MANUAL

PRE-PROMOTION STATUTORY TRAINING OF

ADDITIONAL DISTRICT & SESSIONS JUDGES

2025



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Message from the Director General

In light of recent amendments to Rule 5(d) of the Khyber Pakhtunkhwa Judicial Service Rules, 2002, and guided by the vision of the Hon'ble Peshawar High Court, the Academy has transitioned from a post-promotion to a pre-promotion training regime. This training manual has been carefully developed to align the training program with this 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 role of the District and Sessions Judge, including leadership, communication skills, court and Case management, financial Management, Information Technology skills, and the administration of justice in Special Courts. They blend theoretical knowledge with practical insights, ensuring their relevance to the functional realities of the District and Sessions Judge's duties and responsibilities.

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

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Dean's Note

This manual has been prepared in the wake of the recent amendments to Rule 5(d) of the Khyber Pakhtunkhwa Judicial Service Rules, 2002. The manual is intended to serve the training needs of Additional District and Sessions Judges considered for promotion to the post of District and Sessions Judge.

In preparing this manual, the Academic Wing has considered both primary and secondary sources. The curriculum design draws upon:

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. **National Judicial Academy (Bhopal) – *Special Training Programmes for District Judges (Newly Appointed)* (2025); and**
5. **SPECIAL TRAINING PROGRAMME FOR DISTRICT JUDGES (NEWLY APPOINTED)8th – 12th September, 2025 at NJA, Bhopal**
6. **34th MID CAREER MANAGEMENT COUSE – MCMC**

The training manual is structured on the premise that the District & Sessions Judge, as head of the district judiciary, performs a leadership role par excellence. He is thus expected to:

a) Exhibit extraordinary competence in case and court management ;
b) Uphold ethical conduct consistent with constitutional values and code of conduct of the judges;
c) Apply information-technology and artificial-intelligence tools for organizational improvement; and
d) Ensure that the District Judiciary under his command meets the constitutional imperative of inexpensive and expeditious justice..

The training program's framework is essentially based on the findings of the **Training Needs Assessment Report (TNA Report 2025) of** the Research & Publication Wing of the Judicial Academy.

The TNA identified training areas for District & Sessions Judges, the following among others:

1. Leadership and Management;
2. Case and court Management;
3. Financial and budgetary management;
4. Human-resource management;

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5. Use of technology for justice sector improvement; and
6. Judicial wellbeing and stress management.

The Academic Wing has taken the comparative insights from the **Supreme Court of India's Rethinking Judicial Education Report**, **the EU Guidelines on Judicial Training for Leadership**, and **the Indian National Judicial Academy's Special Training Program for District Judges (2025).** All such reports underscore that modern judicial leaders must have administrative foresight along with judicial acumen.

I earnestly hope that this manual will help to transform judicial education and align it with worldwide best practices.

Ahmed Iftikhar
Dean Faculty

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COURSE DURATION

PRE- PROMOTION TRAINING PROGRAM
FOR ADDITIONAL DISTRICT &SESSIONS JUDGES

Total Duration: 06 Weeks

PHASE - 1	**Academics (Part 1) 4-weeks on Campus**
PHASE - 2	**Country Study Tour/Visit to other Judicial Academies: 8-10 days (inclusive of Sundays)**
PHASE - 3	**Academics (Part 2) 1-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 = 98

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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	MCQs, Short Answers, Problem-Solving; all topics taught during training.
	Field Visit Report	10	Evaluation of observations, analysis. Adherence to relevant Synopsis requirements
	IT Skills	10	Assessment of participants' ability to use legal research databases, drafting, word processing, and IT tools.
Professional Conduct & Participation	Punctuality	10	Full attendance, adherence to schedule; deductions for delays/absences.
	Conduct Inside & Outside Classroom	10	Respectful behavior, adherence to rules, professional decorum.
	Participation in Training	20	Active engagement, quality contributions in discussions/Q&A sessions (10) Presentation skills (10)
Assignments	Book Reviews / Research Article / Case Study	20	Book Reviews: 10; Research Article / Case Study: 10
Total		150	

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%	Very Good (B)	Very much exceeds threshold standard for 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

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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
☐ LLM

☐ LLB
☐ 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

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SAMPLE RESOURCE PERSON EVALUATION

Resource Person Evaluation Grading Key

Excellent	**Above 90%**
Very Good	**80% – 90%**
Good	**70% – 79%**
Average	**55% – 69%**
Below Average	**Below 55%**

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1. Topic – Resource Person

Please select only one topic from the list below:

Topic:

Evaluation Questions

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

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6. Did the resource person deliver the lecture/discourse within the allotted time?
( ) Big Yes | ( ) Yes | ( ) To good extent | ( ) To some extent | ( ) No

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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.

