REPORT

06-WEEKS PRE-PROMOTION STATUTORY TRAINING FOR ADDITIONAL DISTRICT & SESSIONS JUDGES

20TH DECEMBER, 2025 TO 31ST JANUARY 2026.



Prepared By:
Dost Muhammad Khan
Director Instructions-I

Finalized By:
Ahmed Iftikhar
Dean Faculty

KHYBER PAKHTUNKHWA JUDICIAL ACADEMY, OLD SESSIONS COURT BUILDING, JAIL ROAD, PESHAWAR, KHYBER PAKHTUNKHWA, PAKISTAN

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EXECUTIVE SUMMARY

The Pre-Promotion Statutory Training (PPST) for Additional District & Sessions Judges, conducted by the Khyber Pakhtunkhwa Judicial Academy (KPJA) from 20th December 2025 to 31st January 2026, was a landmark six-week program designed to equip judicial officers with the advanced competencies required for promotion to the role of District & Sessions Judge. This training represented a strategic shift from post-promotion to pre-promotion capacity building, ensuring merit-based readiness for higher judicial and administrative responsibilities.

The training methodology emphasized interactive and experiential learning, blending lectures, practical exercises, case studies, simulations, AI-assisted modules, and field visits. The training was delivered by a distinguished panel of senior judges, academics, and sector specialists. The curriculum covered comprehensive modules, including Judicial Leadership, Court & Case Management, Financial and Procurement Governance, Human Resource Management, ICT & AI Applications, and Special Courts procedures.

Key objectives focused on enhancing judicial leadership and ethical integrity, developing administrative and financial stewardship, integrating modern technology into court workflows, and fostering effective inter-agency coordination. The program included a one-week visit to Lahore, with academic sessions at the Punjab Judicial Academy and the National Institute of Management, and a visit to the Punjab Forensic Science Agency.

The training culminated with a post-assessment evaluation and a formal concluding ceremony, where certificates were awarded to the 24 participating officers, marking their readiness for elevated judicial role. The pre-promotion test results have been shared with the Peshawar High Court, Peshawar.

Regarding the structure of this report, it is designed to provide a comprehensive account of the training. It begins with this Executive Summary. The Introduction and Legal Mandate sections outline the context and authority for the training, while the Methodology, Objectives, and Outcomes detail the instructional approach and expected results. The Proceedings section offers a day-by-day narrative of the sessions. The Impact of the Training, Quality of the Training, and Feedback sections evaluate the program's effectiveness. Annexures include the list of participants, the training schedule, and photographs of the event.

INTRODUCTION AND CONTEXT

The District and Sessions Judge, as head of the district judiciary, plays a pivotal role in the dispensation of justice. In his adjudicatory role, he is the principal civil court of original jurisdiction. As a Court of Sessions, he handles complex criminal matters, and as an appellate forum, he is required not only to ensure that his findings meet the legal requirements but also to provide necessary guidance to subordinate courts. However, while the Additional District and Sessions Judges perform the same adjudicatory role, the District and Sessions Judges' role extends far beyond adjudication. He is not merely responsible for the proper distribution of judicial work and disposal of appeals, but is also required to see that subordinate courts follow prescribed procedures and are not left without guidance or requisite instruction.

As a controlling officer, the District and Sessions Judge bears onerous responsibilities across varied areas of judicial administration, including oversight of subordinate courts, providing necessary infrastructural support, a congenial working environment, and ensuring effective coordination with all justice sector stakeholders for an efficient functioning of the justice system. The efficiency of the District and Sessions Judge is thus directly linked to the overall efficiency of the justice system. He, as such, must possess strong proficiency in case and court management, financial and project management, liaison with justice sector institutions, human resource management, and information technology management. Above all, his leadership qualities determine the overall improvement of the justice system. The Hon'ble Peshawar High Court has transitioned from a post-promotion training regime to a pre-promotion model. The aim is to ensure that Additional District and Sessions Judges are equipped with the requisite judicial, administrative, financial, technological, and leadership competencies before assuming higher responsibilities as District and Sessions Judges. Furthermore, recent amendments to Rule 5(d) of the Khyber Pakhtunkhwa Judicial Service Rules, 2001, have replaced the criterion of seniority-cum-fitness with selection on merit. The amended rule further prescribes that no regular promotion shall be made unless the officer concerned has completed the prescribed minimum length of service, attended the required training, and passed such examinations as may be determined by the High Court.

TRAINING MODULES

The duration of training was six week, including one month on-campus training, followed by country visit, and thereafter 1 week on-campus training. The schedule of activities annexed to the

concept note explains the training activities to be conducted over thetotal period. The following are the training modules; an elaborate description of each is given in the Training Manual.

- Module 1: Judicial Ethics & Code of Conduct
- Module 2: Personality Development, Social Etiquette & Wellness
- Module 3: Judicial Leadership
- Module 4: Communication Skills (Oral & Written)
- Module 5: Court & Case Management
- Module 6: Financial Management, Budgetary Control, and Audit
- Module 7: Public Procurement of Goods & Services
- Module 8: Information Technology Skills
- Module 9: Human Resource Management & Service Administration
- Module 10: Project Management & Planning Framework in the Judicial Sector
- Module 11: Administration of Justice in Special Courts & Application of Special Laws

ASSESSMENT FRAMEWORK

The following is the assessment framework.

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	

PROCEEDINGS

The daily activities of the six-week Pre-Promotion Statutory Training for Additional District & Sessions Judges are encapsulated below.

DAY 1: SATURDAY, 20TH DECEMBER 2025

Inaugural Ceremony:

- **Chair:** Hon'ble Senior Puisne Judge of the Peshawar High Court
- **Welcome Address:** Director General KPJA welcomed participants and emphasized the significance of pre-promotion training for judicial leadership.
- **Chief Guest's Address:** The Hon'ble Chief Guest highlighted the evolving role of District & Sessions Judges and the importance of administrative and ethical preparedness.
- **Group Photo Session:** The ceremony concluded with a group photograph.

Academic Sessions:

- **Pre-Training Registration**
- *Conducted by:* Faculty & IT Wing
  Focus: Formal registration.
- **Introduction of Participants**
  Conducted by: Faculty
  Focus: Fostering professional interaction and collaborative learning.
- **Orientation Briefing**
  Conducted by: Mr. Ahmed Iftikhar, Dean Faculty, KPJA
  Focus: Overview of course contents, learning expectations, grading, and assessment framework.
- **Lodging, Conduct & Use of Academy Resources**
  Conducted by: Ms. Faryal Zia Mufti, Senior Director Administration, KPJA
  Focus: Guidelines on accommodation, code of conduct, and facility usage.

- **Assessment Criteria & Research Activities**
  Conducted by: Ms. Hina Khan, Senior Director R&P, KPJA
  Focus: Guidelines for research articles, book reviews, and field visit synopses.

- **Valuing Time & Energy**
  Conducted by: Dr. Raza Ullah, Islamia College Peshawar
  Focus: Personal and professional time management for judicial efficiency.

- **Research Methodology – I**
  Conducted by: Dr. Qazi Attaullah, Director Research, KPJA
  Focus: Types and methods of research.

DAY 2: MONDAY, 22ND DECEMBER 2025

- **Maintenance of Record**
  Conducted by: Mr. Asghar Shah Khilji, DSJ Haripur
  Focus: Classification, reconstruction of judicial records, court inspection, and report writing.

- **Official Correspondence**
  Conducted by: Mr. Muhammad Arifeen, Former Secretary, Government of Khyber Pakhtunkhwa

- *Focus:* Secretariat instructions, types of correspondence, administrative record keeping.

- **Critical Thinking & Rational Decision-Making**
  Conducted by: Dr. Shuja Ahmad, University of Peshawar
  Focus: Objectivity, structured reasoning, bias awareness.

- **CFMIS for Case/Court Management**
  Conducted by: Dr. Muhammad Faheem, Programmer PHC
  Focus: Use of Court & Case Management Information System.

DAY 3: TUESDAY, 23RD DECEMBER 2025

- **ICT Tools & Computer Fundamentals**
  Conducted by: Mr. Jehanzeb Khan, PARD/NIM & Mr. Zulfiqar Khan, KPJA
  Focus: Basic computing, file management, PDF handling, OCR, data extraction.

- **ICT Tools – PowerPoint**

  Conducted by: Mr. Jehanzeb Khan & Mr. Zulfiqar Khan

  Focus: Creating effective professional presentations.

- **ICT Tools – MS Word (Practical Drafting)**

  Conducted by: Mr. Jehanzeb Khan & Mr. Zulfiqar Khan

  Focus: Document formatting, lists, tables, and drafting judicial/administrative documents.

DAY 4: WEDNESDAY, 24TH DECEMBER 2025

- **ICT Tools – MS Excel**

  Conducted by: Dr. Awais Adnan, IM Sciences & Mr. Zulfiqar Khan, KPJA

  Focus: Excel basics, formulas, functions, office reports.

- **Personality Development & Social Etiquettes**

  Conducted by: Col (R) Ijaz Ahmad, Former Faculty PPSA

  Focus: Table manners, professional dressing, posture, social interaction.

