REPORT

PRE-PROMOTION STATUTORY TRAINING FOR CIVIL JUDGES-CUM-JUDICIAL MAGISTRATES / ILLAQA QAZIS (BATCH-I), 2026

MARCH 25 – MAY 13, 2026



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

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ABBREVIATIONS AND ACRONYMS

Abbreviation	Meaning
ADJ	Additional District & Sessions Judge
ADR	Alternative Dispute Resolution
AG	Accountant General
AI	Artificial Intelligence
CFMIS	Case Flow Management Information System
CJP	Chief Justice of Pakistan
DDO	Drawing and Disbursing Officer
DG	Director General
DSJ	District & Sessions Judge
E&D	Efficiency & Discipline
EPADS	E-Pak Acquisition & Disposal System
FJA	Federal Judicial Academy
HCJ	Hon'ble Chief Justice
HR	Human Resource
ICT	Information and Communication Technology
KPJA	Khyber Pakhtunkhwa Judicial Academy
KP-PPRA	Khyber Pakhtunkhwa Public Procurement Regulatory Authority
KPRA	Khyber Pakhtunkhwa Revenue Authority
KPST	Khyber Pakhtunkhwa Service Tribunal
LMS	Learning Management System (KPJA-LMS)
M&E	Monitoring & Evaluation
MIT	Member Inspection Team
MTI	Medical Teaching Institution
P&D	Planning & Development
PC-I / PC-II	Planning Commission Proforma I / II
PER	Performance Evaluation Report
PHC	Peshawar High Court
PPST	Pre-Promotion Statutory Training
PSA	Process Serving Agency
PSO	Principal Staff Officer
R&P	Research & Publication
SCJ	Senior Civil Judge
SDA	Senior Director Administration
TA/DA	Travelling Allowance / Daily Allowance

FOREWORD

The first batch of the Pre-Promotion Statutory Training for Civil Judges-cum-Judicial Magistrates / Illaqa Qazis marks the Academy's move from post-promotion to pre-promotion training. Thirty-five judicial officers completed the seven-week programme before taking on the responsibilities of a Senior Civil Judge.

The office of the Senior Civil Judge joins adjudication with administration. It heads the process serving agency, supervises staff, manages budgets and procurement, and supports the District & Sessions Judge. The programme was therefore built around these competencies, alongside judicial ethics, leadership and the special laws the Senior Civil Judge administers.

I commend the participants for their commitment over a demanding programme, and thank the Hon'ble Judges of the Peshawar High Court, the resource persons, the Federal Judicial Academy and the Academy's faculty and staff for making it possible.

(Kalim Arshad Khan)
Director General

DEAN'S NOTE

The programme was conducted in accordance with the Academy's Training Manual for the Pre-Promotion Training of Civil Judges-cum-Judicial Magistrates, which sets out its objectives, structure, methodology, assessment system and content. The curriculum in the manual was drawn from the Academy's Training Needs Assessment Report 2025, read with comparative work on judicial education and leadership training. It is organised into thirteen modules covering ethics, leadership, communication, court and case management, finance, procurement, information technology, human resources, project management, the process serving agency, special laws and evidence.

Every session was evaluated by the participants on the Academy's LMS, and their views are reflected in this report. The evaluation highlights the strengths of the programme, particularly its practical, practitioner-led sessions, and points to areas where the content can be further enriched for later batches.

I thank the resource persons and the faculty, and particularly the Course Coordinator, for the conduct of the programme.

(Ahmed Iftikhar)
Dean Faculty

EXECUTIVE SUMMARY

The Academy trained 35 Civil Judges-cum-Judicial Magistrates for promotion as Senior Civil Judges from 25 March to 13 May 2026. Participants rated the sessions 75.4%.

The programme ran in three phases: on campus from 25 March to 18 April, a study visit to the Federal Judicial Academy, Islamabad (20–23 April), and on campus again from 24 April to 13 May. It closed with participant presentations, a post-training test and a concluding ceremony. Participants also submitted 35 book reviews and 35 research assignments.

Key findings

1. **Practical, practitioner-led modules worked best.** Public Procurement (85.2%), Financial Management (81.7%) and HR Management (80.1%) were rated highest. All three were taught by serving or retired practitioners using hands-on exercises.
2. **Judicial Leadership offers scope for further enrichment (63.1%).** Participants valued their exposure to leadership, change management and emotional intelligence, and suggested that future sessions be tailored more closely to the day-to-day work of a Senior Civil Judge.
3. **Strong demand for core legal subjects.** Participants regarded the Law of Evidence (64.5%) and family law as highly relevant to their work and asked for more time on them. Fuller course material and closer time management will add further value to these sessions.
5. **Participatory formats were well received.** These included the study circles on the Judicial Estacode and the High Court Rules & Orders, practical exercises and group presentations.

Individual assessments under the 150-mark framework were completed, and individual reports were shared with the Hon'ble Peshawar High Court.

INTRODUCTION

The Senior Civil Judge holds a pivotal position in the district judiciary. Besides deciding cases, the office heads the district's process serving agency, supervises court staff, keeps judicial accounts and records, and acts as the principal administrative support to the District & Sessions Judge. Many Senior Civil Judges also serve as drawing and disbursing officers and sit on procurement and district committees.

A Civil Judge's earlier training is mostly judicial. This programme therefore set out to build the managerial, financial, technological and leadership skills the new role demands, before officers assume it.

LEGAL MANDATE

Under Section 4 of the Khyber Pakhtunkhwa Judicial Academy Act, 2012, the Academy is mandated to train justice-sector stakeholders and to work with other judicial academies and institutions. The Peshawar High Court has moved from a post-promotion to a pre-promotion training regime.

Rule 5 of the Khyber Pakhtunkhwa Judicial Service Rules, 2001, as amended, replaces seniority-cum-fitness with selection on merit. It provides that no regular promotion shall be made unless the officer has completed the prescribed length of service, attended the required training and passed such examinations as the High Court may determine.

PROGRAMME STRUCTURE

The programme ran for seven weeks in three phases.

Phase	Dates (2026)	Content
Phase 1: Academics (Part 1)	25 March – 18 April	22 training days on campus covering the core modules
Phase 2: Study visit	20 – 23 April	Visit to the Federal Judicial Academy, Islamabad
Phase 3: Academics (Part 2)	24 April – 13 May	Special laws, evidence and the remaining modules; a one-day workshop on refugee laws; a field visit; participant presentations; the post-training test; the concluding ceremony

The curriculum was organised into thirteen modules:

1. Judicial Ethics and Code of Conduct
2. Personality Development, Social Etiquettes and Wellness
3. Judicial Leadership
4. Communication Skills
5. Court and Case Management
6. Financial Management, Budgetary Control and Audit
7. Public Procurement of Goods & Services
8. Information Technology Skills

9. Human Resource Management & Administration
10. Project Management and Planning Framework in the Judicial Sector
11. Process Serving Agency: Supervision, Efficiency and Accountability
12. Special Laws & Jurisdiction of Senior Civil Judges
13. Law of Evidence: Principles, Modern Devices and Appreciation of Evidence

METHODOLOGY

The training was held on campus in physical mode. It used lectures, interactive sessions with Hon'ble Judges of the Peshawar High Court, practical exercises, mock drafting, group study circles, a field visit, a study visit and participants' presentations.

The training was evaluated at two levels.

- **Reaction (how participants rated the training).** After each session, every participant rated it on the KPJA-LMS on five criteria: relevance of content, the resource person's command of the subject, communication skills, how participatory the session was, and how far the learning could be applied. The overall score is the average of the five criteria. Time management was asked separately and is not part of the score. Ratings were anonymous and each needed a written comment. Grading key: Excellent above 90%; Very Good 80–90%; Good 70–79%; Average 55–69%; Below Average under 55%.
- **Learning (what participants learnt).** Participants were assessed out of 150 marks (qualifying marks 90). The components were a 70-mark post-training knowledge test, a field visit report, IT skills, punctuality, conduct, participation and presentation, a book review and a research assignment.

OBJECTIVES

The training aimed to equip participants with an understanding of:

1. The ethical standards and code of conduct for judicial officers and civil servants, and judicial assertiveness.
2. Leadership, communication and people-management skills suited to heading a judicial establishment.
3. Court and case management, record keeping, supervision of the process serving agency and use of CFMIS.
4. Public financial management, budgeting, judicial accounts, audit, DDO functions and public procurement.
5. Service and HR rules: recruitment, promotion, PERs, leave, pension and efficiency & discipline proceedings.
6. Information technology and generative AI tools for judicial and office work.
7. The special laws within the Senior Civil Judge's jurisdiction, and the law of evidence.

