



ANNUAL REPORT

2016-17

15-FANE ROAD, LAHORE

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Message from Director General

Punjab Judicial Academy is continuing its endeavor to provide international level judicial training to all the Judicial Officers in Punjab in accordance with the vision of Hon'ble Chief Justice, Lahore High Court.

The General Training Program (GTP) was initiated last year to provide in-service training to “every judge every year”. This program provided a forum to the judges of the District Judiciary to discuss their common issues and practical problems faced by them in Court proceedings and ways and means to resolve them. The focus of the training was to inculcate values, change attitude, and develop skills in addition to sharing of knowledge. The subjects relating to personal wellbeing of the judicial officers such as Stress Management, Health and Nutrition etc. are also a part of this program.

It is a matter of great satisfaction that owing to the commitment and efforts of our highly professional resource persons, well equipped and highly trained faculty members, PJA is now a leading judicial training institute of Pakistan. In this year, besides 15 General Training Programs for the Civil Judges/Judicial Magistrates and the Additional District & Sessions Judges in Punjab, a number of other training courses and workshops were conducted.

A unique feature of this term was that PJA organized an International Conference for Judicial Academies in which delegates from Nepal, South Africa, Greece, Turkey, Ireland and two members of IAWJ, KPK Judicial Academy, Federal Judicial Academy and Sindh Judicial Academy participated. This Conference helped the PJA to share best practices in a number of areas related to judicial education and training and also to establish meaningful relationship with other Judicial Academies of the world.

With the blessings of Almighty Allah and a dynamic leadership of Lahore High Court, we are focusing on improving and reforming judicial education so as to bring a positive change in the Court system all over Punjab.

Maharukh Aziz
District & Sessions Judge/ Director General
Punjab Judicial Academy

I. Executive Summary

The Punjab Judicial Academy Act was passed by the Punjab Assembly on 5th October, 2007 and assented to by the Governor of Punjab on 29th October, 2007. It is housed in a building of the Lahore High Court at Fane Road Lahore In the Annual Development Programme (ADP) 2009-2010 of the Planning & Development Department., Government of Punjab, a piece of land measuring 393 Kanal 7 Marla was acquired at the cost of Rs.93.921 million. After taking possession of the same the new campus is under construction at Kala Shah Kaku. The administrative block is near completion whereas the remaining is likely to be completed by the end of next year.

The Academy started functioning in 2009. Since then several training courses for imparting necessary knowledge and professional skills have been conducted for all the four tiers of judicial officers in Punjab, in addition to separate courses for court staff. The curricula consist of Civil & Criminal Substantive and Procedural Laws, Family Laws, Rent Laws Islamic Laws, Computer Skills, Medical Jurisprudence, Court & Case Management, Judgment Writing Skills, Communication Skills, Gender Sensitization, Climate Justice and many other areas relevant to efficient dispensation of justice.

The training methodology is a blend of classroom instructions, case study, syndicate discussions, extension lectures, workshops, role play, simulation exercises and mock trial. Recently, distance learning through webinars and skype sessions is also being considered The participants are provided opportunities to visit Punjab Forensic Science Agency and Punjab Safe City Authority to apprise them of the modern techniques of investigation and the assistance that these institutions can provide in resolution of the matters brought before courts. The purpose is to prepare all the stakeholders of the justice system for providing even-handed, speedy and inexpensive justice without fear and favour to all the segments of society.

For Monitoring and Evaluation (M&E), PJA is following Kirkpatrick model and a team has been designated to assess the trainers, the trainees and the program. The M&E wing of PJA prepares and compiles the feedback questionnaires gathered from various sources and a comprehensive report is presented at the end of a course. The recommendations and suggestions given in the report are considered for designing the next program.

Introduction

The Punjab Judicial Academy was established for imparting pre-service and in service training to the judicial officers and court personnel with a view to develop their capacity, professional competency and ethical standards for efficient and even handed dispensation of justice. The functions of the Academy have been fully elaborated in Section-4 of the Act which states:

- Impart pre-service and in-service training to the judicial officers and court personnel
- Develop the skills and techniques for court management, case management, delay reduction, alternate dispute resolution and judgment writing
- Conduct examinations and award certificates and diplomas
- Develop training courses relating to administration of justice including use of information technology
- Hold conferences, seminars, lectures, workshops and symposia relating to court management, administration of justice, law and development and legislative drafting
- Publish books, journals, research papers and reports on important topics relating to administration of justice
- Promote research on case management, court management, trial skills and judicial reasoning
- Encourage legal and constitutional research
- Inculcate and promote ethical values and standards in judicial officers and court personnel
- Coordinate with other educational and training institutions including the Federal Judicial Academy
- Conduct training and examinations of other officers and personnel on the direction of the Board
- Perform such other functions as may be assigned to it by the Board

The needs of the time have necessitated promulgation, amendments of various new laws, legal concepts, new theories, the expertise of which is scarce in the Bench and the Bar. The Academy undertakes to impart such knowledge and training to all the stake-holders of the judicial system through experts, scholars, members of the superior judiciary, renowned lawyers, medical experts, senior police officers, reputed scholars and professors.

The Academy is committed to conduct a wide range of Research and Development Program on the improvement and implementation of laws, with collaboration of foreign

institutions and their renowned experts in the fields of inter alia, electronic/cyber crimes, money laundering, environmental laws, intellectual property laws, consumer protection law, gender sensitization and human rights.

Curriculum Development

Judicial Training at PJA has been primarily of two types:

1. Pre-service Training
2. In-service Training

The first pre-service training program, conducted by the PJA was for 18 newly appointed Additional District and Sessions Judges (5.10.2009-26.12.2009). It was a 12-week training course. The topics covered most of the substantive and procedural laws, civil as well as criminal, court administration, case management, judicial code of conduct and ethics, and some personal well-being grooming sessions. Visits were also arranged to the Police training institute and a sessions court. With the passage of time, however, more than hundred training programs have been conducted by the PJA to date.

The previous curriculum of the Academy stated that topics are tailored according to the requirements of each batch keeping in view their (judges) seniority and whether it is a pre-service training, in-service training, capacity building training or short specialized courses. There are about 300 topics given in the list, alphabetically arranged. The activities of the PJA however have never been confined to the stated topics and several training programs in addition to the stated topics have been conducted in the Academy from time to time, as and when directed by the Lahore High Court.

In 2015, a Judicial Training Needs Assessment was conducted by European Union Punjab Access to Justice Project.(EU-PA2J) Project With the approval of Hon'ble Chairperson Board of Management PJA, in May 2016, a thorough assessment of institutional capacity of PJA was conducted by inviting Dr. Livingston Armytage, Director, Centre for Judicial Studies, Australia, with support from EU-PA2JP His report identified some gaps and highlighted some of the important tasks of the PJA. A month long intensive Training of Trainers program was, therefore, conducted at the PJA in August, 2016. As a result, the core faculty and the admin of the PJA took up the challenge in line with the vision of the new leadership of Lahore High Court. All the efforts aimed to enable the PJA to bring a positive change in the judicial system in Punjab.

During the months July-September 2016, the Academy revised its Calendar and chalked out a roadmap for its future activities. The road map was realigned under the dynamic leadership of Hon'ble Chief Justice, Lahore High Court. The salient features of the yearly forecast were:

- 1. Revised General Training Program:**
 - Civil Judges
 - Senior Civil Judges
 - Additional District & Sessions Judges
 - District & Sessions Judges
- 2. Performance Evaluation Training Program**
 - Civil Judges
 - Senior Civil Judges
 - Additional District & Sessions Judges
- 3. Special Skills Development Program for Court Staff**
 - Lahore High Court Establishment & Ministerial Staff
 - District Judiciary Court Staff
- 4. Pre service Training Courses**
 - Civil Judges
 - Additional District & Sessions Judges
- 5. District Level Training Program**
- 6. Training of the Trainers Workshops**
- 7. Webinars and Online Courses**
- 8. National Women Judges Conference 2017**
- 9. International Conference on Judicial Education 2017**
- 10. ADR & Mediation Skills Training Program**

During the year 2016-17, the curricula, training methodology and evaluation strategies were modified according to international best practices. The PJA started adopting current and specific techniques of adult education, particularly encouraging learning by doing. Focus of the training curricula is now developing skills and attitudes and not just knowledge. The priorities of PJA training programs were decided as per systematic need assessment reports collected from various sources. All the training courses, trainees and trainers were objectively assessed. A special team was constituted for monitoring and evaluation of every program, and to check the impact of training on the trainees after attending the courses. A significant step to cater to the needs of more than 20,000 court staff and judicial officers is dissemination of knowledge by distant learning program.

Programmes at PJA in 2016-17

Pre-Service Training

In pre-service training, emphasis is laid on the basic skills required by trainees in the field, immediately after leaving the Academy. It includes judgment/order writing, case and court staff management and management of various types of cases. A structure of pre-service program was prepared with the resolve to ensure that the duration of such training would not be less than six months.

In-Service Training

As already stated, the Academy has designed and developed a structured General Training Program (GTP) for all the judicial officers in Punjab to enhance their skills and develop judicial conduct. Besides GTP, in-service training is given when the trainees are either promoted or posted to different positions. For instance, in-service training is given to senior civil judges when they get promoted as Additional District & Sessions Judges. During 2016-17, two Performance Evaluation Training Courses were arranged for Civil Judges and Senior Civil Judges to assess them for their fitness to the new post. After their promotion, two orientation training programs were conducted to equip them with necessary skills required for their new job and role.

Short Specialized Courses

Short specialized courses and symposia are offered by the specialists in different laws and subjects such as Forensic Science, DNA, Firearms, Ballistics, for which judicial officers need to be aware. Laws which are being taught in short specialized courses pertain to money laundering, cyber crimes, intellectual property, environmental laws and new laws, including amendments in existing laws.

Workshops & Seminars

Workshops and seminars are held on specific topics/subjects which are need of the time. In the previous year, special workshops and seminars were held on court reporting and on the topic of *mens-rea* with particular reference to the mental health of the accused persons in criminal cases. Several workshops were conducted in 2016-17. The most significant were Training of Trainers Workshops for institutional assessment and faculty development of PJA.

Teaching Methodology

Lectures & Webinars

Lectures and class room instructions are a traditional mode aimed at sharing of knowledge. Several lectures, talks and webinars were arranged in 2016-17 to exchange best practices and knowledge with eminent scholars and renowned jurists.

Case Study

Landmark cases/judgments of superior courts are selected for class/group discussions and arguments for and against the issues. The Academy has collected sufficient number of spare paper books, collected from record room of Lahore High Court containing different propositions. Those are used for classroom discussions and practice in judgment writing.

Study Tours/Visits

For the purpose of imparting MLT (Medico-Legal Training) and knowledge, the Academy arranged visits to renowned hospitals such as Forensic Department of King Edward Medical College University. The participants are shown the actual post mortem and various aspects are explained on the spot by the medical officers. It is also taught by the doctors how a Medical Report is prepared and what are the different stages of preparation of Medical Report. Furthermore, it is also explained as to how a judge should read a Medical Report.

Trainees were also taken to visit Punjab Forensic Science Agency which is a state-of-the-art laboratory with regard to DNA tests and other related fields. Trainees were given lectures on the process of DNA by relevant experts of the Forensic Science Agency.

General Training Program

It was commonly observed that there was no system of nominations of the participants/judicial officers for any training program. Resultantly, some judicial officers were nominated repeatedly for the same course whereas many never got a chance either at provincial or Federal Judicial Academy. The GTP was, therefore, designed to address this recurring problem. As such, with active coordination of Lahore High Court, Human Resource Department, all the judicial officers in Punjab, as per seniority list were involved in GTP.

With the slogan *Every Judge Every Year!* the General Training Program was conceived in September 2014. It took its first flight in January 2015. For the first time in the history of PJA a detailed system was placed, with handbooks for three different tiers of judicial officers, also prescribing a list of suggested readings, with defined objectives and learning outcomes. Also, some of the new additions were subjects on judicial training with a social context. The revised GTP 2016-17, in line with the training imparted by Dr. Livingston Armytage, with more focus on developing skills and changing attitudes, and adopting workshop methodology, commenced from 20th October 2016.

| Program | Core Topics for Civil Judges | Core Topics for AD&SJs |
|---|---|--|
| <p><i>General Training Program for:</i></p> <p>Civil Judges (1132)</p> <ul style="list-style-type: none"> ○ <i>Two groups of 25 each</i> ○ <i>50 Trainees,</i> ○ <i>46 Batches</i> <p>Sr. CJs (38)</p> <ul style="list-style-type: none"> ○ One Group of 10 each ○ 4 Batches <p>AD&SJs (494)</p> <ul style="list-style-type: none"> ○ One group of 25 each ○ 20 Batches <p>D&SJ (140)</p> <ul style="list-style-type: none"> ○ One group of 12 each ○ 12 Batches | <ul style="list-style-type: none"> • Ethics & Conduct • Decision Making & judgment writing • Recording of evidence • Case Management & Delay Reduction • Common mistakes in application of Civil & Cr. Procedure • Gender Sensitization • New Laws Update • ICT Skills • Judges as Tax Payers • Assessing Expert Evidence | <ul style="list-style-type: none"> • Ethics and Conduct • Murder Trial Skills • Recording of Evidence • Decision-making & Judgment-writing • Appeal and Revision • Case Management • New Law Update • ICT Skills • Justice of Peace • Judges as Tax Payer • Assessing Expert Evidence (e.g. Medico Legal and Forensic) • Environmental Law • Gender Sensitization |

Performance Report

for the Year 2016-17
U/S 14(1) of The Punjab Judicial Academy Act, 2007
(Pb. Act XV of 2007)

Courses Summary

TOTAL COURSES

69

T O T A L T R A I N E E S

1659

| Sr.# | No | Training Name | From | To | No. Of Participants |
|---------------------------------|-----------|---|-------------|------------|----------------------------|
| 1 | 103 | 103rd Three Months Special Training Programme for AD&SJs | 18/07/2016 | 15/10/2016 | 5 |
| 2 | 104 | Three Months Special Training Programme for Civil Judges | 18/07/2016 | 15/10/2016 | 17 |
| 3 | 30 | 30th Two Days Special Skill Development Training Programme for Ministerial Staff of PJA | 26/09/2016 | 27/09/2016 | 38 |
| 4 | 114 | 114 Performance Evaluation Training Programme for AD&SJs | 24/11/2016 | 30/11/2016 | 14 |
| 5 | 115 | 115 Performance Evaluation Training Programme for Senior Civil Judges | 24/11/2016 | 30/11/2016 | 38 |
| TOT | | | | | |
| 6 | 1 | Four Weeks Training Programme - Training of Trainers (TOT) by Dr. Livingston Armytage | 01/08/2016 | 26/08/2016 | 17 |
| 7 | 2 | Three Days Training of Trainers (TOT) by Dr. Livingston Armytage | 05/12/2016 | 07/12/2016 | 10 |
| 8 | 3 | One Day Training of Trainers (TOT) by Dr. Livingston Armytage | 08/12/2016 | 08/12/2016 | 18 |
| GTP 2016-17 AD&SJs | | | | | |
| 9 | 105 | Batch-1 GTP 2016-17 for AD&SJs | 20/01/2016 | 29/10/2016 | 21 |
| 10 | 108 | Batch-2 GTP 2016-17 for AD&SJs | 31/10/2016 | 09/11/2016 | 25 |
| 11 | 111 | Batch-3 GTP 2016-17 for AD&SJs | 14/11/2016 | 24/08/2016 | 9 |
| 12 | 116 | Batch-4 GTP 2016-17 for AD&SJs | 28/11/2016 | 07/12/2016 | 24 |
| 13 | 119 | Batch-5 GTP 2016-17 for AD&SJs | 13/12/2016 | 22/12/2016 | 27 |
| 14 | 122 | Batch-6 of GTP 2016-17 for AD&SJs | 02/01/2017 | 11/01/2017 | 25 |
| 15 | 125 | Batch-7 of GTP 2016-17 for AD&SJs | 16/01/2017 | 25/01/2017 | 22 |
| 16 | 128 | Batch-8 of GTP 2016-17 for AD&SJs | 30/01/2017 | 08/02/2017 | 22 |
| 17 | 161 | Batch-9 of GTP 2016-17 for AD&SJs | 27/02/2017 | 08/03/2017 | 21 |
| 18 | 135 | Batch-10 of GTP 2016-17 for AD&SJs | 13/03/2017 | 22/03/2017 | 21 |
| 19 | 138 | Batch-11 of GTP 2016-17 for AD&SJs | 27/03/2017 | 05/04/2017 | 25 |
| 20 | 141 | Batch-12 of GTP 2016-17 for AD&SJs | 10/04/2017 | 19/04/2017 | 24 |
| 21 | 145 | Batch-13 of GTP 2016-17 for AD&SJs | 24/04/2017 | 04/05/2017 | 24 |
| 22 | 172 | Batch-15 of GTP 2016-17 for AD&SJs | 22/05/2017 | 01/06/2017 | 21 |
| GTP 2016-17 Civil Judges | | | | | |
| 23 | 106 | Batch-1 of GTP 2016-17 for CJs | 20/10/2016 | 29/10/2016 | 25 |