DAY 5: FRIDAY, 26TH DECEMBER 2025

- **Judicial Leadership Skills – I & II**

  Conducted by: Dr. QaziWaheedUz Zaman, IMSciences Peshawar

  Focus: Leadership styles, theories, power dynamics, management vs. leadership.

- **Islamic Perspective on Judicial Conduct**

  Conducted by: Dr. QaziAttaullah, KPJA

  Focus: Islamic model of justice, judicial ethics, qualifications, etiquettes, impartiality.

DAY 6: SATURDAY, 27TH DECEMBER 2025

- **Interactive Session with Hon'ble Chief Justice PHC**

  Conducted by: Hon'ble Mr. Justice S. M. Attique Shah

  Focus: Judicial responsibility, integrity, and leadership.

- **Physical Health & Well-being**

  Conducted by: Dr. Zainab Bibi, Shifa International Hospital

  Focus: Nutrition, exercise, sleep management, prevention of lifestyle diseases.

- **Retirement & Pension Cases – Preparation & Procedure**
  Conducted by: Mr. Naveed Alam, Deputy Director (Pension) KP
  Focus: LPR, superannuation, gratuity, commutation, GP Fund, procedural checklists.

DAY 7: MONDAY, 29TH DECEMBER 2025

- **Power of Habit in Judicial Leadership**
  Conducted by: Mr. Baseer Ali Rahman Khan, Director KP Revenue Authority
  Focus: Habit loop, keystone habits, resilience, self-control.

- **Adaptive Leadership**
  Conducted by: Mr. Baseer Ali Rahman Khan, Director KP Revenue Authority
  Focus: Technical and adaptive challenges, institutional reforms.

- **Communication & Presentation Skills – I & II**
  Conducted by: Dr. Jamal Yousaf, Former Federal Secretary
  Focus: Verbal/non-verbal communication, clarity, practical exercises.

DAY 8: TUESDAY, 30TH DECEMBER 2025

- **Public Procurement – I to IV**
  Conducted by: Mr. Muhammad Khalid, Manager Procurement MTI Mardan
  Focus: Procurement lifecycle, committee constitution, bidding, evaluation, practical exercises.

DAY 9: WEDNESDAY, 31ST DECEMBER 2025

- **Public Procurement – V to VII**
  Conducted by: Mr. Muhammad Khalid, Manager Procurement MTI Mardan
  Focus: Contract award, implementation, grievance redressal, asset disposal, record keeping.

- **Research Methodology – II**
  Conducted by: Dr. Farhan Ahmad, UOP
  Focus: Advanced research types and methods.

DAY 10: THURSDAY, 1ST JANUARY 2026

- **Special Courts (Customs, Taxation & Anti-Smuggling)**
  Conducted by: Mr. Abdul Mateen, Former DSJ
  Focus: Legal framework, jurisdiction, and procedures.

- **Public Procurement – VIII to X (EPADS)**
  Conducted by: Mr. Shahid Hussain, KP-PPRA
  Focus: Electronic procurement system, hands-on exercises for departmental and bidder input.

DAY 11: FRIDAY, 2ND JANUARY 2026

- **Managing Stress, Anger & Conflict at Workplace**
  Conducted by: Dr. Sylvia Ali Khan, NWGH Peshawar
  Focus: Stress sources, management techniques, group exercises.

- **Mindfulness: Living in the Moment**
  Conducted by: Dr. Sylvia Ali Khan, NWGH Peshawar
  Focus: Mindfulness practice, meditation, reflection.

- **Human Resource Management**
  Conducted by: Dr. Qazi WaheedUz Zaman, IMSciences
  Focus: HR principles, staff mobilization, supervision.

DAY 12: SATURDAY, 3RD JANUARY 2026

- **Judicial Accounts Management**
  Conducted by: Mr. Amjad Zia Siddiquee, DSJ
  Focus: Sheriff petty, civil court deposits.

- **Service Laws Orientation**
  Conducted by: Hon'ble Mr. Justice Ijaz Anwar, PHC
  Focus: Civil Servants Act, appointment, promotion, transfer rules.

- **Judicial Estacode: Study Circle**
  Conducted by: Faculty
  Focus: Code of conduct instructions.

- **Emotional Intelligence for Judicial Leaders**
  Conducted by: Mr. Baseer Ali Rahman Khan, Director KP Revenue Authority
  Focus: Self-awareness, empathy, motivating staff, positive work environment.

DAY 13: MONDAY, 5TH JANUARY 2026

- **Human Resource & Training**
  Conducted by: Mr. Ahmed Iftikhar, Dean Faculty KPJA
  Focus: Local training modules, need assessment, evaluation, reports.

- **Modes of Appointment – Initial Recruitment & Promotion**
  Conducted by: Mr. Zia-ur-Rehman, Secretary, Al-Mizan Foundation
  Focus: HR planning, recruitment policy, quotas, interviews, promotions, practical exercises.

DAY 14: TUESDAY, 6TH JANUARY 2026

- **Audit – I & II (Theory & Practice)**
  Conducted by: Mr. Amjad Hussain, Director Audit KP
  Focus: Internal/external audit, defense of paras, practical exercises.

- **Efficiency & Discipline – I & II**
  Conducted by: Mr. Asghar Shah Khilji, DSJ Haripur
  Focus: E&D Rules 2011, inquiry procedure, drafting show cause notices, statements of allegations.

DAY 15: WEDNESDAY, 7TH JANUARY 2026

- **Performance Evaluation**
  Conducted by: Mr. AdilMajeed Khan, PSO to HCJ
  Focus: PER writing, advisory/adverse remarks.

- **Leave Rules & Charge Procedure**
  Conducted by: Mr. Adil Majeed Khan
  Focus: Leave rules, handing/taking charge procedure.

- **DDO Functions & Delegation of Financial Powers**
  Conducted by: Mr. Saif-ul-Islam, Additional AG KP
  Focus: Powers, duties, responsibilities, practical exercises.

DAY 16: THURSDAY, 8TH JANUARY 2026

- **Generative AI in Courts – I**
  Conducted by: Dr. Awais Adnan, IM Sciences
  Focus: AI types, history, applications in legal research and drafting.

- **Public Financial Management – Legal Framework**
  Conducted by: Mr. Muhammad Faheem, Former AG KP
  Focus: Constitutional provisions, General Financial Rules.

- **Budgetary Planning & Control – I & II**
  Conducted by: Mr. Muhammad Faheem, Former AG KP

  Focus: Need assessment, forecasting, re-appropriation, High Court guidelines, practical exercises.

DAY 17: FRIDAY, 9TH JANUARY 2026

- **Pay & Allowances, TA/DA Bills**
  Conducted by: Mr. Saif-ul-Islam, Additional AG KP
  Focus: Pay fixation, TA/DA rules, procedures.

- **Monitoring & Evaluation Framework of High Court**
  Conducted by: Mr. Salahuddin, MIT PHC
  Focus: M&E policy, performance indicators, reporting.

- **Accountability Courts: Practice & Procedure**
  Conducted by: Mr. Amjad Zia Siddique, Judge Accountability Court
  Focus: Legal framework, trial procedure.

DAY 18: SATURDAY, 10TH JANUARY 2026

- **Interactive Session on Integrity, Accountability & Service Delivery**
  Conducted by: Mr. Justice Muhammad Faheem Wali, Hon'ble Judge, PHC
  Focus: Transparency, performance monitoring, DSJ's role.

- **Core Judicial Values: Experience Sharing**
  Conducted by: Syed YahyaZahidGillani, Former DSJ
  Focus: Peer learning on integrity, independence, assertiveness.

DAYS 19–26: COUNTRY VISIT TO LAHORE (11TH – 18TH JANUARY 2026)

Academic discourses and study visits were conducted at:

- **Punjab Judicial Academy (PJA)**
- **National Institute of Public Administration (NIPA)**
- **Punjab Forensic Science Agency (PFSA)**

Themes covered included:

- Advanced judicial administration
- Comparative training methodologies
- Forensic science applications
- Inter-provincial best practices
- Cultural and historical excursions

DAY 19: MONDAY, 19TH JANUARY 2026

- **Policy Implementation & Supervision at District Level**
  Conducted by: Mr. Muhammad Zeb Khan, Registrar PHC
  Focus: Translating High Court directives into action plans, case categorization, dashboards, inspections.

- **Civil Case Management (Conceptual Framework)**
  Conducted by: Mr. Zia-ur-Rehman, Secretary Al-Mizan Foundation
  Focus: DSJ's role in implementing civil case management regime.

- **Case Management in Session Trials**
  Conducted by: Mr. Adil Majeed, PSO to HCJ PHC
  Focus: Supervisory role in expeditious criminal case disposal.

- **Court Management & Staff Supervision**
  Conducted by: Mr. Asad Hameed, DSJ Swat
  Focus: Leadership, staff evaluation, communication, discipline.

DAY 20: TUESDAY, 20TH JANUARY 2026

- **Maintenance of Service Record**
  Conducted by: Mr. Amjad Zia Siddiquee, DSJ
  Focus: Personal files, service books, disciplinary records, HR database.