OUTCOMES

The expected outcomes of the training were:

1. Conduct reflecting judicial ethics, assertiveness and self-accountability.
2. Effective leadership of court staff and the process serving agency.
3. Sound handling of budgets, accounts, audit and procurement.

4. Correct application of service and HR rules.
5. Working use of ICT and AI tools.
6. Correct application of special laws and evidence.
7. Better service delivery in the field.

PROCEEDINGS

The daily proceedings are summarised below. Each entry gives the session, the resource person and what was covered. Where the sessions delivered differed from the approved schedule (Annex-B), the entry follows the LMS record of what was actually held. Day numbers follow the schedule; Days 23–26 were the study visit.

Day 1: Wednesday, 25 March

- **Inaugural Ceremony** — Chief Guest: Hon'ble Mr. Justice Ijaz Anwar, Senior Puisne Judge, Peshawar High Court. Welcome address by the Director General, KPJA, followed by the Chief Guest's address and a group photograph.
- **Registration, Pre-Training Evaluation and Introductions** — Faculty & IT Wing.
- **Orientation Briefs** — Dean Faculty, with the Senior Director Administration and the Senior Director Research & Publication. Course contents, grading and assessment, conduct and use of facilities, and the criteria for research articles, book reviews and field-visit synopses.
- **Research Methodology I & II** — Dr. Sabeen Hayat, Assistant Professor, IMSciences. Types and methods of research; guidelines on research articles, book reviews and field-visit synopses.

Day 2: Thursday, 26 March

- **Judicial Ethics & Code of Conduct** — Mr. Muhammad Zeb Khan, Registrar, PHC. Codes of conduct for judicial officers and for civil servants.
- **ICT Tools: Computers; MS Word I & II** — Mr. Zulfiqar Khan, Web Developer, KPJA. File management, PDF handling, OCR and data extraction; basic and advanced Word functions.

Day 3: Friday, 27 March

- **Communication Skills (Written) I–III** — Dr. Sabeen Hayat, Assistant Professor, IMSciences. Structure and reasoning; clarity, editing and grammar; sentence craft, judicial tone and avoiding verbosity, with a writing exercise and peer review.

Day 4: Saturday, 28 March

- **ICT Tools: MS Word III & IV; Excel** — Mr. Zulfiqar Khan, Web Developer, KPJA. Practical Word exercises; Excel basics, formulas, office reports and tax sheets.

Day 5: Monday, 30 March

- **Generative AI in Courts I** — Dr. Awais Adnan, IMSciences. Types, history and applications of AI; use in document creation and legal research.
- **ICT Tools: PowerPoint; Excel & PowerPoint Exercises** — Mr. Zulfiqar Khan, Web Developer, KPJA.
- **Generative AI in Courts IV: AI and Legal Writing** — Mr. Ahmed Iftikhar, Dean Faculty. Large language models and the ethical use of AI.

Day 6: Tuesday, 31 March

- **CFMIS** — Mr. Muhammad Ali, Database Administrator, PHC. Use of CFMIS for case and court management.
- **Role and Supervision of the Process Serving Agency I & II** — Syed Fazal Wadud Jan, ADJ. Legal framework, supervisory duties, registers, common mistakes and use of technology.
- **An Overview of the Land Acquisition Act** — Ms. Faryal Zia Mufti, SDA, KPJA. Practice and procedure.

Day 7: Wednesday, 1 April

- **Judicial Leadership Skills** — Dr. Qazi Waheed uz Zaman, IMSciences. Leadership styles, qualities and theories; management versus leadership; power dynamics.
- **Maintenance of Record** — Mr. Zaeem Ahmad, ADJ. Classification, consignment and reconstruction of judicial records under the High Court Rules.
- **Emotional Intelligence for Judicial Leaders** — Mr. Baseer Ali Rahman Khan, Director, KP Revenue Authority. Self-awareness, empathy and composure in dealing with staff and litigants.

Day 8: Thursday, 2 April

- **Public Financial Management; Budgetary Planning and Control I & II** — Mr. Muhammad Faheem, former Accountant General, KP. Constitutional provisions and General Financial Rules; need assessment, allocation and re-appropriation; practical exercises.
- **Islamic Perspective on Judicial Conduct** — Dr. Qazi Attaullah, Director Research KPJA. The Islamic model of administration of justice, judicial etiquette and independence.

Day 9: Friday, 3 April

- **Public Procurement I–IV** — Mr. Muhammad Khalid, Manager Procurement, MTI Mardan. Procurement life cycle and annual planning; procurement committees and bidding documents; solicitation, opening and evaluation of bids, with practical exercises.

Day 10: Saturday, 4 April

- **Public Procurement V–VII** — Mr. Muhammad Khalid, Manager Procurement, MTI Mardan. Award and contract negotiation; contract administration and payments; grievance redressal and disposal of public assets.

Day 11: Monday, 6 April

- **Judicial Estacode: Study Circle and Group Presentations** — Faculty. Relevant instructions in the Judicial Estacode on code of conduct.
- **Communication and Presentation Skills I & II (Extended)** — Dr. Jamal Yousaf, former Federal Secretary. Verbal and non-verbal skills, with hands-on exercises.

Day 12: Tuesday, 7 April

- **Leadership and Change Management I & II; Ethics in Leadership I & II** — Dr. Jamal Yousaf, former Federal Secretary. Drivers of and resistance to change; integrity, fairness, accountability and leading by example.

Day 13: Wednesday, 8 April

- **Modes of Appointment; Appointment by Promotion & Transfers; Practical Exercises** — Mr. Zia-ur-Rehman, Secretary, Al-Mizan Foundation. Recruitment policy and quotas, working papers, seniority, fitness and acting charge.
- **Human Resource and Training** — Mr. Ahmed Iftikhar, Dean Faculty. Training-needs assessment, evaluation and training reports.

Day 14: Thursday, 9 April

- **Performance Evaluation** — Mr. Adil Majeed Khan, PSO to the Hon'ble Chief Justice / Director HR. PER writing; advisory and adverse remarks.
- **DDO Functions; Delegation of Financial Powers; Pay & Allowances, TA/DA Bills** — Mr. Saif-ul-Islam, Additional Accountant General, KP. Powers and duties of the DDO under the 2018 Rules, with practical exercises; fixation of pay and allowances.

Day 15: Friday, 10 April

- **Judicial Estacode: Group Presentations** — Participants, with Faculty.
- **Efficiency & Discipline I & II** — Mr. Asghar Shah Khilji, DSJ Haripur. E&D Rules, 2011, inquiry procedure, and drafting of show cause notices and statements of allegations.

Day 16: Saturday, 11 April

- **Public Procurement VIII–X (e-Procurement)** — Mr. Shahid Hussain, Deputy Director (MIS), KP-PPRA. Introduction to EPADS; practical exercises in department and bidder input.

Day 17: Monday, 13 April

- **Audit I & II** — Mr. Amjad Hussain, Director Audit, KP. Internal and external audit; defence of audit paras.
- **Retirement & Pension Cases** — Mr. Ajmal Khan, Deputy Accountant General, KP. LPR, gratuity, commutation, GP Fund and benevolent fund.
- **High Court Rules & Orders: Study Circle** — Faculty.

Day 18: Tuesday, 14 April

- **Planning & Development: Theoretical Framework and Institutional Mechanisms** — Mr. Rafiq Jan, Director P&D, PHC. Role of the P&D Wing, past and pipeline projects, common mistakes.

- **Project Documentation; Monitoring, Evaluation and Post-Project Appraisal** — Mr. Fakhr-e-Alam / Prof. Waqar, IMSciences. PC-I and PC-II, approvals, monitoring and appraisal, with drafting exercises.

Day 19: Wednesday, 15 April

- **Monitoring & Evaluation Framework of the High Court** — Mr. Salahuddin, MIT, PHC. The M&E Policy, the role of the MIT office and DSJs, and performance indicators.
- **Extra-Legal Considerations Influencing Judicial Decisions** — Hon'ble Mr. Justice Nasir-ul-Mulk, former Chief Justice of Pakistan.
- **Judicial Assertiveness with Focus on the Power of Contempt** — Mr. Jehanzeb Shinwari, DG KPJA. Firm, fair and fearless conduct while remaining courteous.
- **High Court Rules & Orders: Presentations** — Participants, with Faculty.

