Khyber Pakhtunkhwa
Judicial Academy
Professionalism, excellence & diversity



MANUAL

PRE-PROMOTION STATUTORY TRAINING FOR

CIVIL JUDGES

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DIRECTOR GENERAL'S MESSAGE

In light of recent amendments to Rule 5 of the Khyber Pakhtunkhwa Judicial Service Rules, 2001, as guided by the august Peshawar High Court, the Academy has transitioned from a post-promotion to a pre-promotion training regime.

This training manual has been developed to align the training programs with the paradigm shift. The manual is a comprehensive guide for both trainers and trainees. It contains the objectives, structure, methodology, and content of the training program. The modules address various dimensions of the roles and duties of the senior civil judge, including financial management, human resource management, supervision of the process-serving agency, and the effective exercise of powers under various special laws. They blend theoretical knowledge with practical insights. I sincerely commend the Academy's team for their efforts in compiling this manual. May this endeavor renew our commitment to justice, fairness, and the Rule of Law.

Jehanzeb Shinwari
Director General

DEAN'S NOTE

This manual details the *Pre-Promotion Training Program for the* Senior Civil Judge-cum-Judicial Magistrate.

The manual is an effort to comprehensively address the training needs of judges at this stage of their career progression, and is based on a systematic approach towards the course curriculum. Thus, in designing the course curriculum, we have consulted important research-based documents. These include primary and secondary data sources mentioned below:

1. **TRAINING NEEDS ASSESSMENT (TNA) REPORT 2025 – RESEARCH & PUBLICATION WING, KPJA;**
2. **CENTRE FOR RESEARCH AND PLANNING, SUPREME COURT OF INDIA – RETHINKING JUDICIAL EDUCATION (2023);**
3. **EUROPEAN UNION – JUDICIAL TRAINING METHODS: GUIDELINES FOR LEADERSHIP TRAINING;**
4. **4TH MID CAREER MANAGEMENT COUSE – MCMC.**

The Training Needs Assessment report has been valuable to quantitatively gauge the need for training in a particular area or subject at different scales. The Supreme Court of India Report, on the other hand, has guided us in identifying gaps in judicial education and focusing on the core themes and learning methodologies central to judicial education. The MCMC course curriculum has helped us discern the core themes relevant to improving leadership and management competencies. The blend of all reports and studies has led to the formulation of the current training manual. The current manual not only specifies modules and the subjects, but also mentions the course duration, along with the time allocation for each subject.

The course curriculum's formulation is based on the understanding that Senior Civil Judges perform a role that unites adjudication with administration and demands, besides judicial competence:

1. **Effective judicial leadership and management competence.**
2. **Sound financial management.**
3. **Proficient understanding of information technology.**

I earnestly hope this manual will contribute to a paradigm shift in judicial education, aligning it with global best practices.

Ahmed Iftikhar
Dean Faculty

COURSE DURATION

PRE- PROMOTION TRAINING PROGRAM
FOR CIVIL JUDGE-CUM-JUDICIAL MAGISTRATE

TOTAL DURATION: 07 Weeks

PHASE 1	**Academics (Part 1)- 04 weeks on Campus**
PHASE 2	**Country Study Tour/Visit to other Judicial Academies: 01 week**
PHASE 3	**Academics (Part 2) - 02 week on Campus**

STRUCTURE OF THE DAY IN THE PROGRAM

08:30 – 09:00	Faculty Hour/Presentations/Feedback Session
09:00 – 10:15	**Session I**
10:15 – 10:45	**Tea Break**
10:45 – 12:00	**Session II**
12:00 – 01:15	**Session III**
01:15 – 02:00	***Salat-ul-Zuhur & Lunch***
02:00 – 03:15	**Session IV**
Trainers Evaluation (15 Minutes)	

Note: On Friday and Saturday there shall be three academic sessions.

- **Total Sessions = 113**
- **Interactive Sessions of the Hon'ble Judge of High Court = 5-8 Sessions**
- **Local Visits = 3-5 Sessions**
- **Country Study Tour = 6-8 Days (inclusive of Sundays)**
- **Book Reviews & Presentations = 1 Day**
- **Post Training Assessment = 1 Day**
- **Concluding Ceremony = 1 Day**

ASSESSMENT SYSTEM

TOTAL MARKS = 150 **QUALIFYING MARKS = 90**

ASSESSMENT COMPONENTS

Component	Sub-Component	Marks Allocated	Key Details
Assessment Test & Knowledge	Post-Training Knowledge Test	70 Marks	Tests knowledge, analytical skills, and application of legal principles. Question Types: MCQs, Short Answers, Problem-Solving. Content Coverage: All topics taught during training.
	Field Visit Report	10 Marks	Evaluation of observations, analysis, and report quality from field visits to courts, legal institutions, or relevant organizations.
	IT Skills	10 Marks	Assessment of participants' ability to use legal research databases, drafting, word processing, and IT tools for legal work.
Professional Conduct & Participation	Punctuality	10 Marks	Full attendance, adherence to schedule; deductions for delays/absences.
	Conduct Inside & Outside Classroom	10 Marks	Respectful behavior, adherence to rules, professional decorum.
	Participation in Training	20 Marks	Active engagement, quality contributions in discussions/Q&A sessions(10) Presentation Skills(10)
	Assignments	20 Marks	Includes: -Book Reviews: 10 Marks -Research Article / Case Study: 10 Marks
Total		**150 Marks**	

Grading Scale & Percentage Equivalents

Score Range (Marks)	Percentage	Grade	Remarks
135–150	90–100%	Excellent(A)	Significantly exceeds threshold standard for a pass

120–134	80–89%	VeryGood(B)	Very much exceeds threshold standardfor a pass
105–119	70–79%	Good(C)	Above threshold standard for a pass
90–104	60–69%	Satisfactory(D)	Meets threshold standard for a pass
Below 90	<60%	Unsatisfactory (F)	Does not meet threshold standard for a pass

Sample Registration & Pre-Training Evaluation

Please give following information about yourself. The data provided by you will be kept confidential.

Profile

1. Name
2. Place of Posting
3. Designation
4. CNIC Number
5. Cell Phone Number(WhatsApp)
6. Email Address
7. Postal Address
8. Emergency Contact (Person & Phone Number)
9. Blood Group
10. Medical History/ Any Medical Issue?

Academic Qualification

11. Academic Qualification –highest degree obtained

Check all that apply.

☐ PhD

☐ LLB

☐ LLM

☐ MA

☐ BA

☐ Other

12. Other(s), please specify and also mention area of your academic specialization, if any

13. Professional Experience (specify number of years)

Co and Extra Curricular Activities

14. Sports
15. Any literary activities (reading, writing, poetry, etc)
16. Hobbies and leisure activities

Pre-Evaluation

17. Your overall level of proficiency in the topics mentioned in the schedule of Training (Before Training)

Mark only one option.

()25%
()50%
()75%
()100%

18. Your expectations from the training

19. I have read the Code of Conduct and Guidelines for Trainees/ Participants and I agree to the same

Mark only one option.

()Yes

( ) No

Sample Resource Person Evaluation

Grading Key

Grade	Percentage
Excellent	Above90%
Very Good	80%---90%
Good	70%---79%
Average	55%---69%
Below Average	Below55%

Please mark only one option per row.