| | | | | | |
|-----------|-----|--|------------|------------|-----------|
| 24 | 107 | Batch-2 of GTP 2016-17 for CJs | 20/10/2016 | 29/10/2016 | 24 |
| 25 | 109 | Batch-3 of GTP 2016-17 for CJs | 31/10/2016 | 09/11/2016 | 25 |
| 26 | 110 | Batch-4 of GTP 2016-17 for CJs | 31/10/2016 | 09/11/2016 | 24 |
| 27 | 112 | Batch-5 of GTP 2016-17 for CJs | 14/11/2016 | 24/11/2016 | 25 |
| 28 | 113 | Batch-6 of GTP 2016-17 for CJs | 14/11/2016 | 24/11/2016 | 23 |
| 29 | 117 | Batch-7 of GTP 2016-17 for CJs | 28/11/2016 | 07/12/2016 | 23 |
| 30 | 118 | Batch-8 of GTP 2016-17 for CJs | 28/11/2016 | 07/12/2016 | 26 |
| 31 | 120 | Batch-9 of GTP 2016-17 for CJs | 13/12/2016 | 22/12/2016 | 14 |
| 32 | 121 | Batch-10 of GTP 2016-17 for CJs | 13/12/2016 | 22/12/2016 | 9 |
| 33 | 123 | Batch-11 of GTP 2016-17 for CJs | 02/01/2017 | 11/01/2017 | 24 |
| 34 | 124 | Batch-12 of GTP 2016-17 for CJs | 02/01/2017 | 11/01/2017 | 24 |
| 35 | 126 | Batch-13 of GTP 2016-17 for CJs | 16/01/2017 | 25/01/2017 | 24 |
| 36 | 127 | Batch-14of GTP 2016-17 for CJs | 16/01/2017 | 25/01/2017 | 21 |
| 37 | 129 | Batch-15 of GTP 2016-17 for CJs | 30/01/2017 | 08/02/2017 | 24 |
| 38 | 130 | Batch-16 of GTP 2016-17 for CJs | 30/01/2017 | 08/02/2017 | 23 |
| 39 | 131 | Batch-17 of GTP 2016-17 for CJs | 13/02/2017 | 22/02/2017 | 26 |
| 40 | 132 | Batch-18 of GTP 2016-17 for CJs | 13/02/2017 | 22/02/2017 | 25 |
| 41 | 133 | Batch-19 of GTP 2016-17 for CJs | 13/02/2017 | 22/02/2017 | 25 |
| 42 | 134 | Batch-20 of GTP 2016-17 for CJs | 13/02/2017 | 22/02/2017 | 34 |
| 43 | 136 | Batch-21 of GTP 2016-17 for CJs | 27/02/2017 | 08/03/2017 | 24 |
| 44 | 137 | Batch-22 of GTP 2016-17 for CJs | 27/02/2017 | 08/03/2017 | 24 |
| 45 | 139 | Batch-23 of GTP 2016-17 for CJs | 13/03/2017 | 22/03/2017 | 25 |
| 46 | 140 | Batch-24 of GTP 2016-17 for CJs | 13/03/2017 | 22/03/2017 | 24 |
| 47 | 142 | Batch-25 of GTP 2016-17 for CJs | 27/03/2017 | 05/04/2017 | 21 |
| 48 | 143 | Batch-26 of GTP 2016-17 for CJs | 27/03/2017 | 05/04/2017 | 20 |
| 49 | 146 | Batch-27 of GTP 2016-17 for CJs | 10/04/2017 | 19/04/2017 | 23 |
| 50 | 147 | Batch-28 of GTP 2016-17 for CJs | 10/04/2017 | 19/04/2017 | 21 |
| 51 | 149 | Batch-29 of GTP 2016-17 for CJs | 24/04/2017 | 04/05/2017 | 24 |
| 52 | 150 | Batch-30 of GTP 2016-17 for CJs | 24/04/2017 | 04/05/2017 | 23 |
| 53 | 158 | Batch-33 of GTP 2016-17 for CJs | 22/05/2017 | 01/06/2017 | 25 |
| 54 | 159 | Batch-34 of GTP 2016-17 for CJs | 22/05/2017 | 01/06/2017 | 25 |
| 55 | 151 | Three Days Orientation Workshop for newly promoted AD&SJs | 24/04/2017 | 26/04/2017 | 38 |
| 56 | 153 | Three Days Orientation Workshop for newly promoted SCJ Batch-I | 08/05/2017 | 10/05/2017 | 26 |
| 57 | 154 | Three Days Orientation Workshop for newly promoted SCJ Batch-II | 08/05/2017 | 10/05/2017 | 26 |
| 58 | 155 | Three Days Orientation Workshop for newly promoted SCJ Batch-III | 08/05/2017 | 10/05/2017 | 26 |
| 59 | 156 | Three Days Orientation Workshop for | 08/05/2017 | 10/05/2017 | 31 |

| | | | | | |
|--|-----|---|------------|------------|-----------|
| | | newly promoted SCJ Batch-IV | | | |
| 60 | 31 | Training Program for Personal & Professional Well Being Ministerial Staff of LHC (Principal Seat) Group A | 05/06/2017 | 15/06/2017 | 25 |
| 61 | 32 | Training Program for Personal & Professional Well Being Ministerial Staff of LHC (Principal Seat) Group B | 05/06/2017 | 15/06/2017 | 25 |
| 62 | 33 | Training Program for Personal & Professional Well Being Ministerial Staff of LHC (Principal Seat) Group C | 05/06/2017 | 15/06/2017 | 25 |
| 63 | 34 | Training Program for Personal & Professional Well Being Ministerial Staff of LHC (Principal Seat) Group D | 05/06/2017 | 15/06/2017 | 25 |
| Workshops on Gender Sensitization | | | | | |
| 64 | | Workshop of Women Judges on Gender Sensitization (District Sheikhpura & Kasur) | 31/03/2016 | 31/03/2016 | 41 |
| 65 | | Workshop of Women Judges on Gender Sensitization (District Lahore) | 25/02/2017 | 25/20/2017 | 40 |
| ADR | | | | | |
| 66 | 144 | Alternate Dispute Resolution (ADR) Mediation Training Program Batch-I | 03/04/2017 | 07/04/2017 | 24 |
| 67 | 152 | Alternate Dispute Resolution (ADR) Mediation Training Program Batch-II | 02/05/2017 | 06/05/2017 | 24 |
| 68 | 157 | Alternate Dispute Resolution (ADR) Mediation Training Program Batch-III | 15/05/2017 | 19/05/2017 | 24 |
| Skype Lecture | | | | | |
| 69 | | Skype Webinar on E-Stamping (LHC, Distt. Lahore, Sheikhpura, Kasur, Gujranwala & Hafizabad) | 06/04/2017 | 04/06/2017 | 20 |

Special Training Program

*Special Training Course for
Additional District & Session Judges & Civil Judge-Cum-Magistrates
(18-7-2016 to 09-09-2016)*



The post of Additional District & Session Judge & Civil Judges demands several skills and capabilities of a judicial officer. As such a Special Training Course for enhancing competence and capacity building was designed for Additional District & Session Judges and Civil Judges who were nominated by the Lahore High Court. The training covered subjects such as Concept of Justice in Islam and Role of Judicial Officer, English Language Communication Skills, IT Skills, How to decide suits by or against the Govt, Suits by or against minors, persons of unsound minds & corporations, How to decide Rent & Family Appeals, Understanding Revenue documents, Speaking Skills, Stress management, How to become a successful judicial officer?, Temporary Injunctions, How to conduct the trial under defamation Ordinance, Code of Conduct & Ethics, Rules of Inheritance Procedure in appointment of Receiver & attachment before judgment, An overview of environmental laws & their implementation in Pakistan, Issues & Challenges in appointing local commissions, Demarcation of property under Punjab Land Revenue Act, relevant provisions under High Court Rules & Orders, Introduction to intellectual property laws and their enforcement, Etiquettes and Mannerism, Fundamental

Rights/Enforcement through Civil Court, Evidence (kinds & stages), Research Methodology, Hearsay evidence and its exceptions, General view of Apex Court on primary and Secondary evidence, Burden and standard of proof in civil cases, Proof of execution of documents required by law, its modes and manners – importance in evidence, Difference between the complaint, case and the state case regarding evidence, Criminal trails – recording of evidence and its steps, Importance of evidence & statements of the accused recorded u/s 342, 340, 340(2) Cr.PC, Disposal of application moved under section 265-K + 249-A Cr.PC in the light of recorded evidence / statements, Importance of FIR and investigation in criminal cases How to relax at workplace Actus rea, Mens rea and Res gestae, Murder Trail – a general view, Magisterial Trail, Framing of Charges – its importance and requirements, Appreciation of ocular account in criminal cases – specifically in murder cases, Importance of corroborative evidence in criminal cases, especially in murder cases, Role & effect of media & electronic devices in criminal cases, Expeditions disposal of Magisterial & Sessions Trial, Appraisal of circumstantial evidence, Benami Transaction & burden of proof, Judicial Ethics & Guidance, Partition Suits & Administration Suits, Evaluation of judgments, An overview of Cyber Laws & Crimes, Superdari, Judgment Writing in Criminal & Civil Cases, An overview of Contract Act, Probation Laws, Mental Health Ordinance 2001, Maintenance & Consignment of Court Registers, Criminal Propositions + Disposal, Forensic Evidence & Justice System, Performance Evaluation & Profile Picture, Computer Literacy for Judicial Officers, Effective Disposal of Bail Applications, How to file Tax Return and Declaration of Assets, An overview of Family Laws, Use of Forensics in Civil Trail, Introduction to land record management system, Civil Suit in general, Environmental Laws, How to relax at workplace. At the end of the course, the participants were awarded certificates for successful completion.

PJA Staff Training Program

*Special Skills Training Program for Staff of the Punjab Judicial Academy
(26-09-2016 to 27-09-2016)*



Considering the need to enhance the skills of its own staff, on 26th & 27th Sept, 2016, "Two Days Special Skills Development Training Program" for the staff of Punjab Judicial Academy was held. All the support staff of PJA, including electrician, plumber, cooks, classroom attendants, hostel attendants, naib qasids and waiters of the Punjab Judicial Academy participated in the course. The training covered subjects such as Importance of Grooming, Confident Smile, Types of Hygiene, Greeting & Receiving the Guest Eye Contact, Introduction (Setting Up Tables), Cleanliness of work area / mess or hall, preparations / equipment required, types of cutlery required, placing tables, chairs and cutlery and final Check, in addition to etiquettes and mannerism.

Performance Evaluation Training Program

*Performance Evaluation Training Course for
Additional District & Session Judges & Senior Civil Judges
(24-11-2016 to 30-11-2016)*



In Punjab, the Civil Judges Class-I having sufficient experience are promoted as Senior Civil Judges and they later are promoted as AD&SJs, subject to vacancies. As such Performance Evaluation Training was designed for Additional District & Session Judges and Senior Civil Judges. The training areas were as follows:

Budget Making Process, Civil Appeal and Revision, How to run the District Effectively, Trail of Challan Case, Private Complaint, I.T. Skills, Appreciation of Evidence in Sessions Cases, Orientation on Banking Laws, Judgment Writing in murder Cases, Counseling and ACR Writing, Judgment writing in Murder Cases, Communication and Presentation Skills, Criminal Appeals (Instructions + Standard Judgment + Exercise), Office Management, I.T. Skills, An Overview of Anti-Corruption Laws, Civil Suits under Order XXXVII, Procurement Mechanism,

Tax – Responsibilities of a Judge, Disciplinary and Promotion Matters, Human Resource Management, Leadership Role, Forensic Science, Official Correspondence, Communication and Language Skills, Fundamental Rights and their Enforcement, Gender Bias: An Issue of Attitude, Human Resource Management, Fairness and Accountability as Core Values, Financial Responsibilities, Medical Jurisprudence with Pre Training Tests / MCQ Tests, Post Training Tests / MCQ Tests and general assessment.

Post-Promotion Training Programs

Orientation Workshop for Newly Promoted Additional District & Sessions Judges (April 24-26, 2017)

Three-day orientation training program was organized in the PJA for newly promoted AD&SJ to equip them with necessary skills to conduct sessions trial and to work as appellate court.

| <i>Core Topics</i> |
|---|
| • Pre arrest + Post arrest + Protective + Transitory bail and how to decide habeas corpus petitions |
| • Recording of Evidence in Sessions Cases: Use of modern devices |
| • Conducting Sessions Trial |
| • Decision making and Judgment writing in Sessions cases |
| • Powers of Ex-officio Justice of Peace u/s 22-A, 22-B Cr. PC – Recent Developments |
| • Civil Suits Under Order XXXVII CPC |
| • Criminal Appeal and Cr. Revision |
| • CNSA –An overview |
| • Civil Appeal and Revision |
| • Conducting Challan Case , Private Complaint & Cross Version |
| • Medical Jurisprudence w.r.t Post mortem Report |
| • How to Conduct Court |
| • Panel discussion on topics: <ul style="list-style-type: none"> • Issues and challenges in conducting murder trial. • Measures for expeditious disposal of civil appeals and revisions. • AD&SJ as Justice of Peace – Role and Responsibilities. • Jurisprudential development in narcotics cases. |

Orientation Training Course for Newly Promoted 109-Senior Civil Judges (May 08-10, 2017)



Three-day orientation training program for newly promoted 109- Civil Judges was organized in the PJA to enhance their capacity to work as Senior Civil Judge; Guardian Judge and Administrative Senior Civil Judge. This course was specially designed keeping in view the enhanced and diverse role of the three newly created posts of Senior Civil Judges.

| <i>Core Topics</i> |
|--|
| • Communication and Presentation Skills |
| • Case Flow Management |
| • Financial Responsibilities of Senior Civil Judge & DDO |
| • Office Management and Correspondence |
| • Senior Civil Judge as a Team Leader of Civil Judge (Bench and Bar Relation) |
| • Panel Discussion: Parental Role of Guardian Judge Common Mistakes in recruitment process and Disciplinary Proceedings. Relationship between Bar and Bench, Colleagues and staff. Senior Civil Judges as a Coordinator / Liaison Officer – Role and Responsibilities. Auction Proceedings – How to be carried on? Criminal Justice Coordination Committee – a forum for watching public interest |
| • Copying Agency and Record Room |
| • Working of Senior Civil Judge as a Green Court |
| • Human Resource Management – Role of a Senior Civil Judges in Recruitment process and disciplinary proceeding |
| • Process Serving Agency + Nizrat Branch |
| • Budget making process and Procurement Mechanism |
| • Role of Senior Civil Judge as a Guardian Judge (Including management of Visitation meeting place and schedule for non-custodial parents in child custody cases) |

Training Programmes for the Staff of Lahore High Court

Personal & Professional Wellbeing- Ministerial Staff of Lahore High Court (Principal Seat) (June 05-15, 2017)



The Punjab Judicial Academy, in consultation with and organization Solution to Enhance Professional Skills (STEPS), conducted a tailor made course for Lahore High Court (establishment) staff. The training program was organized in the PJA from 05-06-2017 to 15-06-2017 to enhance the performance of Lahore High Court as an effective public service organization.

| Core Topics |
|--|
| • Professional Etiquette Including Hygiene and Dressing at the Workplace |
| • Personal Development Planning and Reflective Practice |
| • Self Accountability and Time Management |
| • Critical Thinking |
| • Observational Field Trips |
| • Mindfulness and Meditation |
| • Nutrition and Healthy Living |
| • Sharing Best Practices |

Workshops, Symposiums & Conferences

Workshop on Anti-Terrorism Framework and Human Rights



On October 7, 2016 a Workshop was arranged by the Punjab Judicial academy in collaboration with Research Society of International Law and American Bar Association on “Pakistan’s Anti-Terrorism Framework and Human Rights”. The new trends in conducting Anti-terrorism cases with reference to international laws were identified and discussed. It also focused the responsibility of state in such cases vis-a vis protection of human rights.

Another workshop on “Pilot Explosive and Improvised Device Awareness Course” was conducted on 22nd October 2016 in collaboration with CAPRI, supported by British High Commission. The Counter Terrorism Department and police officers also participated in the workshop besides judges of Anti-terrorism Courts.