Day 20: Thursday, 16 April

- **Official Correspondence** — Mr. Abdul Matin Khan, former DSJ. Secretariat Instructions and official letter writing.
- **Law of Inheritance I & II** — Dr. Qazi Attaullah, Director Research, KPJA. Classes of heirs, distribution of shares, complex family structures and wills.
- **Overview of the Succession Act, 1925** — Mr. Zia-ur-Rehman, Secretary, Al-Mizan Foundation. Succession certificates, probate and letters of administration.

Day 21: Friday, 17 April

- **Court Management: Registers and Inspection** — Mr. Asghar Shah Khilji, DSJ Haripur. Maintenance of registers; court inspection and inspection-report writing.
- **Managing Stress, Anger and Conflict; Mindfulness** — Dr. Sylvia Ali Khan, NWGH Peshawar. Sources of stress, techniques for anger and conflict, and mindfulness practice.

Day 22: Saturday, 18 April

- **Leave Rules & Charge Procedure** — Mr. Adil Majeed Khan, PSO to the Hon'ble Chief Justice. Kinds of leave; handing and taking over charge.
- **Family Courts: Composition, Functions & Jurisdiction; Dissolution of Muslim Marriage** — Ms. Wadeeya Mushtaq Malik, Director Regulation, PHC. Procedure of family courts; dower, dowry and maintenance.

Study Visit: 20–23 April

- **Federal Judicial Academy, Islamabad** — Participants attended a four-day study programme at the FJA, which closed with a concluding ceremony there.

Day 27: Friday, 24 April

- **Law of Inheritance III** — Dr. Qazi Attaullah, Director Research, KPJA.
- **Promoting ADR in the Formal Justice System: Mediation; Role Play & Exercises** — Ms. Furrah Kashif, LAS. Mediation and best practices, with a role-play exercise.

Day 28: Saturday, 25 April

- **Interactive Session: Service Laws** — Hon'ble Mr. Justice Ijaz Anwar, Senior Puisne Judge, Peshawar High Court/Vice Chairman, BoG, KPJA.
- **Management of Criminal Trial** — Mr. Jehanzeb Shinwari, DG KPJA. Framing of charge and statement of the accused.
- **Maintenance of Service Record** — Mr. Zaeem Ahmad, ADJ Swabi. Personal files, service books, disciplinary records and the HR database.

Day 29: Monday, 27 April

- **One-Day Workshop on Refugee Laws**

Day 30: Tuesday, 28 April

- **Judicial Accounts Management I & II** — Mr. Ahmed Iftikhar, Dean Faculty. Sheriff petty account and civil court deposits, with practical exercises.
- **Legal Framework of Family Courts; Restitution of Conjugal Rights and Jactitation of Marriage** — Ms. Zeba Rasheed, DSJ / Member KPST.

Day 31: Wednesday, 29 April

- **Fundamentals of Law of Evidence I** — Barrister Ikhtiar Khan, Chairman KPST. Principles of the Qanun-e-Shahadat Order, 1984; relevancy and admissibility.
- **Appreciation of Evidence in Civil and Criminal Cases** — Mr. Muhammad Zeb Khan, Registrar, PHC. General principles and case law.
- **Role of the SCJ as a Member of District Committees** — Mr. Muhammad Asghar, SCJ. Criminal justice coordination, ADR and security committees.

Day 32: Thursday, 30 April

- **Trial Procedure in Family Cases** — Ms. Zeba Rasheed, DSJ / Member KPST. Evidence, judgment writing and execution of decrees.
- **Personality Development; Social Etiquettes and Dress Code** — Col (R) Ijaz Ahmad, former faculty member, PPSA / NDU. Table manners, grooming, posture and courtesy.
- **Physical Health and Well-being** — Dr. Zainab Bibi, Head of Clinical Nutrition, Shifa International Hospital. Diet, exercise and sleep.

Day 33: Saturday, 2 May

- **Interactive Session** — Hon'ble Mr Justice S.M. Attique Shah, Chief Justice, Peshawar High Court/Chairman, BoG, KPJA.
- **Field Visit to the District Courts, Peshawar** — Working of the process serving agency.

Day 34: Monday, 4 May

- **Generative AI in Courts II & III** — Dr. Saima Aftab, Ghulam Ishaq Khan Institute, Swabi. Google Workspace and Gemini; NotebookLM and AI-assisted document creation.

- **Civil Case Management: Framing of Issues** — Mr. Dost Muhammad Khan, Director Instructions-I, KPJA.
- **Civil Case Management: Conceptual Framework** — Mr. Ahmed Iftikhar, Dean Faculty.

Day 35: Tuesday, 5 May

- **PC-I and PC-II: Case Studies and Practical Exercises** — Mr. Waqar Ahmad, IMSciences.
- **Legal Framework on Custody & Guardianship** — Ms. Sofia Waqar Khattak, DSJ Kohat. Assumption of jurisdiction, welfare of the child and recent case law.
- **Criminal Trial: Practice & Procedure** — Mr. Jehanzeb Shinwari, DG KPJA.

Day 36: Wednesday, 6 May

- **Court Management and Staff Supervision** — Mr. Muhammad Asif Khan, DSJ Nowshera. Supervision and evaluation of staff; communication and coordination.
- **Fundamentals of Law of Evidence II** — Barrister Ikhtiar Khan, Chairman KPST. Burden of proof and presumptions.
- **Judgment Writing** — Mr. Dost Muhammad Khan, Director Instructions-I, KPJA.
- **Promoting ADR: Arbitration Act and its Enforcement** — Dr. Syed Raza Shah Gilani, Abdul Wali Khan University, Mardan.

Days 37–40: 7–11 May

- **Presentations by Participants** — Each participant presented on a topic from the curriculum and was assessed for content and presentation skills.

Day 41: Tuesday, 12 May

- **Post-Training Test** — A 70-mark knowledge test covering all topics taught.

Day 42: Wednesday, 13 May

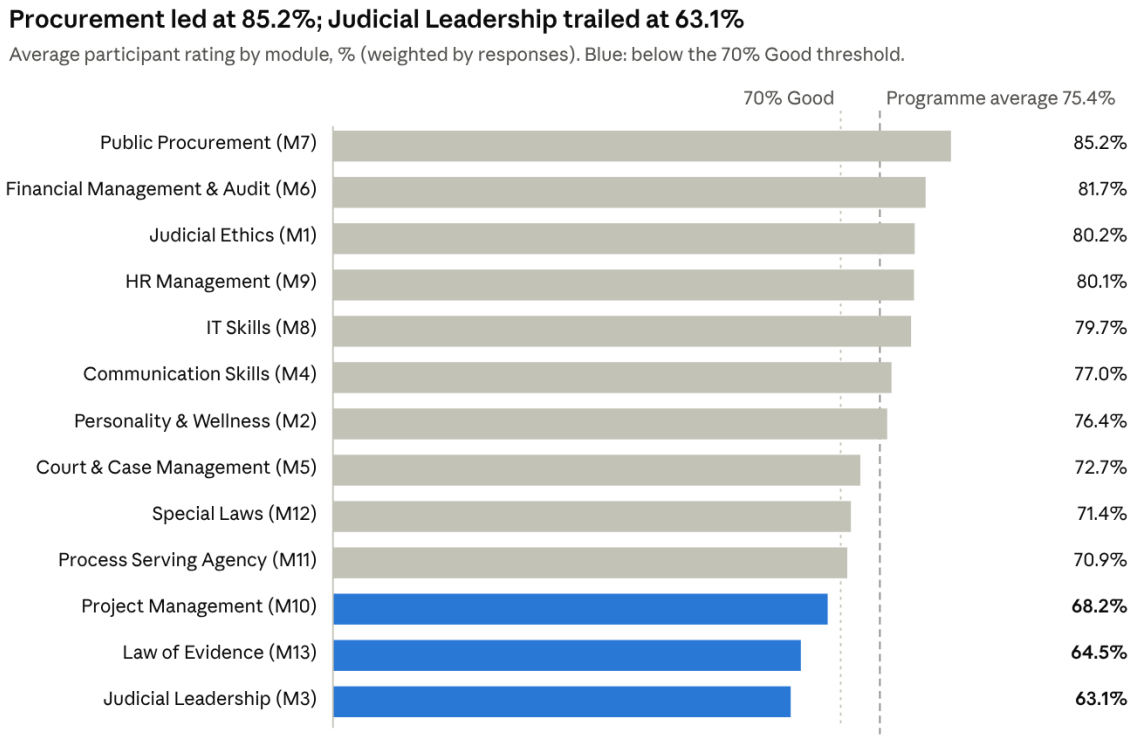
- **Concluding Ceremony** — Chief Guest: Hon'ble the Chief Justice, Peshawar High Court. Recitation from the Holy Quran, remarks by the class representative and the Director General, the Chief Guest's address, conferment of certificates and a group photograph.