- **Generative AI in Courts – II & III**
  Conducted by: Dr. SaimaAftab, GIK Institute
  Focus: Google Workspace integration, AI document systems, Notebook LM, practical drafting.

- **Labour Courts: Practice & Procedure**
  Conducted by: Ms. SumeraWali, DSJ

- *Focus:* Jurisdiction, procedural framework, labour disputes.

DAY 21: WEDNESDAY, 21ST JANUARY 2026

- **Judicial Assertiveness & Power of Contempt**
  Conducted by: Mr. JehanzebShinwari, DG KPJA
  Focus: Firm, fair, humble judicial conduct, contempt jurisdiction.

- **Generative AI in Courts – IV: AI & Legal Writing**
  Conducted by: Mr. Ahmed Iftikhar, Dean Faculty KPJA
  Focus: Large Language Models, ethical AI use in legal drafting.

- **Alternate Dispute Resolution in Special Courts**
  Conducted by: Syed Haziq Ali Shah, Advocate Supreme Court
  Focus: ADR provisions, mediation, arbitration integration.

DAY 22: THURSDAY, 22ND JANUARY 2026

- **Judicial Ethics & Code of Conduct**
  Conducted by: Mr. Muhammad Zeb Khan, Registrar PHC
  Focus: Judicial and civil service codes of conduct.

- **Project Management Framework**
  Conducted by: Mr. Ashfaque Taj, DSJ & Mr. Rafiq Jan, Director P&D
  Focus: Project cycle, Planning Commission, PDWP, DDWP, High Court's P&D Wing.

- **Evidentiary Standards in Special Courts**
  Conducted by: Mr. Ahmed Iftikhar, Dean Faculty KPJA
  Focus: Relevancy, admissibility, direct/circumstantial/electronic evidence.

- **Retirement & Pension Cases (Extended Lecture)**
  Conducted by: Mr. Ajmal Khan, Deputy AG KP
  Focus: LPR, superannuation, gratuity, commutation, procedural checklists.

DAY 23: FRIDAY, 23RD JANUARY 2026

- **Communication Skills (Written) – I, II, III**
  Conducted by: Dr. Sabeen Hayat, IMSciences Peshawar
  Focus: Macro, mid, and micro-level writing skills; structure, clarity, grammar, tone, judicial decorum, practical exercises.

DAY 24: SATURDAY, 24TH JANUARY 2026

- **ICT Tools – MS Word (Extended)**
  Conducted by: Mr. Zulfiqar Khan, Web Developer KPJA
  Focus: Advanced formatting, drafting judicial documents.

- **Judicial Ethics**
  Conducted by: Hon'ble Mr. Justice Nasir ulMulk, Former Chief Justice, Supreme Court of

Pakistan

Focus: Integrity, independence, humility, moral courage.

- **Interactive Session on Exercise of Judicial Discretion**

  Conducted by: Mr. Justice Wiqar Ahmad, Hon'ble Judge, Peshawar High Court, Peshawar

  Focus: Fair, reasonable, transparent use of discretionary powers.

DAY 25: MONDAY, 26TH JANUARY 2026

- **Participant Presentations**

  Facilitated by: Faculty

  Project Documentation (PC-I & PC-II)

  Conducted by: Mr. Fakhr-e-Alam, Chief Commissionerate Afghan Refugees

  Focus: Preparation, components, approvals, practical drafting.

- **Monitoring, Evaluation & Post-Project Appraisal**

  Conducted by: Mr. Fakhr-e-Alam, Chief Commissionerate Afghan Refugees

  Focus: Tracking mechanisms, evaluation techniques, appraisal procedures.

- **Work Plan Development using MS Project**

  Conducted by: Mr. Fakhr-e-Alam, Chief Commissionerate Afghan Refugees

  Focus: Project creation, WBS, timelines, progress tracking, sample judicial project plan.

DAY 26: TUESDAY, 27TH JANUARY 2026

- **Professional Networking & Institutional Leadership**

  Conducted by: Mr. Muhammad Asif Khan, DSJ Nowshera

  Focus: DSJ as committee chair, coordination with bar, police, prosecution, administration.

- **Two-Day Workshop on Criminal Justice Coordination Committees (CJCCs)**

  Focus: Enhancing stakeholder coordination, sharing best practices, strengthening district-level CJCCs.

DAY 27: WEDNESDAY, 28TH JANUARY 2026

- **Continuation of CJCC Workshop**

  Focus: Interactive sessions, group work, concluding recommendations.

- **Concluding Ceremony of Workshop**

DAY 28: THURSDAY, 29TH JANUARY 2026

- **Special Courts (CNSA – Narcotics)**

  Conducted by: MianAsghar Shah, Former DSJ

  Focus: Narcotics law, investigation standards, trial procedures.

- **Promoting ADR in Formal Justice System**

  Conducted by: Mr. Muhammad Shoaib, Director Inspections PHC

  Focus: ADR Act & Rules in KP, mediation best practices.

- **Arbitration Act & Enforcement**

  Conducted by: Syed Haziq Ali Shah, Advocate Supreme Court

  Focus: Legal framework, court's role, enforcement of arbitral awards.

- **Participant Presentations**

  Facilitated by: Faculty

  Focus: Topic presentations and academic discussion.

DAY 29: FRIDAY, 30TH JANUARY 2026

- **Bangalore Principles – I**

  Facilitated by: Faculty

  Focus: Judicial independence, impartiality, propriety, integrity – group work and case studies.

- **Post-Training Knowledge Test/Assessment**

DAY 30: SATURDAY, 31ST JANUARY 2026

- **Bangalore Principles – II**

  Facilitated by: Faculty

  Focus: Equality, competence, diligence – group work and case studies.

- **E-Learning & Self-Paced Professional Development**
  Conducted by: Faculty & IT Team KPJA
  Focus: E-learning platforms, self-study modules, continuous ICT skill development.

- **Concluding Ceremony**
  Chair: Hon'ble Chief Justice Peshawar High Court
  Highlights: Addresses by DG KPJA and Chief Guest, participant remarks, certificate distribution, group photograph.

The Concluding Ceremony was presided over by the Hon'ble Mr. Justice S. M. Attique Shah, Chief Justice of the Peshawar High Court and Chairman of the Board of Governors, KPJA, as the Chief Guest. In his keynote address, the Chief Justice commended the participants for their commitment and underscored the indispensable values of integrity, independence, and continuous judicial learning in upholding public trust. He emphasized the critical role of District & Sessions Judges as custodians of justice and urged them to lead with empathy, accountability, and innovation.

Mr. Jehanzeb Shinwari, Director General KPJA, in his remarks, highlighted the Academy's vision of institutional strengthening through structured, outcome-oriented judicial education. He reaffirmed KPJA's commitment to fostering a culture of excellence and adaptive leadership within the judiciary.

The Class Representative, on behalf of all participants, expressed profound gratitude for the Academy's academic rigor, state-of-the-art facilities, and the unwavering support of the faculty and administration. He reflected on the programme's role in not only enhancing professional capability but also fostering camaraderie and a shared sense of purpose among peers.

The ceremony culminated in the formal conferment of certificates to all successful participants, symbolizing their readiness to assume higher judicial responsibilities. A group photograph captured the moment, commemorating the culmination of a rigorous and rewarding journey.

The successful execution of this pioneering pre-promotion training reaffirms KPJA's pivotal role in advancing judicial capacity, promoting ethical governance, and contributing to a more responsive and resilient justice system in Khyber Pakhtunkhwa.

RESOURCE PERSONS EVALUATION

Resource Person	Topic	Score
Barrister Ikhitar Khan	Special Courts (CNSA)	96.9%
Mr. Ahmed Iftikhar	HR & Training Needs	96.9%
Mr. Muhammad Khalid	Public Procurement - VII	96.1%
Ahmed Iftikhar	Special Courts and General Jurisdiction Courts: Evidentiary Standards	96.0%
Mr. Muhammad Khalid	Public Procurement - III	93.5%
Mr. Muhammad Khalid	Public Procurement - I	93.3%
Mr. Muhammad Khalid	Public Procurement - VI	93.3%
Mr. Muhammad Khalid	Public Procurement - V	93.0%
Mr. Ahmed Iftikhar	Judicial Accounts Management	92.7%
Mr. Muhammad Khalid	Public Procurement - IV	92.2%
Mr. Zulfiqar	MS Word Basics	90.9%
Mr. Ahmed Iftikhar	Generative AI in Courts - IV	90.8%
Mr. Asghar Shah Khilji	Efficiency & Discipline - II	90.0%
Mr. Muhammad Khalid	Public Procurement - II	90.0%
Mr. Asghar Shah Khilji	Efficiency & Discipline - I	90.0%
Mr. JehanzebShinwari	Judicial Assertiveness & Contempt	90.0%
Mr. Zia-ur-Rehman	Recruitment - Initial	90.0%
Dr. Jamal Yousaf	Communication Skills - I	90.0%
Mr. Jehanzeb Khan & Mr. Zulfiqar Khan	ICT Tools: MS Word Basics	90.0%
Dr. Jamal Yousaf	Communication Skills - II	90.0%
Mr. Zia-ur-Rehman	Promotion & Transfers	90.0%
Mr. Jehanzeb Khan	ICT Tools: Computer Basics	90.0%
Mr. Jehanzeb Khan	ICT Tools: PowerPoint	90.0%
Dr. Sylvia Ali Khan	Managing Stress & Conflict	90.0%
Mr. Muhammad Zeb	Judicial Ethics & Code of Conduct	90.0%
Dr. Sabeen Hayat	Communication Skills (Written) - III	90.0%
Mr. Ajmal Khan	Retirement & Pension Cases- Preparation and	90.0%