***One Day Seminar/Workshop on Pilot Project of Criminal Justice System for
Attock, Chiniot, Narowal and Vehari District at PJA.
(21st January, 2017)***



On 21st January, 2017 Supreme Court Senior Puisne Judge Hon'ble Mr. Justice Asif Saeed Khosa presided a one-day workshop on Pilot Criminal Justice Project to find ways and means of removing deficiencies in the administration of justice, particularly sessions courts dealing with murder cases in Punjab.

A pilot project was launched in Attock, Chiniot, Narowal and Vehari districts. The relevant district police officers, jail officials, prosecution and judicial officers were directed to play a positive role to ensure quick disposal of civil and criminal cases.

***Workshop on Case Management Scheme
(18th March, 2017)***



On March 18, 2017 a Workshop was arranged by the Punjab Judicial Academy on Case Management Scheme all over Punjab. Hon'ble Chief Justice Syed Mansoor Ali Shah appraised

that after conducting a detailed audit of all the cases, a new case management plan was being launched in the LHC and District Judiciary from January 2018.

*Lahore Roundtable on Judicial Education Future of Judicial Academies
(13-14 May, 2017)*



The Punjab Judicial Academy organized a two day Lahore Roundtable Conference on Judicial Education for national and international experts in judicial education and training with the objective to interact with each other, exchange best practices and develop linkages and collaboration.

The conference was organized by the Punjab Judicial Academy, with the support of the United Nations Office on Drugs and Crime (UNODC) Country Office, Pakistan, to revitalize and revamp its judiciary to meet the challenges of the future. Lahore Roundtable on Judicial Education, therefore, focused on the path "Towards Judicial Excellence".

International experts which included judges, judicial educators, and delegates from international community and donor organizations participated in the conference. The conference aimed to harness good practices and knowledge for furthering judicial education, based on the premise that the knowledge and skills of judges, court staff, and other justice sector professionals, and users, impact significantly on the performance of the judicial system.

The primary objective of this conference was to identify the parameters of an ideal judicial education institute. The discussion carried out during the conference was focused on the main principles that unite and distinguish the multiple countries taking part in this event.

The main objectives of the conference were:

- a. To share and exchange new trends in judicial education, in teaching resources and materials, such as curriculum and faculty development, use of technology; Research and Publications;
- b. To redefine the requirements of judicial education; to identify evaluation mechanism and accountability and to develop a code of best practices;
- c. To share and learn best practices in administration, budget and staffing of a Judicial Education Institutions (JEI);
- d. Consider establishing a network of JEIs in South Asia and beyond, for collaboration and exchange programs.

The event was conducted in two parts: day one was utilized for consultative sessions on different thematic areas articulating with the needs of education system in judiciary. The inauguration was done by the Honorable Judge Lahore High Court, Mr. Shujaat Ali Khan, Member Board of Management PJA, and subsequently a welcoming speech with elaboration on key to understand the judicial education models of other countries. The objectives of event was deliberated upon by Director General Punjab Judicial Academy. Several international and national experts shared their respective thoughts with the concerned audience, having special emphasis on drawing tangible recommendations for the future roadmap of Judicial Academies in the country. Discussions centered around six thematic areas that included Curriculum Development & Review: Judges and Court Staff, Information Technology and Distance Learning, Monitoring & Evaluation, Faculty Development and Linkages, Research & Publications and Administration of JEIs.

Second part of event was conducted at PJA Lahore, in the gracious presence of Honorable Chief Justice of Lahore High Court, Syed Mansoor Ali Shah as the Chief Guest. Director General PJA, Ms. Mahrukh Aziz welcomed all the honorable guests and commended the efforts of all participants for making the event a success. Honorable Mrs. Justice Ayesha A. Malik, Judge Lahore High Court/Member Board of Management PJA, presented the Lahore Declaration on Future of Judicial Academies. She explained to the house the decisions and recommendations reached through the consultative sessions of first day. A Declaration, as an outcome of the Conference, was signed by all the participants.



Lahore Roundtable on Judicial Education Future of Judicial Academies

Lahore - Pakistan

13th-14th May 2017

RECOGNIZING that judicial education offers the promise to establish the rule of law and improve the quality of justice administered in the courts.

REALIZING that judicial education is essential for professional development, improvement in skills and abilities of judges and court staff.

GUIDED by objectives to improve the working of their judicial institutions in the areas of (i) Curricula Development & Review: Judges and Court Staff; (ii) Information Technology and Distance Learning; (iii) Monitoring & Evaluation; (iv) Faculty Development and Linkages; (v) Research & Publications; and (vi) Administration of Judicial Education Academies.

LAHORE ROUNDTABLE CONFERENCE on Future of Judicial Academies was organized by the Punjab Judicial Academy, Lahore.

PARTICIPATION of the Director General of the Punjab Judicial Academy, Lahore, Member, Board of Management PJA, Judges /Members of International Association of Women Judges a Judge from UK and a Judge from USA, a Judge of High Court from Nepal/faculty member National Judicial Academy Nepal, Registrar of the High Court of Nepal, a Judge from Ireland, Chief Executive Officer of South African Judicial Education Institute, Member of the Justice Academy of Turkey, Public Prosecutor from Turkey, Director General of Federal Judicial Academy, Pakistan, Senior Director Research and Publication KPK Judicial Academy Pakistan, Director KPK Judicial Academy, Peshawar Pakistan and Senior Faculty Member Sindh Judicial Academy Pakistan underlines the importance of adopting ways and means to enhance the capability of judicial education institutes by learning best practices from each other which may lead to developing linkages and networks with mutual understanding.

IT WAS UNANIMOUSLY DECLARED: -

- (1) to design** and develop the curricula keeping in view structured needs assessment

exercise and considering the views of the appellate courts, litigants, bars, superior courts and general public;

- (2) **to incorporate** court craft, i.e. the specific skills judges need in court rooms and judicial skills, i.e. the skills judges need for decision making, case management and social context issues as well as judicial ethics, in the curricula of judicial education and training;
- (3) **to adopt** highly interactive methodology in the training programmes based on experience sharing;
- (4) **to include** the information technology based tools in the training programmes without making it sole mode of learning;
- (5) **to consider** developing a web based portal to serve as a resource center for judges where legal knowledge such as new laws, case studies, legal instruments and international best practices can be uploaded and downloaded;
- (6) **to develop** a Code of Conduct and Guidelines for judges on the use of social media;
- (7) **to enhance** the quality of judicial education by strengthening a monitoring and evaluation system by using pre training and post training surveys, to determine the shortcomings of trainees and to point out the areas which require more attention of the trainers, the topics of interest and effectiveness of training;
- (8) **to ensure** that training programs comply with the competency gaps and the deliverables are not compromised upon;
- (9) **to design** a system for evaluation of the trainers to ensure that the knowledge is imparted efficiently;
- (10) **to develop** a standard parameter to measure the attitudinal assessment and code of conduct of judges;
- (11) **to ensure** that training of judicial officers is led by judges having profound teaching skills and service experience in field however other experts in specialized areas must also be engaged;
- (12) **to determine** a transparent and translucent criterion for the selection of trainers on the basis of regular profiling of their expertise and to conduct Training of Trainers at regular intervals;
- (13) **to develop** a pool of master trainers at national level and agreements to be signed between Academies for exchange of all resources (human as well as financial);
- (14) **to establish** linkages and networks amongst national, regional and international judicial education institutes;

- (15) **to develop** bench-books and other publications to serve as a guidance tool for judges and relevant staff
- (16) **to conduct** quality research on various emerging issues such as family, civil and criminal laws and sentencing guidelines;
- (17) **to adopt** a structured approach with regard to resource mobilization and management to address the issues like lack of autonomy and complexity of administrative systems of the Academies.

Symposium on “Pilot Criminal Justice Project & Inauguration of Model Court”

A symposium on “Pilot Criminal Justice Project & Inauguration of Model Court” was organized in the PJA on April 29th, 2017. Honorable Chief Justice of Pakistan Justice Mian Saqib Nisar along with Honorable Chief Justice Lahore High Court, Lahore, Mr. Justice Syed Mansoor Ali Shah graced the occasion. The objective of the Symposium was to sensitize the judiciary in Punjab with the grave and serious delays in criminal cases and to find practical solutions to clear backlog. With the inauguration of Model Courts in Punjab, an example was to be set to establish that speedy and inexpensive dispensation of justice was possible with such resolve.

Women Judges Workshops: Enhancing Professional Skills

In order to effectively train and enhance the capacity of Women Judges and keeping in view their unique problems and different issues faced by them, the Punjab Judicial Academy organized two Women Judges Workshops. The first Workshop was organized on February 25th, 2017 whereas the second was scheduled on March 31st, 2017. The objective of the said Workshops was to share common problems faced by women judges and to find their solutions; to develop leadership qualities and motivate them; to sensitize the women judges with new trends in gender jurisprudence and to equip them with necessary knowledge to enhance their performance in court work. The contents/topics shared with the participants of said workshops were as follows:

- Balancing court work and family life
- Perception of women judges by the public and confidence building measures
- Women judges and environment of the courts – how to bring improvements
- Are women judges reluctant to perform emergent duties?
- Learning techniques for effective court administration
- Women Judges and harassment at Workplace – Law & Application

Alternate Dispute Resolution



The Punjab Judicial Academy, in accordance with the vision of Hon'ble Chief Justice, to reduce backlog in courts and to provide timely resolution of disputes to the litigants initiated extensive training in Alternate Dispute Resolution. .In collaboration with Pakistan Mediators Association, therefore, PJA organized three 5–day Mediation Training programs for civil judges from all over Punjab. Seventy five (75) Judicial Officers/participants of three batches attended the training.

| Core Topics |
|--|
| ● Meeting Each Other (Points to Cover, including Non-Verbal Communication Plus Matching) |
| ● Landscape of Dispute Resolution |
| ● Phases of Mediation |
| ● Negotiation Style |
| ● Principled v/s positional bargaining |
| ● Issues triangle: legal / personal /financial |
| ● Non-verbal and verbal communication |
| ● Question Techniques and its usage in phases of mediation |
| ● Opening phase Role Play – The Pajero Matters |
| ● Introduction to Exploration Phase of Mediation |
| ● Identifying needs |
| ● Demo based on Vacating Apartments: Exploration phase |

- Role Play – The Pajero Matters Case – Exploration Phase
 - Power of Signals (Exercise) & Debrief What is the population exercise?
 - Introduction to Bargaining phase:
 - Making the first offer
 - Demo based on Vacating Apartments with live feedback on white board + Debrief – Bargaining phase. Walk through live feed back on flip chart
 - Distribute confidential for role play of Pajero Matters/Bargaining Phase
 - Debrief on Bargaining Phase and introduction to Closing Phase (preparation of 3 Ps for joint meeting) and Settlement Agreement)
-
- Brief on Coaching and Assessment. Distribution of Role Plays.
 - Overview of the Competencies
 - Plenary and debrief on opening phase
 - Debrief and preparation for Assessment and preview of assessment days. Distribution of Role Plays
 - Introduction and plenary
 - Phases of Mediation
 - Mediation Case – Tahir & Co
 - Mediation Case – Family Funds
 - Mediation Case – Suraya Bank and Qureshi & Co.
 - Reflection, answering questions and Mediation case
 - Mediation case- Not without my Daughter.
 - Mediation Case –Chemical Reaction
 - Mediation Case –Terminal Lighting
 - Written Assignment and Closing

E-Learning and Webinars

Inauguration of Punjab Judicial Academy E-Learning Program (17th February, 2017)



Recognizing the importance of e-learning, on 17th February, 2017 one day e-learning program was conducted on “Jurisprudence and Morality of Law” including a session of questions answers through Skype. The participants of General Training Program with Judges from District Kasur, Nankana Sahib, Sheikhpura, and Hafizabad attended the e-learning program.

Lecture of Professor Wang XI through Skype to the Judicial Officers of Bahawalpur, Multan, Muzaffargarh.



A Lecture of Professor Wang XI, from the University of Shanghai was arranged in the PJA through Skype to the Judicial officers of Bahawalpur, Multan, Muzaffargarh on 25th April, 2017. The aim of the lecture was to discuss the Importance of Training of Judges for

Enforcement of Arbitral Awards and Effective Adoption of other ADR Methods Including Mediation.

Training of Trainers Workshops

Workshops on Training for Trainers (TOT).



A four Week Workshop on “Training for Trainers” (ToT) was organized by the Punjab Judicial Academy w.e.f. 1st to 26th August, 2016 conducted by Dr. Livingston Armytage, Director, Centre for Judicial Studies, Sydney, Australia.

The objective of the said workshop was to build the institutional capacity of the PJA , including strategic and operational planning. A diverse group of retired and serving judicial officers, was invited in order to develop a permanent and adjunct faculty of the PJA by imparting core skills in the management and delivery of judicial training programs.

During the Training of Trainers Workshop, the participants were introduced with a number of skills for imparting judicial education. Among other educational techniques, the participants were given overview of judicial training cycle; revision of core teaching modules and modalities; management structure, position & descriptions, Assessment, M&E and its procedures, remote delivery, Bench-books and Publications, blended learning. Curricula design and development and many areas of judicial pedagogy.

Three Days Training of Trainers Workshop



The main purpose of this workshop from 5th December to 7th December 2016 was to expand the visiting faculty of PJA and to equip them with necessary skills of training. The objective of this ToT was to understand the principles of adult learning, using effective presentation techniques and practicing skills.

One Day Training Program



On 08-12-2016, One-day Workshop for refreshing the Training skills of ToT trained adjunct and permanent faculty of PJA was conducted by PJA faculty, supervised by Dr.

Livingston Armytage. Its objective was to assess the presentation skills of the trainers and also to provide them guidance and support. With the said workshop, PJA enhanced its capacity to conduct such trainings as Master Trainers.

General Training Program

Objectives of GTP for Civil Judges / Magistrates

The objectives of GTP are:

- To sharpen judicial and managerial skills (S=40%)
- To develop the attitudes and inculcate values of best judicial practice (A=40%)
- To refresh fundamental knowledge of law and procedure for conducting trials in the District Courts (K=20%)

Training Strategy and Techniques for GTP

1. The **training methodology and techniques** include mini lectures, role play, judgment writing exercises, panel discussions, case studies, workshops, class presentations, practice sessions, syndicate work, book reviews, public speaking and study tours, etc.
2. **Lectures** are one of the modes of imparting instructions. These are, however, not routine lecture but are in the form of discussions, encouraging greater participation by establishing an effective two-way communication between the resource person and the trainees. Presentations by trainees on topics assigned by the Instructors form an integral part of class room sessions. The Academy believes that the lecture method has to be supplemented by other teaching tools.
3. **Extension Lectures** are delivered on selected topics by experienced judges, advocates, technical experts and members of the academia distinguished speakers who have achieved eminence in their respective fields of specialization.
4. **Seminars/Panel Discussions:** Distinguished scholars and professionals are invited, from time to time, to participate in seminars and panel discussions on different contemporary issues related to the syllabi. Trainees who possess specialized knowledge or skills in any of the subjects are encouraged to participate in panel discussions either as respondents or as panelists.
5. **Case Studies:** It is one of the modern teaching tools. The Instructors at the Academy as also visiting faculty effectively uses this important method of teaching. The trainees are given important cases decided by the Hon'ble Superior Courts and then discussions are opened for critical thinking and developing logic and reason about the conclusion so that same are applied in like situations which the trainees/participants may face in a real court room environment.
6. **Class Presentation** are important to develop effective communication skill and to impart whatever one has learnt during group discussions etc. This is a regular activity of every training program in the Academy.

7. **Syndicate Research:** The participants/trainees were assigned topics in smaller groups to write their paper on the topic assigned to them and then to present the syndicate research report at the end of the program.
8. **Essay Writing:** To ensure that individual trainees contribute towards the aims and objectives of the training programme, they were required to write and submit an essay on any given topic. It was evaluated both in content and language skills.
9. **Judgment Writing:** To improve the quality of judgments / orders, the participants were required to bring one of their best judgments to the Academy. The resource person explained and demonstrated the contours of a good speaking judgment. The participants were then practice to write a good, precise and speaking judgment. It was evaluated by the resource person both on structure and sequence as well as on language side.
10. **Book Reviews:** Each trainee was assigned a book on any topic for review. The review was submitted before the end of the program. It was followed by a presentation subject to availability of time.
11. **Movies:** occasionally, participants watched a movie for educational purposes as audio visuals are a good source of learning.
12. **Public Speaking/ In-House Panel Discussion:** The Trainees were provided ample opportunities for public speaking at public speaking sessions, particularly communication skills.

Reading Materials

The Academy prepared reading material for the GTP which were provided separately to all the participants. These materials are part of the compulsory readings prescribed by the Academy in this syllabus and the participants have to go through them before start of the training programme. This was to help the trainers and the trainees to use the classroom time effectively and in qualitative terms. It was also to provide time for practical skills training, mock trials and role play sessions during class activity. This material was substantiated by handouts, PowerPoint presentations and other notes which were shared by the resource persons before any session commences. The assessments, tests, MCQs etc. were prepared from this reading material.