EVALUATION OF THE TRAINING

Participants rated the programme's 101 evaluated sessions at 75.4% on average ("Good"). This is based on 2,730 evaluations and 2,655 written comments on the KPJA-LMS. One session was rated Excellent, 36 Very Good, 40 Good, 22 Average and two sessions as Below Average.

The full session-wise ranking is at Annex-D.

Rating by Module



Source: KPJA-LMS Evaluation Ledger, PPST Batch-I · 101 sessions, 2,730 responses

Key Insights from the Resource Persons Evaluation

1. **Top performers.** The six Public Procurement sessions by Mr. Muhammad Khalid scored 87.3–90.1%; Public Procurement V was rated Excellent (90.1%). Participants cited his command of the subject, worked exercises and strict time-keeping. Judicial Assertiveness with Focus on Contempt (Mr. Jehanzeb Shinwari, 87.0%) and Judicial Accounts Management I (Mr. Ahmed Iftikhar, 86.4%) followed. Participants called both topics new and directly useful.
2. **Administrative practice with drafting exercises.** Efficiency & Discipline I and II (Mr. Asghar Shah Khilji, 85.6% each) were rated highly, with the drafting of show cause notices singled out. So were Retirement & Pension Cases (85.0%) and the appointment and promotion sessions (83.1–84.2%).

3. **ICT basics landed; AI needs adapting.** MS Word I (87.0%) and Computers (85.2%) were among the top sessions. The Generative AI sessions scored 70.0–80.0%. Participants reported network problems in the practical work, a fast pace for those new to AI, and a wish for court-specific uses.
4. **Leadership sessions broadened participants' perspective.** Judicial Leadership Skills (66.2%), Leadership and Change Management (64.1–64.3%) and Ethics in Leadership (63.6–63.9%) introduced participants to modern concepts of leadership and change. Participants suggested linking the content more closely to a Senior Civil Judge's duties, and having Emotional Intelligence (53.3%) taught by a qualified psychologist.
5. **Core legal subjects drew strong interest.** Participants rated Law of Evidence I and II (57.2% and 58.8%) and the family-law sessions (54.5–61.8%) as highly relevant and asked for more sessions on them. A sharper civil-side focus, timely sharing of material and closer time management will make them even more effective. Family Courts by Ms. Wadeeya Mushtaq Malik (78.8%) and Custody & Guardianship (76.0%) show how well these subjects are received when taught interactively.
6. **Wide-ranging topics generated demand for more time.** Research Methodology I and II (63.1% and 65.7%), Inheritance III (68.0%) and the two mediation sessions (60.7% and 61.5%) covered extensive ground. Participants asked for more sessions and practical exercises and, for research, a resource person with a legal-research background.
7. **Participatory formats worked.** The Judicial Estacode and High Court Rules & Orders study circles scored 76.8–81.5%. Participants described them as an efficient way to cover large rule-books, and as presentation practice.

TRAINEE ASSESSMENT

All 35 participants were assessed against the 150-mark framework in the Concept Note; the qualifying mark is 90.

Component	Marks	How assessed
Post-training knowledge test	70	MCQs, short answers and problem-solving on all topics taught; held on 12 May
Field visit report	10	Report on the visit to the District Courts, Peshawar
IT skills	10	Practical use of drafting, office and research tools
Punctuality	10	Attendance and adherence to the schedule
Conduct inside and outside the classroom	10	Behaviour and professional decorum
Participation and presentation	20	Contribution in sessions (10) and the participant presentation, 7–11 May (10)
Assignments	20	One book review (10) and one research article (10) per participant

Each participant was given a book on leadership or personal effectiveness to review, and a research topic on the work of a Senior Civil Judge, such as service delivery, delays in service of summons, use of technology in evidence recording, and judicial control over courtroom proceedings. Individual reports were shared with the Hon'ble Peshawar High Court.

CONCLUSION

The first Pre-Promotion Statutory Training for Civil Judges prepared officers for the administrative and supervisory work of a Senior Civil Judge. It was inaugurated by Hon'ble Mr. Justice Ijaz Anwar, Vice Chairman, Board of Governors of KPJA and concluded in the presence of Hon'ble the Chief Justice of Peshawar High Court/Chairman Board of Governors of KPJA. The evaluation shows the model works where training is practical and taught by practitioners: procurement, finance, HR and ethics were all rated above 80%. The leadership module and the core legal subjects of evidence and family law offer scope for further enrichment in future batches.

ANNEXURES

- Annex-A: List of Participants
- Annex-B: Approved Schedule of Activities
- Annex-C: Training in Pictures
- Annex-D: Session-wise Resource Persons Evaluation
- Annex-E: Presentation Topics Assigned to the Participants
- Annex-F: Book Reviews and Research Assignments

ANNEX-A: LIST OF PARTICIPANTS

S#	Name	Designation	Place of Posting
1	Mr. Sareer Shah	Civil Judge-cum-Judicial Magistrate	Nowshera
2	Mr. Salman Nadir Muhammad	Civil Judge-cum-Judicial Magistrate	Sheringal, Dir Upper
3	Syed Furqan Mashwani	Civil Judge-cum-Judicial Magistrate	Havelian, Abbottabad
4	Mr. Murtaza Khan	Civil Judge-cum-Judicial Magistrate	Nowshera
5	Mr. Muhammad Farooq Ahmad	Civil Judge-cum-Judicial Magistrate	Bajaur
6	Mr. Muhammad Ikram	Civil Judge-cum-Judicial Magistrate	Tangi, Charsadda
7	Mr. Muhammad Imtiaz	Civil Judge-cum-Judicial Magistrate	Bajaur
8	Mr. Mazhar Ali Khan	Civil Judge-cum-Judicial Magistrate	Peshawar High Court
9	Mr. Sadiq Ullah	Civil Judge-cum-Judicial Magistrate	Shangla
10	Mr. Abdul Haleem	Civil Judge-cum-Judicial Magistrate	Nowshera
11	Ms. Alia Bibi	Civil Judge-cum-Judicial Magistrate	Kohat
12	Mr. Muhammad Waqar	Civil Judge-cum-Judicial Magistrate	Peshawar
13	Mr. Alam Zeb Khan	Civil Judge-cum-Judicial Magistrate	Dir Lower
14	Mr. Muhammad Anwar	Civil Judge-cum-Judicial Magistrate	Peshawar
15	Ms. Nazma Shah	Civil Judge-cum-Judicial Magistrate	Mardan
16	Ms. Asma Zahir	Civil Judge-cum-Judicial Magistrate	Abbottabad
17	Ms. Saima Razzaq	Civil Judge-cum-Judicial Magistrate	Charsadda
18	Mr. Tanveed Akhtar	Civil Judge-cum-Judicial Magistrate	Kurram
19	Ms. Sehrish Rana	Civil Judge-cum-Judicial Magistrate	Bannu
20	Mr. Muhammad Kashif	Civil Judge-cum-Judicial Magistrate	Swat
21	Mr. Mubarak Ali	Civil Judge-cum-Judicial Magistrate	Hangu
22	Mr. Habib Ur Rehman Orakzai	Civil Judge-cum-Judicial Magistrate	Peshawar
23	Syed Ahmad Mujtaba Kamal	Civil Judge-cum-Judicial Magistrate	Bannu
24	Mr. Muhammad Ilyas	Civil Judge-cum-Judicial Magistrate	Bannu
25	Ms. Samina Sahar	Civil Judge-cum-Judicial Magistrate	Haripur
26	Ms. Sidra Jalal	Civil Judge-cum-Judicial Magistrate	Mansehra
27	Mr. Noor-ul-Haq	Civil Judge-cum-Judicial Magistrate	Kalaya, Orakzai
28	Mr. Muhammad Raees	Civil Judge-cum-Judicial Magistrate	Drosh, Lower Chitral
29	Mr. Muhammad Waheed Wali	Civil Judge-cum-Judicial Magistrate	North Waziristan
30	Ms. Shahnaz	Civil Judge-cum-Judicial Magistrate	Swat
31	Mr. Tahir Khan	Civil Judge-cum-Judicial Magistrate	Charsadda
32	Mr. Amjid Ullah	Civil Judge-cum-Judicial Magistrate	Peshawar
33	Mr. Riaz Ahmad	Civil Judge-cum-Judicial Magistrate	Hangu
34	Mr. Muhammad Ishfaq	Civil Judge-cum-Judicial Magistrate	Lal Qila, Dir Lower
35	Mr. Mohammad Ishaq Marwat	Civil Judge-cum-Judicial Magistrate	Dargai, Malakand

ANNEX-B: APPROVED SCHEDULE OF ACTIVITIES

This annex condenses the approved Schedule of Activities (updated 27 April 2026). Each day ran from 08:30 to 03:15, with a faculty hour, up to four sessions and a trainers' evaluation. Changes made during delivery are shown in the Proceedings.