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MODULE 1 – JUDICIAL ETHICS & CODE OF CONDUCT

TOTAL DURATION: 8 hours and 45 minutes SESSIONS = 7

INTRODUCTION

A judge's conduct, within and outside the courtroom, demonstrates both institutional dignity and personal discipline. As such, judges must act firmly and courageously while also maintaining civility and humility. This underpins the High Court's vision for the district judiciary. For the District and Sessions Judge, this responsibility takes on new dimensions. As the leader of the district judiciary, the District and Sessions Judge must understand that his actions set the standard for all judges. His conduct must therefore be beyond reproach while he enforces ethical standards on the judges under his command.

OBJECTIVES

The module aims to sensitize trainees with:

- Understanding ethical standards and behavioral expectations from judicial officers.
- Comprehending and enforcing *Islamic Judicial Ethics.*
- Understanding the relevance of Bangalore Principles of Judicial Conduct and their applicability as per local circumstances
- Exhibiting professional etiquette, and dignified appearance.
- Exhibiting professional, assertive and dignified conduct.

LEARNING OUTCOMES

By the end of this session trainees will be able to:

- Exhibit and enforce proper demeanor befitting a judge's role.
- Balance judicial firmness with courtesy and respect.
- Display and enforce composure, and civility in all professional interactions.

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 for 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:**	Peer learning: Integrity, independence,	1 hr 15

	Experience Sharing	and assertiveness.	min
5	**Judicial Estacode: Study Circle**	Relevant Instructions in Judicial Estacode on Code of Conduct	1 hr 15 min
6	**Islamic Perspective on 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

- Meaning, context, significance and contours of Judicial etiquette.
- The Code of Conduct for District Judiciary issued by the High Court.
- *Adab-ul-Qazi*: Code of Conduct for judges in Islam.

B. ETHICAL FOUNDATIONS AND MODERN PRINCIPLES

- Bangalore Principles (2002) and their relevance to District Judiciary.

C. JUDICIAL ASSERTIVENESS

- Use of contempt powers
- Courage in decision-making and moral steadfastness.
- Reviving confidence and leadership in the District Judiciary.

ACTIVITIES AND PRACTICAL EXERCISES

- Role-play: handling courtroom misbehavior with firmness and restraint.
- Case studies on breaches of decorum and ethical lapses.

REFERENCES / 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

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MODULE – 2 PERSONALITY DEVELOPMENT, SOCIAL ETIQUETTES, AND WELLNESS

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

INTRODUCTION

A judge's personality is a reflection of his institution. Personality development and wellness significantly contribute to a judge's professional and personal excellence. The demanding nature of judicial work causes fatigue, stress, and emotional strain. These factors can seriously affect judges' work and productivity. To address this, judges must maintain a healthy lifestyle and cultivate mindfulness. This module is designed to reinforce aspects of personality, etiquette, and wellness, tailored to the role of judges.

OBJECTIVES

The module aims to sensitize trainees with:

- Self-awareness and confidence aligned with the values of judicial dignity and service.
- Displaying proper social and professional etiquettes, including dress, communication, and overall behavior.
- Understanding the role of nutrition, exercise, and rest for good physical and mental health.
- Promote an overall sense of wellness and wellbeing that supports judicial temperament.

LEARNING OUTCOME

By the end of this session trainees will be able to:

- Exhibit proper professional and social conduct consistent with judicial decorum.
- Exhibit confidence, and emotional stability in official and social engagements.
- Follow a healthy lifestyle.
- Identify and apply ergonomic practices in the workplace to prevent fatigue and enhance productivity.

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 Dress Code**	Principles of professional dressing and grooming; posture and body language;	1 h 15 m

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		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. SELF-AWARENESS, MANAGING STRESS AND PERSONALITY BUILDING

- Practicing table manners, following mess rules, and maintaining decorum in group settings.
- Cultivating composure and inner confidence through reflection and communication.

B. SOCIAL ETIQUETTES AND DRESS CODE

- Proper professional attire.
- Posture, body language and overall conduct appropriate for judicial office.
- Dignified behaviour in social and professional interactions.
- Attending public gatherings, formal meetings, and courtroom with dignity and decorum.

C. PHYSICAL HEALTH AND WELL-BEING

- Importance of proper diet, regular exercise, and physical activity.
- Sleep management, relaxation, and breathing techniques for healthy life.
- Awareness and prevention of common lifestyle-related diseases.

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D. MINDFULNESS: LIVING IN THE MOMENT

- Understanding the concept of mindfulness.
- Techniques for focusing on the present moment to enhance decision-making and calmness.
- Practicing meditation..
- Mindfulness as a tool for improving productivity and efficiency in court work.

E. SPIRITUAL WELL-BEING

- Exploring the role of inner values of life.
- Peace of mind through reflection, prayer..
- Integrating spiritual values into daily life..

F. MANAGING STRESS, ANGER, AND CONFLICT AT THE WORKPLACE

- Recognizing sources and signs of stress in workplace environment.
- Understanding anger triggers.
- Methods for maintaining workplace harmony.

REFERENCE / RECOMMENDED READING

- *Judicial Well-Being and Mindfulness*— National Judicial College (U.S.)
- *World Health Organization (WHO) Guidelines* on Nutrition for a healthy Life
- *"Emotional Intelligence: Why It Can Matter More Than IQ"* — Daniel Goleman.
- *"The Miracle of Mindfulness"* — Thich Nhat Hanh.
- *"Man's Search for Meaning"* — Viktor E. Frankl.
- High Court's directives on Professional Decorum, Appearance, and Conduct of Judicial Officers.

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MODULE 3 – JUDICIAL LEADERSHIP

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

INTRODUCTION

The District and Sessions Judge, as the head of the district judiciary, occupies a unique position combining adjudication with administration. Beyond managing his court's docket, the DSJ must ensure that all courts under his control perform efficiently. He must ensure that adequate facilities are provided to courts, that court infrastructure is properly maintained, human resources are properly mobilized, and there is effective collaboration with all justice sector stakeholders to strengthen the justice system. All this demands exemplary leadership capabilities.

OBJECTIVES

The module aims to sensitize trainees with:

- Understanding the contours of judicial leadership.
- Understanding and developing the habits commensurate with judicial leadership.
- Overcoming institutional inertia.
- Promoting transparency, accountability, and service delivery in the justice system.
- Translating constitutional vision into operational performance through leadership.

LEARNING OUTCOMES

By the end of this session trainees will be able to:

- Demonstrate leadership qualities
- Apply constitutional values and principles to court management and service delivery.
- Exercise adaptive leadership in complex institutional contexts.
- Foster institutional culture rooted in integrity, accountability, and public confidence.

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

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3	**Power of Habit in Judicial Leadership**	Habit loop, Judicial Keystone Habits Building Resilience and Self Control Avoiding Counterproductive Habits	1 hr 15 min
4	**Adaptive Leadership**	Technical Judicial Challenges (legal Issues, Procedures) and Adaptive Challenges ((Public Trust, Behavioural Challenges) Overcoming institutional inertia; leading reforms in procedure, technology, and service delivery.	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; bias awareness and reflective decision-making.	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; the DSJ as guarantor of accessible and expeditious justice.	1 hr 15 min
9	**Exercise Of Judicial Discretion**	Role of DSJ 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; DSJ's role in strengthening public confidence.	1 hr 15 min
11	**Professional Networking and Institutional Leadership**	DSJ as Chairperson of district committees; coordination with bar, police, prosecution, and administration; collaborative justice leadership.	1 hr 15 min
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

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Total Duration:15 hours

STRUCTURED LEARNING COMPONENTS

A. JUDICIAL LEADERSHIP IN CONSTITUTIONAL PERSPECTIVE

- Constitutional vision and the role of the judiciary.

B. RATIONALITY, OBJECTIVITY, AND JUDGMENT

- Balancing empathy with impartiality.
- Judgment writing as the voice of the court.
- Biases and stereotypes in adjudication
- Brevity and coherence in judgment.

C. ADAPTIVE AND EMOTIONAL LEADERSHIP

- Change Management.
- Effective Team Management.

D. INTEGRITY, ACCOUNTABILITY, AND INNOVATION

- Promoting culture of integrity and accountability
- Monitoring and performance evaluation.

E. INSTITUTIONAL NETWORKING AND COLLABORATION

- Coordination with all justice sector stakeholders for justice system improvement

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*.
- Duhigg, C. (2012). The Power of Habit: Why We Do What We Do in Life and Business.
- Goleman, D. (1998). Working with Emotional Intelligence.
- Heifetz, R. A., & Linsky, M. (2002). Leadership on the Line: Staying Alive Through the Dangers of Leading.
- Covey, S. R. (1989). The 7 Habits of Highly Effective People.
- Northouse, P. (2022). Leadership: Theory and Practice (9th Ed.).
- UNODC. (2018). Judicial Integrity and Ethics Training Manual.

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MODULE 4 – COMMUNICATION SKILLS

Total Duration: 6 Hours and 15 minutes **SESSIONS = 5**

INTRODUCTION

District Judges, in their administrative and adjudicative roles, must communicate with **clarity, completeness, conciseness, correctness, concreteness, courtesy, and consideration.** Their words carry significant weight in shaping the outcome of the decisions and shaping public perception of the judiciary. Whether performing adjudicatory roles, such as writing orders or judgments, or performing administrative duties, such as stakeholder collaboration, effective communication skills are fundamental to both judicial and administrative excellence. This module is designed to strengthen both verbal and written communication competencies of judicial officers.

OBJECTIVES

The module aims to sensitize trainees with:

- Importance and effectiveness of verbal and written communication skills
- Importance and methods of developing clarity, conciseness and courtesy in communication skills.
- Importance and methods of developing techniques of active listening;
- Importance and methods of devloping reasoning, structure, tone, and grammatical accuracy in official writing.
- Understanding and developing confidence and poise in professional interactions with colleagues, bar, and public.

LEARNING OUTCOME

By the end of this session trainees will be able to:

- Understand effectiveness of and communicate ideas clearly and effectively.
- Exhibit professionalism in oral communication.
- Deliver effective presentations.
- Write judgments, orders, with clarity, logical structure, and stylistic accuracy.
- Identify and correct common errors in grammar, tone, and coherence.
- Maintain effective interaction with subordinates, colleagues, and justice sector stakeholders.

COURSE CONTENTS — SCHEDULE-ALIGNED BREAKDOWN

No	Session Title	Topic & Sub-Topics	Duration
1	**Communication**	Importance of effective communication for	1 h 15 m

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	and Presentation Skills – I	leaders Useful Presentation Skills Verbal and Non-Verbal	
2	**Communication and Presentation Skills – II**	How to communicate clearly and effectively .How to ensure effective communication in an organization Practical/Hand on Exercises	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. Foundations of Communication

- Principles of **clarity, completeness, conciseness, correctness, concreteness, courtesy, and consideration**
- Active listening as a communication method.
- Role of non-verbal cues and tone.
- **B. PRESENTATION AND INTERPERSONAL SKILLS**
  Designing and delivering professional presentations.
  Handling questions, feedback.

C. WRITTEN COMMUNICATION PROFICIENCY

- Macro structure: logical organization and argumentation.
- Mid-level writing: grammar, syntax, and editing skills.
- Micro elements: tone, style, precision, and expression.

D. PRACTICAL AND APPLIED LEARNING

- Mock presentations and feedback sessions.
- Group discussions and role plays.
- Exercises on communication

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MODULE - 5 COURT AND CASE MANAGEMENT

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

INTRODUCTION

The Constitution of Pakistan mandates inexpensive and expeditious justice. Effective court and case management is central to meeting this constitutional imperative. The District Judge's proficiency in applying and enforcing case management principles, managing time, and promoting ADR best practices is directly linked to improving the quality of the justice system. This module is designed to enhance the trainee's case and court management competencies, aligning with the High Court's vision of docket control and overall institutional efficiency.

OBJECTIVES

The module aims to sensitize trainees with:

- The principles of court and case management.
- Importance of effective time management.
- Proper procedure of official correspondence and records maintenance
- Importance and methodology of docket control.
- Supervise staff performance through constructive evaluation and leadership.
- Importance of understanding and applying ADR techniques in resolving disputes.

LEARNING OUTCOMES

By the end of this session trainees will be able to:

- Effectively apply case and court management.
- Properly maintain judicial and administrative records.
- Exercise effective supervision of court staff.
- Use ADR techniques for reducing court congestions and promoting amity.

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	1 h 15 m

		Court Rules • Court Inspection; Court Assets; Inspection Report Writing	
4	**Court Management and Staff Supervision**	Supervision and evaluation of staff; communication and coordination	1 h 15 m
5	**Civil Case Management (Conceptual Framework)**	Duty of DSJ in effective implementation of Civil Case Management Regime	1 hr 15m
6	**Case Management (Sessions Trial)**	Duty of DSJ in effective implementation of the Case Management Regime Session Trials	1 hr 15 m
7	**Monitoring &Evaluation Framework of the High Court**	• Objectives and scope of the M&E Policy • Role of MIT Office and DSJ in performance supervision • Performance indicators and reporting mechanisms	1 h 15 m
8	**Policy Implementation and Supervision at District Level by Setting Policy Targets**	• Translating High Court directives into district-level action plans • Categorization of cases (oldest, urgent, and special types) • Using performance dashboards and data analysis • Supervision, feedback, and corrective follow-up • Inspections of Courts	1 h 15 m
9	**Promoting ADR in Formal Justice System**	ADR Act and Rules in KP Mediation and Best Practices	1h 15 m
10	**Promoting ADR in Formal Justice System**	Arbitration Act and Its enforcement	1h 15 m
11	**CFMIS**	Use of CFMIS for Case/Court Management	1 h 15 m

Total Duration: 13 hours and 45 minutes

STRUCTURED LEARNING COMPONENTS

A. PRINCIPLES OF CASE MANAGEMENT

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- Conceptual clarity on Civil Case Management Rules.
- Dynamic of the Sessions Trial.
- Case Flow Management Information Systems

B. DOCKET MANAGEMENT

- Understanding case management framework of the High Court's policy..
- Developing vision and acumen for enforcement of the High Court Policy
- Registers and dashboards for tracking progress..
- Setting performance benchmarks.
- Use of ADR.

C. OFFICIAL CORRESPONDENCE AND RECORD MAINTENANCE

- Secretariat Instructions on Official Correspondence
- Relevant High Court Rules and Orders
- Official correspondence, types and tone of communication.
- Classification, consignment, and destruction of records.
- Reconstruction of lost or damaged records.

D. TIME AND ENERGY MANAGEMENT

- Valuing time and energy
- Understanding significance of personal and professional time management.

E. STAFF SUPERVISION AND PROFESSIONAL LEADERSHIP

- Role of D&SJ as administrative head.
- Delegation and supervision
- Feedback mechanisms.
- Professional relationship building and team motivation.

REFERENCES / RECOMMENDED READING

- High Court Rules and Orders
- Secretariat Instructions Manual.
- Civil Case Management Rules.
- National Judicial Policy 2009 (sections on expeditious disposal).
- Peshawar High Court notification and directives on record maintenance.

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MODULE – 6 FINANCIAL MANAGEMENT, BUDGETARY CONTROL, AND AUDIT

TOTAL DURATION: 12 hours 30 minutes **SESSIONS = 10**

INTRODUCTION

Public financial management is at the core of institutional integrity, transparency, and operational efficiency in any department. The Judicial officers, as Drawing and Disbursing Officers (DDOs) perform an important role as public financial managers. They must meet the demands of the District Courts through an effective budget management strategy while maintaining financial probity. This requires an understanding and complete grasp of financial Rules. The module is designed to equip judges with the requisite competence and skills befitting this role.

OBJECTIVES:

The module aims to sensitize trainees with:

- Respect to the constitutional and legal framework of public financial management
- Understanding and applying financial rules properly.
- Developing competence in budget planning, budget formulation
- Process retirement and pension cases in accordance with relevant rules.
- Manage accounts with transparency, and adherence to rules.
- Conduct internal audit properly
- Conduct and respond to external audits properly.
- Perform duties as Drawing and Disbursing Officer (DDO) effectively
- Ensure correct application of pay fixation, TA/DA, and other rules etc.

LEARNING OUTCOME:

By the end of this session trainees will be able to:

- Apply financial rules properly, and maintain financial discipline.
- Prepare and manage budget effectively
- .Process retirement, pension cases, TA/DA and other case 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.

COURSE CONTENTS — SCHEDULE-ALIGNED BREAKDOWN

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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**	Judicial Accounts • Sheriff Petty • Civil Court Deposits	1 h 15 m
7	**Audit-I (Theory)**	Purpose and role of internal and external audits; Defense of audit paras;	1 h 15 m
8	**Audit-II (Practice)**	Practical Exercises on Defense of Audit Paras	1 h 15 m
9	**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
10	**DDO Functions (Practice)**	Practical Exercises	1 h 15 m

Total Duration: 12 hours 30 minutes

STRUCTURED LEARNING COMPONENTS

A. LEGAL AND INSTITUTIONAL FRAMEWORK OF FINANCIAL MANAGEMENT

- Constitutional and statutory basis of public finance.
- Overview of General Financial Rules, Supplementary Rules etc.

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B. BUDGETARY PROCESS AND FISCAL DISCIPLINE

- Need assessment.
- Allocation, control,surrender, re-appropriation.
- Documenting financial reports.

C. RETIREMENT AND PENSION BENEFITS

- Processing LPR and superannuation cases.
- Computation and processing of gratuity, commutation, and adjustment of liabilities.
- Processing GP Fund, CPF, and Benevolent Fund and any other claims.

D. JUDICIAL ACCOUNTS AND AUDIT COMPLIANCE

- Classification of judicial accounts
- Common errors and pitfalls.

E. FINANCIAL ADMINISTRATION AND DDO POWERS

- Powers and duties of Drawing and Disbursing Officers.
- Chart of Accounts
- Categories of Officers and Financial Powers..
- Institutional checks and supervisory mechanisms.

REFERENCES / RECOMMENDED READING

- The Constitution of the Islamic Republic of Pakistan (relevant financial provisions).
- General Financial Rules (GFR), Supplementary Rules (SR) etc.
- 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's Directives.
- Judicial Estacode, 2021

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MODULE - 7 PUBLIC PROCUREMENT OF GOODS & SERVICES

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

INTRODUCTION

Public procurement procedures are vital to good governance and ensuring effective utilization of public resources. All stages in the procurement process, needs assessment, SBDS, bid evaluation, contract award, and administration, require meticulous understanding and adherence to rules for upholding fairness and competitiveness. This module is designed to equip the trainee judicial officers with both theoretical insight and practical skills necessary to manage procurement processes in compliance with the Khyber Pakhtunkhwa Public Procurement Regulatory Authority (KPPRA) Act, the relevant Rules, notifications, and directives of the High Court.

OBJECTIVES:

The module aims to sensitize trainees with:

- Importance of understanding legal and procedural framework governing public procurement under KPPRA Act, Rules and related enactments.
- Basic principles of transparency, fairness, economy, and value for value for money in procurement processes.
- Common mistakes in procurement processes and avoiding them.
- Prepare accurate documentation reflecting the procurement processes.
- Strengthening institutional compliance and promoting financial discipline.

LEARNING OUTCOME

By the end of this session trainees will be able to:

- Undertake procurement process in accordance with the applicable law and rules..
- Identify common errors and remove irregularities.
- Maintain complete and accurate procurement records in accordance.
- Handle grievances, challenges, and disputes effectively.

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	1 h 15 m

		Budget Allocation • Annual Procurement Planning • (Practical Exercises)	
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 Processing of Payments	1 h 15 m
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

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STRUCTURED LEARNING COMPONENTS

A. LEGAL AND INSTITUTIONAL FRAMEWORK

- Overview of KPPRA Act, Rules,Notifications.
- Basic principles: transparency, fairness, competition, and accountability.
- Role and responsibilities of procuring officers and procuring entities.

B. PROCUREMENT PROCEDURES AND DOCUMENTATION

- Procurement cycle.
- Need Assessment
- Advertisement and bid solicitation.
- SBDS.
- Evaluation methods.
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C. DISPOSAL, GRIEVANCES, AND RECORD MANAGEMENT

- Procedure for disposal of unserviceable items.
- Dealing with grievances.

D. PRACTICAL EXERCISES AND APPLIED LEARNING

- Hands-on exercises in procurements including:
- Advertisement
- Bid evaluation and documentation.
- Award of Contract and follow-up

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
- General Financial Rules (GFR).
- Audit Code and Accounts Code (Government of Pakistan).
- Relevant High Court Circulars and Directives on Procurement.

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MODULE 8 – INFORMATION TECHNOLOGY SKILLS

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

INTRODUCTION

Technology plays a pivotal role in improving the justice system. From MS Office to Generative AI, the potential of technology in enhancing access to justice, increasing accessibility, and improving transparency is phenomenal. As the administrative head of the district judiciary, the DSJ can play a pivotal role in steering digital transformation. This module strengthens the trainee's digital competence by focusing on the practical use of IT systems.

OBJECTIVES

The module aims to equip trainees with:

- Understanding computer systems
- Use of MS Word for drafting documents.
- Use of MS Excel for effective use of data management.
- Use of PowerPoint for effective presentations
- Use of AI-based tools for drafting, legal research, and administrative efficiency.

LEARNING OUTCOMES

By the end of this session trainees will be able to:

- Use MS Word for preparing proper documents
- Use Ms Excel for effective document management.
- Use PowerPoint for effective presentations
- Properly use of AI for document creation, legal research, and court data management.
- Ensuring 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**	Creating and Formatting Documents Lists, Tables, and Page Layout	1 h 15 m

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3	**ICT Tools – Ms Word**	Practical Drafting – Judicial & Administrative Documents	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**	Google Workspace integration, Gemini with Cloud, AI-based document systems, ChatGPT	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 Beyond GPT Ethical Use of AI	1 h 15 m
9	**ICT Tools:** **MS Excel**	Excel Basics & Data Entry for Office Use / Formulas, Functions & Office Reports.	
10	**ICT Tools Excel**	Personal Finance, Tax Sheets & Charts	
11	**ICT Tools-Powerpoint**	Creating Smart Presentations	

Total Duration: 13 hours 45 minutes

STRUCTURED LEARNING COMPONENTS

A. COMPUTER AND DIGITAL LITERACY

- Introduction to Computers
- Working with Windows.

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 TOOLS

- Effective use of Power point .
- Integrating AI visualization and reporting tools.

D. GENERATIVE AI FOR JUDICIAL WORK

- Introduction to AI, History of AI, Generative AI
- Large Language Models (LLMs).

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- Different LLMS and Use cases
- Prompt Engineering
- Using Google Workspace.,Notebook LM
- Ethical concerns, data privacy and relevant guidelines on AI use.

Activities and Practical Exercises

- Exercise in MS Word templates.
- LLM Models ,Google WorkSpace,Note Book Use Cases and Exercises.

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*

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MODULE - 9 HUMAN RESOURCE MANAGEMENT & SERVICE ADMINISTRATION

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

INTRODUCTION

Human resources is the most valuable asset of an organization. Effective human resource management ensures the selection of meritorious people, proper mechanisms for monitoring and evaluation, career progression linked to performance, and mechanisms for the capacity building of employees. District & Sessions Judges, as heads of district judiciary, now manage a massive workforce, thus requiring their expertise in recruitment, disciplinary control, monitoring, and evaluation. This module has been designed with the objective that participants will explore both theoretical and practical dimensions of HR management, to effectively manage human resources, with the ultimate end of improving the justice system.

OBJECTIVES

The module aims to equip trainees with:

- Understanding the Constitutional framework and varied facets of the Civil Servants Act, 1973, and related rules
- Understanding the basic principles of human resource management
- Understanding types of leave and their grant
- Understanding the regime of Performance Evaluation Reports (PERs) for proper evaluations
- Understanding the law relating to Efficiency and Discipline (E&D) Rules, 2011, and conducting inquiries in accordance with prescribed procedure.
- Understanding laws relevant to appointment by intial recruitment, promotion etc
- Maintain proper personal files, service books, and disciplinary records to strengthen administrative accountability.

LEARNING OUTCOME

By the end of this session trainees will be able to:

- Understand the niceties of service laws and rules.
- Record proper performance evaluation reports.
- Conduct disciplinary proceedings in accordance with the mandate of Efficiency and Discipline Rules.
- Ensure meritorious appointments.

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- Maintain accurate service records
- Effectively design and conduct local training programs.

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 • Inquiry Procedure • Show Cause Notice • Statement of Allegations • Inquiry Report & other related documents • Identification of lapses leading to quashment of proceedings	1 h 15 m
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	1 h 15 m

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		• Preparation of Working Paper • Action Plan for Proceedings • Interview & Recommendations • Appointment Order • Terms & Conditions of Offer • Minutes & Recoding Keeping	
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 • raining Reports	1 h 15 m
11	**Maintenance of Service Record**	• Personal File • Updated Service Books • Record of Disciplinary Proceedings • HR Database	1 h 15 m

Total Duration = 13 hours,45 Min

STRUCTURED LEARNING COMPONENTS

A. LEGAL AND INSTITUTIONAL FRAMEWORK

- Relevant provision of the Constitution of Pakistan 1973, Civil Servants Act, 1973, and related service laws.
- Appointment, Promotion & Transfer Rules, 1989.
- KP Government Servants (Efficiency and Discipline) Rules, 2011.

B. HUMAN RESOURCE MANAGEMENT AND SUPERVISION

- Basic Principles of HR management,
- Staff mobilization, rotation, and supervision.
- Effective communication and team management.

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- Performance monitoring.

C. PERFORMANCE EVALUATION AND DISCIPLINE

- Writing effective Performance Evaluation Reports (PERs).
- Common mistakes in performance evaluations and plugging loopholes.
- Proper drafting of show cause notices, statements of allegations, and inquiry reports.
- Conduct of inquiries as per applicable laws..

D. RECRUITMENT, PROMOTION, AND TRANSFERS

- Initial recruitment: planning, procedures, and statutory quotas, working papers, interviews, and appointment orders.
- Promotion: determination of seniority, acting charge, and documentation.
- Gender sensitivity in recruitment procedures.

E. RECORD MANAGEMENT

- Maintenance of personal files, service books, and disciplinary proceedings.
- Creating and updating HR database.

F. TRAINING

- Designing and evaluating local training modules.
- Conducting effective trainings.

F. PRACTICAL EXERCISES AND APPLIED LEARNING

- Writing of PERs, show cause notices, and inquiry reports.
- Simulated 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.

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

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

INTRODUCTION

A robust judicial infrastructure is directly linked to increasing the efficiency and accessibility of the justice system. To improve court infrastructure, the Planning and Development Wing of the High Court is actively involved in building new complexes, besides providing support for maintenance and repair works. District and Sessions Judge, as head of the District Judiciary, supervises all projects undertaken at the district level. As such, he must have a fairly good understanding of project management, project documentation, project cycles, monitoring and evaluation processes, and application of digital tools such as MS Project. This module introduces participants to the theoretical and operational framework of project management, as well as the workings of the Planning Commission of Pakistan, Development Working Parties (DWPs), and the Planning Wing of the High Court.

OBJECTIVES

The module aims to equip trainees with:

- Understanding with the concepts, principles, and stages of project management.
- Understanding the structure and working of the Planning Commission of Pakistan and other relevant bodies.
- Understanding the working of Planning & Development Wing of the High Court and its role in the development projects.
- Knowledge and skills necessary to prepare PC-I and PC-II and other planning Commission documents.
- Practical exposure to MS Project working and its relevance to planning and executing the works projects.

LEARNING OUTCOMES

By the end of this session trainees will be able to:

- Understand the composition, functions, and authority of Planning Commission Authorities
- Understand the foundations and phases of the project cycle.
- Apply practical knowledge in preparing planning commission documents.
- Properly monitor the ongoing projects.

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- Understand basic features of MS Project to visualize how projects are planned and executed.
- Understand and properly coordinate with the Planning & Development Wing of PHC 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**	• Concept and principles of project management • Stages of the project cycle: identification, formulation, appraisal, implementation, evaluation • Scope and working of the Planning Commission of Pakistan • Provincial Development Working Party(PDWP)**:** composition, functions, and powers • Departmental Development Working Party (DDWP): composition, functions, and powers • Role and functioning of the Planning &Development Wing of the High Court	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 • Practical exercise on drafting PC-I / PC-II	1 h 15 m
3	**Monitoring, Evaluation, and Post-Project Appraisal**	• Monitoring mechanisms and progress tracking • Techniques for mid-term and post-evaluation • Appraisal, approval, and review procedures • Practical exercise on evaluation and appraisal	1 h 15 m
4	**Practical Application and Work Plan Development**	• Introduction to MS Project: interface, project creation, timelines • Work Breakdown Structure (WBS) and task linking • Generating reports and tracking progress	1 h 15 m

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		• Preparation of a sample work plan for a judicial project	

Total Duration = 5 h

STRUCTURED LEARNING COMPONENTS

A. THEORETICAL AND INSTITUTIONAL UNDERSTANDING

- Conceptual clarity on project management principles
- Understanding the institutional mechanisms of project implementation.
- Understanding composition and structure of departments involved in project management.
- Understanding the working of PHC Planning and Development Wing

B. PRACTICAL DOCUMENTATION AND ANALYSIS

- Preparation of PC-I, PC-II and other necessary documents.
- Hands-on exercises

C. MONITORING, EVALUATION, AND TECHNOLOGICAL APPLICATION

- Understanding project monitoring, evaluation, and reporting.
- Introduction to MS Project for planning and control.

REFERENCES / RECOMMENDED READING

- Planning Commission Manual (Government of Pakistan).
- Public Sector Development Program (PSDP) Guidelines.
- High Court Administrative Instructions on Project Planning and Execution.
- MS Project User Guide / Basic Tutorials.

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MODULE - 11 ADMINISTRATION OF JUSTICE IN SPECIAL COURTS AND APPLICATION OF SPECIAL LAWS

TOTAL DURATION: 12 hours, 30 minutes **SESSIONS = 10**

INTRODUCTION

Over the years, several Special Courts have been created for expeditious and efficient adjudication of complex, technical, and sensitive cases. The District & Sessions Judges are posted in these Special Courts. They include the Anti-Terrorism Courts, Banking Courts, Consumer Protection Courts, Labour Courts, Special Courts for Customs, Taxation, and Anti-Smuggling, and many others. The relevant laws for these courts mention distinct procedural requirements and evidentiary standards. This module aims to equip participants with an understanding of the legal procedures necessary for efficient performance of the duties required in such Special Courts.

OBJECTIVES

The module aims to equip trainees with:

- Knowledge of the statutory basis for creation of various Special Courts.
- Understanding jurisdictional and procedural niceties of different special laws.
- Gain subject-specific knowledge for competent handling of specialized jurisdiction cases
- Understanding and applying procedures for efficient handling of special jurisdiction cases

LEARNING OUTCOMES

By the end of this session trainees will be able to:

- Demonstrate sound understanding of the procedural paradigm of special laws.
- Exercise jurisdiction in accordance with statutory mandate of the special laws
- Conduct trials efficiently.
- Apply evidentiary principles applicable to special statutes.

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COURSE CONTENTS — SCHEDULE-ALIGNED BREAKDOWN

No.	Session / Sub-Topic	Focus / Description	Duration
1	**Anti-Terrorism Court**	Expeditious trial of ATC cases. • Procedural aspects and management of terrorism cases within the ATC	1 h 15 m
2	**Banking Courts: Practice and Procedure (An Overview)**	Legal & Regulatory Framework for Regulated Entities Legal Framework for the Recovery of	1 h 15 m

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		Advances Anti-Money Laundering Act, 2010 and Counter Financial Terrorism Legal & Regulatory Framework Exploring Alternatives to Banking Dispute Resolution Execution Proceedings	
3	**Consumer Courts: Practice and Procedure**	Overview of salient provisions of the Khyber Pakhtunkhwa Consumer Protection Act, 1997 and Rules of 2021 Uniformity of procedure & practice in cases of civil or criminal proceedings in line with CPC or CrPC	1 h 15 m
4	**Accountability Courts: Practice and Procedure**	Basic Concept of Accountability, relevant Law and Procedure	1 h 15 m
5	**Special Courts(CNSA)**	Narcotics Substances, Drugs & Pharmaceutics Substance– Law & Procedure	1 h 15 m
6	**Special Courts (Customs, Taxation & Anti-Smuggling)**	Overview of Law and Procedure followed by Special Courts (Customs, Taxation & Anti-Smuggling)	1 h 15 m
7	**Labour Courts : Practice & Procedure**	Relevant Laws Jurisdiction Case Laws	1 h 15 m
8	**Alternate Dispute Resolution, its application in litigation before Special Courts**	Relevant Provisions	1 h 15 m
9	**Special Courts and General Jurisdiction Courts: Evidentiary Standards**	Presumptions and Burden of Proof	1 h 15 m
10	**Special Courts and General Jurisdiction Courts: Evidentiary standards**	Relevancy and Admissibility Direct and Circumstantial Evidence Electronic Evidence	1 h 15 m

Total Duration: 12 hours, 30 minutes

REFERENCES / RECOMMENDED READING

- Anti-Terrorism Act, 1997
- Financial Institutions (Recovery of Finances) Ordinance, 2001
- Offences in Banks (Special Courts) Ordinance, 1984
- NAB Ordinance, 1999 and KP Ehtesab Commission Act
- KP Control of Narcotic Substances Act
- KP Consumer Protection Act, 1997
- KP Service Tribunal Act, 1974
- Industrial Relations Act, 2012
- Customs Act, 1969, Sales Tax Act, 1990, and other fiscal statutes
- Judicial Estacode
- High Court Rules & Orders (relevant sections)

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