The optional materials mentioned in this syllabus was to be read by the participants to further enhance their knowledge on any given topic.

Assessment Policy

The GTP was assessed through a written exam to ensure that the participants would take the activity seriously. Results of the assessment were shared with the Hon'ble Lahore High Court. Assessment criteria was as under:

| <i>Subjects</i> | <i>Marks</i> |
|------------------------|---------------------|
| <i>MCQs</i> | 25 |
| <i>Essay</i> | 15 |

| | |
|---|-------------------|
| <i>Attendance</i> | <i>05</i> |
| <i>Code of Conduct/ Attitude</i> | <i>10</i> |
| <i>Judgment Writing and Language Skills</i> | <i>25</i> |
| <i>ICT Skills</i> | <i>10</i> |
| <i>Trainer's / Observer's Report</i> | <i>10</i> |
| <i>Total</i> | <i>100</i> |

Grading:

| | |
|------|---------------|
| “A+” | 90% and above |
| “A” | 80% to 89% |
| “B” | 70% to 79% |
| “C” | 60% to 69% |
| “D” | 50% to 59% |
| “E” | Below 50% |

Apart from the above, there was pre & post test of the participants to determine the Knowledge, Skills and Attitude (KSA) gap and how much it was covered in the training programme. The participants were required to take these exams and tests at the given time. Participants were also required to answer / fill in the surveys, feedback forms, assessment forms to assess the quality of training imparted in GTP.

The participants were required to bring a judgment written by them prior to the training which was compared with the judgment written by them after the training.

| Civil Judges | AD&SJ |
|---|---|
| Core topics | Core topics |
| • Use of Social Media and Ethics | • National and International best practices on Code of Conduct |
| • Precedential Value of New Judgments | • Disposal of murder cases during trail (confession, admission, compromise, application u/s 265-k, Cr.Pc) |
| • International best practices on Code of Conduct | • Stress Management |
| • Gender Bias: An issue of attitude | • Bail (Pre and Post Arrest) |
| • Use of Social Media / Video Link for Court Services | • Precedential Value of New Judgments |
| • MS Office (Word + PowerPoint + Excel) | • Gender Bias: An issue of attitude |
| • Application of New Laws | • Judgment Writing and Sentencing in Narcotics Cases |
| • Appreciation of Forensic Report | • MS Office (Word + PowerPoint) |
| • Cyber Laws | • Criminal Appeal |
| • How to file declaration of assets and E-filing of Income Tax Return | • Judgment Writing and Sentencing in Murder Cases |
| • Income Tax Laws for Filing of Return | • Dealing with special witness (Child, deaf & Dumb and expert witnesses etc) |
| • Judgment Writing: Giving reasons, findings and Conclusion | • Forensic in aid to Criminal Justice |
| • Communication & Language Skills | • How to file declaration of assets and E- |

| | |
|---|--|
| | filing of Income Tax Return |
| • Family Law: Interpreting Terms & Conditions of Nikah Nama | • Communication & Language Skills |
| Environmental Laws | • Environment Laws |
| • Managing Adjournments effectively | • Evaluation of Evidence in Murder Cases in light of charge and relevant facts |
| • Common mistakes committed by Civil Courts | • Appraisal of Challan (FIR Investigation) |
| • Legal Research Method | • Recording of Statement / evidence of accused u/s 342, 340, & 340(2) Cr.PC |
| • Principles of judgment writing: Structure and sequence | • Dealing with the problems of confrontation during evidence |
| • Prioritizing Cases: A Tool for Delay Reduction | • Appreciation of Post Mortem Report |
| • Admitting documents in evidence | • Application u/s 22-A(6) Cr.PC |
| • Code of Conduct for District Judiciary | • Civil Appeal, Revision and Review |
| • Appreciation of Medico Legal Report | • Application of New Laws |
| • Managing Adjournments effectively | • Criminal Revision |
| • Protecting the rights of Vulnerable Groups | • Cyber Laws |
| • Post and Final Test (MCQs Test) | • Post and Final Test (MCQs Test) |

Monitoring & Evaluation Report

1. Executive Summary of GTP (Oct 2016 – June 2017):

The first Monitoring and Evaluation Report is outcome of resolution made in Training of Training (ToT) Program wherein it was decided that, for taking policy decision of Academy, a formal report be prepared by Punjab Judicial Academy (PJA) for each program. Only the first report is being presented here, as a sample, for information of the readers, although the PJA has prepared all the reports of every GTP in detail.

The General Training Program (GTP) after its approval from the Competent Authority was launched on 20th October, 2016 and 75 participants including 25 Additional District & Sessions Judges (AD&SJs) and 50 Civil Judges joined this program.

For the capacity building of the participants, the curriculum was designed keeping in view Knowledge, Skills and Attitude (KSA) approach.

The evaluation of Trainees, Trainers and Program was made through collecting the data on prescribed proformas. The mode of assessment for trainees has seven different tiers: Assessment of Knowledge, Judgment Writing Skills, Essay Writing Skills, Information and Communication Technology (ICT) Skills, Trainers' Report, Code of Conduct and Attendance. The assessment of the trainers is made by the trainees on the prescribed proformas. The Program is also evaluated while asking the questions on a separate form. All these assessments have been made while devising a criterion for each segment.

The performance of trainees, trainers and program has been graphically presented in this Report. The bare perusal of these graphs shows that the PJA has remained successful in enhancing the knowledge, skills and attitude of the trainees. The graph of judgment skills shows that although the PJA has enhanced the capacity of the trainees in judgment writing skills but being the most important core skill and the final product for public at large it requires further sessions. A healthy competition can also be seen from the graph of the performance of the trainers. These graphs make it clear that the trainers who got the ToT have performed better as compared with others.

The response of the trainees about program is encouraging. The interviews of the participants have been preserved in a video form, which depict the significant change they have seen in the working of the PJA.

This all shows positive trend of the PJA for the next level, to accomplish the vision of Hon'ble Chief justice/ the Chairman of PJA.

2. Introduction of M& E:

The Academy has conducted different programs during the period 2007 to 2016. These programs were completed while hiring the services of different resource persons without their proper training.

The Hon'ble Chief Justice, Syed Mansoor Ali Shah after assuming the office of Chief Justice, Lahore High Court, Lahore gave training of the judges as top priority. This vision of Hon'ble Chief Justice required that the trainers themselves must be well acquainted with judicial training skills and get training first to put the Academy at next level. To achieve this objective, Training of Trainers (TOT) was arranged in collaboration with European Union. For this purpose, the services of renowned judicial educator Dr. Livingston Armytage, author of the book titled "Educating Judges" was hired. With the 4-week intensive training imparted by him to 17-judicial officers in August 2016 a faculty of judicial educators was developed. In the said(ToT) Program it was principally decided that Monitoring and Evaluation of every Program must be structured by the Academy. For this, for the first time in the history of PJA, a Monitoring and Evaluation Wing was constituted. This first Report of Monitoring and Evaluation is outcome of the above contemplation. After this report, for every program similar report was prepared. As already stated, this report presented here is a sample of all the subsequent M&E Reports in the GTP 2016-17

3. General Training Programme (GTP):

General Training Program has been prepared by the Punjab Judicial Academy for the training of all judges of Punjab serving under the control of Hon'ble Lahore High Court, Lahore. This capacity building, continuing judicial education program is prepared for all the Judicial Officers of the Punjab with the slogan "every judge every year". This evaluation report pertains to 105th to 107th Training Programs of PJA with the name as "General Training Program" (GTP Batch-I) of Additional District & Sessions Judges and (GTP Batch-I & II) of Civil Judges. This program comprises of 10-days face-to-face training at PJA. The course is residential, however, in view of limited capacity of PJA, the trainees were facilitated in accommodation arrangements.

In this 10-day- training program 25-Additional District & Sessions Judges (AD&SJs) were nominated but due to professional engagements 21-AD&SJs joined this program. The list of the AD&SJs is available with the IT branch of PJA. The Academy also carried on two parallel General Training Programs of Civil Judges. The training program No.106th and 107th of Civil Judges with 25-participants in each class total in 50 was also carried on.

4. Objectives of the General Training Program (GTP):

The objectives of the training programs devised in the curriculum are:-

- 1) To refresh fundamental **knowledge** of law and procedure (**K**).
- 2) To sharpen the judicial and managerial **skills** of participants. (**S**)
- 3) To develop the **attitude** and inculcate values in them. (**A**)

The curriculum designer kept in view the knowledge, skills and attitude, (KSA) approach, while developing the curricula. The ratio of KSA approach for this program was K= (20%), S= (40%) and A= (40%).

5. Mission and Goal:

The mission of this program was to provide knowledge, skills and attitude to individual judges at all experience level to help them improve their performance.

6. Participants:

For achieving this mission three batches of Judicial Officers of different level joined this training program. The lists of the participants AD&SJs and CJs were prepared in view of their seniority in Punjab district judiciary,(from bottom to top) as maintained by the Lahore High Court at its website www.lhc.gov.pk. The participants got this training from 20 to 29 October, 2016.

7. Methodology:

The Academy has made paradigm shift of its instructional design while changing the lecture method into interactive sessions, based on group discussion and exercises. The use of power point, handouts and other instructional technology has been made in order to make the sessions more productive. For assessing this new methodology, the data was collected through different sources. The main source of the data was the participants and trainers. For collecting this data different proformas for the assessment of trainers, trainees and Program were prepared.

8. Subjects of Evaluation:

The focus of evaluation is trainers, trainees and program of Punjab Judicial Academy in GTP. The three level- evaluation process means that the participants evaluate the trainers on prescribed proforma Secondly, trainers evaluate the participants on the devised proforma Thirdly, the program is assessed by the participants by giving their views on separate prescribed proforma having some specific and some open ended questions.

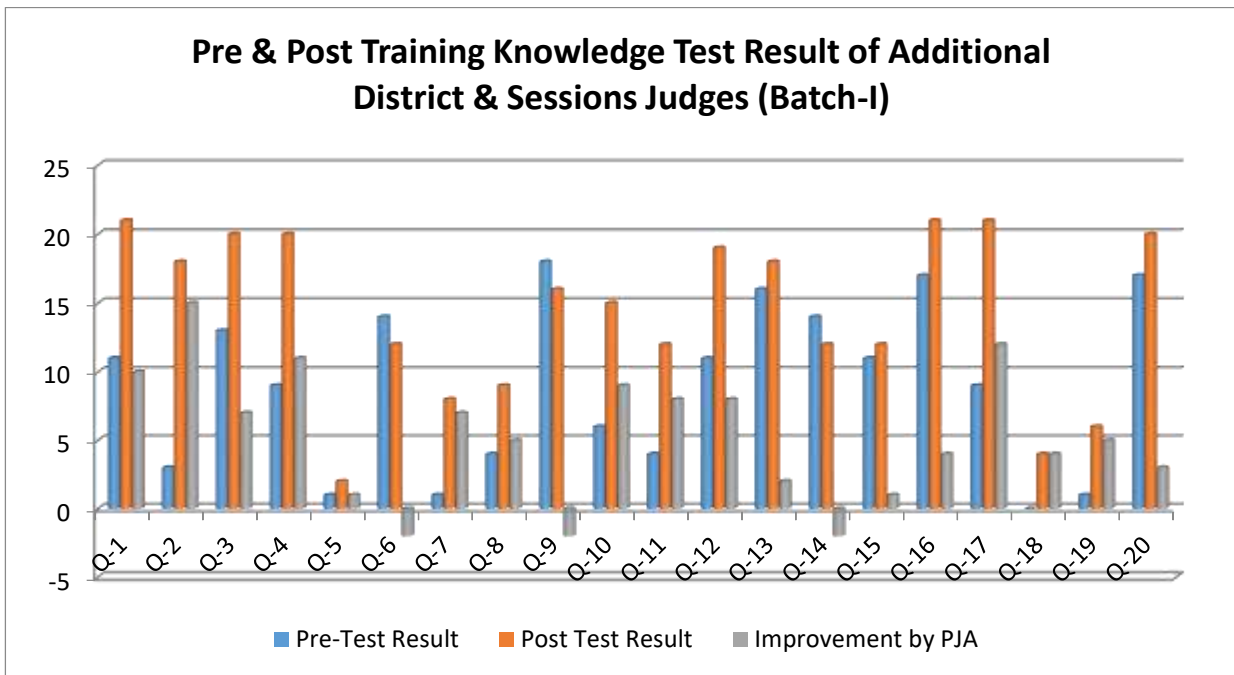
9. Mode of Evaluation of Trainees:

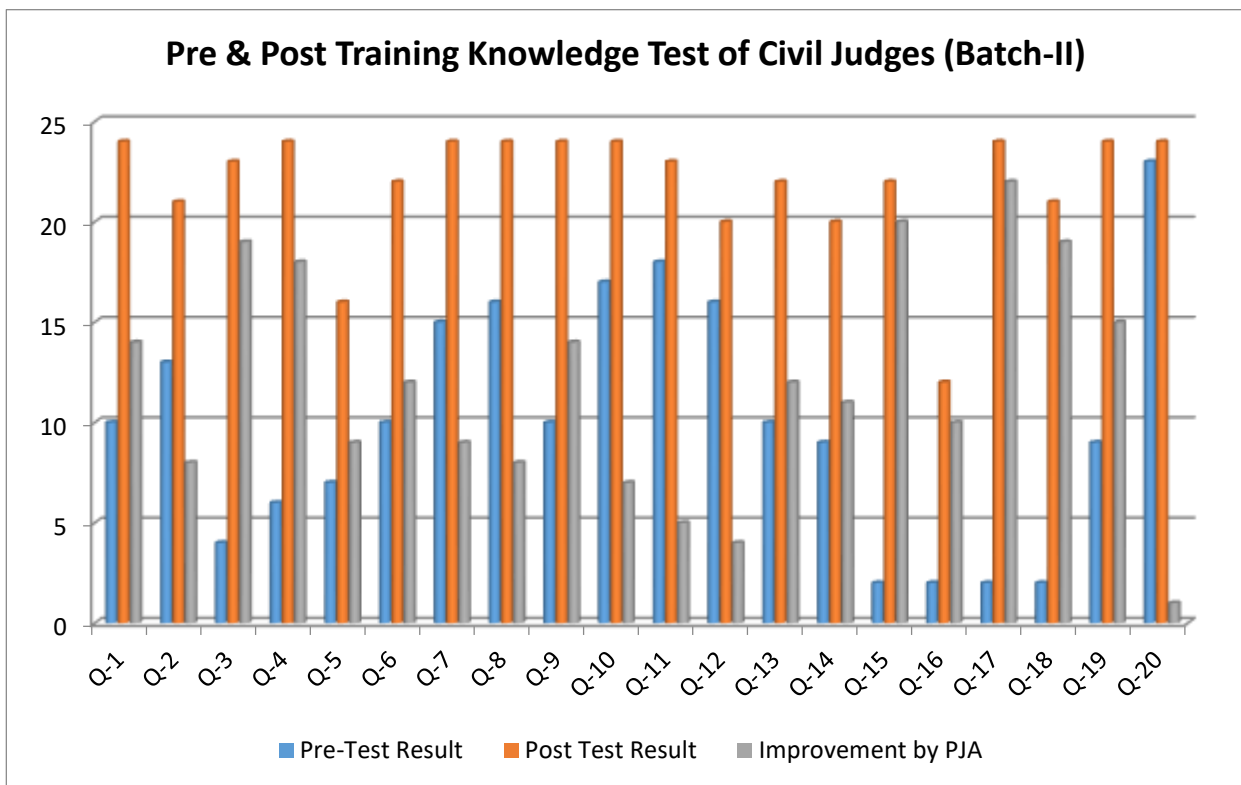
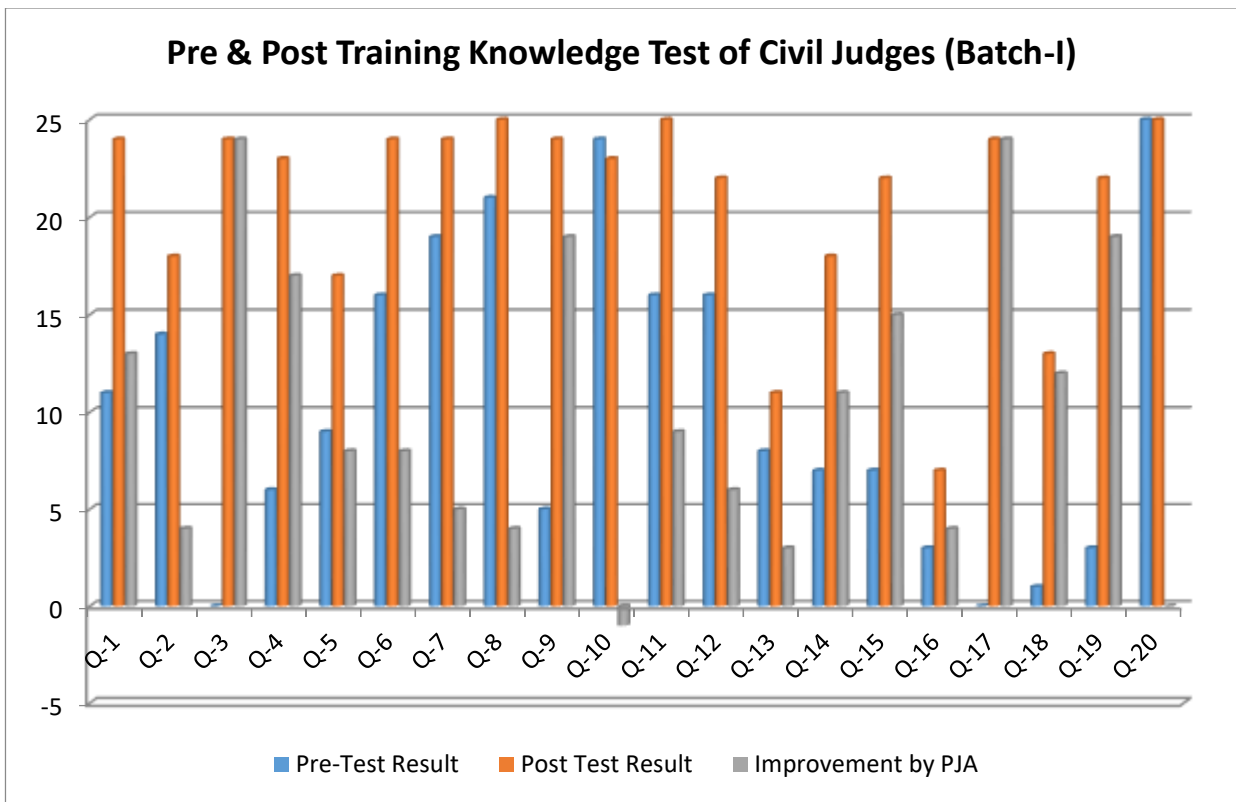
The performance of trainees is gauged by using seven different considerations detailed below:

9.1. Pre & Post Training Knowledge Test:

The trainees are assessed on their very first day in the Academy. For knowledge assessment, a pre-training test is arranged from the contents of curricula by preparing 20-Multiple Choice Questions (MCQs). The same questions are repeated at the end of the program. By this way the Academy is enabled to assess the pre & post training knowledge gap of the trainees.

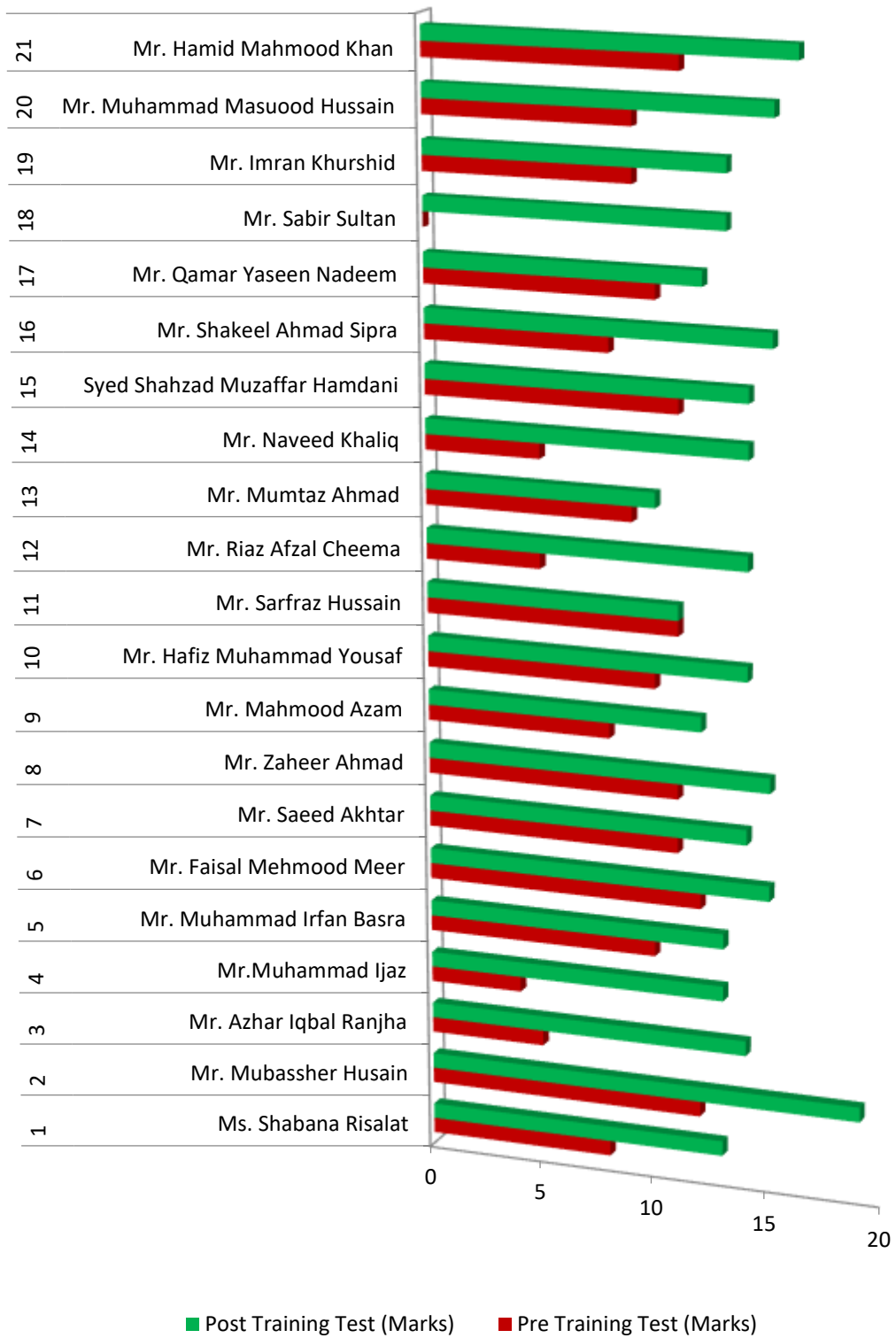
The trainees of this batch were assessed on this criterion and their gap analysis is available in this report. The following data will show the response of each participant at pre & post-test of knowledge and the improvement made by the Academy.



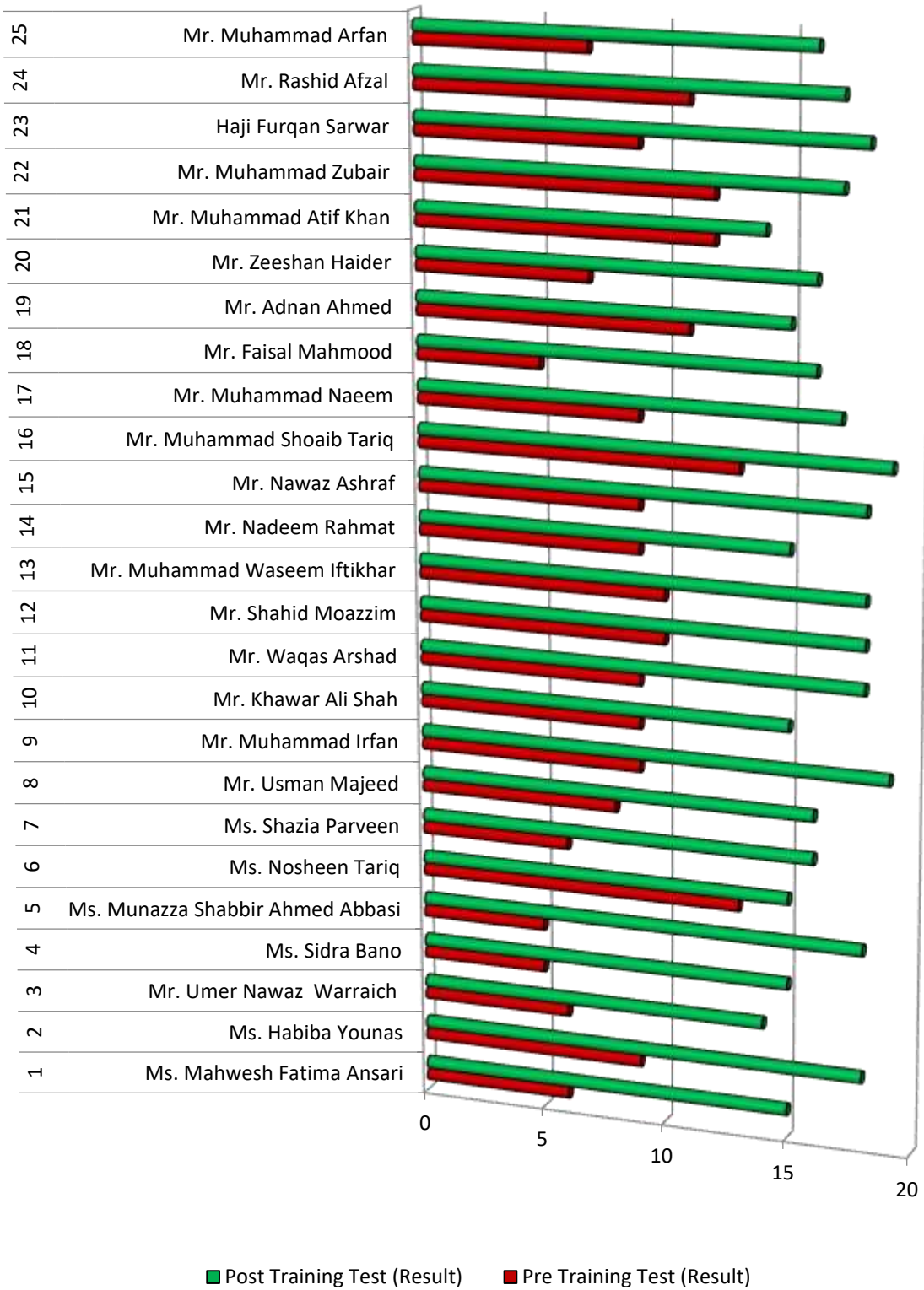


The M&E Wing of PJA also gauged the individual improvement of participants. The performance of all the participants can be seen in the following three graphs:-

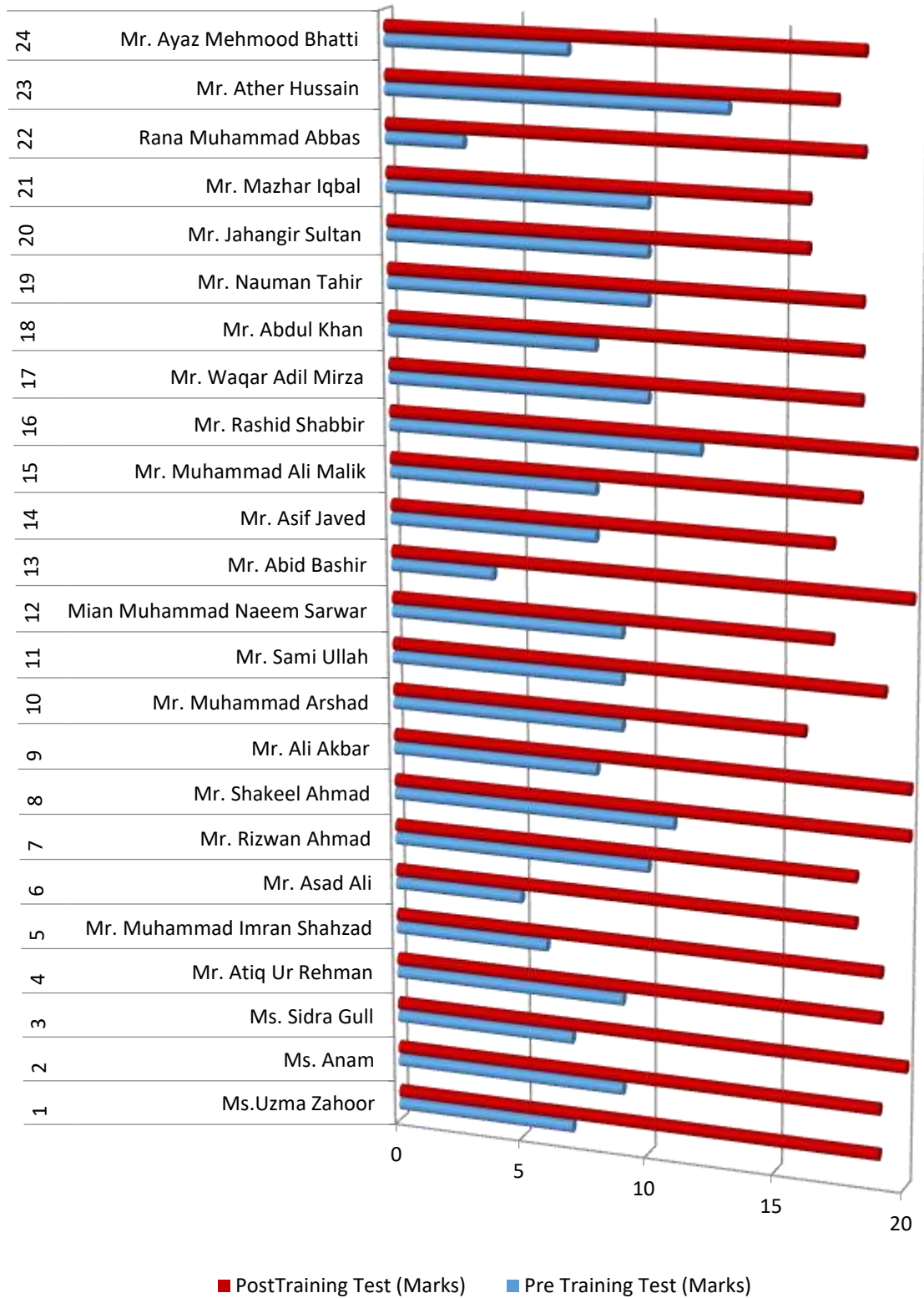
Pre & Post Training Knowledge Test of each participants of Additional District & Sessions Judges



Pre & Post Training Knowledge Test of each participants of Civil Judges (Batch-I)



Pre & Post Training Knowledge Test of each participants of Civil Judges (Batch-II)

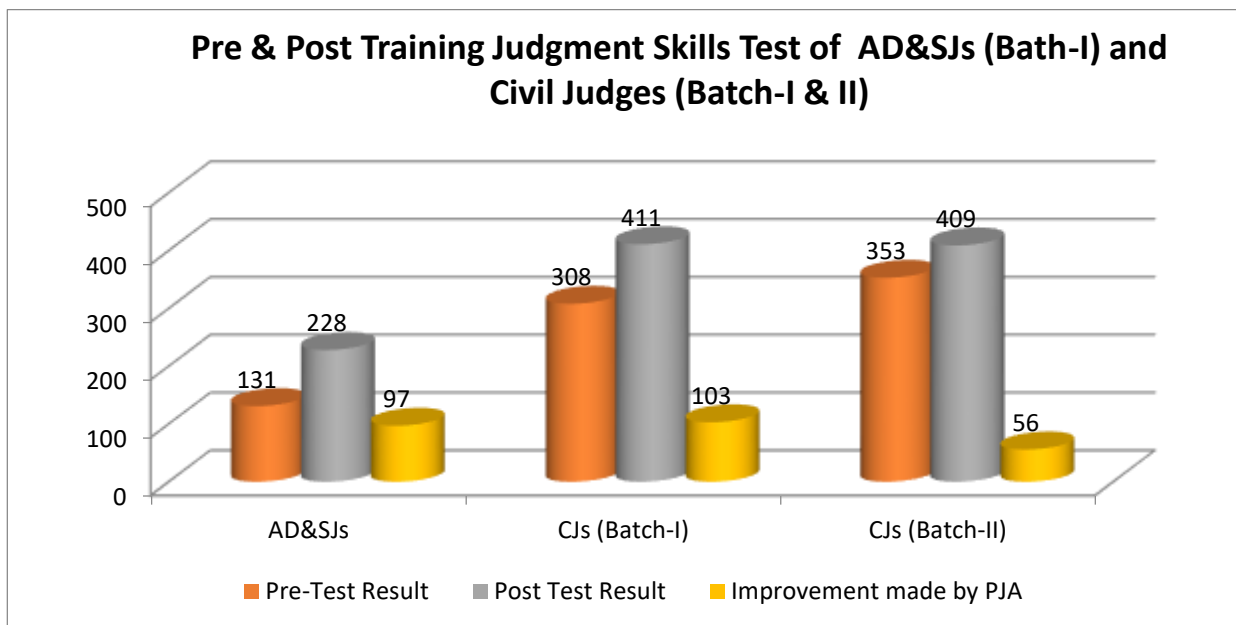


9.2. Judgment Writing Skills:

For skills' assessment of the trainees, the mode adopted by the Academy is comparison of the pre and post training judgments. The trainees were directed to bring their pre-training judgment

which was evaluated. The resource persons during the training session trained them while giving them some standard judgments. The trainees were then provided with a real case facts file to write their post training judgment. This post training judgment was assessed like pre training judgment. By this way, the gap of judgment writing skills was measured.