1. To what extent was the Content relevant to the topic? () Excellent | () Very Good |() Good | ( ) Average | ( ) Below Average.
2. To what extent did the Resource Person have command over the Subject? () Excellent|() Very Good|() Good|() Average|() Below Average.
3. Communication Skills of the Resource Person ( ) Excellent | ( ) Very Good | ( ) Good | ( ) Average | ( ) Below Average.
4. To what extent was the Lecture Participatory? ( ) Excellent | ( ) Very Good | ( ) Good | ( ) Average | ( ) Below Average.
5. Will you be able to apply the knowledge acquired or skills learnt, if so to what extent? ( ) Big Yes | ( ) Yes | ( ) To good extent | ( ) To some extent | ( ) No
6. Did the resource person deliver the lecture/discourse within the allotted time? ( ) Big Yes | ( ) Yes | ( ) To good extent | ( ) To some extent | ( ) No 7.

Suggestions/Comments (mandatory):

- All evaluation factors (except Question 6) shall be averaged to generate the overall score/grading for the resource person.
- Time management shall not count towards the overall grade, but would be reflected separately in graphical form.
- The evaluation shall be anonymous. Trainee name or identifying information shall not show in the generated result.
- Trainees shall be bound to record the evaluation for all resource persons and shall also record his/her comments in the comments section.

Sample Post-Training Evaluation

1. Name (optional)

2. Email

3. Overall quality of the training program

Mark only one option.

()Excellent

()VeryGood

( ) Good

()Average

( ) Poor

()Very Poor

4. Suggestions for improvement of training program/changing course modules

5. Your overall level of proficiency in the topics mentioned in the schedule of Training (After Training)

Mark only one option.

()25%

()50%

()75%

()100%

6. Overall quality of arrangements for academics at classroom and auditorium etc

MODULE - 1 JUDICIAL ETHICS AND CODE OF CONDUCT

TOTAL DURATION: 8 hours and 45 minutes **SESSIONS = 7**

INTRODUCTION

The conduct of a judge/qazi must be above reproach as this constitutes the bedrock of the Rule of Law. The High Court, in its recent instructions, has, in particular, emphasized judicial assertiveness as an essential attribute for judicial independence. This module aims to reawaken reflection among mid-career judges on the need for observance of upright character befitting a judicial position. The module builds upon various facets, including ethical dimensions of Islamic Judicial Ethics, the global standards set out in Bangalore Principles, relevant instructions issued by the High Court, and best practices based on peer learning.

OBJECTIVES

- The module aims to equip trainees with an understanding of:
- Code of Conduct of Civil Servants prescribed by the government and Code of Conduct for Judges issued by the High Court
- Ethical standards and behavioral expectations from judges.
- Islamic Judicial Ethics
- The relevance and importance of Bangalore Principles of Judicial Conduct.
- The need and importance of judicial assertiveness as an essential trait of judicial independence.

LEARNING OUTCOMES

Participants will be able to:

- Displays conduct befitting judicial position.
- Demonstrate judicial assertiveness.
- Observe instructions on Code of Conduct issued by the Government and the High Court.

COURSE CONTENTS — SCHEDULE-ALIGNED BREAKDOWN

No.	Session / Sub-Topic	Focus / Description	Duration
1	**Judicial Ethics and Code of Conduct**	Code of Conduct for Judicial Officers, Code of Conduct of Civil Servants	1 hr 15 min
2	**Bangalore Principles – I**	Judicial Conduct: Independence, impartiality, propriety, and integrity — group work and case studies.	1 hr 15 min
3	**Bangalore Principles – II**	Judicial Conduct: Equality, competence, and diligence — group work and case studies	1 hr 15 min
4	**Core Judicial Values: Experience Sharing**	Peer learning: Integrity, independence, and assertiveness.	1 hr 15 min
5	**Judicial Estacode: Study Circle**	Relevant Instructions in Judicial Estacode on Code of Conduct	1 hr 15 min
6	**Islamic Perspective of Judicial Conduct**	Islamic Model of Administration of Justice Judicial Ethics Qualifications for Judicial Position Primary Judicial Etiquettes Islamic Model of Judicial Independence, Equality, Impartiality	1 hr 15 min
7	**Judicial Assertiveness with focus on Power of Contempt:** **Practice and Procedure**	Judicial assertiveness Firm, fair, and fearless conduct while remaining humble and courteous	1 hr 15 min

Total Duration: 8 hours and 45 minutes**.**

STRUCTURED LEARNING COMPONENTS

A. Judicial Ethics and Institutional Discipline

- The Code of Conduct for District Judiciary issued by the High Court
- The Code of Conduct for Civil Servants

B. Internationally recognized ethical standards for judges • Bangalore Principles 2002

C. Judicial Assertiveness

- High Court's vision and instructions for Judicial Assertiveness.
- Reviving confidence and leadership in the District Judiciary.
- Powers of Contempt of Court Activities and Practical Exercises
- Lecture Discussion • Group Discussion • Peer Learning

Reference / Recommended Reading

- Judicial Estacode
- High Court Rules and Orders
- Bangalore Principles of Judicial Conduct
- Dr. Mehmood Ahmad Ghazi, Adab-ul-Qazi (Islamic Research Institute, Islamabad, 1998).
- Islamic Judicial Ethics: Shaukat Hayat
- • Khyber Pakhtunkhwa Government Servants (Conduct) Rules, 1987

MODULE –2 PERSONALITY DEVELOPMENT, SOCIAL ETIQUETTES AND WELLNESS

TOTAL DURATION: 07 hours and 30 minutes **SESSIONS= 6**

INTRODUCTION

A judge's personality must be dignified and graceful, and his conduct befitting his status. These are not problems of personal temperaments, but a manifestation of institutional integrity and public trust in the justice system. This module emphasizes to trainees the importance of dignified behavior. The training module also covers aspects of judicial well-being and contains discourse on stress management and mindfulness.

OBJECTIVES

By the end of this module, participants will be able to understand:

- The importance of proper decorum and dignified conduct
- The importance of stress management strategies.
- Importance of mindfulness to improve work performance
- Importance of healthy diet
- Significance of spiritual well-being

OUTCOMES

Participants will be able to:

- Observe dignified conduct befitting judicial position
- Maintain healthier lifestyle habits.
- Recognize and mitigate sources of stress in the judicial environment.
- Incorporate mindfulness techniques to improve work performance

COURSE CONTENTS — SCHEDULE-ALIGNED BREAKDOWN

S.No	Session Title	Topic & Sub-Topics	Duration
1	**Personality Development**	Table Manners and Mess Rules	1 h 15 m
2	**Social Etiquettes and**	Principles of professional dressing and	1 h 15 m

	Dress Code	grooming; posture and body language; respect and courtesy in social interaction; handling public and professional gatherings	
3	**Physical Health and Well-being**	Nutrition and diet for sustained energy; importance of exercise and physical activity; sleep management and relaxation techniques; prevention of lifestyle diseases	1 h 15 m
4	**Mindfulness: Living in the Moment**	Meaning and practice of mindfulness; living in the present moment; meditation and reflection for inner peace	1 h 15 m
5	**Spiritual Well-Being**	Exploring the inner values and purpose of life	1 h 30 m
6	**Managing Stress, Anger, and Conflict at the Workplace**	Understanding sources and effects of stress; personal and professional stressors; practical techniques for managing anger and workplace conflict; group exercises	1 h 15 m

Total Duration: 7 hours and 30 Minutes

STRUCTURED LEARNING COMPONENTS

A. Physical Wellbeing

- Nutrition and diet planning
- Sleep Patterns
- Islamic Instructions

B. Stress Management & Resilience

- Sources of stress.
- Relaxation techniques, breathing exercises

C. Mindfulness Practices 51

- Techniques for focused attention and their effect 52

D. Spiritual Wellbeing

- Reflection on values, ethics, and personal mission as a judge. Activities and Practical Exercises

- Lecture Discussion Reference

Recommended Reading

- Kabat-Zinn, Jon. Wherever You Go, There You Are: Mindfulness Meditation in Everyday Life.
- Mindfulness and Judging: Resources for Judges(Federal Judicial Center)

MODULE -3 JUDICIAL LEADERSHIP

TOTAL DURATION: 15 hours **SESSIONS =12**

INTRODUCTION

In the judicial hierarchy, the role of senior civil judge is uniquely positioned. His responsibilities include financial management, managing the Process-Serving Agency, credible allocation of cases among civil judges, and providing administrative support to the District Judge, as member-cum secretary of various committees. This multifaceted role requires effective leadership qualities. The module aims to refine such qualities through various competencies, including emotional intelligence, critical thinking, change management, ethics in leadership, and leadership styles.

OBJECTIVES

The Module aims to equip the trainees with an understanding of:

- Leadership Styles, Qualities, Power Dynamics
- Change Management
- Emotional Intelligence
- Critical Thinking
- Ethics in Leadership

LEARNING OUTCOMES

It is expected that by the end of training session, participants will be able to:

- Effectively manage change management
- Take informed decisions
- Effectively manage teams
- Play effective leadership role

COURSE CONTENTS — SCHEDULE-ALIGNED BREAKDOWN

No.	Session / Sub-Topic	Focus / Description	Duration
1	**Judicial Leadership Skills – I**	Judicial Leadership, Leadership Styles, Qualities Leadership theories Management V Leadership	1 hr 15 min
2	**Judicial Leadership Skills – II**	Power Dynamics Leadership Types	1 hr 15 min
3	**Ethics in Leadership**	Integrity Honesty Fairness and Impartiality Accountability and Responsibility Leading by Example	1 hr 15 min
4	**Leadership and Change Management**	Meaning and Importance of Change in Institutions Nature of change in Modern Organizations Drivers of Change Human Response to change	1 hr 15 min
5	**Emotional Intelligence for Judicial Leaders**	Self-awareness, empathy, and composure; using emotional intelligence to motivate staff, handle litigants, and build a positive work environment.	1 hr 15 min
6	**Critical Thinking and Rational Decision-Making**	Subjectivity vs. objectivity; rationality and structured reasoning. Inductive vs Deductive Methods	1 hr 15 min
7	**Research Methodology**	Types Methods	1 hr 15 min
8	**Constitutional Vision of Justice and Judicial Values**	Rule of law and constitutional mandate; social, economic, and political dimensions of justice;	1 hr 15 min
9	**Exercise Of Judicial Discretion**	Role of SCJ in enforcing constitutional mandate of fair exercise of discretion	1 hr 15 min
10	**Integrity, Accountability, and Service Delivery**	Ensuring transparency, monitoring performance, preventing maladministration; SCJ's role in strengthening public confidence.	1 hr 15 min
11	**Professional Networking and Institutional**	Role of SCJ in various committees; coordination with bar, police, prosecution, and administration; collaborative justice	1 hr 15 min

	Leadership	leadership.	
12	**Art, Craft, and Science of Writing Judgments- A Constitutional Perspective**	• Judgments as the Voice of the Court • Significance of Reasoning in Judgments & Orders • Language & Law: Brevity & Coherence in Judgments • Gender Sensitivity in Court Language • Addressing Bias & Stereotypes in Adjudication	1 hour 15 min

Total Duration: 15 hours

STRUCTURED LEARNING COMPONENTS

A. LEADERSHIP Skills

- Leadership Styles
- Leadership Qualities

B. Emotional Intelligence

- Understanding Emotional Intelligence an its role in team management

B. Change Management

- Dynamics of Change Management
- Steering through organizational change

C. Leadership Ethics

- Importance of Ethics in Leadership

D. INSTITUTIONAL NETWORKING AND COLLABORATION

- Senior Civil Judge as member of Different Committees
- Administrative Support to District Judge

E. **Constitutional Vision of Justice**

- Judicial Discretion
- Art, Craft and Science of Judgment Writing
- Integrity, Accountability and Service Delivery

RECOMMENDED READING / REFERENCE MATERIALS

- *EJTN Handbook on Leadership Training for Judges and Prosecutors* (2019).
- Daniel Goleman, *Emotional Intelligence*.

- Ronald Heifetz, *Adaptive Leadership*.
- Stephen Covey, *The 7 Habits of Highly Effective People*.
- *High Court Rules & Orders* and *Judicial Estacode*.
- Goleman, D. (1998). Working with Emotional Intelligence.
- Northouse, P. (2022). Leadership: Theory and Practice (9th Ed.).
- UNODC. (2018). Judicial Integrity and Ethics Training Manual.

MODULE – 4 COMMUNICATION SKILLS

TOTAL DURATION: 6 hours and 15 minutes **SESSIONS = 5**

INTRODUCTION

Senior Civil Judges perform both adjudicatory and administrative roles. Each role requires a thorough command of written and oral communication skills. The module aims to strengthen the written communication skills of trainees, addressing micro, macro, and mid levels separately. The oral communication skills focus on rhetoric, storytelling, euphemism, the language of silence, the language of humour, the language of human psychology, diction, discourse, delivery, and many other modes of effective oral communication.

OBJECTIVES

The module aims to equip trainees with an understanding of:

- Methods to improve written communication skills at different levels
- Methods to improve oral communication skills

LEARNING OUTCOME

It is expected that by the end of training session participants will be able to have an adequate grasp of oral and written communication skills.

COURSE CONTENTS — SCHEDULE-ALIGNED BREAKDOWN

No	Session Title	Topic & Sub-Topics	Duration
1	**Communication and Presentation Skills – I**	Importance of effective communication for leaders Useful Presentation Skills Verbal and Non-Verbal	1 h 15 m
2	**Communication and Presentation Skills – II**	How to communicate clearly and effectively .How to ensure effective communication in an organization	1 h 15 m

3	**Communication Skills (Written) – I**	**Macro Level:** Structure & Reasoning • Organizing ideas logically • Framing issues and arguments • Developing coherence across paragraphs	1 h 15 m
4	**Communication Skills (Written) – II**	**Mid-Level:** Clarity, Editing & Grammar • Sentence clarity and precision • Grammar and syntax improvement • Editing for coherence and impact	1 h 15 m
5	**Communication Skills (Written) – III**	**Micro Level:** Sentence Craft, Tone & Style • Judicial tone and decorum • Choosing precise words and phrases • Avoiding verbosity and bias ***(Writing Exercise / Peer Review)***	1 h 15 m

Total Duration: 6 Hours and 15 minutes

STRUCTURED LEARNING COMPONENTS

A. Written Communication Proficiency

- Macro structure
- Mid-level writing.
- Micro elements

B. Oral Communication Skills

- Diction, Discourse and Delivery
- The Vocal Langauge
- Speaking without Speaking
- The Emotional Language
- Language of Psychology
- Language of Rhetoric
- Language of Silence
- Language of Humor
- Language of Prohibition

MODULE –5 COURT AND CASE MANAGEMENT

TOTAL DURATION: 15 hours **SESSIONS = 12**

INTRODUCTION

Article 37(d) of the Constitution of Pakistan states that the state shall ensure inexpensive and expeditious justice. However, the courts are overburdened with massive backlog of cases on the one hand and a shortage of human resources on the other, resultantly, the pace of disposal slows-down and delay is caused. The solution lies in effective case and court management. The training module is designed to enhance the case and court management capabilities of judges with the ultimate aim of improving the justice sector's efficiency.

OBJECTIVES

The module aims to equip trainees with an understanding of:

- Time management and its relevance to the judicial business.
- Official correspondence in line with Secretariat Instructions.
- Docket management strategies.
- ADR mechanisms for effective resolution of cases.

LEARNING OUTCOMES

It is expected that by the end of the training session participants will be able to:

- Maintain judicial and administrative records properly.
- Integrate ADR into court practice for reducing backlog and effective resolution of cases.
- Apply High Court Rules & Orders for effective case and court management.
- Understand and apply non-verbal communication for effective court management
- Enhance productivity and reduce delays through efficient time management

COURSE CONTENTS — SCHEDULE-ALIGNED BREAKDOWN

No	Session Title	Topic & Sub-Topics	Duration
1	**Valuing Time & Energy**	Understanding the importance of personal and professional time management for judicial efficiency.	1 h 15 m
2	**Official Correspondence**	Secretariat Instructions, types of correspondence, administrative record keeping, and official letter writing.	1 h 15 m
3	**Maintenance of Record**	• Classification, consignment, reconstruction of lost or damaged judicial records; High Court Rules	1 h 15 m
4	**Court Management and Staff Supervision**	Supervision and evaluation of staff; communication and coordination	1 h 15 m
5	**Civil Case Management (Conceptual Framework)**	Importance and Conceptual Understanding of the case management regime	1 hr 15m
6	**Monitoring &Evaluation Framework of the High Court**	• Objectives and scope of the M&E Policy • Role of MIT Office • Performance indicators and reporting mechanisms	1 h 15 m
7	**Promoting ADR in Formal Justice System**	ADR Act and Rules in KP Mediation and Best Practices	1h 15 m
8	**Promoting ADR in Formal Justice System**	Arbitration Act and Its enforcement	1h 15 m
9	**CFMIS**	Use of CFMIS for Case/Court Management	1 h 15 m
10	**High Court Rules & Orders**	Study Circle	1 h 15 m
11	**High Court Rules and Orders**	Presentations	1 hour 15 m
12	**Court Management**	Court Inspection; Court Assets; Inspection Report Writing	1 h 15 m

Total Duration: 12 hours and 30 minutes

STRUCTURED LEARNING COMPONENTS

Structured Learning Components

A. High Court Rules & Orders (Civil and Criminal)

- Study circle on relevant rules relating to Court and case management

B. Official Correspondence and Record Maintenance

- Secretariat Instructions on official correspondence
- Record classification, consignment, and reconstruction (High Court Rules and Orders and District Office Manual)

C. Docket Management

- Daily cause lists and progress monitoring.
- Handling adjournments and avoiding backlogs.
- Setting and evaluating performance benchmarks

D. Alternate Dispute Resolution (ADR)

- ADR Act and Rules-Process of Referral, Role of Saliseen
- Arbitration Act and its Enforcement

E. Staff Supervision and Leadership

- Supervision of staff: Performance Evaluation Reports (PERs).
- Activities and Practical Exercises
- Lecture Discussion
- Group Discussion: High Court Rules and Orders Reference

Recommended Reading

- High Court Rules and Orders
- Secretariat Instructions Manual
- UNDP, Judicial Efficiency Toolkit (2022).
- A Guide to Performance Evaluation: Establishment Division Government of Pakistan
- Manual of ACRs Instructions of Government of Khyber Pakhtunkhwa

MODULE – 6 FINANCIAL MANAGEMENT, BUDGETARY CONTROL AND AUDIT

TOTAL DURATION: 13 hours 45 minutes **SESSIONS = 11**

INTRODUCTION

Senior Civil Judges, as Drawing and Disbursing Officers, must have an adequate grasp of the principles of financial management. They are to ensure that they facilitate courts with the needed infrastructure and tools to promote judicial efficiency. On the other hand, they must take due safeguards while using public money by strictly adhering to legal frameworks. This module aims to equip trainees with proficiency in all necessary areas of financial management, including budget management, audit procedures, powers of DDO, Pay and Pensions, and Judicial Accounts.

OBJECTIVES

The module aims to equip trainees with an understanding of:

- Constitutional and legal framework governing public financial management
- Understand and apply General Financial Rules accurately in administrative functions.
- Develop competence in budget forecasting, re-appropriation, and expenditure control.
- Process retirement and pension cases in compliance with prescribed laws and rules.
- Manage judicial accounts with accuracy, transparency, and adherence to directives.
- Conduct and respond to internal and external audits professionally and effectively.
- Perform duties as Drawing and Disbursing Officer (DDO) responsibly and within legal parameters.
- Ensure correct application of pay fixation, TA/DA, and increment rules.

LEARNING OUTCOME

- Apply financial rules, supplementary regulations, and audit procedures correctly.
- Prepare and manage institutional budgets effectively, ensuring fiscal discipline. Process retirement and pension cases in accordance with rules.
- Maintain accurate judicial account records and avoid financial irregularities.
- Respond to audit objections and defend audit paras with documented justification.
- Perform DDO functions with a clear understanding of powers, duties, and procedural requirements.
- Apply correct procedures for TA/DA, pay fixation, and other financial entitlements.

COURSE CONTENTS — SCHEDULE-ALIGNED BREAKDOWN

S.No	Session Title	Topic & Sub-Topics	Duration
1	**Public Financial Management – Legal & Regulatory Framework**	Constitutional provisions; General Financial Rules; other enactments and notifications	1 h 15 m
2	**Budgetary Planning and Control-I (Theory)**	Need assessment; Forecasting and allocation; Re-appropriation procedures; High Court budgetary guidelines	1 h 15 m
3	**Budgetary Planning and Control-II (Practice)**	Practical Exercises	1 h 15 m
4	**Retirement & Pension Cases–Preparation and Procedure**	LPR, Superannuation, adjustment of debts and liabilities; Gratuity, Commutation, GP Fund, CPF, Benevolent Fund – procedural checklists and case examples	1 h 15 m
5	**Pay & Allowances, TA/DA Bills**	Fixation of Pay and Allowances; Rules and procedures regulation TA, DA, Transfer Grant and allied matters	1 h 15 m
6	**Judicial Accounts Management-I**	Judicial Accounts • Sheriff Petty • Civil Court Deposits	1 h 15 m

7	**Judicial Accounts Management-II**	Practical Exercises	1 h 15 m
8	**Audit-I (Theory)**	Purpose and role of internal and external audits; Defense of audit paras;	1 h 15 m
9	**Audit-II (Practice)**	Practical Exercises on Defense of Audit Paras	1 h 15 m
10	**DDO Functions & Delegation of Financial Powers Rules**	Powers, duties and responsibilities of DDO; Powers and functions under the Delegation of Financial Powers Rules, 2018	1 h 15 m
11	**DDO Functions (Practice)**	Practical Exercises	1 h 15 m

Total Duration: 13 hours 45 minutes

STRUCTURED LEARNING COMPONENTS

A. Legal and Institutional Framework of Financial Management

- Constitutional and statutory basis of public finance.
- Overview of General Financial Rules.
- Obligations and responsibilities of judicial officers as public servants in financial matters.

B. Budgetary Process and Fiscal Discipline

- Need assessment and realistic forecasting.
- Allocation, control, and re-appropriation procedures.
- Preparation of financial reports and coordination with administrative departments.

C. Retirement, Pension, and Post-Service Benefits

- Procedural requirements for LPR and superannuation cases.
- Computation of gratuity, commutation, and adjustment of liabilities.
- Processing GP Fund, CPF, and Benevolent Fund claims.

D. Judicial Accounts and Audit Compliance

- Categories of judicial accounts and relevant legal provisions.
- Common accounting errors and preventive mechanisms.

- Audit process: internal vs. external; compliance, reply, and defense of audit paras.

E. Financial Administration and DDO Powers

- Laws governing Drawing and Disbursing Officers.
- Preparation and verification of TA/DA bills.
- Pay fixation and increment deduction procedures.
- Institutional checks and supervisory mechanisms.

References / Recommended Reading

- The Constitution of the Islamic Republic of Pakistan (relevant financial provisions).
- General Financial Rules (GFR).
- KP Delegation of Financial Power Rules, 2018
- Handbook of DDO
- Handbook on Accounting Guidelines
- Public Finance Management Act 2019
- Budget Manual
- Manual on Pension Procedures
- CSR
- Manual of Accounting Principles
- Peshawar High Court Directives.
- Judicial Estacode

MODULE – 7 PUBLIC PROCUREMENT OF GOODS & SERVICES

TOTAL DURATION: 12 hour and 30 minutes **SESSIONS = 10**

INTRODUCTION

Senior Civil Judges are engaged in procuring various items and equipment for court use. Bringing both efficiency and transparency to procurement procedures requires their in-depth understanding. At the same time, procurement is a subject that abounds in technical jargon and is therefore not easy to grasp. This module aims to fill the gap by improving the competence of trainees in this area, blending theory with practical exercises.

OBJECTIVES

- Understand the legal and procedural framework governing public procurement under KPPRA Act, Rules and related enactments.
- Apply guiding principles of transparency, fairness, economy, and accountability in all procurement processes.
- Identify and avoid common mistakes in procurement and record keeping.
- Understand procedures for disposal of unserviceable items and grievance redressal mechanisms.
- Develop practical competence in conducting procurement—demand assessment, advertisement, bid opening, and evaluation.
- Prepare accurate documentation, including minutes, acceptance letters, and award notifications.
- Strengthen institutional compliance and audit-readiness through proper record maintenance and reporting.

LEARNING OUTCOME

- Interpret and apply procurement laws and KPPRA Rules
- Plan and execute transparent procurement of goods and services.

- Identify and rectify procedural lapses and common irregularities.
- Maintain complete and accurate procurement records in accordance with audit requirements.
- Handle grievances, challenges, and disputes effectively within the legal framework.
- Prepare procurement documentation—including technical and financial evaluations, minutes, and award letters—with accuracy.

COURSE CONTENTS — SCHEDULE-ALIGNED BREAKDOWN

No	Session Title	Topic & Sub-Topics	Duration
1	**Public Procurement-I**	• Introduction to Public Procurement • Procurement Life Cycle • Need Assessment and Justification and Budget Allocation • Annual Procurement Planning • (Practical Exercises)	1 h 15 m
2	**Public Procurement-II**	• Constitution of Procurement Committee • Preparation and BSDS/PQ Documents • (Practical Exercises)	1 h 15 m
3	**Public Procurement-III**	• Bidding v Pre-Qualification/Expression of Interest • Solicitation of Bids through (Inviting Tender/PQ Notice)	1 h 15 m
4	**Public Procurement IV**	• Bids Receiving Opening Bids • Examination/Preparation of Bid Evaluation Report • Best Evaluated Bids(goods/Works And Services) Practical Exercises	I h 15 m
5	**Public Procurement-V**	• Announcement of Results • Contract Negotiations & Award of Contract • Framework Contracts • Practical Exercise / Case Study	1 h 15 m
6	**Public Procurement-VI**	• Contract Implementation / administration • Inspection / Invoice Approvals and	1 h 15 m

		Processing of Payments	
7	**Public Procurement-VII**	• Grievance Redressal Rules 2017 • Modes of disposal of Public Assets • Disposal proceedings • Managing Record Keeping • Modes of disposal of Public Assets • Practical Exercise / Case Study	1 h 15 m
8	**Public Procurement-VIII**	• (Electronic Procurement) Introduction to EPADS (E-Pak Assets & Disposal System)	1 h 15 m
9	**Public Procurement IX**	• EPAD -Practical Exercises – Department Input	1 h 15 m
10	**Public Procurement X**	• EPAD- Practical Exercises-Bidders Input and Evaluation	1 h 15 m

Total Duration: 12 hours, 30 minutes

STRUCTURED LEARNING COMPONENTS

A. Legal and Institutional Framework

- Overview of KPPRA Act and Rules.
- Guiding principles: transparency, fairness, competition, and accountability.
- Role and responsibilities of procuring officers in judicial institutions.

B. Procurement Procedures and Documentation

- Procurement cycle from planning to award.
- Preparation of demand, specifications, and tender documents.
- Advertisement and bid solicitation procedures.
- Technical and financial evaluation methods.

C. Disposal, Grievances, and Record Management

- Procedure for disposal of unserviceable items.
- Mechanism for handling procurement grievances.
- Common procedural errors and preventive measures.
- Maintaining complete and auditable procurement records.

D. Practical Exercises and Applied Learning

- Hands-on exercises in bid evaluation and documentation.
- Preparation of comparative statements, minutes, and award letters.
- Simulated procurement scenarios for learning procedural compliance.
- Discussion of real-life challenges and corrective strategies.

References / Recommended Reading

- Khyber Pakhtunkhwa Public Procurement Regulatory Authority (KPPRA) Act, 2012 & Rules, 2014.
- Grievance Redressal Rules, 2017
- E-pad Regulations 2025
- Standard Bidding Documents notified by KPPRA
- Procurement Manual and Standard Bidding Documents (KPPRA)
- General Financial Rules (GFR).
- Audit Code and Accounts Code (Government of Pakistan).
- Relevant High Court Circulars and Directives on Procurement.

MODULE – 8 INFORMATION TECHNOLOGY SKILLS

TOTAL DURATION: 13 hours 45 min **SESSIONS = 11**

INTRODUCTION

IT has a profound impact on every field, and the justice sector is no exception. There are many areas where IT has revolutionized the justice sector, including digital case management, e-filing, virtual hearings, and the use of AI for research, analytics, and writing. This requires that judges be adept at using information technology. This training module enhances participants' digital competence by focusing on the practical application of MS Office and the use of Generative AI.

OBJECTIVES

The module aims to equip trainees with an understanding of:

- MS Office
- Generative AI for legal writings
- Cloud-based platforms and their uses for improving court processes.
- Ethical and Security considerations in use of AI Learning

OUTCOMES

Participants will be able to:

- Efficiently use computer systems for daily tasks
- Efficiently use MS Office for court use.
- Use AI for improving court processes
- Ensure ethical compliance in the use of digital resources.

COURSE CONTENTS — SCHEDULE-ALIGNED BREAKDOWN

No.	Session / Sub-Topic	Focus / Description	Duration
1	**ICT Tools**	Understanding Your Computer & Typing Basics File Management, Data Handling & Storage PDF Handling, Conversion, OCR & Data Extraction	1 h 15 m

2	**ICT Tools – Ms Word**	Basics to Advanced	1 h 15 m
3	**ICT Tools – Ms Word**	Practical Exercises	1 h 15 m
4	**E-Learning & Self-paced Professional Development**	Use of e-learning platforms, self-study modules, and continuous ICT skills development.	1 h 15 m
5	**Generative AI in Courts I**	AI types, history, applications; document creation and legal research use-cases.	1 h 15 m
6	**Generative AI in Courts II**	Large Language Models Google Workspace integration, Gemini with Cloud, AI-based document systems.	1 h 15 m
7	**Generative AI in Courts III**	Notebook LM and practical AI-assisted document creation.	1 h 15 m
8	**Generative AI in Courts IV** **AI and Legal Writing**	Use of AI in: Large Language Models Ethical Use of AI	1 h 15 m
9	**ICT Tools:** **MS Excel**	Basics.	1 h 15 m
10	**ICT Tools** **Powerpoint**	Basics	1 h 15 m
11	**ICT Tools- Excel and Power Point**	Practical Exercises	1 h 15 m

Total Duration: 13 hours 45 minutes

STRUCTURED LEARNING COMPONENTS

A. Computer and Digital Literacy

- Introduction to ICT in the judiciary.
- File and folder organization, naming protocols, and backups.
- Formatting court documents—judgments, orders, notices.
- Pagination, referencing, styling in legal drafts.

B. Advanced Word Processing

- Track Changes, comments, reviewing techniques.
- Use of templates for standard judicial documents.
- Mail Merge automation for notices, summons, reports.
- Macros, Quick Parts, document productivity tools.

C. Presentation and Visualization Tools

- Slide creation for court performance reviews and seminars.
- Designing case-lifecycle and disposal charts.
- Integrating AI visualization and reporting tools.

D. Generative Ai for Judicial Work

- Introduction to Generative AI and Large Language Models (LLMs).
- AI-assisted legal research and drafting.
- Court operations automation using Google Workspace and Gemini.
- Notebook LM for document synthesis and reference management.
- Ethical concerns, data privacy, and cyber hygiene.

Activities and Practical Exercises

- Hands-on formatting of a judgment using MS Word templates.
- Mail Merge practice for automated issuance of notices.
- AI drafting simulation using a sample case.
- Preparation of a short presentation on court data using AI charting tools.

References / Recommended Reading

- Microsoft Word for Legal Professionals – Affinity Consulting / ABA.
- Microsoft Office 365 for Lawyers: A Practical Guide – Ben Schorr.
- Artificial Intelligence and Judicial Modernization – Yadong Cui (Springer).
- Artificial Intelligence for Legal System: Jurisprudence in the Digital Age – Gupta et al. (Routledge).
- The Future of Justice: AI, Big Data, and the Courts – Menon & Reyes (Bloomsbury)
- MS-Office 2010 Training Guide, *Prof. Satish Jain, M. Geetha*

MODULE – 9 HUMAN RESOURCE MANAGEMENT & ADMINISTRATION

TOTAL DURATION: 13 hrs, 45 min **SESSIONS = 11**

INTRODUCTION

Senior Civil Judges manage a considerable workforce in the district judiciary. They are responsible for recruiting capable staff, besides rigorously monitoring their integrity. This requires them to have an adequate grasp of the procedures involving staff recruitment and monitoring their efficiency and discipline. The module aims to equip the trainees with an understanding of relevant laws and best practices for human resource management.

OBJECTIVES

- Understand the fundamental principles of human resource management and supervision.
- Understand the Constitutional framework and different dimensions of the Civil Servants Act, 1973, and related rules governing appointment, promotion, and transfer.
- Interpret and implement leave rules, service record procedures.
- Develop skills for objective and effective writing of Performance Evaluation Reports (PERs).
- Understand the Efficiency and Discipline (E&D) Rules, 2011, and conduct inquiries in accordance with prescribed procedure.
- Ensure transparency and fairness in initial recruitment, promotion, and transfer processes. Maintain proper personal files, service books, and disciplinary records to strengthen administrative accountability. Conduct training need assessments, plan local capacity-building programs, and evaluate outcomes effectively.

LEARNING OUTCOME

- Interpret and apply key provisions of service laws and rules in judicial administration.
- Manage human resources effectively through fair supervision, rotation, and motivation.
- Prepare accurate and objective Performance Evaluation Reports.
- Conduct disciplinary proceedings in accordance with Efficiency and Discipline Rules.
- Ensure lawful and transparent appointments, promotions, and transfers.
- Maintain up-to-date service records and HR databases.
- Design and evaluate local training programs.
- Exhibit professional leadership and accountability in administrative decision-making.

COURSE CONTENTS — SCHEDULE-ALIGNED BREAKDOWN

No	Session Title	Topic & Sub-Topics	Duration
1	**Human Resource Management**	• Principles of HR Management • Effective Mobilization and Job Rotation • Monitoring & Supervision of Staff	1 h 15 m
2	**Service Laws orientation**	• Legal Framework • Civil Servants Act, 1973 • Appointment, Promotion & Transfer Rules, 1989	1 h 15 m
3	**Leave Rules & Charge Procedure**	• Overview of Leave Rules (Casual, Medical, Earned, Ex-Pakistan, Hajj/Umrah, Study Leave) • Procedure for Handing and Taking of Charge	1 h 15 m
4	**Performance Evaluation**	• Guiding Principles and Common Mistakes in PER Writing • Advisory and Adverse Remarks	1 h 15 m
5	**Efficiency & Discipline-I**	• Efficiency & Discipline (E&D) Rules, 2011	1 h 15 m

		• Inquiry Procedure • Show Cause Notice • Statement of Allegations • Inquiry Report & other related documents • Identification of lapses leading to quashment of proceedings	
6	**Efficiency & Discipline-II**	Practical Exercises Drafting of Show Cause Notice & Statement of Allegations	1 h 15 m
7	**Modes of Appointment - Initial Recruitment**	• HR Planning • Methods of Recruitment: Recruitment Policy • Statutory & Policies Quotas • Advertisement: Gender Responsive • Preparation of Working Paper • Action Plan for Proceedings • Interview & Recommendations • Appointment Order • Terms & Conditions of Offer • Minutes & Recoding Keeping	1 h 15 m
8	**Appointment by Promotion & Transfers**	• Law, Procedure & Practice • Determination of Seniority • Working Paper • Fitness: PERs, Effect of Penalties and Pending Inquiry • Acting Charge • Minutes & Recommendations • Recording Keeping	1 h 15 m
9	**Appointment - Initial Recruitment, Appointment by Promotion & Transfers**	• Practical Exercises	1 h 15 m
10	**Human Resource and Training**	• Local Training Module • Need Assessment • Evaluations • Training Reports	1 h 15 m
11	**Maintenance of Service Record**	• Personal File • Updated Service Books	1 h 15 m

		• Record of Disciplinary Proceedings • HR Database	

Total Duration = 13 hours, 45 Min

STRUCTURED LEARNING COMPONENTS

A. Legal and Institutional Framework

- Overview of Civil Servants Act, 1973, and related service laws.
- Appointment, Promotion & Transfer Rules, 1989.
- KP Government Servants (Efficiency and Discipline) Rules, 2011.
- Legal and procedural safeguards in HR management.

B. Human Resource Management and Supervision

- Principles of HR management in judicial institutions.
- Staff mobilization, rotation, and supervision.
- Techniques of motivation and performance monitoring.
- Effective communication and team management.

C. Performance Evaluation and Discipline

- Writing effective and objective Performance Evaluation Reports (PERs).
- Common mistakes and corrective measures.
- Drafting of show cause notices, statements of allegations, and inquiry reports.
- Conduct of inquiries and preparation of related documents.

D. Recruitment, Promotion, and Transfers

- Initial recruitment: planning, procedures, and statutory quotas.
- Preparation of working papers, interviews, and appointment orders.
- Promotion and transfer: determination of seniority, acting charge, and documentation.
- Ensuring gender sensitivity and compliance with recruitment policies.

E. Record Management and Training

- Maintenance of personal files, service books, and disciplinary records.
- Creating and updating of HR database.
- Designing and evaluating local training modules.

- Conducting need assessment and preparing training reports.

F. Practical Exercises and Applied Learning

- Writing of PERs, show cause notices, and inquiry reports.
- Exercises on recruitment and promotion procedures.
- Preparation of working papers and minutes.
- Case studies on service law implementation and disciplinary proceedings.

References / Recommended Reading

- Civil Servants Act, 1973.
- Civil Servants (Appointment, Promotion & Transfer) Rules, 1989.
- KP Government Servants (Efficiency and Discipline) Rules, 2011.
- Leave Rules
- Judicial Estacode (relevant portions).
- Service Rules and Notifications issued by the Peshawar High Court.
- Government Instructions on Maintenance of Service Books and Personnel Records.

MODULE – 10 PROJECT MANAGEMENT AND PLANNING FRAMEWORK IN THE JUDICIAL SECTOR

TOTAL DURATION: 5 hours **SESSIONS = 4**

INTRODUCTION

Senior Civil Judges are responsible for managing judicial infrastructure. This involves initiating demands for new infrastructure and monitoring ongoing construction and repair projects. All this requires senior civil judges to have an adequate understanding of civil works, documents of the Planning Commission of Pakistan, the role of the different departments, and their interplay.

OBJECTIVES

- To familiarize participants with the concepts, principles, and stages of project management.
- To understand the project cycle, including planning, approval, implementation, monitoring, and evaluation.
- To develop working knowledge of the Planning Commission of Pakistan and Development Working Parties (DWPs).
- To strengthen understanding of the participants about the Planning & Development Wing of the High Court and its role in the development projects.
- To enhance participants' capacity to prepare and review PC-I and PC-II and other planning Commission documents.
- To provide practical exposure to MS Project, including work breakdown structure, linking tasks, and tracking progress.

LEARNING OUTCOMES

- Explain the theoretical foundations and phases of the project cycle.
- Understand the composition, functions, and authority of various development working parties.
- Apply practical knowledge in preparing PC-I and PC-II project documents.

- Monitor, evaluate, and appraise judiciary's projects effectively.
- Coordinate with the Planning & Development Wing and other departments for timely execution and reporting of development activities.

COURSE CONTENTS — SCHEDULE-ALIGNED BREAKDOWN

No	Session Title	Topic & Sub-Topics	Duration
1	**Theoretical Framework and Institutional Mechanisms**	Role and Functions of the Planning and Development Wing of the Peshawar high Court Projects undertaken in the past and in the pipeline Common Mistakes observed.	1 h 15 m
2	**Project Documentation and Exercises**	• Preparation and significance of **PC-I** and **PC-II** forms • Key components and data requirements • Financial, administrative, and technical approvals •	1 h 15 m
3	**Monitoring, Evaluation, and Post-Project Appraisal**	• PCIII-PCIV- PCV Monitoring mechanisms and progress tracking • Techniques for mid-term and post-evaluation • Appraisal, approval, and review procedures •	1 h 15 m
4	**Project Documentation and Exercises**	Practical Exercise(PC-1to PCV)	1 h 15 m

Total Duration = 5 hours

STRUCTURED LEARNING COMPONENTS

A. Theoretical and Institutional Understanding

- Conceptual clarity on project management and life cycle.

- Understanding the institutional mechanisms of project approval and monitoring in Pakistan.
- Awareness of the High Court's Planning & Development Wing and coordination with PHC.

B. Practical Documentation and Analysis

- Preparation of PC-I and PC-II documents.
- Hands-on learning through drafting and evaluation exercises.
- Appraisal and review of development proposals.

C. Monitoring, Evaluation, and Technological Application

- Developing capacity for project monitoring, evaluation, and reporting.

References / Recommended Reading

- Planning Commission Manual (Government of Pakistan).
- Public Sector Development Program (PSDP) Guidelines.
- High Court's Administrative Instructions on Project Planning and Execution.
-

MODULE – 11 PROCESS SERVING AGENCY: SUPERVISION, EFFICIENCY, AND ACCOUNTABILITY

DURATION: 02 hrs and 30 min **SESSIONS= 2**

INTRODUCTION

The Senior Civil Judge is the head of the Process-Serving Agency. One of the biggest obstacles in the timely adjudication of cases, and even the timely execution of court decrees and orders, is the inefficiency of the process serving agency. An effective Process-Serving agency significantly contributes to swift justice and the overall improvement of the justice system. This module aims to empower senior civil judges with the knowledge and skills necessary to ensure efficient performance of the process serving agency.

OBJECTIVES

- Understand the Legal & Operational Framework governing the PSA, including relevant High Court Rules & Orders and recent directives.
- Exercise effective supervisory routines to ensure discipline, integrity, and operational efficiency among process servers.
- Implement and monitor fair work distribution principles and equitable allocation methods within the PSA.
- Strengthen and inspect mandatory registers and record-keeping systems for enhanced transparency and accurate reporting.
- Utilize process tracking systems and digital registers to monitor real-time performance and accountability.
- Get knowledge of the common errors and mistakes and to take remedial measures.

LEARNING OUTCOMES

- Applying the legal framework and directives of the Peshawar High Court to PSA operations.

- Implementing strict supervisory protocols to ensure the ethical conduct and integrity of the process servers.
- Leveraging technology (process tracking systems/digital registers) for transparent work allocation and performance evaluation.
- Identifying and resolving bottlenecks to achieve a demonstrable improvement in the process service turnaround time.

COURSE CONTENTS — SCHEDULE-ALIGNED BREAKDOWN

Session Title	Topic & Sub-Topics	Duration
Role and Supervision of the Process Serving Agency-I	• Legal framework and purpose of the PSA. • Duties of supervisory officers. • Ensuring discipline, integrity, and efficiency among process servers. • Use of process tracking systems and digital registers.	1 h 15 m
Role and Supervision of the Process Serving Agency-II	• Relevant Registers & Proper Entries • Common Mistakes & Remedial Measures	1 h 15 m

Total duration: 2 hours and 30 minutes

References / Recommended Reading

- High Court Rules and Orders (Civil and Criminal).
- Judicial Estacode for District Judiciary
- Relevant Notifications, Circulars, and Case Law on Process Serving.

MODULE –12 SPECIAL LAWS & JURISDICTION OF SENIOR CIVIL JUDGES

TOTAL DURATION: 15 Hours **SESSIONS =12**

INTRODUCTION

The powers and responsibilities of the senior civil judge extend to several areas, including not just general laws, but also Local and Specific Laws. Many special statutes, such as the Succession Act, the Land Acquisition Act 1894, confer jurisdiction on the court of the senior civil judge. Importantly, Senior Civil Judges perform functions of the Family Court, involving sensitive issues such as custody of minors, guardianship of person and property, dissolution of marriage, right to dower and maintenance. That requires understanding specialized procedures mentioned in such special statutes. This module aims to enhance the competence of judges in local and special laws.

OBJECTIVES

- Understand the procedural and substantive laws governing Succession, Inheritance, and Guardianship.
- Accurately determine legal heirs and their respective shares by applying the foundational and advanced principles of Islamic Law of Inheritance.
- Enhance adjudication skills concerning the entire scope of the Family Courts Act, 1964, including dissolution, dower, maintenance, and custody.
- Strengthen skills in evidence appreciation specifically within the context of family litigation and jurisdictional issues (e.g., dower/dowry, domestic violence).
- Apply judicial discretion effectively, prioritizing the welfare and best interests of minors in custody and guardianship proceedings.
- Utilize Alternate Dispute Resolution (ADR) and mediation techniques to foster amicable resolution of family disputes.

- Identify and correctly apply the legal framework governing the Land Acquisition Act procedure and practice.

LEARNING OUTCOMES

- Processing complex applications for succession certificates, probate, letters of administration, and guardianship.
- Accurately calculating and partitioning estates according to statutory and Islamic inheritance principles, including complex scenarios.
- Deciding all categories of family cases (dissolution, dower, maintenance, custody) through effective application of the Family Courts Act, 1964 and relevant rules.
- Executing Family Court orders and decrees effectively and in a timely manner.
- Conducting inquiries and interviews that consider the psycho-social aspects of family discord, minimizing bias and maximizing the chances for resolution or well-founded judgments.
- Drafting reasoned, equitable, and legally sound judgments in all succession, guardianship, and family law matters.

COURSE CONTENTS — SCHEDULE-ALIGNED BREAKDOWN

	Session Title	**Topic & Sub-Topics**	**Duration**
1	**Overview of the Succession Act, 1925**	• Scope and important provisions of the Act. • Procedure for obtaining succession certificates. • Role of documentary evidence. • Common challenges in determining heirs and application of the Act	1 h 15 m
2	**Law of Inheritance – I**	• Foundational principles of Islamic inheritance. • Classes of heirs, residuaries, and sharers. • Distribution rules • Illustrative cases and practical examples.	1 h 15 m
3	**Law of Inheritance – II**	• Advanced application of inheritance rules. • Determination of shares in complex family	1 h 15 m

		structures. • Use of diagrams and practical exercises. • Interpretation of wills and testamentary succession.	
4	**Custody and Guardianship**	Legal Framework on Custody & Guardianship Main Areas of Concern: ● Assumption of jurisdiction ● Welfare of the child ● Recent case law .	1 h 15 m
5	**An overview of Land Acquisition Act**	Practice and Procedure	1 h 15 m
6	**The Family Courts and their Jurisdiction**	. Procedural issues faced by Judges under the Family Courts Act, 1964	1 h 15 m
7	**Legal Framework for the Dissolution of Muslim Marriage**	Types,Rights and Liabilites Dower ,Dowry	1 h 15 m
8	**Legal framework on Maintenance of Wives & Children**	Practice and Procedure	1 h 15 m
9	**Trial Procedure-Family Courts**	Appreciation of Evidence • Judgment Writing • Execution Of Decrees	1 h 15 m
10	**Restitution Of Conjugal Rights & Jactitation of Marriage**	• Practice & Procedure	1 h 15 m
11	**Domestic Violence Offences /Schedule (Part-II) Sec. 5 FCA, 1964 and Scope**	Practice & Procedure	1 h 15 m
12	**Exploring Psycho-Social Aspects of Family Disputes**	Components Leading to Marital Discord and Dissolution Finding Underlying Causes of Discord Identification of Bias and Stereotypes	1 h 15 m

Total time Duration 15 Hours

STRUCTURED LEARNING COMPONENTS

A. Succession under the Succession Act, 1925

- Procedural Mastery: Detailed procedures for processing applications for Succession Certificates, Probate, and Letters of Administration.
- Evidentiary Scrutiny: Critical examination of documentary evidence and the evidentiary requirements necessary for a valid grant.
- Best Practices: Identification and rectification of common procedural and substantive errors encountered in the adjudication of these matters.

B. Law of Inheritance

- Foundational Principles: In-depth understanding of the Islamic Law of Inheritance, including the core concepts of Sharers, Residuaries, and Distant Kindred.
- Practical Application: Exercises and illustrative case studies focusing on the accurate determination and partitioning of shares in complex family structures.
- Testamentary Law: Interpretation of wills and the legal framework governing testamentary succession.

C. Guardianship & Wards Act, 1890

- Legal Framework: Comprehensive overview of the Guardians and Wards Act, 1890, and the distinction between guardianship of person and property.
- Welfare of Minor: Judicial analysis and application of the paramount principle of the welfare and best interests of the minor in all guardianship and custody proceedings.
- Case Management: Procedural compliance, evidence evaluation, and the exercise of sound judicial discretion.

D. Family Law Litigation & Procedure

- Core Family Jurisdictions: Detailed procedural training on all key areas under the Family Courts Act, 1964, including maintenance, dower, dissolution (e.g., Khula, Divorce), and Jactitation of marriage.

- Evidence and Execution: Specialized techniques for the appreciation of evidence in sensitive family disputes and ensuring the effective and timely execution of Family Court orders and decrees.
- ADR and Resolution: The judge's role in promoting Mediation and ADR methods to foster amicable and sustainable dispute resolution in the family setting.
- Psycho-Social Awareness: Exploring the psycho-social components leading to marital discord, including techniques for identifying underlying causes and minimizing judicial bias and stereotypes.

E. Land Acquisition Act

- Land Acquisition: Understanding the practice and procedure required for dealing with cases arising under the Land Acquisition Act.

References / Recommended Reading

- *Primary Statutes: Succession Act, 1925;*
- *Guardians and Wards Act, 1890;*
- *Family Courts Act, 1964;*
- *Land Acquisition Act.*
- Relevant case law

MODULE –13 LAW OF EVIDENCE: PRINCIPLES, MODERN DEVICES, AND APPRECIATION OF EVIDENCE

DURATION: 6 hours and 15 minutes **SESSIONS = 5**

INTRODUCTION

The law of Evidence provides the standards for proving facts, and hence plays a key role in judicial decision-making. Judges must therefore have a sound knowledge of the principles of relevancy, admissibility, presumptions, burden of proof, and all the fundamental concepts necessary for the correct appreciation of evidence. This module aims to equip trainees with a comprehensive understanding of the Law of Evidence, and it also provides an overview of contemporary challenges, such as medical and digital forensics.

OBJECTIVES

The module aims to equip trainees with an understanding of the principles of:

- Relevancy and Admissibility
- Presumptions and Burden of Proof
- Appreciation of Evidence in Civil Cases
- Appreciation of Evidence in Criminal Cases.
- Modern forms of evidence (Digital and Medical Forensics

LEARNING OUTCOMES

By the end of the training, participants will be able to:

- Have a comprehensive understanding of the principles of relevancy, admissibility, presumption, burden of proof
- Properly appreciate evidence in civil and criminal cases
- Good grasp of the fundamentals of modern evidence

COURSE CONTENTS — SCHEDULE-ALIGNED BREAKDOWN

Session Title	Topic & Sub-Topics	Duration
Fundamentals of Law of	• Basic principles and statutory framework	1 h 15 m

Evidence-I	under Qanun-e-Shahadat Order, 1984. • Relevancy, admissibility, and weight. • Oral and Documentary evidence,—conceptual overview.	
Fundamentals of Law of Evidence-II	•Hearsay and exception Burden of Proof and Presumptions Examination of witnesses.	1 h 15 m
Evidence through Modern Devices	•Appreciation of evidence from modern devices. • Judicial precedents on admissibility and probative value.	1 h 15 m
Appreciation of Evidence (Civil Cases)	• General Principles of Appreciation of Evidence in Civil Case. Case Law on the Subject	1 h 15 m
Appreciation of Evidence (Criminal Cases)	General Principles of Appreciation of Evidence in Criminal Case. Case Law on the Subject	1 h 15 m

Total Duration = 6 hours and 15 minutes

STRUCTURED LEARNING COMPONENTS

Structured Learning Components

A. Fundamentals of Evidence

- Structure and scope of the Qanun-e-Shahadat Order, 1984
- Relevancy and admissibility-Difference
- Hearsay rule and exceptions
- Direct, circumstantial, and documentary evidence
- Presumptions and burden of proof

B. Examination and Evaluation of Witnesses

- Examination-in-chief, cross-examination, and re-examination
- Impeachment of witness
- Kinds of Witnesses 40 Appreciation of Evidence
- Principles of Evidence appreciation in civil cases
- Principles of Evidence appreciation in criminal cases

C. Forensic and Scientific Evidence

- Electronic Evidence
- Medical Evidence

Activities and Practical Exercises

- Lecture Discussion
- Relevant Case Law Discussion

Reference / Recommended Reading

- Law of Evidence, Justice Muneer
- Qanoon-e-Shahdat Order, Shaukat Mehmmood
- High Court Rules and Orders
- Law of Evidence, Cross and Tapper
- Law of Evidence, Field
- Islami-Qanoon-e-Shahdat, Justice Tanzeel-ur-Rehman