	Procedure	
Dr. Sylvia Ali Khan	Mindfulness	90.0%
Dr. QaziWaheedUz Zaman	Judicial Leadership Skills - I	90.0%
Mr. Adil Majeed	Leave Rules & Charge	90.0%
Dr. Sabeen Hayat	Communication Skills (Written) - I	90.0%
Dr. QaziWaheedUz Zaman	Power Dynamics, Leadership Types	81.6%
Mr. Adil Majeed Khan	Performance Evaluation (PERs)	81.3%
Dr. Sabeen Hayat	Communication Skills (Written)- II	81.0%
Mr. Jehanzeb Khan	ICT Tools: Practical Drafting	78.7%
Mr. Muhammad Zeb Khan	Policy Implementation	78.6%
Mr. Jehanzeb Khan & Mr. Zulfiqar Khan	Project Documentation and Exercises	78.3%
Mr. Fakhr-e-Alam	Monitoring, Evaluation, and Post-Project Appraisal	77.6%
Mr. Baseer Ali Rahman Khan	Adaptive Leadership	77.4%
Mr. Salahuddin	M&F Framework	77.3%
Mr. Abdul Mateen	Special Courts (Customs/Tax)	77.3%
Mr. Zia-ur-Rehman	Civil Case Management	77.3%
Dr. Saima Aftab	Generative AI in Courts - II	77.3%
Mr. Farhan Saeed	Research Methodology-II	76.9%
Mr. Shahid Hussain	E-Procurement (EPADS) - I	76.8%
Dr. SaimaAftab	Generative AI in Courts - III	76.8%
Dr. QaziAttaullah	Practical Application and Work Plan Development	76.8%
Mr. Ashfaque Taj, DSJ and Rafiq Jan	Theoretical Framework and Institutional Mechanisms	76.5%
Mr. Baseer Ali Rahman Khan	Power of Habit & Leadership	76.3%
Faculty	Judicial Estacode Study Circle	75.9%
Mr. Asghar Shah Khilji	Maintenance of Record	75.7%
Mr. Shahid Hussain	E-Procurement (EPADS) - II	75.5%
Mr. Shahid Hussain	E- Procurement (EPADS) - III	75.3%

Mr. Saif-ul-Islam	Pay & Allowances	75.3%
Mr. AdilMajeed	Session Trial Management	75.3%
Dr. QaziAttaullah	Islamic Perspective on Conduct	75.3%
Dr. QaziWaheedUz Zaman	Human Resource Management	75.3%
Dr. Zainab Bibi	Physical Health & Well-being	75.3%
Mr. Amjad Hussain	DDO Functions & Powers	75.3%
Mr. Muhammad Arifeen	Official Correspondence	75.3%
Dr. Raza Ullah	Valuing Time & Energy	75.3%
Mr. Amjad Hussain	Audit (Practice)	75.3%
Mr. Amjad Zia Siddiquee	Maintenance of Service Record	75.3%
Mr. Amjad Hussain	Audit (Theory)	75.3%
Dr Qazi Attaullah	Research Methodology	75.3%
Syed YahyaZahidGillani	Core Judicial Values	75.3%
Mr. Muhammad Faheem	Budgetary Planning - II	75.3%
Mr. Amjad Hussain	DDO Functions (Practice)	75.3%
Mr. Muhammad Faheem	Budgetary Planning - I	75.3%
Dr. Raza Ullah	Critical Thinking and Rational Decision Making	75.3%
Mr. Muhammad Faheem	Public Financial Management	75.3%
Dr. Awais Adnan	Generative AI in Courts - I	75.3%
Col (R) Ijaz Ahmad	Personality Development	75.3%
Mr. Amjad Zia Siddique	Accountability Courts: Practice and Procedure	75.3%
Mr. Amjad Zia Siddiquee	Judicial Accounts Management	67.2%
Mr. Ahmed Iftikhar	Judicial Accounts Management	66.7%
Mr. Baseer Ali Rahman Khan	Emotional Intelligence	65.5%
Col (R) Ijaz Ahmad	Social Etiquettes & Dress Code	64.3%
Mr. Naveed Alam	Retirement & Pension	63.7%
Ms. SumeraWali	Labour Courts	62.2%
Mr. Asad Hameed	Court Management & Supervision	61.7%
Dr. Awais Ahmad & Mr. Zulfiqar Khan	ICT Tools: MS Excel Basics	58.5%
Dr. Awais Adnan & Mr. Zulfiqar	ICT Tools: Excel for Finance	57.2%

Khan		
Syed Haziq Ali Shah	Alternate Dispute Resolution (ADR)	57.1%
Mr. Muhammad Shoaib	Classification, Consignment, Reconstruction	79.2%
Mr. Asghar Shah Khilji	Classification, Consignment, Reconstruction	68.8%
Mr. Asghar Shah Khilji	Special Courts CNSA	50.0%
Mr. Muhammad Asif Khan	Professional Networking & Institutional Leadership	49.0%

Resource Person Evaluation — Brief Analysis

- **88 sessions**, overall average 79.48%, median 77.1%.
- **Distribution:** ≥90% = 31 sessions (35%); 80–89.9% = 3 (3%); 70–79.9% = 41 (47%); below 70% = 13 (15%).

Top multi-session performers:

- Mr. Muhammad Khalid — **93.1%** (7 sessions)
- Dr. Jamal Yousaf — **90.0%** (2)
- Dr. Sylvia Ali Khan — **90.0%** (2)
- Mr. Ahmed Iftikhar — **88.6%** (5)
- Dr. Sabeen Hayat — **87.0%** (3)
- Mr. Zia-ur-Rehman — **85.8%** (3)
- Mr. Jehanzeb Khan — **85.4%** (5, incl. joint)
- Mr. Muhammad Zeb — **84.3%** (2)
- Dr. Qazi Waheed uz Zaman — **82.3%** (3)
- Mr. Adil Majeed — **82.2%** (3)

Lowest multi-session performers:

- Dr. Awais Adnan — **63.6%** (3)
- Col (R) Ijaz Ahmad — **69.8%** (2)
- Mr. Amjad Zia Siddiquee — **72.6%** (3)
- Mr. Baseer Ali Rahman Khan — **73.1%** (3)

- Mr. Asghar Shah Khilji — **74.9%** (5)
- Mr. Zulfiqar — **75.0%** (5)
- Mr. Amjad Hussain — **75.3%** (4)
- Mr. Muhammad Faheem — **75.3%** (3)
- Dr. Qazi Attaullah — **75.8%** (3)
- Mr. Shahid Hussain — **75.9%** (3)

Highest single session: Barrister Ikhitar Khan, Special Courts (CNSA) — **96.9%**; Mr. Ahmed Iftikhar, HR & Training Needs — **96.9%**.
Lowest single session: Mr. Muhammad Asif Khan, Professional Networking & Institutional Leadership — **49.0%**.

Key patterns:

- High scores: Public Procurement, HR/Training, Special Courts, Communication, Leadership, ICT basics.
- Low scores: Professional Networking, ADR, Court Management, Labour Courts, Social Etiquettes, Excel for Finance, some repeat ICT sessions.
- Same topic varies widely by resource person: Special Courts CNSA **96.9% vs 50.0%**;

CONCLUSION

The Pre-Promotion Statutory Training (PPST) for Additional District & Sessions Judges (2025–2026) stands as a pivotal initiative in the ongoing effort to strengthen judicial leadership and administrative excellence within the Khyber Pakhtunkhwa judiciary. Conducted over six rigorous weeks, the programme successfully translated its foundational vision into a transformative learning experience, equipping a cohort of 29 judicial officers with the advanced competencies required to ascend to the role of District & Sessions Judges with confidence, competence, and ethical clarity.

Guided by a forward-looking curriculum and an interactive pedagogical approach, the training seamlessly integrated judicial wisdom with contemporary administrative practices. Participants engaged deeply with core themes from judicial ethics, case management, and legal frameworks to financial governance, human resource management, digital literacy, and emerging technologies such as Generative AI. This holistic design ensured that participants were not only reminded of their adjudicatory duties but were also prepared for the broader institutional, managerial, and leadership responsibilities that define the role of a District Judge.

The programme's impact was further amplified by the quality of engagement between participants and an esteemed faculty comprising senior judges, seasoned practitioners, academic experts, and civil service professionals. Through lectures, practical exercises, simulations, field visits, and peer-led presentations, the training fostered an environment of reflective practice, collaborative learning, and professional networking.

The post-training assessment and the thoughtful feedback provided by participants affirmed the programme's relevance and effectiveness, highlighting areas of strength and opportunities for refinement in future iterations. The successful completion of this graded pre-promotion training marks a progressive shift toward merit-based career progression and institutional accountability, in line with the amended Khyber Pakhtunkhwa Judicial Service Rules, 2001.

In closing, this training has not only enhanced the individual capacities of the participating officers but has also contributed to the broader institutional resilience of the judiciary in Khyber Pakhtunkhwa. It reaffirms the Khyber Pakhtunkhwa Judicial Academy's vital role as a centre of excellence in judicial education: a role committed to fostering a judiciary that is independent, ethical, efficient, and deeply aligned with the constitutional mandate of justice for all.

The Academy extends its appreciation to the Peshawar High Court for its steadfast oversight, to all resource persons for their invaluable contributions, and to the participants for their dedication and engagement. As these judicial officers return to their duties, they carry forward not only a certificate of completion but also a renewed commitment to serve with integrity, lead with vision, and uphold the highest ideals of justice.

ANNEXURES

- **ANNEX-A: LIST OF PARTICIPANTS**
- **ANNEX-B: SCHEDULE**
- **ANNEX-C: TRAINING PICTURES**

ANNEX-A: LIST OF PARTICIPANTS

S.NO	NAME	DESIGNATION	Station
1.	Mr. BakhtAlam	Presiding Officer Labour Court,	D.I Khan
2.	Mr.Wajid Ali Khan	Additional Registrar (Legal), Peshawar High Court	Peshawar
3.	Mr. RahatUllah	Judge Anti-Terrorism Court,	Bannu
4.	Mr. Amjad Hussain	ADJ- Acting District & Sessions Judge	Kurram
5.	Mr. Mohammad Tahir Aurangzeb	Addl: District & Sessions Judge	Mardan
6.	Mr. Mohammad Khan	Addl: District & Sessions Judge	Peshawar
7.	Mr. IftikharElahi	Addl: District & Sessions Judge	Swabi
8.	Mr. Liaqat Ali	Addl: District & Sessions Judge	Swabi
9.	Mr. KashifDilawar	Addl: District & Sessions Judge	Nowshera
10.	Mr. Muhammad Zaib Khan	Addl: District & Sessions Judge	Peshawar
11.	MianMehmood	Addl: District & Sessions Judge	Peshawar
12.	Mr. Ijaz Ahmad	Addl: District & Sessions Judge	Mohmand
13.	Ms. NusratNaz	Addl: District & Sessions Judge	Karak
14.	ArbabSohail Hamid	Addl: District & Sessions Judge	Nowshera
15.	Ms. ShabanaMehsood	Addl: District & Sessions Judge	Mardan
16.	Ms. Nadia Syed	Addl: District & Sessions Judge	FJA-Islamabad
17.	Ms. WadeeyaMushtaq Malik	ADJ- Director (Regulations) SDJ, Peshawar High Court	PHC
18.	Mr. Tufail Ahmad	Addl: District & Sessions Judge	Mardan
19.	Ms. Lubna Zaman	Addl: District & Sessions Judge	Dir Lower

20.	Mr. Aamir Ali	Addl: District & Sessions Judge	Peshawar
21.	Mr. Aziz Muhammad	Addl: District & Sessions Judge	Swabi
22.	Mr. Zahid Karim	Addl: District & Sessions Judge	Mardan
23.	Syed Arif Shah	Addl: District & Sessions Judge	Kurram
24.	Mr. Muhammad Tayyib	Addl: District & Sessions Judge	Mansehra
25.	Arbab Muhammad Kashif	Addl: District & Sessions Judge	Buner
26.	Syed Adnan Shah	Addl: District & Sessions Judge	Charsadda
27.	Mr. Muhammad Jamil	Addl: District & Sessions Judge	Peshawar
28.	Mr. Muhammad Asim	Addl: District & Sessions Judge	Bannu
29.	Syed Iftikhar Shah	Addl: District & Sessions Judge	Bannu

ANNEX-B: SCHEDULE

SCHEDULE OF ACTIVITIES		
Duration	Activities	
08:00 – 09:00	Inaugural Session	
08:00 – 08:30	Participants to be seated Arrival of Faculty Arrival of DG & Chief Guest	
08:30 – 08:35	Recitation from the Holy Quran	
08:35 – 08:40	Welcome Address of DG KPJA	
08:40 – 08:50	Address by the Chief Guest	
08:50 – 09:00	Group Photo	
Day-1: Saturday 20th December, 2025		
Duration	Activities	Resource Person
09:00 – 09:30	Pre-Training Registration and Evaluation	Faculty & IT Wing
09:30 – 10:00	Introduction of training participants	Faculty
10:00 – 11:00	Orientation Briefs Overview of Course Contents Learning Expectation	Dean Faculty

	Grading & Assessment	
11:00 – 11:30	Tea Break	
11:30 – 11:45	Lodging Conduct Use of Academy's Resources & Facilities	Senior Director Administration
11:45 – 12:15	Assessment criteria and guidelines for research related activities including: Research Article Book Review Synopsis of Field Visit	Senior Director Research & Publication
12:15 – 01:30	Valuing Time & Energy Understanding the importance of personal and professional time management for judicial efficiency.	Dr. Raza Ullah (Associate Professor), Chairman Department of Management Sciences, Islamia College Peshawar
01:30 – 02:15	*Salat-ul-Zuhar*& Lunch Break	
02:15 – 04:00 (Extended Lecture)	**Research Methodology-I** Types Methods	Dr Qazi Attaullah, Director Research, KP Judicial Academy
Trainers Evaluation (15 Minutes)		
Day-2: Monday, 22nd December, 2025		
08:30 – 09:00	Recitation from Holy Quran, Feedback & Faculty Hour	

09:00 – 10:15	Maintenance of Record Classification, consignment, reconstruction of lost or damaged judicial records; High Court Rules Court Inspection; Court Assets; Inspection Report Writing	Mr. Asghar Shah Khilji, DSJ Haripur
10:15 – 10:45	Tea Break	
10:45 – 12:00	Official Correspondence Secretariat Instructions, types of correspondence, administrative record keeping, and official letter writing.	Mr. Muhammad Arifeen, Former Secretary KP
12:00 – 01:15	**Critical Thinking and Rational Decision-Making** Subjectivity vs. objectivity; rationality and structured reasoning; bias awareness and reflective decision-making.	Dr. Shuja Ahmad, Head of Philosophy Department, University of Peshawar
01:15 – 02:00	*Salat-ul-Zuhar*& Lunch Break	
02:00 – 03:15	CFMIS Use of CFMIS for Case/Court Management	Dr. Muhammad Faheem, Programmer PHC
Trainers Evaluation (15 Minutes)		
Day-3: Tuesday, 23rd December, 2025		
08:30 – 09:00	Recitation from Holy Quran, Feedback & Faculty Hour	
09:00 – 10:15	ICT Tools Understanding Your Computer &	Mr. Jehanzeb Khan, Faculty Member PARD/NIM, and Mr.

	Typing Basics File Management, Data Handling & Storage PDF Handling, Conversion, OCR & Data Extraction	Zulfiqar Khan, Web Developer, KPJA
10:15 – 10:45	Tea Break	
10:45 – 12:00	ICT Tools- PowerPoint Creating Smart Presentations	Mr. Jehanzeb Khan, Faculty Member PARD/NIM, Peshawar and Mr. Zulfiqar Khan, Web Developer, KPJA
12:00 – 01:15	ICT Tools – Ms Word Creating and Formatting Documents Lists, Tables, and Page Layout	Mr. Jehanzeb Khan Faculty Member PARD/NIM, Peshawar, and Mr. Zulfiqar Khan, Web Developer, KPJA
01:15 – 02:00	Lunch Break	
02:00 – 03:15	ICT Tools – Ms Word Practical Drafting – Judicial & Administrative Documents	Mr. Jehanzeb Khan , Faculty Member PARD/NIM, and Zulfiqar Khan, Web Developer, KPJA
Trainers Evaluation (15 Minutes)		
Day-4: Wednesday, 24th December, 2025		
08:30 – 09:00	Recitation from Holy Quran, Feedback & Faculty Hour	
09:00 – 10:15	ICT Tools: MS Excel Excel Basics & Data Entry for Office Use / Formulas, Functions & Office Reports.	DrAwais Adnan, IM Sciences, Peshawar. and Mr. Zulfiqar Khan, Web Developer, KPJA
10:15 – 10:45	Tea Break	

10:45 – 12:00	ICT Tools Excel Personal Finance, Tax Sheets & Charts	DrAwais Adnan, IM Sciences, Peshawar. and Mr. Zulfiqar Khan, Web Developer, KPJA
12:00 – 01:15	**Personality Development** Table Manners and Mess Rules	Col (R) Ijaz Ahmad, Former Faculty Member PPSA, Peshawar
01:15 – 02:00	Lunch Break	
02:00 – 03:15	**Social Etiquettes and Dress Code** Principles of professional dressing and grooming; posture and body language; respect and courtesy in social interaction; handling public and professional gatherings	Col (R) Ijaz Ahmad, Former Faculty Member PPSA, Peshawar
Trainers Evaluation (15 Minutes)		
Day-5: Friday, 26th December, 2025		
08:30 – 09:00	Recitation from Holy Quran, Feedback & Faculty Hour	
09:00 – 10:15	**Judicial Leadership Skills – I** Judicial Leadership, Leadership Styles, Qualities Leadership theories Management V Leadership	Dr. QaziWaheedUz Zaman, Asst. Professor of Strategy, Innovation and Entrepreneurship IMSciences, Peshawar
10:15 – 10:45	Tea Break	
10:45 – 12:00	**Judicial Leadership Skills – II** Power Dynamics Leadership Types	Dr. QaziWaheedUz Zaman, Asst. Professor of Strategy, Innovation and Entrepreneurship IMSciences, Peshawar

12:00 – 01:15	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	Dr. QaziAttaullah, Director Research, KP Judicial Academy
Trainers Evaluation (15 Minutes)		
01:30 –	Salat-al-Jumma& Lunch Break	
Day-6: Saturday, 27th December, 2025		
08:30 – 09:00	Recitation from Holy Quran, Feedback & Faculty Hour	
09:00 – 10:15	Interactive Session	Hon'ble Judge of High Court
10:15 – 10:45	Tea Break	
10:45 – 12:00	**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	Dr. Zainab Bibi, Head of Clinical Nutrition, Shifa International Hospital, Islamabad
12:00 – 01:15	**Retirement & Pension Cases– Preparation and Procedure** LPR, Superannuation, adjustment of debts and liabilities; Gratuity, Commutation, GP Fund, CPF, Benevolent Fund – procedural checklists	Mr. Naveed Alam, Deputy Director (Pension) KP

	and case examples	
Trainers Evaluation (15 Minutes)		
01:30 –	Lunch Break	
Day-7: Monday, 29th December, 2025		
08:30 – 09:00	Recitation from Holy Quran, Feedback & Faculty Hour	
09:00 – 10:15	**Power of Habit in Judicial Leadership** Habit loop, Judicial Keystone Habits Building Resilience and Self Control Avoiding Counterproductive Habits	Mr. Baseer Ali Rahman Khan, Director Khyber Pakhtunkhwa Revenue Authority
10:15 – 10:45	Tea Break	
10:45 – 12:00	**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.	Mr. Baseer Ali Rahman Khan, Director Khyber Pakhtunkhwa Revenue Authority
12:00 – 01:15	**Communication and Presentation Skills – I** Importance of effective communication for leaders Useful Presentation Skills Verbal and Non-Verbal	Dr. Jamal Yousaf, Former Federal Secretary
01:15 – 02:00	Lunch Break	
02:00 – 04:00 (Extended	**Communication and Presentation Skills – II**	Dr. Jamal Yousaf, Former Federal Secretary

lecture)	How to communicate clearly and effectively. How to ensure effective communication in an organization Practical/Hand on Exercises	
Trainers Evaluation (15 Minutes)		
Day-8: Tuesday, 30th December, 2025		
08:30 – 09:00	Recitation from Holy Quran, Feedback & Faculty Hour	
09:00 – 10:15	Public Procurement-I Introduction to Public Procurement Procurement Life Cycle Need Assessment and Justification and Budget Allocation Annual Procurement Planning (Practical Exercises)	Mr. Muhammad Khalid, Manager Procurement, MTI Mardan
10:15 – 10:45	Tea Break	
10:45 – 12:00	Public Procurement-II Constitution of Procurement Committee Preparation and BSDS/PQ Documents (Practical Exercises)	Mr. Muhammad Khalid, Manager Procurement, MTI Mardan
12:00 – 01:15	Public Procurement-III Bidding v Pre-Qualification/Expression of Interest Solicitation of Bids through (Inviting	Mr. Muhammad Khalid, Manager Procurement, MTI Mardan

	Tender/PQ Notice)	
01:15 – 02:00	Lunch Break	
02:00 – 03:15	Public Procurement IV Bids Receiving Opening Bids Examination/Preparation of Bid Evaluation Report Best Evaluated Bids(goods/Works And Services) Practical Exercises	Mr. Muhammad Khalid, Manager Procurement, MTI Mardan
Trainers Evaluation (15 Minutes)		
Day-9: Wednesday, 31st December, 2025		
08:30 – 09:00	Recitation from Holy Quran, Feedback & Faculty Hour	
09:00 – 10:15	Public Procurement-V Announcement of Results Contract Negotiations & Award of Contract Framework Contracts • Practical Exercise / Case Study	Mr. Muhammad Khalid, Manager Procurement, MTI Mardan
10:15 – 10:45	Tea Break	
10:45 – 12:00	Public Procurement-VI Contract Implementation / administration Inspection / Invoice Approvals and	Mr. Muhammad Khalid, Manager Procurement, MTI Mardan

	Processing of Payments	
12:00 – 01:15	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	Mr. Muhammad Khalid, Manager Procurement, MTI Mardan
02:00 – 03:15	**Research Methodology-II** Types Methods	Dr. Farhan Ahmad, UOP
Trainers Evaluation (15 Minutes)		
Day-10: Thursday, 1st January, 2026		
08:30 – 09:00	Recitation from Holy Quran, Feedback & Faculty Hour	
09:00 – 10:15	**Special Courts (Customs, Taxation & Anti-Smuggling)** Overview of Law and Procedure followed by Special Courts (Customs, Taxation & Anti-Smuggling)	**Mr. Abdul Mateen, Former DSJ**
10:15 – 10:45	Tea Break	
10:45 – 12:00	Public Procurement-VIII (Electronic Procurement) Introduction to EPADS	MrShahid Hussain, Deputy Director (MIS), KP-PPRA

	(E-Pak Assets & Disposal System)	
12:00 – 01:15	Public Procurement IX EPAD -Practical Exercises – Department Input	MrShahid Hussain, Deputy Director (MIS), KP-PPRA
01:15 – 02:00	Lunch Break	
02:00 – 03:15	Public Procurement X EPAD- Practical Exercises-Bidders Input and Evaluation	MrShahid Hussain, Deputy Director (MIS), KP-PPRA
Trainers Evaluation (15 Minutes)		
Day-11: Friday, 2nd January, 2026		
08:30 – 09:00	Recitation from Holy Quran, Feedback & Faculty Hour	
09:00 – 10:15	**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	Dr. Sylvia Ali Khan, NWGH Peshawar
10:15 – 10:45	Tea Break	
10:45 – 12:00	**Mindfulness: Living in the Moment** Meaning and practice of mindfulness; living in the present moment; meditation and reflection for inner peace	Dr. Sylvia Ali Khan, NWGH Peshawar
12:00 – 01:30	**Human Resource Management**	Dr. QaziWaheedUz Zaman, Asst Professor of Strategy, Innovation

	Principles of HR Management Effective Mobilization and Job Rotation Monitoring & Supervision of Staff	and Entrepreneurship IMSciences, Peshawar
01:30	Salat-al-Jumma& Lunch Break	
Trainers Evaluation (15 Minutes)		
Day-12: Saturday, 3rd January, 2026		
08:30 – 09:00	Recitation from Holy Quran, Feedback & Faculty Hour	
09:00 – 10:15	**Judicial Accounts Management** Sheriff Petty Civil Court Deposits	Mr. Amjad Zia Siddiquee, DSJ
	Service Laws Orientation Legal Framework Civil Servants Act, 1973 Appointment, Promotion & Transfer Rules, 1989	Mr. Justice Ijaz Anwar, Hon'ble Senior Puisne Judge, PHC
10:15 – 10:45	Tea Break	
10:45 – 12:00	Judicial Esta code: Study Circle Relevant Instructions in Judicial Estacode on Code of Conduct	Faculty
12:00 – 01:15	**Emotional Intelligence for Judicial Leaders** Self-awareness, empathy, and composure; using emotional intelligence to motivate staff, handle litigants, and	Mr. Baseer Ali Rahman Khan, Director Khyber Pakhtunkhwa Revenue Authority

	build a positive work environment.	
Trainers Evaluation (15 Minutes)		
01:15-	Lunch Break	
Day-13: Monday, 5th January, 2026		
08:30 – 09:00	Recitation from Holy Quran, Feedback & Faculty Hour	
09:00 – 10:15	Human Resource and Training Local Training Module Need Assessment Evaluations Training Reports	Mr. Ahmed Iftikhar, Dean Faculty
10:15 – 10:45	Tea Break	
10:45 – 12:00	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	Mr. Zia-ur-Rehman Secretary Al-Mizan Foundation, Rawalpindi

	Minutes & Recoding Keeping	
12:00 – 01:15	Appointment by Promotion & Transfers Law, Procedure & Practice Determination of Seniority Working Paper Fitness: PERs, Effect of Penalties and Pending Inquiry Acting Charge Minutes & Recommendations Record Keeping	Mr. Zia-ur-Rehman Secretary Al-Mizan Foundation, Rawalpindi
01:15 – 02:00	Lunch Break	
02:00 – 03:15	Appointment - Initial Recruitment, Appointment by Promotion & Transfers Practical Exercises	Mr. Zia-ur-Rehman Secretary Al-Mizan foundation
Trainers Evaluation (15 Minutes)		
Day-14: Tuesday, 6th January, 2026		
08:30 – 09:00	Recitation from Holy Quran, Feedback & Faculty Hour	
09:00 – 10:15	**Audit-I (Theory)** Purpose and role of internal and external audits; Defense of audit paras;	MrAmjad Hussain, Director Audit Khyber Pakhtunkhwa
10:15 – 10:45	Tea Break	
10:45 – 12:00	**Audit-II (Practice)** Practical Exercises on Defense of Audit	MrAmjad Hussain, Director Audit Khyber Pakhtunkhwa

	Paras	
12:00 – 01:15	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	Mr. Asghar Shah Khilji, DSJ Haripur
01:15 – 02:00	Lunch Break	
02:00 – 03:15	Efficiency & Discipline-II Practical Exercises Drafting of Show Cause Notice & Statement of Allegations	Mr. Asghar Shah Khilji, DSJ Haripur
Trainers Evaluation (15 Minutes)		
Day-15: Wednesday, 7th January, 2026		
08:30 – 09:00	Recitation from Holy Quran, Feedback & Faculty Hour	
09:00 – 10:15	**Performance Evaluation** Guiding Principles and Common Mistakes in PER Writing Advisory and Adverse Remarks	Mr. AdilMajeed Khan, PSO to HCJ/Director HR
10:15 – 10:45	Tea Break	

10:45 – 12:00	**Leave Rules & Charge Procedure** Overview of Leave Rules (Casual, Medical, Earned, Ex-Pakistan, Hajj/Umrah, Study Leave) Procedure for Handing and Taking of Charge	Mr. AdilMajeed Khan, PSO to HCJ /Muhammad Arifeen, Former Secretary KP
12:00 – 01:15	**DDO Functions & Delegation of Financial Powers Rules** Powers, duties and responsibilities of DDO; Powers and functions under the Delegation of Financial Powers Rules, 2018	MrSaif-ul-Islam, Additional AG Khyber Pakhtunkhwa
01:15 – 02:00	Lunch Break	
02:00 – 03:15	**DDO Functions (Practice)** Practical Exercises	MrSaif-ul-Islam, Additional AG Khyber Pakhtunkhwa
Trainers Evaluation (15 Minutes)		
Day-16: Thursday, 8th January, 2026		
08:30 – 09:00	Recitation from Holy Quran, Feedback & Faculty Hour	
09:00 – 10:15	Generative AI in Courts I AI types, history, applications; document creation and legal research use-cases.	DrAwais Adnan, IM Sciences, Peshawar.
10:15 – 10:45	Tea Break	
10:45 – 12:00	**Public Financial Management – Legal & Regulatory Framework**	Mr. Muhammad Faheem, Former AG Khyber Pakhtunkhwa

	Constitutional provisions; General Financial Rules; other enactments and notifications	
12:00 – 01:15	**Budgetary Planning and Control-I (Theory)** Need assessment; Forecasting and allocation; Re-appropriation procedures; High Court budgetary guidelines	Mr. Muhammad Faheem, Former AG Khyber Pakhtunkhwa
01:15 – 02:00	Lunch Break	
02:00 – 03:15	**Budgetary Planning and Control-II (Practice)** Practical Exercises	Mr. Muhammad Faheem, Former AG Khyber Pakhtunkhwa
Trainers Evaluation (15 Minutes)		
Day-17: Friday, 9th January, 2026		
08:30 – 09:00	Recitation from Holy Quran, Feedback & Faculty Hour	
09:00 – 10:15	**Pay & Allowances, TA/DA Bills** Fixation of Pay and Allowances; Rules and procedures regulation TA, DA, Transfer Grant and allied matters	MrSaif-ul-Islam, Additional AG Khyber Pakhtunkhwa
10:15 – 10:45	Tea Break	
10:45 – 12:00	**Monitoring & Evaluation Framework of the High Court** Objectives and scope of the M&E Policy Role of MIT Office and DSJ in performance supervision	Mr. Salahuddin,MIT,PHC

	Performance indicators and reporting mechanisms	
12:00 – 01:15	Accountability Courts: Practice and Procedure Basic Concept of Accountability, relevant Law and Procedure	Mr. Amjad Zia Siddique, Judge Accountability Court
01:15 -	Salat-ul-Jumma& Lunch Break	
Trainers Evaluation (15 Minutes)		
Day-18: Saturday, 10th January, 2026		
08:30 – 09:00	Recitation from Holy Quran, Feedback & Faculty Hour	
09:00 – 10:15	Interactive Session	Hon'ble Judge High Court
10:15 – 10:45	Tea Break	
10:45 – 12:00	**Integrity, Accountability, and Service Delivery** Ensuring transparency, monitoring performance, preventing maladministration; DSJ's role in strengthening public confidence.	Mr. Justice Muhammad Faheem Wali
12:00 – 01:15	Core Judicial Values: Experience Sharing Peer learning: Integrity, independence, and assertiveness.	Syed YahyaZahidGillani, Former DSJ

Trainers Evaluation (15 Minutes)		
01:30-	Lunch Break	
Country Visit to PJA / NIPA / PFSA Lahore etc (08 Days inclusive of Sundays) From 11th to 18th January, 2026		
Day-19: Monday, 19th January, 2026		
08:30 – 09:00	Recitation from Holy Quran, Feedback & Faculty Hour	
09:00 – 10:15	**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	Mr. Muhammad Zeb Khan, Registrar PHC
10:15 – 10:45	Tea Break	
10:45 – 12:00	Civil Case Management (Conceptual	Mr. Zia-ur-Rehman Secretary Al-

	Framework) Duty of DSJ in effective implementation of Civil Case Management Regime	Mizan Foundation
12:00 – 01:15	Case Management(Session Trial) Duty of DSJ in effective implementation of the Case Management Regime Session Trials	Mr. AdilMajeed, PSO to HCJ PHC
01:15 – 02:00	Lunch Break	
02:00 – 03:15	Court Management and Staff Supervision Supervision and evaluation of staff; communication and coordination	Mr. Asad Hameed DSJ Swat
Trainers Evaluation (15 Minutes)		
Day-20: Tuesday, 20th January, 2026		
08:30 – 09:00	Recitation from Holy Quran, Feedback & Faculty Hour	
09:00 – 10:15	Maintenance of Service Record Personal File Updated Service Books Record of Disciplinary Proceedings HR Database	Mr. Amjad Zia Siddiquee, DSJ
10:15 – 10:45	Tea Break	

10:45 – 12:00	Generative AI in Courts II Google Workspace integration, Gemini with Cloud, AI-based document systems.	Dr. SaimaAftab, Assistant Professor GIK Swabi
12:00 – 01:15	Generative AI in Courts III Notebook LM and practical AI-assisted document creation	Dr. SaimaAftab, Assistant Professor GIK Swabi
12:30 – 01:15	Salat-al-Zuhar& Lunch	
02:00 – 03:15	Labour Courts: Practice and Procedure	Ms. SumeraWali, DSJ/Judge Consumer Court Bannu
Trainers Evaluation (15 Minutes)		
Day-21: Wednesday, 21st January, 2026		
08:30 – 09:00	Recitation from Holy Quran, Feedback & Faculty Hour	
09:00 – 10:15	Judicial Assertiveness with focus on Power of Contempt: Practice and Procedure Judicial assertiveness, Firm, fair, and fearless conduct while remaining humble and courteous	Mr. JehanzebShinwari, DG KPJA
10:15 – 10:45	Tea Break	
10:45 – 12:00	**Presentation of Participants**	Faculty
12:00 – 01:15	Generative AI in Courts IV	Mr. Ahmed Iftikhsar, Dean Faculty

	AI and Legal Writing Use of AI in: Large Language Models Beyond GPT Ethical Use of AI	
12:30 – 01:15	Salat-al-Zuhar& Lunch	
02:00 – 03:15	**Alternate Dispute Resolution, its application in litigation before Special Courts** Relevant Provisions	SYED HAZIQ ALI SHAH. Advocate Supreme of Pakistan
Trainers Evaluation (15 Minutes)		
Day-22: Thursday, 22nd January, 2026		
08:30 – 09:00	Recitation from Holy Quran, Feedback & Faculty Hour	
09:00 – 10:15	Judicial Ethics & Code of Conduct Code of Conduct for Judicial Officers, Code of Conduct of Civil Servants	Mr. Muhammad Zeb Khan, Registrar PHC
10:15 – 10:45	Tea Break	
10:45 – 12:00	**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	Mr. Ashfaque Taj, DSJ and Rafiq Jan, Director P&D

	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	
12:00 – 01:15	Special Courts and General Jurisdiction Courts: Evidentiary standards Relevancy and Admissibility Direct and Circumstantial Evidence Electronic Evidence	Mr. Ahmed Iftikhar, Dean Faculty
01:15 – 02:00	Lunch Break	
02:00 – 03:15	**Retirement & Pension Cases– Preparation and Procedure *(Extended lecture)*** LPR, Superannuation, adjustment of debts and liabilities; Gratuity, Commutation, GP Fund, CPF, Benevolent Fund – procedural checklists and case examples	Mr. Ajmal Khan, Deputy Accountant General, KP
Trainers Evaluation (15 Minutes)		
Day-23: Friday, 23rd January, 2026		
08:30 – 09:00	Recitation from Holy Quran, Feedback & Faculty Hour	
09:00 – 10:15	**Communication Skills (Written) – I** Macro Level:	Dr. Sabeen Hayat, Assistant Professor, IMSciences, Peshawar

	Structure & Reasoning Organizing ideas logically Framing issues and arguments Developing coherence across paragraphs	
10:15 – 10:45	Tea Break	
10:45 – 12:00	**Communication Skills (Written) – II** Mid-Level: Clarity, Editing & Grammar Sentence clarity and precision Grammar and syntax improvement Editing for coherence and impact	Dr. Sabeen Hayat, Assistant Professor, IMSciences, Peshawar
12:00 – 01:15	**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)*	Dr. Sabeen Hayat, Assistant Professor, IMSciences, Peshawar
01:30 –	Salat-al-Jumma& Lunch	
Trainers Evaluation (15 Minutes)		
Day-24: Saturday, 24th January, 2026		
08:30 – 09:00	Recitation from Holy Quran, Feedback & Faculty Hour	

09:00 – 10:15	ICT Tools-Ms Word (Extended)	Mr. Zulfiqar Khan, Web Developer, KPJA
10:15 – 10:45	Tea Break	
10:45 – 12:00	Judicial Ethics	Hon'ble Mr. Justice Nasir ulMulk, Former CJP
12:00 – 01:15	**Exercise of Judicial Discretion** **Role of DSJ in enforcing constitutional mandate of fair exercise of discretion**	Mr. Justice Wiqar Ahmad, PHC
Trainers Evaluation (15 Minutes)		
01:30--	Salat-al-Zuhar& Lunch	

Day-25: Monday, 26th January, 2026		
08:30 – 09:00	Recitation from Holy Quran, Feedback & Faculty Hour	
09:00 – 10:15	Presentation of the participants	Faculty
10:15 – 10:45	Tea Break	
10:45 – 12:00	**Project Documentation and Exercises** Preparation and significance of PC-I and PC-II forms	Fakhr-e-Alam, Chief Commissionerate Afghan Refugees Islamabad

	Key components and data requirements Financial, administrative, and technical approvals Practical exercise on drafting PC-I / PC-II	
12:00 – 01:15	**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	Fakhr-e-Alam, Chief Commissionerate Afghan Refugees Islamabad
01:15 – 02:00	Lunch Break	
02:00 – 03:15	**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 Preparation of a sample work plan for a judicial project	Fakhr-e-Alam, Chief Commissionerate Afghan Refugees Islamabad
Trainers Evaluation (15 Minutes)		
Day-26: Tuesday, 27th January, 2026		

08:30 – 09:30	**Professional Networking and Institutional Leadership** DSJ as Chairperson of district committees; coordination with bar, police, prosecution, and administration; collaborative justice leadership.	Mr. Muhammad Asif Khan, DSJ Nowshera
09:30 – 10:15	TWO DAYS WORKSHOP ON CRIMINAL JUSTICE COORDINATION COMMITTEE	
10:15 – 10:45	Tea Break	
10:45 – 12:00	TWO DAYS WORKSHOP ON CRIMINAL JUSTICE COORDINATION COMMITTEE	
12:00 – 01:15	TWO DAYS WORKSHOP ON CRIMINAL JUSTICE COORDINATION COMMITTEE	
01:15 – 02:00	Lunch Break	
02:00 – 03:15	TWO DAYS WORKSHOP ON CRIMINAL JUSTICE COORDINATION COMMITTEE	
Trainers Evaluation (15 Minutes)		
Day-27: Wednesday, 28th January, 2026		
08:30 – 09:00	Recitation from Holy Quran, Feedback & Faculty Hour	
09:00 – 10:15	TWO DAYS WORKSHOP ON CRIMINAL JUSTICE COORDINATION COMMITTEE	

10:15 – 10:45	Tea Break	
10:45 – 12:00	TWO DAYS WORKSHOP ON CRIMINAL JUSTICE COORDINATION COMMITTEE	
12:00 – 12:30	*CONCLUDING CEREMONY OF WORKSHOP*	
Lunch & Prayer 12:30-02:00		
Trainers Evaluation (15 Minutes)		
Day-28 Thursday, 29th January, 2026		
08:30 – 09:00	Recitation from Holy Quran, Feedback & Faculty Hour	
09:00 – 10:15	Special Courts(CNSA) Narcotics Substances, Drugs & Pharmaceutics Substance– Law & Procedure	MianAsghar Shah, Former DSJ
10:15 – 10:45	Tea Break	
10:45 – 12:00	Promoting ADR in Formal Justice System ADR Act and Rules in KP. Mediation and Best Practices	Mr. Muhammad Shoaib, Director Inspections, PHC
12:00 – 01:15	Promoting ADR in Formal Justice System	SYED HAZIQ ALI SHAH. Advocate Supreme of Pakistan

	Arbitration Act and Its enforcement	
01:15 – 02:00	Lunch Break	
02:00 – 03:15	Presentation of participants	Faculty
Trainers Evaluation (15 Minutes)		
Day-29 Friday, 30th January, 2026		
08:30 – 09:00	Recitation from Holy Quran, Feedback & Faculty Hour	
09:00 – 10:15	Bangalore Principles – I Judicial Conduct: Independence, impartiality, propriety, and integrity — group work and case studies.	Faculty
10:15 – 10:45	Tea Break	
POST-TRAINING TEST		
Day-30 Saturday, 31st January, 2026		
08:30 – 09:00	Recitation from Holy Quran, Feedback & Faculty Hour	
09:00 – 10:15	Bangalore Principles – II Judicial Conduct: Equality, competence, and diligence — group work and case studies	Faculty
10:15 – 10:45	Tea Break	
10:45 – 12:00	E-Learning & Self-paced Professional Development	Faculty+ IT Team of the Academy

	Use of e-learning platforms, self-study modules, and continuous ICT skills development.	
12: 00 onwards	CONCLUDING CEREMONY Recitation from The Holy Quran Group Representative Remarks Remarks by DG KPJA Address by the Hon'ble Chief Guest Conferment of Certificate Group Photograph	

ANNEX- C: TRAINING PICTURES













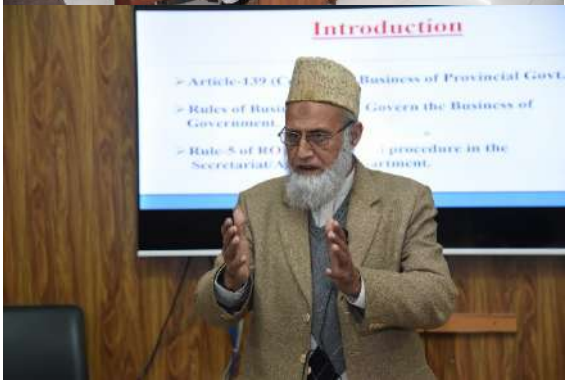












Introduction







replacement.
If you see too
confused, start







In the Name of Allah Most Gracious
RECITATION






wellbeing














الله
رسول
محمد













Lahore tower






FOCUS! STRATEGISING & IMPLEMENTING POLICY








FOCUS! STRATEGISING & IMPLEMENTING POLI




FOCUS! STRATEGISING & IMPLEMENTING POLICY































Lahore CTD poliece department










Federal Judical academy













Lahore musium























LIMINE CONTROL







































Qualities of a good manager

KHYBER PAKHTUNKHWA
JUDICIAL ACADEMY


KHYBER PAKHTUNKHWA
JUDICIAL ACADEMY


KHYBER PAKHT
JUDICIAL A


Format of Service book:
FORM A-9 (for pages from 44 to 50)
Part V
Signature of employer
Signature or thumb impression of the employee and date




KHYBER PAKHTUNKHWA
JUDICIAL ACADEMY


KHYBER PAKHTUNKHWA
JUDICIAL ACADEMY

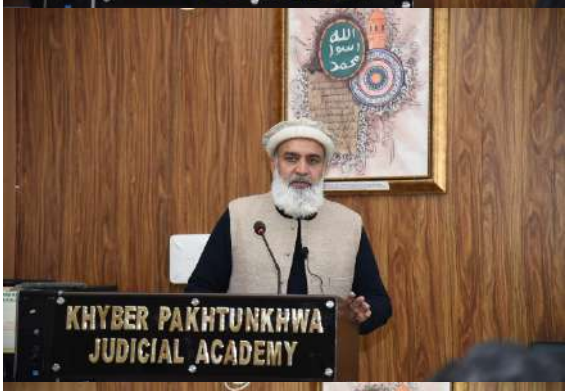

KHYBER PAKHTUNKHWA
JUDICIAL ACADEMY


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Academy night picture



















Concluding ceremony










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KHTUNKHWA
ACADEMY






















HYBER PAKHTUNKHWA
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