The trainees of these sessions have also been evaluated on this criterion and their gap analysis is available. The individual performance can be seen from their results. To assess the gap of all the participants at pre and post judgment skills test, the following graph will show the improvement made by the Academy:



These results show that judgment writing skills of all the participants have been enhanced by the Academy but this area requires further sessions in the training schedule so that the ultimate product for the public, in the form of judgment, be further improved.

9.3. Essay Writing:

The participants were also given a topic (i) “Rule of law as a protector of democracy” for ADSJs (ii) “Role of District Judiciary in delay reduction and clearing of backlog of cases” for CJJ for gauging their English Language skills, writing style and grammatical construction.

9.4. ICT Skills:

The participants have also been trained about the use of modern technology in their judicial work. In order to assess the information technology skills, sessions were conducted in I.T Lab. In the GTP evaluation criterion 10 marks are reserved for ICT skills. The In charge I.T trains the participants on this particular subject. In the area of ICT, a session on Legal Research Methodology was also given due share while arranging special sessions for this purpose. While

awarding the score of 10 marks in ICT both the skills of IT and Research Methodology was given weight.

9.5. Trainers' Report:

The Trainers were given 10 marks for assessing the trainees during their sessions. Each trainer award 10 marks for his/her session but in the final result card cumulative effect of all the trainers, on average basis, is included in the profile. The final score (i.e average of all the assessments made by trainers) of each trainee is included in his/her result card.

9.6. Code of Conduct:

The area of Code of Conduct is also assigned 10 marks. These 10 marks are assessed on the basis of the conduct of trainees in the class room, mess area, library and overall attitude in the premises of the Academy. The trainer while awarding the 10 marks specifically covers the area of conduct in column no. 3 of proforma. In this way these 10 marks are granted to the trainees.

9.7. Attendance:

The attendance of the participants was also considered one of the factors for their score card with 5 marks. The bio-matric attendance was procured during the whole sessions and computer generated attendance sheet is attached with every report.

9.8. Final Profile Card:

After passing through all these phases, the participants were given final score card while making their grades on the basis of their performance in the shape of Result Card. Since, the final score card requires confidentiality therefore only sample card was enclosed with the report. However, the Academy has prepared the complete profile folder independently wherein all the relevant documents of each participant have been preserved. The final result card is sent to the trainee and a copy along with complete result is sent to the their administrative department Lahore High Court.

10. Assessment of the Trainers:

The trainers were assessed by the participants on prescribed proforma. In this proforma nine questions were asked about the trainers. The six questions pertain to a trainer's personal performance in the class like relevancy, clarity, practical use of the session for participants, time management and about the achieving of objectives while making interactive session. Three questions pertain to use of instructional source, technology and hand out. Keeping in view these questions, the final report of the trainers of the AD&SJs has been prepared by the Monitoring and Evaluation Wing (M&E) Similarly, the reports of the trainers of Civil Judges have also been prepared by M&E Wing.

11. Performance of the Trainers:

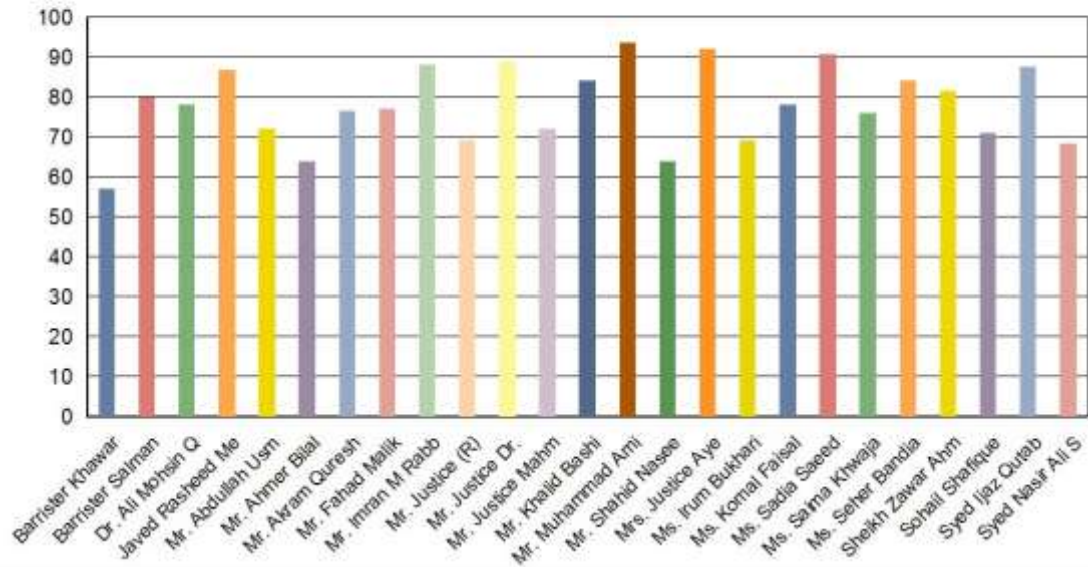
In AD&SJs the best performance amongst the trainers is of Mr. Justice (R) Dr. Munir Ahmad Mughal whose performance on topic "International Best Practices on Code of Conduct" has remained **100%** whereas the performance of Syed Nasir Ali Shah, Retired District & Sessions Judge on "Judgment Writing and Sentencing in Narcotics Cases" has remained on the lowest side with the percentage of 60.78. The other trainers have procured different percentages which are available in the report.

In Civil Judges Batch-I of 106th Training Program the best performance of the trainers was of. Rai Muhammad Khan on topic "Code of Conduct for District Judiciary", Mr. Khalid Mehmood Bhatti on topic "Managing Adjournments Effectively" and Mr. Nadeem Ahmad Sohail Cheema on topic "Dealing with the problem of confrontation during evidence" as 100%. whereas the lowest performance of the trainers of this batch was of Ms. Irum Bukhari on the topic "Gender Bias: An issue of attitude" with the percentage as 69.44. The performance of the other trainers of civil judges can be visited in the report.

In Batch-II of 107th Training Program of Civil Judges, the best performance of the trainers was of Raja Jahanzaib Akhtar on topic "Dealing with the Special Witnesses" with the percentage 99.44. whereas the lowest performance of the trainers of this batch was of Mr. Khalid Bashir on the topic "Common Mistakes committed by Criminal Courts" with the percentage of 62.44. The performance of other trainers can be visited in the report The graphical picture of trainers' performance is as follows:-

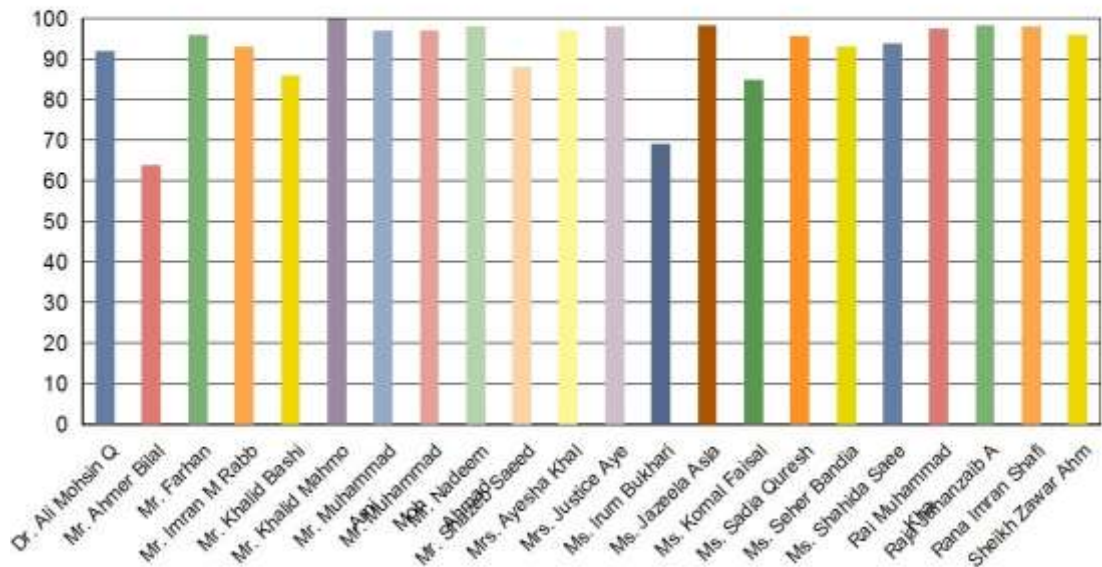
Evaluation Report

105th Ten Days Training Course for AD&SJs GTP-2016-17-I



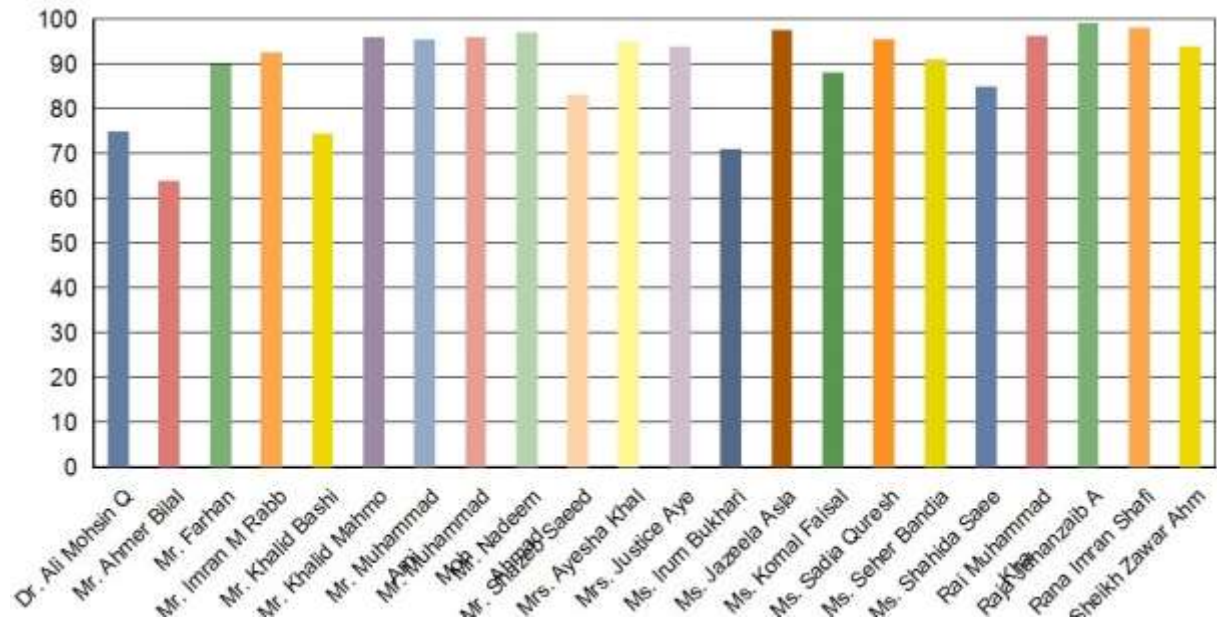
Evaluation Report

106th Ten Days Training Course for Civil Judges GTP-2016-17-I



Evaluation Report

107th Ten Days Training Course for Civil Judges GTP-2016-17-II



A perusal of overall performance of the Trainers discussed above shows that the Trainers who were part of ToT scored higher in delivering than those who were not part of it. From this, it can be concluded that faculty must be adequately trained for effective presentations.

12. Program Evaluation:

12.1. Curriculum of the Program:

(a) Topics for GTP of Additional District & Sessions Judges (AD&SJs):

The program designer while preparing the curricula of GTP for AD&SJs divided the topics into two streams while giving the caption as core topics and non-core topics. The core topics are nine in number whereas the non-core topic has four subjects with their time distribution as follows:-

Core Topics:

1. Ethics & Conduct / 2 h 30 m
2. Murder Trial/6 h 15 m
3. Recording of evidence / 2 h 30 m
4. Decision-Making & Judgment Writing / 5 h
5. Appeal & Revision / 5h
6. Case Management / 1 h 15 m
7. New law update / 2 h 30 m
8. ICT / 5 h
9. Gender Discrimination / 1 h 15 m

Total hours = 31 h 15 m

The non-core topics cover following four areas:-

Non-Core topics

1. Justice of the Peace / 1 h 15 m
2. Judges as Tax Payer / 1 h 15 m
3. Medico Legal and Forensic / 5 h
4. Environmental Law 2 h 30 m

Total hours = 10 hours

(b) Topics for GTP of Civil Judges:

The program designer while preparing the curricula of GTP for Civil Judges divided the topics into two streams while giving the caption as core topics and non-core topics. The core topics are eight in numbers whereas the non-core topic has two subjects with their time distribution as follows:-

Core Topics:

1. Ethics & Conduct / 3 h 45 m
2. Decision-making & Judgment Writing / 6 h 15 m
3. Recording of evidence / 3 h 45 m
4. Case Management and Delay Reduction / 5 h
5. Common mistakes in application of Civil & Criminal Procedure/3 h 45 m
6. Gender Discrimination / 2 h 30 m
7. New law update / 2 h 30 m
8. ICT / 6 h 15 m

Total hours = 33 h 45 m

Non-Core Topics:

1. Judges as Tax Payer / 1 h 15 m
2. Assessing Expert Evidence (e.g, Medico Legal and Forensic) / 6 h 15 m

Total hours = 7 h 30 m

The curriculum of General Training Program is based on skills and attitude with some part on knowledge. The Ten-day Training Program having 43 hours and 45 minutes as instructional time has reasonably been divided by the designer of the Program. The feedback of participants on Question No.2 of Proforma endorses this fact that “GTP” has achieved its objectives. So, the curricula of GTP up till this first Report has procured positive node from the participants.

12.2. Material of the Program:

For the first time in the history of the PJA the material was provided to the participants at the start of their training program. The material was collected from the trainers and finally in the form of folder it was handed over to the participants. The Question No.4 was asked to the participants about the material and they responded it positively while considering it quite/extremely relevant to the training. However, being an independent evaluator my observation is that reading of more than 621 pages by the Civil Judges within period of ten days is challenging task. So, it is appropriate that the material of the Civil Judges be rationalized, for effective use of the same.

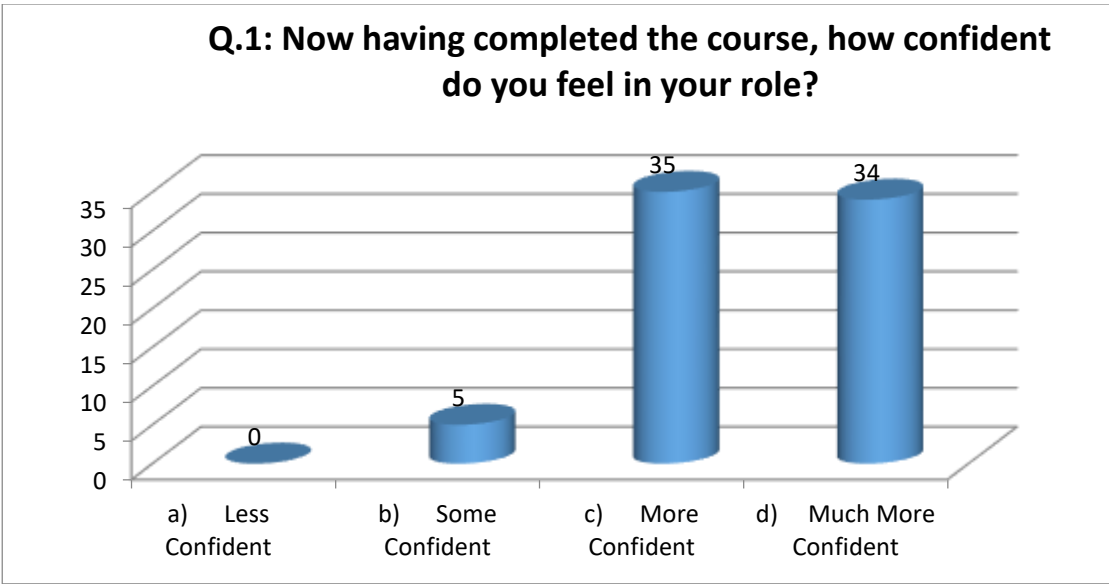
12.3. General Assessment of the Program:

For assessing the whole program the questionnaires’ was issued to every participant at the end of the program.

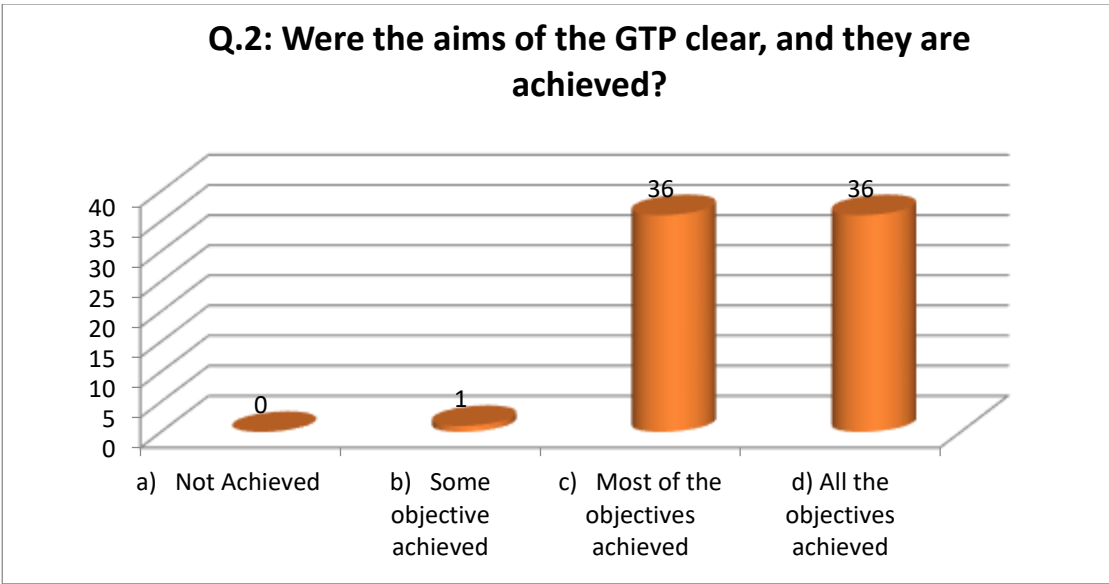
All the participants were asked 13 questions about the program. Three questions were about the logistics whereas four questions were open ended, in which the most useful experience of program, least useful experience of the program were asked. The suggestions were also taken from the participants regarding the improvement of the program.

The six main questions asked to the participants of 105th, 106th and 107th trainings about the course are analyzed in the light of the final data collected from the participants. The data is enclosed with this Report.

These six self-assessment question will help in determining the final outcome of the program that how much improvement the participants have seen in them. The views of the all the participants can be easily gathered from the graphs as under:-

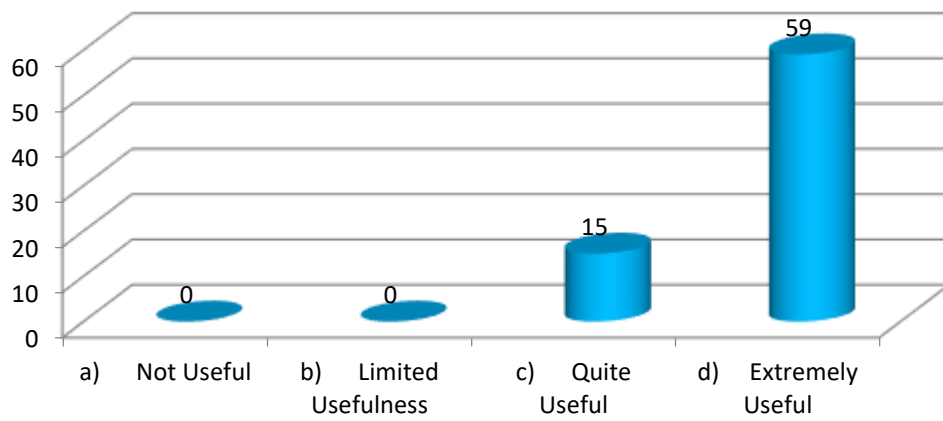


Q: 1 The answer of the participants on Question No.1 clearly shows that after the training program 69-participants have become much/more confident.



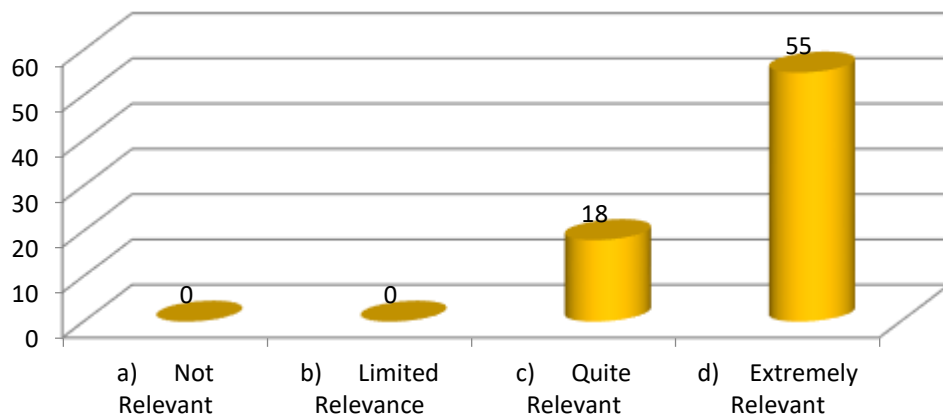
Q: 2 About achieving the aims and objectives of the program 72-participants have shown their much/more confidence in the program.

Q.3: Was the information presented practical and useful to you as a judicial officer?

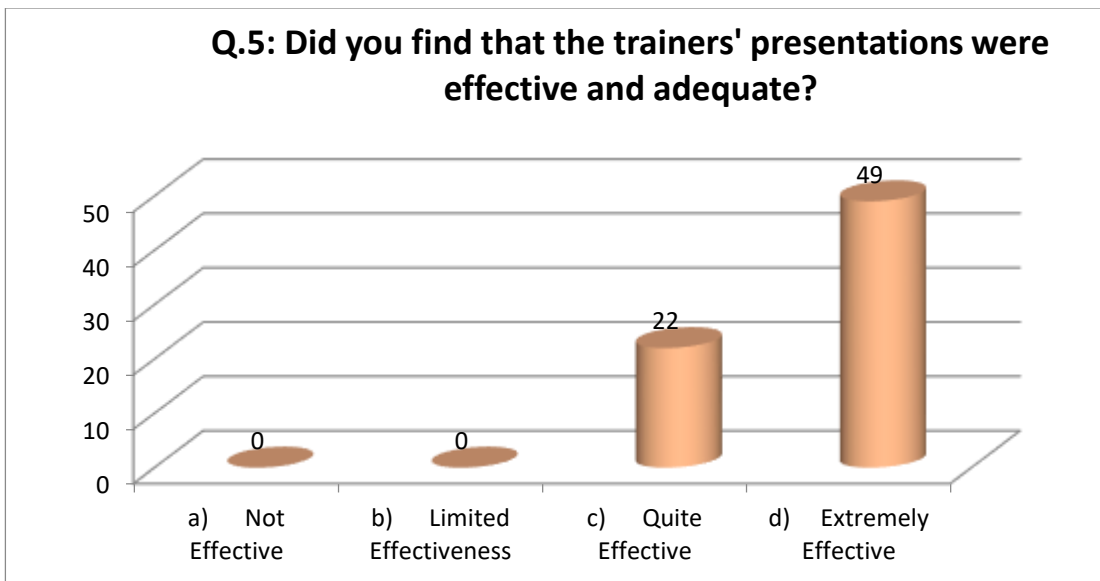


Q:3 On this question 74-participant have given their positive node that the information given to them during the course was practical and extremely useful.

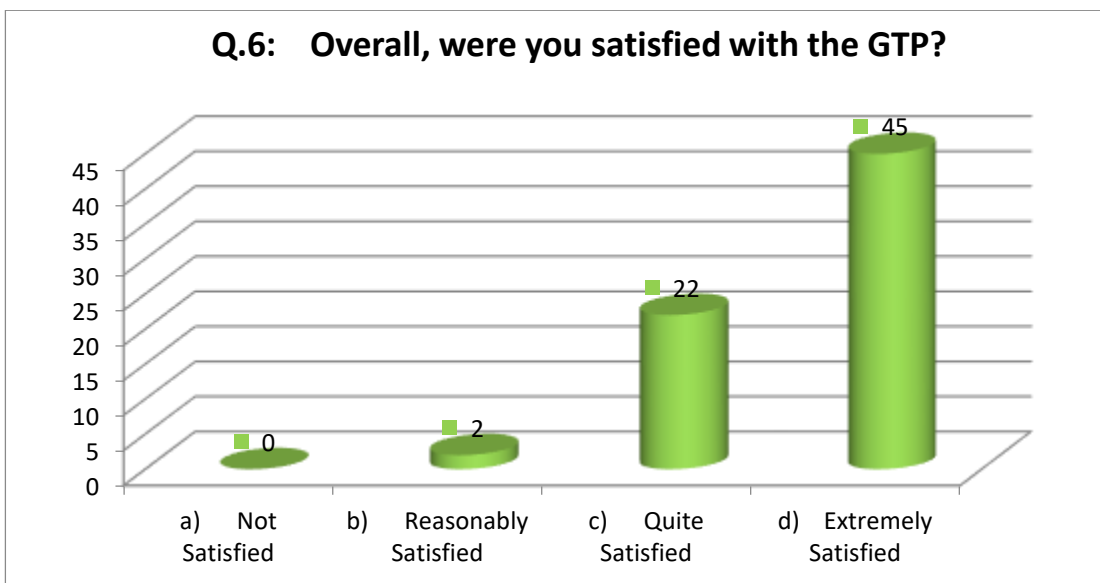
Q.4: Were the materials provided by the trainers/PJA relevant to the training and useful?



Q:4 On this question 73-participant have given their view that material provided by the trainers/PJA was quite/extremely relevant to the training program.



Q: 5 About effectiveness of trainers' presentation 71-participants have said that the trainers were extremely / quite effective in their presentations.



Q:6 The overall satisfaction with the GTP has been shown by 67-participants with the remarks of extreme / quite satisfaction.

12.4. Analyses of Program:

The review of all these six questions pertaining to training program make it clear that overall the whole program has remained successful in achieving its objectives while providing participants useful resources and material. The trainees have shown their satisfaction about trainer's presentations and according to the information provided by them, in making the participants more confident in their role as a judge in their practical life.

13. Entertainment

13.1. Movie

Keeping in view the general observation that judicial officers were facing too much stress, the participants were shown movie on the topic "Anger Management" which was applauded by them. At the end of the movie, a discussion was made on its different aspects.

13.2. Visit

The admin wing of PJA made arrangements for City tour. All the participants were taken jointly on a bus-tour for visit of historical places of Lahore. They enjoyed sitting on roof top of the bus. This visit also provided entertainment to them besides giving them an opportunity to develop collegiality amongst themselves.

13.3. Gala Night

In order to discover their hidden talents, the participants were given an opportunity to get together at night and vent out their feelings in whatever way they wanted to share. It was surprising for many judicial officers that some of their contemporaries were well versed in literature and even read out their own poetry and prose. Some sang songs and resorted to folk music and some made mimicries which made the event enjoyable. The participants expressed their positive comments on this addition.

13.4. Interviews of the participants:

During the session in chit chat and at the end of the program in interviews, the participants candidly expressed their views. A video of their views were recorded which speaks volumes about the program. They appreciated the overall instructional design and acknowledged the change in methodology. The improvement of PJA under the vision of Hon'ble Chief Justice LHC/ Chairperson PJA, the members of Board of Management, Hon'ble Mrs. Justice Ayasha A. Malik Judge Lahore High Court, Lahore and Hon'ble Mr. Justice Shujaat Ali Khan Judge Lahore High Court, Lahore, was much appreciated. The participants cherished the parental role of Ms. Uzmaa Akhtar Chughtai, the Director General, during their training sessions. Video of interviews is enclosed with the Report.

14. Recommendations:

1. On the whole , the training program remained successful. However, as already stated, the individual performance of the trainers who attended the Training of Trainers (TOT) remained remarkably higher as compared with others. This report, therefore, concludes with the remarks that all the trainers must possess the qualification of ToT i.e. skills of imparting adult education. This recommendation is likely to enhance the performance of PJA to an advanced level.
2. The improvement in judgment writing can be observed from the data but to make it more effective, being a matter of great concern for the appellate courts as well as for the general public, further sessions may be added.
3. There is dire need to enhance the capacity of the PJA in Human Resource such as faculty i.e. the number of Instructors and a full fledged team for IT and e-learning. Also, the PJA needs IT equipment such as Tabs for collecting data of M&E of at least 75 trainees at a time along with expansion of library which is inadequate at the moment to cope with such a number of participants.

15. Acknowledgement:

At the end, the Academy must acknowledge the contribution of Dr. Livingston Armytage, who enabled PJA to prepare the first M&E Report for future use. The credit also goes to Director General, PJA Mrs. Uzmaa Akhtar Chughtai who worked day in and day out in achieving this herculean task, with the prevailing capacity of Academy. The recognition of all the Senior Instructors (PJA), Resource Persons, Admin Wing, IT Lab and whole staff of the Academy is also necessary, who did their best in realizing this dream.

IV. Minutes of the 14th Meeting of Board of Management

Held on 13th July, 2016

The 14th Meeting of the Board of Management convened in the Committee Room of the Punjab Judicial Academy, Lahore on 13th July, 2016 at 03:00 p.m. The following members were in attendance, other than Principal, Punjab University Law College, Lahore who due to some domestic reasons could not attend the meeting.

| | | |
|----|---|--------------------------|
| 1 | Mr. Justice Syed Mansoor Ali Shah Hon'ble Chief Justice, Lahore High Court, Lahore. | Chairperson |
| 2 | Mr. Justice Shujaat Ali Khan Hon'ble Judge, Lahore High Court, Lahore. | Member |
| 3 | Mrs. Justice Ayesha A. Malik Hon'ble Judge, Lahore High Court, Lahore. | Member |
| 4 | Mrs. Uzmaa Akhtar Chughtai Director General, Punjab Judicial Academy, Lahore. | Member/ Secretary |
| 5 | Syed Khurshid Anwar Rizvi Registrar, Lahore High Court, Lahore. | Member |
| 6 | Mr. Nazir Ahmad Gajana District & Sessions Judge, Lahore. | Member |
| 7 | Mr. Shumail Ahmad Khawaja Additional Chief Secretary Government of the Punjab, Lahore. | Member |
| 8 | Dr. Syed Abul Hassan Najmee, Secretary, Law & Parliamentary Affairs Department, Lahore. | Member |
| 9 | Mr. Shaukat Ali Secretary, Finance Department, Government of the Punjab, Lahore. | Member |
| 10 | Mr. Muhammad Jahanzaib Khan Chairman P&D Department, Lahore. | Member |

The Hon'ble Chairperson / Chief Justice Lahore High Court, Lahore welcomed the members and expressed his future vision for the Academy. He desired to develop the Academy into a Centre of Excellence for judicial education by upgrading its institutional capacity for its leadership role in judicial education in Pakistan and beyond. In this regard, the Academy needs to calendarize its academic activities. Different programs for judicial officers and court staff based

on their need assessments have to be organized. New curriculum for these programs has to be designed on modern lines with focus on competencies required for each of the categories of trainees. The Academy has to develop intensive learning programs based on adult learning methodologies. They will help in enhancing knowledge, developing skills, changing attitudes and improving ethical values of trainees. The Academy has also to design and implement an effective monitoring and evaluation system. The performance of the trainees at the Academy will have a direct nexus with their career progression, transfers and postings.

The Hon'ble Chairperson also emphasized to develop linkages with other reputable local and international training institutions within the region and beyond. To inculcate modern ideas into the judiciary, it has been desired that foreign trainings for capacity building of judicial and court officers are need of the time. The Hon'ble Chairperson particularly desired that the relevant Members of the Board from Government Departments may facilitate the Academy at their end, to meet this training objective. The Academy will act as a filtering institution in the selection process for trainings abroad.

The Academy is also to act as a hub for better coordination between the state institutions within the constitutional framework. For this, Hon'ble Chairperson desired the assistance of all the Board Members in making this platform, a congenial, cordial and effective place for brain storming and vision sharing.

With that note the Hon'ble Chairperson solicited the views of Hon'ble Mr. Justice Shujaat Ali Khan and welcomed Hon'ble Mrs. Justice Ayesha A. Malik as a new member of the Board of Management.

Hon'ble Mr. Justice Shujaat Ali Khan was of the view that apart from imparting training to the Judicial Officers, focus should also be on the training of Ministerial and Administrative staff of the Lahore High Court, Lahore and District Judiciary in the field of budgeting, planning and development etc. He also endorsed the idea of evaluation based trainings.

Hon'ble Mrs. Justice Ayesha A. Malik stated that our vision is to make this Academy a Center of Excellence like the Civil Services Academy so that the Judicial Officers may perform better in the courts. Judicial Officers should also be given training regarding budgeting, planning and development and on the other administrative issues, as well.

Additional Chief Secretary, Mr. Shumail Ahmad Khawaja, congratulated the Hon'ble Chief Justice on taking oath as Chief Justice and Mrs. Justice Ayesha A. Malik on having been appointed as member of Board of Management. He extended his full support in order to provide quality training to the Judicial Officers. Dr. Syed Abul Hassan Najmee, Secretary Law & Parliamentary Affairs Department was of the view that training should also be imparted to the Lawyers, the Law Officers of the Ministry of Law, prosecutors, district attorneys and Advocate

General office from the Punjab Judicial Academy aiming, to bring all together to interact and learn under one roof.

Mr. Jehanzeb Khan, Chairman P&D Department was of the view that the Academy should focus on building its faculty on modern lines and training programs should be of high quality. Training Need Assessment and capacity building trainings are necessary for judges and other stakeholders of judiciary.

Hon'ble Chairperson impressed upon the Director General to meet all the members of the Board of Management, if possible individually and will seek what kind of resources are available for betterment in the training modules and share their ideas for improving the training standards at the Punjab Judicial Academy. He briefly referred to arrangement of foreign scholarships from the P&D Department and EAD. He further expressed his interest to organize a Donor's Conference at the Academy for financial support and boost up the training courses at the level of foreign training institutions and to bring improvement in the management system, I.T. and other areas. After this, agenda items were discussed and decisions were made as under:-

| | |
|-------------------------------|---|
| AGENDA ITEM NO. I. | APPROVAL FOR THE PUBLICATION OF ANNUAL AUDIT AND PERFORMANCE REPORT FOR THE YEAR 2013-2014, & 2014-2015. |
|-------------------------------|---|

The Hon'ble Board of Management was informed that as per section 14 of the Punjab Judicial Academy Act, 2007, it is mandatory that the Academy has to submit Annual Audit and Performance Report by the month of September every year. The Annual Audit & Performance Reports for the year 2013-2014 and 2014-2015 were pending till date due to delay in audit process, which has now been completed. Accordingly, the matter was placed before the Board of Management for approval of publication of the Annual Audit and Performance Reports for the Year 2013-2014 & 2014-2015.

After deliberations, it was **resolved** as follows:-

Approved unanimously.

| | |
|-------------------------------|--|
| AGENDA ITEM NO. II | APPROVAL OF LEAVE RULES OF THE PUNJAB JUDICIAL ACADEMY. |
|-------------------------------|--|

Deliberations were made on the proposed leave rules of the Punjab Judicial Academy. The learned Secretary Law & Parliamentary Affairs Department proposed that they be forwarded to his department for vetting.

After deliberations, it was **resolved** as follows:-

The proposed Leave Rules be sent to the Law & Parliamentary Affairs Department for examination and vetting. After vetting the same, the Leave Rules be placed in the next meeting of the Board.

| | |
|--------------------------------|--|
| AGENDA ITEM NO. III | APPROVAL OF THE PAY SCALE / PACKAGE OF THE DIRECTOR GENERAL OF THE PUNJAB JUDICIAL ACADEMY. |
|--------------------------------|--|

In the 11th meeting of Board of Management held on 17.09.2014 the Board was informed that District and Sessions Judges are being appointed as Director-General of this Academy, so terms and conditions of this office need to be settled by the Board. The Director-General at that time was allowed BS-22 in accordance with the perks and privileges granted to the Registrar, Lahore High Court, Lahore.

In view of this, the Board is requested to grant the approval that every serving District & Sessions Judge who is appointed as Director General of the Academy shall be granted BS-22 and his / her perks and privileges will be at par with that of the Registrar, Lahore High Court, Lahore.

After deliberations, it was **resolved** as follows:-

Approved unanimously.

| | |
|-------------------------------|---|
| AGENDA ITEM NO. IV | UP-GRADATION OF THE PAY SCALES OF THE STAFF OF THE PUNJAB JUDICIAL ACADEMY ON THE ANALOGY OF THE PAY SCALES OF THE STAFF OF LAHORE HIGH COURT. |
|-------------------------------|---|

The Board was requested that the pay scales of the staff of the Punjab Judicial Academy be brought at par with that of the pay scales of the staff of the Lahore High Court.

After deliberations, it was **resolved** as follows:-

The matter regarding subject up-gradation was deferred for the time being and the Academy was directed to prepare comprehensive Service Cadre / Time Scale Promotion Channel for each category of its employees and place the same before the Hon'ble Chairperson for approval.

With the above observations and decisions, the meeting concluded with a vote of thanks. The Director General thanked all the learned members for participating in the meeting.

(Uzmaa Akhtar Chughtai)
Director General,
Secretary / Member Board of Management, PJA

After getting the approval of the Hon'ble Chief Justice / Chairperson, Punjab Judicial Academy, the minutes of the 14th meeting of the Board of Management held on 13th July, 2016 are hereby circulated for signatures of the Hon'ble Members of the Board of Management.

Mr. Shaukat Ali

Secretary to Government of the Punjab,
Finance Department/Member

Dr. Syed Abul Hassan Najmee

Secretary to Government of the Punjab,
Law & Parliamentary Affairs
Department/Member

Mr. Shumail Ahmad Khawaja

Additional Chief Secretary
Government of the Punjab/
Member

Mr. Mohammad Jahanzeb Khan

Chairman,
Planning & Development Board,
Government of the Punjab./Member.

Mr. Nazir Ahmad Gajana

District & Sessions Judge, Lahore/Member

Syed Khurshid Anwar Rizvi

Registrar, Lahore High Court, Lahore /
Member

Ms. Uzmaa Akhtar Chughtai

Director General – PJA / Member /Secretary

Hon'ble Mrs. Justice Ayesha A. Malik

Lahore High Court, Lahore/Member

Hon'ble Mr. Justice Shujaat Ali Khan

Lahore High Court, Lahore/Member.

Hon'ble Mr. Justice Syed Mansoor Ali Shah,
Chief Justice / Chairperson

V. Minutes of the 15th Meeting of Board of Management

Held on 6th June, 2017

The 15th Meeting of the Board of Management was held in the Committee Room of the Punjab Judicial Academy, Lahore on **06th June, 2017 at 02:00 p.m.** The following were in attendance:

| | | |
|----|--|--------------------------|
| 1 | Mr. Justice Syed Mansoor Ali Shah Hon'ble Chief Justice, Lahore High Court, Lahore. | Chairperson |
| 2 | Mr. Justice Shujaat Ali Khan Hon'ble Judge, Lahore High Court, Lahore. | Member |
| 3 | Mrs. Justice Ayesha A. Malik Hon'ble Judge, Lahore High Court, Lahore. | Member |
| 4 | Ms. Mahrukh Aziz Director General, Punjab Judicial Academy, Lahore. | Member/ Secretary |
| 5 | Syed Khurshid Anwar Rizvi Registrar, Lahore High Court, Lahore. | Member |
| 6 | Mr. Abid Hussain Qureshi District & Sessions Judge, Lahore. | Member |
| 7 | Mr. Shumail Ahmad Khawaja Additional Chief Secretary Government of the Punjab, Lahore. | Member |
| 8 | Dr. Syed Abul Hassan Najmee, Secretary, Law & Parliamentary Affairs Department, Lahore. | Member |
| 9 | Mr. Hamid Yaqoob Sheikh Secretary, Finance Department, Government of the Punjab, Lahore. | Member |
| 10 | Mr. Iftikhar Ali Sahoo Secretary P&D Department, <i>On behalf of Chairman</i> P&D Department, Lahore. | Member |
| 11 | Ms. Shazia Qureshi, Principal, Punjab University Law College, Lahore | Member |

The meeting started with the recitation from Holy Quran. The Hon'ble Chairperson / Chief Justice Lahore High Court, Lahore welcomed the members.

After this, agenda items were discussed and decisions were made as under:

| | |
|-------------------------------|---|
| AGENDA ITEM NO. I. | APPRAISAL OF THE PJA WORKING DURING 2016-17. |
|-------------------------------|---|

The Director General gave briefing to the members of the Board of Management regarding the activities / achievements of the Academy in the year 2016-17 and briefly highlighted the following activities / achievements:

1. Foreign Visits
2. Creation of New Branches in the Academy, like, Confidential Branch, HR Branch, Accounts and Procurement Branch etc.
3. Performance of I.T.
4. Video Link and Skype Lectures
5. Publications
6. Conferences and Seminars
7. Visits of Foreign Delegations
8. I.T. Fair
9. ADR Training
10. Women Judges Conference
11. Lahore Roundtable on Judicial Education
12. Brochure of the Academy
13. Bench Book
14. Sign of MoU with KP Judicial Academy, Peshawar
15. Further planning to sign another MoU with Sindh Judicial Academy, Karachi
16. Construction Activities at KSK Campus
17. Protection of the Academy against flood water.

All the members of the Board of Management appreciated the working of the Academy and assured their maximum support as well for further grooming of the Academy.

| | | |
|--------------------|---|--------------|
| AGENDA ITEM | APPROVAL OF PROPOSED ANNUAL BUDGET | 2017- |
|--------------------|---|--------------|

The Annual Budget for the year 2017-18 amounting to Rs. 477,500,000/- was presented before the Hon'ble Board of Management for kind perusal and ex-post facto approval.

After deliberations, it was resolved and ex-post facto approval was granted only to the extent of already allocated budget of **Rs. 283.005** million with the following observations:

Timeline for preparation and approval of budget should be adhered to. In future, the meeting of the Board of Management for approval of the budget should be convened prior to its submission.

On question of surrender of surplus budget, it was clarified by the Additional Chief Secretary that the Autonomous Bodies need not surrender surplus budget where the fund is available under the Act. Secretary Finance Department and Secretary Law & PA Department endorsed the same.

It was further clarified that under the Punjab Judicial Academy Act, 2007, the PJA has a Fund. The grants in Aid of the Government forms along with other grants and income of the Academy are part of the Fund. All the expenses of the Academy are incurred from this Fund, so there is no surplus budget which could be surrendered to the Government.

It was also approved that if the budgetary grant approved by the Government is less than the tentative proposal sent by the Academy for approval. The Director General can incur the requisite expenses from the Fund.

After discussions on the agenda items, the Hon'ble Chairperson expressed his future vision for the Academy. He informed to the members that Dr. Livingston Armytage was requested to train the trainers of the Academy, who joined Academy and gave training to the trainers. GTP is running in the Academy with the vision every judge every year. We have established Mediation Centers in the whole Punjab. At present 36 ADR centers are working and about 240-250 cases have been decided in these centers. Beside this, Video Link and Skype facility is being used for lecture purposes to keep in touch with the international developments.

He further explained that regular and adjunct faculty has been hired in the Academy to boost up the training activities. Monitoring and Evaluation system has been adopted

in the Academy to judge the performance of the trainees, trainers and training programmes as well.

The Hon'ble Chief Justice / Chairperson emphasized to develop linkages with other reputable local and international training institutions within the region and beyond. To inculcate modern ideas into the judiciary, it has been desired that foreign trainings for capacity building of judicial and court officers are need of the time. He desired that the Administrative and Ministerial Staff should also be sent abroad for foreign trainings. The chair further explained that we are developing Judicial Act for Lahore High Court and District Judiciary of Punjab.

The Hon'ble Chairperson informed the members that we are going to start Videolink Programmes in different districts of Punjab. For this purpose we need funds which Government can provide us. The Additional Chief Secretary and Secretary Finance suggested to prepare summary regarding expenditure so that we may take up matter with the authority for approval of the funds.

With that note the Hon'ble Chairperson solicited the views of other Hon'ble member of the Board of Management.

Hon'ble Mr. Justice Shujaat Ali Khan and Hon'ble Mrs. Justice Ayesha A. Malik also endorsed the ideas of Hon'ble Chairperson

Additional Chief Secretary, Mr. Shumail Ahmad Khawaja, appreciated the vision of Hon'ble Chief Justice, Hon'ble Mr. Justice Shujaat Ali Khan and Hon'ble Mrs. Justice Ayesha A. Malik and the Director General. He said we are happy to see big positive changes in the Academy. There should be linkages between Government and Academy. The Academy should exchange programs with other Academies of National and International level. He extended his full support in order to provide quality training to the Judicial Officers.

Dr. Syed Abul Hassan Najmee, Secretary Law & Parliamentary Affairs, Secretary P&D Department and Secretary Finance Department also appreciated the working of the Academy with a view that the Academy should focus on capacity building of its faculty on modern lines and training programs should be of high quality.

Ms. Shazia Qureshi, Principal, Punjab University Law College was of the view that we need to bring change in the mindset. The Director General informed that we are already working on it and much emphasize is given on gender sensitization and dealing with vulnerable sections of the society. The Academy is providing training on gender sensitization as well as workshops are also being conducted on the topic. The Director General further desired that the Academy in collaboration with the Punjab University Law College intends to start research center for research work. The Principal, Punjab University Law College assured their maximum help for the purpose.

The Hon'ble Chairperson impressed upon the Director General have interaction with the Government to start multidisciplinary programs in the Academy. He emphasized to have meetings of the heads of the Academies and other training centers for betterment in the training modules and share their ideas for improving the training standards at the Punjab Judicial Academy.

With the above observations and decisions, the meeting concluded with a vote of thanks. The Director General thanked all the learned members for participating in the meeting.

(Ms. Mahrukh Aziz)
Director General,
Secretary/Member BoM, PJA

After getting the approval of the Hon'ble Chief Justice / Chairperson, Punjab Judicial Academy, the minutes of the 15th meeting of the Board of Management held on 6th June, 2017 are hereby circulated for signatures of the Hon'ble Members of the Board of Management.

Ms. Shazia Qureshi

Principal, Punjab University Law College,
Lahore/Member

Mr. Hamid Yaqoob Sheikh

Secretary to Government of the Punjab,
Finance Department/Member

Dr. Syed Abul Hassan Najmee

Secretary to Government of the Punjab,
Law & Parliamentary Affairs Department/Member

Mr. Shumail Ahmad Khawaja

Additional Chief Secretary
Government of the Punjab/Member

Mr. Iftikhar Ali Sahoo

Secretary P&D Department *on behalf of*
Chairman,
Planning & Development Board,
Government of the Punjab/Member

Mr. Abid Hussain Qureshi

District & Sessions Judge, Lahore/Member

Syed Khurshid Anwar Rizvi

Registrar, Lahore High Court, Lahore / Member

Ms. Mahrukh Aziz

Director General – PJA / Member /Secretary

Hon'ble Mrs. Justice Ayesha A. Malik

Lahore High Court, Lahore/Member

Hon'ble Mr. Justice Shujaat Ali Khan

Lahore High Court, Lahore/Member.

Hon'ble Mr. Justice Syed Mansoor Ali Shah,

Chief Justice / Chairperson

Construction Report
Punjab Judicial Academy
at Kala Shah Kaku

Consultant's Remarks (July 2016)

1. False ceiling in Ground Floor in & in First Floor Progress.
2. Wall paneling in DG Office, Chairman Office and Committee Room is completed.
3. Door sampling completed & Door fixing is in progress.
4. Stainless steel railing is in progress.
5. Main hole cover slab is completed.
6. Plinth protection of meeting room, tube well room and sub station completed.
7. Testing of already laid Fire Fighting pipes is in completed.
8. New addition alteration drawings received new bath room under construction.
9. DG office extended by removing adjacent wall partition completed.
10. Over head water tank stairs railing completed.
11. Railing of stairs hall completed.
12. Door Lock fixing is in progress.
13. Painting in progress.
14. W.C. in toilet block is in progress.
15. Plinth protection 90% completed.

Consultant's Remarks (August 2016)

1. False ceiling in Ground Floor in & in First Floor progress.
2. Wall paneling in DG Office, Chairman Office and Committee Room is completed. As per revised drawing in progress.
3. Door sampling completed & Door Fixing is in progress.
4. Stainless steel stair railing completed.
5. Main hole cover slab completed.
6. Plinth Protection of meeting room, tube well room and sub-station completed.
7. Testing of already laid Fire Fighting Pipes is completed.
8. New addition alteration drawings received new bath room construction completed.
9. D.G Office extended by removing adjacent wall partition completed.
10. Over head water tank stairs railing completed.
11. Railing of stair hall completed.
12. Door Lock fixing in progress.
13. Painting in progress.
14. W.C. in toilet block in progress.
15. Plinth protection 90% completed.

Consultant's Remarks (September 2016)

1. False ceiling in Ground Floor in & in First Floor progress.

2. