, High Court of Sindh, Karachi
22.	Nazir Ahmed Langove Registrar, High Court of Balochistan, Quetta
23.	Mr. Bin Yamin Registrar, Federal Shariat Court, Islamabad
24.	Mr. Arif Khattak Prosecutor General, Government of Khyber Pakhtunkhwa, Peshawar
25.	Mr. Shakil-ur-Rehman Khan Advocate General, Government of Punjab, Lahore
26.	Mr. Mian Abdul Rauf Advocate General, Islamabad Capital Territory, Islamabad

S. No.	Name & Address
27.	Mr. Farooq Ahmed Channa Special Judge, Labour Court-V, Karachi
29.	Mr. Ishtiaq Ahmed District and Sessions Judge Sawabi
30.	Mr. Sohail District and Sessions Judge, Islamabad
31.	Mr. Ziaullah Toro Director, Anti-Corruption Establishment, Government of Khyber Pakhtunkhwa, Peshawar
32.	Mr. Syed Mumtaz Ali Shah Chairman, Enquiries and Anti-Corruption Establishment, Government of Sindh, Karachi
33.	Mr. Khalid Tipu, Director General, Human Rights Cell, Supreme Court of Pakistan
34.	Mrs. Sadia Arshad, Director, Human Rights Cell, Supreme Court of Pakistan
35.	Mr. David Morgan, British High Commission
36.	Ms. Hilen, Head of Rule of Law, British High Commission
37.	Dr. Abdul Nasir, Additional Registrar, Lahore High Court
38.	Mr. Mohsin Mumtaz, Research Officer, Lahore High Court
39.	Barrister Sadaf Aziz, LUMS
40.	Mr. Umar Ejaz Gilani, Advocate
41.	Mr. Kamran Mufti, District and Sessions Judge, Islamabad
42.	Mr. Naimatullah Director R & P, KPK
43.	Mr. Shakeel Asghar, Deputy Solicitor, Law Department KP
44.	Mr. Abdul Matin, Commissioner RTI, KPK
45.	Ch. Abdul Qayum, District and Sessions Judge, Rahimyar Khan, Punjab
46.	Mr. Bashir Ahmed Khan, Director Anti-Corruption Establishment, Balochistan
47.	Mr. Khalid Ali Malik, Additional Secretary Law, Balochistan
48.	Rana Amir Saleem , Additional Registrar Lahore High Court
49.	Mr. Saleem Akhtar Buriro, Additional Prosecutor General Sindh
50.	Mr. Noor Muhammad Shah, Additional Secretary Home Department, Sindh
51.	Mr. Justice Azhar Saleem Babar, AJK High Court
52.	Dr. Mujeeb ur Rehman Khan, Additional IGP, Balochistan
53.	Mr. Saleem Raza, Director R & P Punjab
54.	Mr. Akram Naeem Bharoka, DIG, Crime Branch, Sindh
55.	Mr. Saleem Safdar MIT Lahore High Court

S. No.	Name & Address
56.	Mr. Abdul Hafeez, Lahore High Court
57.	Rao Muhammad Iqbal, Advisor, Ombudsman Punjab
58.	Mr. Qamar Ali, Deputy Secretary Judicial Home and Tribal Affairs Department, KPK
59.	Mr. Niaz Muhammad, Director KPK Judicial Academy
60.	Mr. Saleem Raza, Director Law, Punjab
61.	Mr. Shoaib Shaheen, Vice Chairman, Islamabad Bar Council
62.	Mr. Aqil Lodhi, Advocate SCP
63.	Mr. Shahid Hussain, PRO, SCP
64.	Barrister Shahzad Akbar, Director
65.	Ms. Amna Ansar, HR activists
66.	Mr. Riaz Ahmed Secretary HCJP, Supreme Court of Pakistan
67.	Mr. Abdul Wahid Bukhar, District Public Prosecutor
68.	Col (R) Muhammad Usman Additional IGP Punjab
69.	Mr. Amir Gilani, PITIB, Punjab
70.	Mr. Mouzzam, The Legal House,
71.	Mr. Hanif Advocate, The Legal House
72.	Mr. Junaid Alam, Law Clerk SCP
73.	Mr. Qazi Sajid ud Din, AIG Legal
74.	Hafiz Ahsan Sr. Advisor Federal Ombudsman, Islamabad
75.	Mr. Babar Sherazi, District and Sessions Judge East, Islamabad
76.	Mr. Shoukat Ali, Additional Secretary Law, Balochistan
77.	Dr. Andrew Rathmell Honorary visiting Professor University of Exeter, Strategy and Security Institute, UK
78.	Dr. Faisal Bari, Associate Professor, LUMS.
79.	Mr. Rizwan Rashid, DG. PITB.
80.	Professor Ingo Keilitz Professor Research, Thomas Jefferson Program for Public Policy College of William and Mary and the World Bank
81.	Mr. Syed Ali Murtaza Secretary Prosecution, Punjab.
82.	Lord MacDonald Head of Crown Prosecution Service, UK
83.	Mr. Mohammed Sarwar Khan, Secretary Law and Justice Commission of Pakistan

S. No.	Name & Address
86.	Syed Naeem Athar Abbas, M & E Expert, Law and Justice Commission of Pakistan
84.	Mr. Nasrullah Khan, Joint Secretary, Law and Justice Commission of Pakistan
85.	Mr. Jawad Khan, Joint Secretary, Law and Justice Commission of Pakistan
87.	Mr. Muhammad Tanveer, MIS Manager, Law and Justice Commission of Pakistan
88.	Raja Faisal Iftikhar, Deputy Secretary, Law and Justice Commission of Pakistan
89.	Mr. Muhammad Ali, Computer Programmer, Law & Justice Commission of Pakistan
90.	Mr. Syed Mughees ul Hassan, Computer Programmer, Law & Justice Commission of Pakistan
91.	Ms. Muneera Abbasi, District & Sessions Judge, KPK
92.	Ms. Dania, Law Clerk, Supreme Court of Paksitan
93.	Mr. Junaid Alam, Law Clerk , Supreme Court of Paksitan
94.	Ms. Minahil, Law Clerk , Supreme Court of Paksitan



Law & Justice Commission  
of Pakistan

Striving for a rule of law based Pakistan  
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