Day	Date	Sessions (Resource Person)
1	Wed 25 Mar	Inaugural session; registration and pre-training evaluation; orientation briefs (Dean Faculty, SDA, Senior Director R&P); Research Methodology I & II (Dr. Sabeen Hayat, IMSciences)
2	Thu 26 Mar	Judicial Ethics & Code of Conduct (Mr. Muhammad Zeb Khan, Registrar PHC); ICT Tools: Computers, MS Word I & II (Mr. Zulfiqar Khan, KPJA)
3	Fri 27 Mar	Communication Skills (Written) I–III (Dr. Sabeen Hayat, IMSciences)
4	Sat 28 Mar	ICT Tools: MS Word III & IV, Excel (Mr. Zulfiqar Khan, KPJA)
5	Mon 30 Mar	Generative AI in Courts I (Dr. Awais Adnan, IMSciences); ICT Tools: PowerPoint, Excel & PowerPoint (Mr. Zulfiqar Khan); Generative AI in Courts IV (Mr. Ahmed Iftikhar, Dean Faculty)
6	Tue 31 Mar	CFMIS (Mr. Muhammad Ali, PHC); Process Serving Agency I & II (Syed Fazal Wadud Jan, ADJ); Land Acquisition Act (Ms. Faryal Zia Mufti, SDA KPJA)
7	Wed 01 Apr	Judicial Leadership Skills I & II (Dr. Qazi Waheed uz Zaman, IMSciences); Maintenance of Record (Mr. Zaeem Ahmad, ADJ); Emotional Intelligence for Judicial Leaders (Mr. Baseer Ali Rahman Khan, KPRA)
8	Thu 02 Apr	Public Financial Management; Budgetary Planning and Control I & II (Mr. Muhammad Faheem, former AG KP); Islamic Perspective on Judicial Conduct (Dr. Qazi Attaullah)
9	Fri 03 Apr	Public Procurement I–IV (Mr. Muhammad Khalid, MTI Mardan)
10	Sat 04 Apr	Public Procurement V–VII (Mr. Muhammad Khalid, MTI Mardan)
11	Mon 06 Apr	Judicial Estacode Study Circle (Faculty); Communication and Presentation Skills I & II (Dr. Jamal Yousaf, former Federal Secretary)
12	Tue 07 Apr	Leadership and Change Management I & II; Ethics in Leadership I & II (Dr. Jamal Yousaf)
13	Wed 08 Apr	Modes of Appointment; Appointment by Promotion & Transfers; Practical Exercises (Mr. Zia-ur-Rehman, Al-Mizan Foundation)
14	Thu 09 Apr	Performance Evaluation (Mr. Adil Majeed Khan, PSO to HCJ); DDO Functions & Delegation of Financial Powers; DDO Practice; Pay & Allowances, TA/DA (Mr. Saif-ul-Islam, Addl. AG KP)
15	Fri 10 Apr	Judicial Estacode: Group Presentations (Faculty); Efficiency & Discipline I & II (Mr. Asghar Shah Khilji, DSJ Haripur)
16	Sat 11 Apr	Public Procurement VIII–X, EPADS (Mr. Shahid Hussain, KP-PPRA)
17	Mon 13 Apr	Audit I & II (Mr. Amjad Hussain, Director Audit KP); Retirement & Pension Cases (Mr. Ajmal Khan, Dy. AG KP); High Court Rules & Orders Study Circle (Faculty)
18	Tue 14 Apr	P&D Theoretical Framework (Mr. Rafiq Jan, Director P&D PHC); Project Documentation; M&E and Post-Project Appraisal; MS Project Work Plan (Mr. Fakhr-e-Alam / Prof. Waqar, IMSciences)
19	Wed 15 Apr	M&E Framework of the High Court (Mr. Salahuddin, MIT PHC); Extra-Legal Considerations Influencing Judicial Decisions (Hon'ble Mr. Justice Nasir-ul-Mulk, former CJP); Judicial Assertiveness & Contempt (Mr. Jehanzeb Shinwari, DG KPJA); High Court Rules & Orders Presentations (Faculty)
20	Thu 16 Apr	Official Correspondence (Mr. Abdul Matin Khan, former DSJ); Law of Inheritance I & II (Dr. Qazi Attaullah); Succession Act, 1925 (Mr. Zia-ur-Rehman)
21	Fri 17 Apr	Court Management: Registers & Inspection (Mr. Asghar Shah Khilji); Managing Stress, Anger and Conflict; Mindfulness (Dr. Sylvia Ali Khan, NWGH)
22	Sat 18 Apr	Leave Rules & Charge Procedure (Mr. Adil Majeed Khan / Mr. Muhammad Arifeen); Family Courts; Dissolution of Muslim Marriage (Ms. Wadeeya Mushtaq Malik, PHC)
23–	20–23 Apr	Study visit

Day	Date	Sessions (Resource Person)
26		
27	Fri 24 Apr	Law of Inheritance III (Dr. Qazi Attaullah); Promoting ADR: Mediation; Role Play & Exercises (Ms. Furrah Kashif, LAS)
28	Sat 25 Apr	Interactive Session: Service Laws (Hon'ble Mr. Justice Ijaz Anwar, PHC); Management of Criminal Trial (Mr. Jehanzeb Shinwari); Maintenance of Service Record (Mr. Zaeem Ahmad, ADJ)
29	Mon 27 Apr	One-day workshop on refugee laws
30	Tue 28 Apr	Judicial Accounts Management I & II (Mr. Ahmed Iftikhar); Family Courts Legal Framework; Restitution of Conjugal Rights & Jactitation (Ms. Zeba Rasheed, DSJ / Member KPST)
31	Wed 29 Apr	Law of Evidence I (Barrister Ikhtiar Khan, Chairman KPST); Appreciation of Evidence: Civil and Criminal (Mr. Muhammad Zeb Khan); Role of SCJ in District Committees (Mr. Muhammad Asghar, SCJ)
32	Thu 30 Apr	Trial Procedure, Family Cases (Ms. Zeba Rasheed); Personality Development; Social Etiquettes and Dress Code (Col (R) Ijaz Ahmad); Physical Health and Well-being (Dr. Zainab Bibi)
33	Sat 02 May	Interactive Session (Hon'ble Mr Justice S.M. Attique Shah, Chief Justice, PHC); field visit to District Courts, Peshawar
34	Mon 04 May	Generative AI in Courts II & III (Dr. Saima Aftab, GIKI); Civil Case Management: Framing of Issues (Mr. Dost Muhammad Khan); Conceptual Framework (Mr. Ahmed Iftikhar)
35	Tue 05 May	PC-I and PC-II Case Studies I & II (Mr. Waqar Ahmad, IMSciences); Custody & Guardianship (Ms. Sofia Waqar Khattak, DSJ Kohat); Judicial Accounts Management III (Mr. Ahmed Iftikhar)
36	Wed 06 May	Court Management & Staff Supervision (Mr. Muhammad Asif Khan, DSJ Nowshera); Law of Evidence II (Barrister Ikhtiar Khan); Judgment Writing (Mr. Dost Muhammad Khan); ADR: Arbitration Act (Dr. Syed Raza Shah Gilani, AWKUM)
37–40	7–11 May	Presentations by participants (7, 8, 9 and 11 May)
41	Tue 12 May	Post-training test
42	Wed 13 May	Concluding ceremony

ANNEX-C: TRAINING IN PICTURES

Inaugural Ceremony, 25 March 2026



Hon'ble Mr. Justice Ijaz Anwar, Senior Puisne Judge, Peshawar High Court/Vice Chairman BoG KPJA, addressing the participants at the inaugural ceremony.



Mr. Jehanzeb Shinwari, Director General, KPJA, delivering the welcome address.



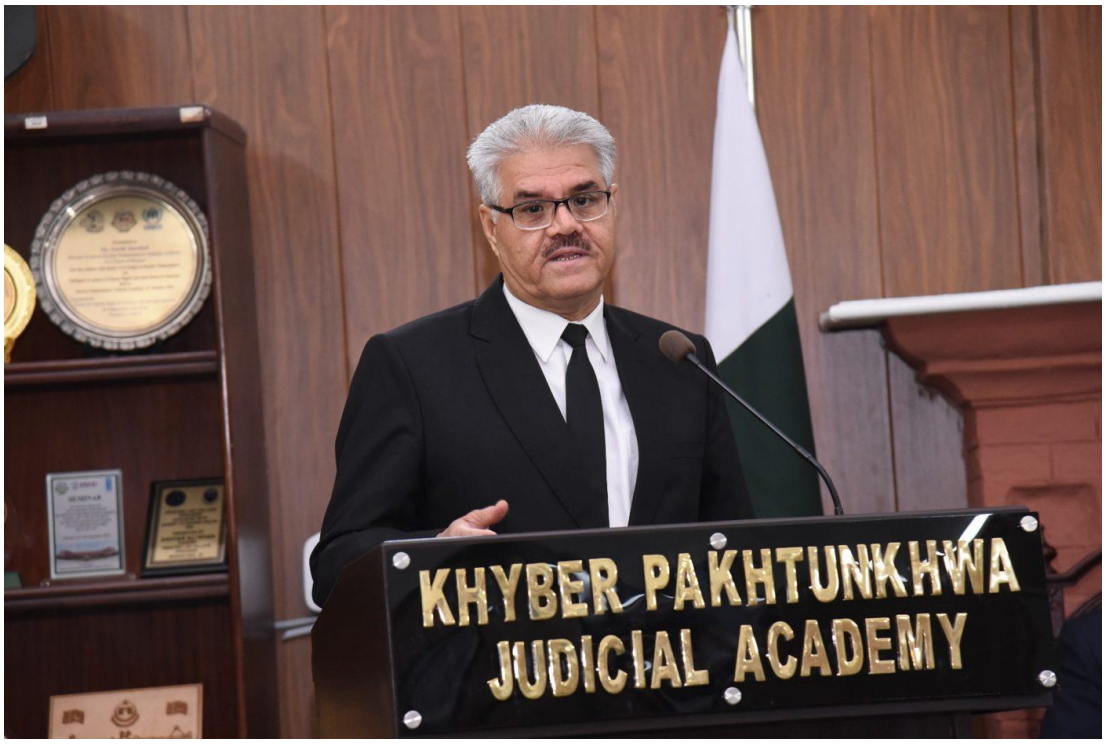
Group photograph of the participants with the Chief Guest and the faculty at the inaugural ceremony.

Study Visit, Federal Judicial Academy, Islamabad, 20–23 April 2026



Participants at the Federal Judicial Academy, Islamabad, during the study visit.

Concluding Ceremony, 13 May 2026



Hon'ble Mr Justice S.M. Attique Shah, the Chief Justice, Peshawar High Court/Chairman BoG KPJA, addressing the participants at the concluding ceremony.



Mr. Jehanzeb Shinwari, Director General, KPJA, delivering his closing remarks.



Group photograph of the participants with the Chief Guest and the faculty at the concluding ceremony.

ANNEX-D: SESSION-WISE RESOURCE PERSONS EVALUATION

The table ranks all 101 evaluated sessions by average participant rating on the KPJA-LMS. Each form could receive up to 35 responses, one per participant.

#	Session	Resource Person	Responses	Score (%)	Grade
1	Public Procurement V	Mr. Muhammad Khalid	26	90.1	Excellent
2	Public Procurement I	Mr. Muhammad Khalid	30	89.8	Very Good
3	Public Procurement VI	Mr. Muhammad Khalid	26	88.9	Very Good
4	Public Procurement IV	Mr. Muhammad Khalid	27	88.7	Very Good
5	Public Procurement II	Mr. Muhammad Khalid	28	88.4	Very Good
6	Public Procurement III	Mr. Muhammad Khalid	29	87.3	Very Good
7	ICT Tools: MS Word I	Mr. Zulfiqar Khan	26	87.0	Very Good
8	Judicial Assertiveness with Focus on Power of Contempt	Mr. Jehanzeb Shinwari	27	87.0	Very Good
9	Judicial Accounts Management I	Mr. Ahmed Iftikhar	28	86.4	Very Good
10	Efficiency & Discipline I	Mr. Asghar Shah Khilji	27	85.6	Very Good
11	Efficiency & Discipline II	Mr. Asghar Shah Khilji	27	85.6	Very Good
12	Judicial Accounts Management II	Mr. Ahmed Iftikhar	27	85.6	Very Good
13	ICT Tools: Computers	Mr. Zulfiqar Khan	30	85.2	Very Good
14	Retirement & Pension Cases	Mr. Ajmal Khan	27	85.0	Very Good
15	Modes of Appointment: Initial Recruitment	Mr. Zia-ur-Rehman	28	84.2	Very Good
16	ICT Tools: MS Word II	Mr. Zulfiqar Khan	24	83.9	Very Good
17	Appointment by Promotion & Transfers	Mr. Zia-ur-Rehman	28	83.7	Very Good
18	Appointment: Practical Exercises	Mr. Zia-ur-Rehman	27	83.1	Very Good
19	Pay & Allowances; TA/DA Bills	Mr. Saif-ul-Islam	27	83.1	Very Good
20	ICT Tools: MS Word III	Mr. Zulfiqar Khan	30	82.9	Very Good
21	Communication Skills (Written) III	Dr. Sabeen Hayat	31	82.7	Very Good
22	Official Correspondence	Mr. Abdul Matin Khan	26	82.7	Very Good
23	Public Financial Management	Mr. Muhammad Faheem	30	82.5	Very Good
24	Communication Skills (Written) I	Dr. Sabeen Hayat	33	82.0	Very Good
25	ICT Tools: MS Word IV	Mr. Zulfiqar Khan	28	81.9	Very Good
26	Budgetary Planning and Control II	Mr. Muhammad Faheem	29	81.9	Very Good
27	Communication Skills (Written) II	Dr. Sabeen Hayat	33	81.8	Very Good
28	Budgetary Planning and Control I	Mr. Muhammad Faheem	31	81.7	Very Good
29	Civil Case Management: Conceptual Framework	Mr. Ahmed Iftikhar	18	81.6	Very Good
30	Judicial Estacode: Group Presentations	Faculty	25	81.5	Very Good
31	Overview of the Land	Ms. Faryal Zia Mufti	31	81.0	Very Good

#	Session	Resource Person	Responses	Score (%)	Grade
	Acquisition Act				
32	DDO Functions & Delegation of Financial Powers	Mr. Saif-ul-Islam	28	81.0	Very Good
33	Human Resource and Training	Mr. Ahmed Iftikhar	13	80.3	Very Good
34	High Court Rules & Orders: Study Circle	Faculty	19	80.3	Very Good
35	Overview of the Succession Act, 1925	Mr. Zia-ur-Rehman	21	80.1	Very Good
36	Judicial Ethics & Code of Conduct *	Mr. Muhammad Zeb Khan	53	80.0	Very Good
37	Generative AI in Courts IV	Mr. Ahmed Iftikhar	30	80.0	Very Good
38	Management of Criminal Trial	Mr. Jehanzeb Shinwari	21	79.8	Good
39	High Court Rules & Orders: Presentations	Faculty	24	79.7	Good
40	Civil Case Management: Framing of Issues	Mr. Dost Muhammad Khan	18	79.5	Good
41	ICT Tools: PowerPoint	Mr. Zulfiqar Khan	30	79.4	Good
42	Law of Inheritance I	Dr. Qazi Attaullah	25	79.3	Good
43	DDO Functions: Practical Exercises	Mr. Saif-ul-Islam	28	79.0	Good
44	Family Courts: Composition, Functions & Jurisdiction	Ms. Wadeeya Mushtaq Malik	18	78.8	Good
45	ICT Tools: Excel & PowerPoint Exercises	Mr. Zulfiqar Khan	28	78.6	Good
46	Audit I (Theory)	Mr. Amjad Hussain	27	78.5	Good
47	Judgment Writing	Mr. Dost Muhammad Khan	16	78.5	Good
48	Social Etiquettes and Dress Code	Col (R) Ijaz Ahmad	13	78.4	Good
49	Public Procurement IX (EPADS)	Mr. Shahid Hussain	25	78.0	Good
50	Mindfulness: Living in the Moment	Dr. Sylvia Ali Khan	26	76.9	Good
51	Judicial Estacode: Study Circle	Faculty	28	76.8	Good
52	Public Procurement X (EPADS)	Mr. Shahid Hussain	24	76.8	Good
53	Dissolution of Muslim Marriage	Ms. Wadeeya Mushtaq Malik	18	76.7	Good
54	Personality Development	Col (R) Ijaz Ahmad	13	76.4	Good
55	ICT Tools: Excel	Mr. Zulfiqar Khan	26	76.4	Good
56	Islamic Perspective on Judicial Conduct	Dr. Qazi Attaullah	30	76.3	Good
57	Public Procurement VIII (EPADS)	Mr. Shahid Hussain	24	76.3	Good
58	Managing Stress, Anger and Conflict	Dr. Sylvia Ali Khan	25	76.0	Good
59	Custody & Guardianship	Ms. Sofia Waqar Khattak	18	76.0	Good
60	Communication and Presentation Skills I	Dr. Jamal Yousaf	30	75.4	Good
61	Law of Inheritance II	Dr. Qazi Attaullah	24	75.3	Good
62	Physical Health and Well-being	Dr. Zainab Bibi	20	75.0	Good
63	Generative AI in Courts I	Dr. Awais Adnan	30	74.6	Good
64	Communication and Presentation Skills II *	Dr. Jamal Yousaf	58	73.7	Good
65	Audit II (Practice)	Mr. Amjad Hussain	27	73.4	Good
66	Maintenance of Record	Mr. Zaeem Ahmad	30	73.3	Good

#	Session	Resource Person	Responses	Score (%)	Grade
67	Leave Rules & Charge Procedure	Mr. Adil Majeed Khan	18	72.2	Good
68	Monitoring, Evaluation & Post-Project Appraisal	Mr. Fakhr-e-Alam / Prof. Waqar	27	72.0	Good
69	Court Management: Registers & Inspection	Mr. Asghar Shah Khilji	26	71.9	Good
70	Project Documentation (PC-I & PC-II)	Mr. Fakhr-e-Alam / Prof. Waqar	28	71.7	Good
71	Role and Supervision of the PSA I	Syed Fazal Wadud Jan	32	71.1	Good
72	Performance Evaluation (PER Writing)	Mr. Adil Majeed Khan	28	71.0	Good
73	Maintenance of Service Record	Mr. Zaeem Ahmad	21	70.8	Good
74	Role and Supervision of the PSA II	Syed Fazal Wadud Jan	31	70.6	Good
75	Appreciation of Evidence (Criminal Cases)	Mr. Muhammad Zeb Khan	27	70.6	Good
76	Appreciation of Evidence (Civil Cases)	Mr. Muhammad Zeb Khan	27	70.4	Good
77	Generative AI in Courts II & III *	Dr. Saima Aftab	35	70.0	Good
78	PC-I and PC-II: Case Studies & Exercises *	Mr. Waqar Ahmad	42	68.4	Average
79	Law of Inheritance III	Dr. Qazi Attaullah	26	68.0	Average
80	M&E Framework of the High Court	Mr. Salahuddin	24	67.7	Average
81	CFMIS	Mr. Muhammad Ali	31	66.5	Average
82	Role of SCJ in District Committees	Mr. Muhammad Asghar	27	66.4	Average
83	Judicial Leadership Skills	Dr. Qazi Waheed uz Zaman	34	66.2	Average
84	Research Methodology II	Dr. Sabeen Hayat	27	65.7	Average
85	Planning & Development: P&D Wing	Mr. Rafiq Jan	27	65.7	Average
86	ADR: Arbitration Act and its Enforcement	Dr. Syed Raza Shah Gilani	22	65.3	Average
87	Leadership and Change Management II	Dr. Jamal Yousaf	28	64.3	Average
88	Leadership and Change Management I	Dr. Jamal Yousaf	27	64.1	Average
89	Ethics in Leadership II	Dr. Jamal Yousaf	26	63.9	Average
90	Court Management and Staff Supervision	Mr. Muhammad Asif Khan	19	63.8	Average
91	Ethics in Leadership I	Dr. Jamal Yousaf	28	63.6	Average
92	Planning & Development: Theoretical Framework	Mr. Rafiq Jan	28	63.4	Average
93	Research Methodology I	Dr. Sabeen Hayat	31	63.1	Average
94	Restitution of Conjugal Rights & Jactitation of Marriage	Ms. Zeba Rasheed	28	61.8	Average
95	ADR: Mediation Role Play & Exercises	Ms. Furrah Kashif	25	61.5	Average
96	Legal Framework of Family Courts	Ms. Zeba Rasheed	29	61.4	Average
97	ADR: Mediation & Best Practices	Ms. Furrah Kashif	21	60.7	Average
98	Fundamentals of Law of Evidence II	Barrister Ikhtiar Khan	22	58.8	Average

#	Session	Resource Person	Responses	Score (%)	Grade
99	Fundamentals of Law of Evidence I	Barrister Ikhtiar Khan	27	57.2	Average
100	Trial Procedure (Family Cases)	Ms. Zeba Rasheed	18	54.5	Below Average
101	Emotional Intelligence for Judicial Leaders *	Mr. Baseer Ali Rahman Khan	61	53.3	Below Average

* Two LMS evaluation forms combined; the response count is the total of both forms. Sessions with fewer than ten responses are excluded.

ANNEX-E: PRESENTATION TOPICS ASSIGNED TO THE PARTICIPANTS

Each participant was assigned a topic from the curriculum to present before the class, with the sub-topics to be covered as listed below.

S#	Name	Presentation Topic and Sub-topics
1	Mr. Sareer Shah	**Judicial Ethics & Code of Conduct** • Code of Conduct for Judicial Officers • Code of Conduct of Civil Servants
2	Mr. Salman Nadir Muhammad	**Role and Supervision of the Process Serving Agency** • Legal framework and purpose of the PSA • Duties of supervisory officers • Ensuring discipline, integrity, and efficiency among process servers • Relevant registers and proper entries • Common mistakes and remedial measures • Use of technology for improving process serving agency performance
3	Syed Furqan Mashwani	**An Overview of Land Acquisition Act** • Practice and Procedure
4	Mr. Murtaza Khan	**Judicial Leadership Skills – I** • Judicial Leadership • Leadership Styles • Qualities • Leadership theories • Management versus Leadership
5	Mr. Muhammad Farooq Ahmad	**Judicial Leadership Skills – II** • Power Dynamics • Leadership Types
6	Mr. Muhammad Ikram	**Maintenance of Record** • Classification • Consignment • Reconstruction of lost or damaged judicial records • High Court Rules on the subject
7	Mr. Muhammad Imtiaz	**Emotional Intelligence for Judicial Leaders** • Self-awareness, empathy and composure • Using emotional intelligence to motivate staff, handle litigants, and build a positive working environment
8	Mr. Mazhar Ali Khan	**Public Financial Management – Legal & Regulatory Framework** • Constitutional provisions • General Financial Rules • Other enactments and notifications
9	Mr. Sadiq Ullah	**Budgetary Planning and Control-I (Theory)** • Need assessment; Forecasting and allocation; Re-appropriation procedures; High Court budgetary guidelines
10	Mr. Abdul Haleem	**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

S#	Name	Presentation Topic and Sub-topics
11	Ms. Alia Bibi	**Public Procurement-I** • Introduction to Public Procurement • Procurement Life Cycle • Need Assessment and Justification and Budget Allocation • Annual Procurement Planning
12	Mr. Muhammad Waqar	**Public Procurement-II** • Constitution of Procurement Committee • Preparation and BSDS/PQ Documents
13	Mr. Alam Zeb Khan	**Public Procurement-III** • Bidding v Pre-Qualification/Expression of Interest • Solicitation of Bids through (Inviting Tender/PQ Notice)
14	Mr. Muhammad Anwar	**Public Procurement-IV** • Bids Receiving, Opening Bids • Examination/Preparation of Bid Evaluation Report • Best Evaluated Bids (Goods/Works and Services)
15	Ms. Nazma Shah	**Public Procurement-V** • Announcement of Results • Contract Negotiations & Award of Contract • Framework Contracts
16	Ms. Asma Zahir	**Public Procurement-VI** • Contract Implementation / Administration • Inspection / Invoice Approvals and Processing of Payments
17	Ms. Saima Razzaq	**Public Procurement-VII** • Grievance Redressal Rules 2017 • Modes of disposal of Public Assets • Disposal proceedings • Managing Record Keeping
18	Mr. Tanveed Akhtar	**Communication and Presentation Skills** • Importance of effective communication for leaders; Useful Presentation Skills: Verbal and Non-Verbal • How to communicate clearly and effectively; How to ensure effective communication in an organization
19	Ms. Sehrish Rana	**Leadership and Change Management** • Meaning and importance of change in institutions • Nature of change in modern organizations • Drivers of change (technology, public expectations, efficiency) • Planned vs unplanned change • Human response to change and resistance • Monitoring and evaluating change initiatives • Sustaining improvements and institutional learning • Role of leadership in managing change
20	Mr. Muhammad Kashif	**Ethics in Leadership** • Integrity and honesty • Fairness and impartiality • Accountability and responsibility • Leading by example

S#	Name	Presentation Topic and Sub-topics
21	Mr. Mubarak Ali	**Modes of Appointment – Initial Recruitment** • HR Planning • Methods of Recruitment: Recruitment Policy • Statutory & Policies Quotas • Advertisement: Gender Responsive • Preparation of Working Paper • Action Plan for Proceedings • Interview & Recommendations • Appointment Order • Terms & Conditions of Offer • Minutes & Record Keeping
22	Mr. Habib Ur Rehman Orakzai	**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
23	Syed Ahmad Mujtaba Kamal	**Performance Evaluation** • Guiding Principles and Common Mistakes in PER Writing • Advisory and Adverse Remarks
24	Mr. Muhammad Ilyas	**DDO Functions & Delegation of Financial Powers Rules** • Powers, duties and responsibilities of DDO • Powers and functions under the Delegation of Financial Powers Rules, 2018
25	Ms. Samina Sahar	**Pay & Allowances, TA/DA Bills** • Fixation of Pay and Allowances; Rules and procedures regulating TA, DA, Transfer Grant and allied matters
26	Ms. Sidra Jalal	**Efficiency & Discipline** • 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
27	Mr. Noor-ul-Haq	**Public Procurement-VIII** • (Electronic Procurement) Introduction to EPADS (E-Pak Acquisition & Disposal System)
28	Mr. Muhammad Raees	**Audit-I (Theory)** • Purpose and role of internal and external audits; Defense of audit paras
29	Mr. Muhammad Waheed Wali	**Retirement & Pension Cases – Preparation and Procedure** • LPR, Superannuation, adjustment of debts and liabilities • Gratuity, Commutation, GP Fund, CPF, Benevolent Fund – procedural checklists
30	Ms. Shahnaz	**Project Documentation** • Preparation and significance of PC-I and PC-II forms • Key components and data requirements • Financial, administrative, and technical approvals

S#	Name	Presentation Topic and Sub-topics
31	Mr. Tahir Khan	**Monitoring, Evaluation, and Post-Project Appraisal** • Monitoring mechanisms and progress tracking • Techniques for mid-term and post-evaluation • Appraisal, approval, and review procedures
32	Mr. Amjid Ullah	**Official Correspondence** • Secretariat Instructions, types of correspondence, administrative record keeping, and official letter writing
33	Mr. Riaz Ahmad	**Law of Inheritance** • Foundational principles of Islamic inheritance • Classes of heirs, residuaries, and sharers • Distribution rules
34	Mr. Muhammad Ishfaq	**Overview of the Succession Act, 1925** • Scope and important provisions of the Act • Procedure for obtaining succession certificates • Role of documentary evidence • Common challenges in determining heirs • Probate and Letters of Administration • Jurisdiction, procedural requirements, and evidentiary considerations • Common mistakes and how to avoid them
35	Mr. Mohammad Ishaq Marwat	**Court Management** • Maintenance of Registers • Court Inspection; Inspection Report Writing

ANNEX-F: BOOK REVIEWS AND RESEARCH ASSIGNMENTS

Each participant was assigned a book for review and a topic for a research assignment, as listed below.

S#	Name	Book Review	Research Assignment
1	Mr. Sareer Shah	**Emotional Intelligence** *by Daniel Goleman*	Role of SCJs in improving service delivery in subordinate courts
2	Mr. Salman Nadir Muhammad	**You Can Win** *by Shiv Khera*	Financial Management by Senior Civil Judges
3	Syed Furqan Mashwani	**Change Your World** *by John C. Maxwell & Rob Hoskins*	The Senior Civil Judge as a Mentor: Examining the Impact of Guidance, Oversight, and Support on the Performance of Civil Judges
4	Mr. Murtaza Khan	**Right Thing, Right Now** *by Ryan Holiday*	HR management by Senior Civil Judges: Recruitment, transfer, and discipline
5	Mr. Muhammad Farooq Ahmad	**Dare to Lead** *by Brené Brown*	Workplace ethics and professional conduct in courts: Role of a Judge
6	Mr. Muhammad Ikram	**Crisis Management** *by Jonathan Bernstein*	Gender-sensitive judicial administration in subordinate courts
7	Mr. Muhammad Imtiaz	**The Confident Mind** *by Dr. Nate Zinsser*	Managing Stakeholder Relationships in District Judiciary: The Role of Senior Civil Judges in Ensuring Procedural Efficiency
8	Mr. Mazhar Ali Khan	**Developing the Leader Within You** *by John C. Maxwell*	Delays in service of summons: Administrative solutions by SCJs
9	Mr. Sadiq Ullah	**Yes, You Can!** *by Sam Deep & Lyle Sussman*	'Best Interests of the Child' Principle: Judicial Interpretation and Application in Guardianship Cases
10	Mr. Abdul Haleem	**The Intelligence Trap** *by David Robson*	Judicial Control over Courtroom Proceedings: Managing Lawyers, Litigants, and Disruptions
11	Ms. Alia Bibi	**Think Again** *by Adam Grant*	Use of Technology in Evidence Recording and Case Tracking
12	Mr. Muhammad Waqar	**Living with Honor** *by Shiv Khera*	Artificial Intelligence in Judicial Work: Assistance or Threat to Judicial Independence?
13	Mr. Alam Zeb Khan	**Principle-Centered Leadership** *by Stephen R. Covey*	Judicial Role in Promoting Alternative Dispute Resolution Mechanisms
14	Mr. Muhammad Anwar	**Blink: The Power of Thinking Without Thinking** *by Malcolm Gladwell*	Stress and Decision-Making: Psychological Pressures on Judges
15	Ms. Nazma Shah	**You Turn** *by Ashley Stahl*	The Evolving Role of a Judge in the 21st Century: From Passive Arbiter to Active Case Manager
16	Ms. Asma Zahir	**The Rules of Management** *by Richard Templar*	Language Barriers in Courts: Impact on Fair Trial and Judicial Response
17	Ms. Saima Razzaq	**Real Strength** *by Suzy Greaves*	Revisiting the concept of inherent powers of civil courts under Section 151 CPC: limits and judicial trends
18	Mr. Tanveed Akhtar	**The Art of Leadership through Public Relations** *by Patrik Schober*	Territorial and pecuniary jurisdiction in civil courts: emerging challenges in the digital age

S#	Name	Book Review	Research Assignment
19	Ms. Sehrish Rana	**You're Invited** *by Jon Levy*	The doctrine of res judicata and its expanding application in Pakistani superior courts
20	Mr. Muhammad Kashif	**Surrounded by Idiots** *by Thomas Erikson*	Summary procedure under Order XXXVII CPC: adequacy and reform
21	Mr. Mubarak Ali	**The 5 AM Club** *by Robin Sharma*	Electronic evidence admissibility under the Qanun-e-Shahadat Order 1984 in light of recent amendments
22	Mr. Habib Ur Rehman Orakzai	**Surrounded by Vampires** *by Thomas Erikson*	Standard of proof in civil versus criminal proceedings: judicial inconsistency and harmonization
23	Syed Ahmad Mujtaba Kamal	**Principle-Centered Leadership** *by Stephen R. Covey*	The role of expert witnesses in civil litigation: evaluation and weight of opinion evidence
24	Mr. Muhammad Ilyas	**The Ride of a Lifetime** *by Robert Iger*	Adverse inference under Article 129(g) of the Qanun-e-Shahadat: judicial trends and misapplication
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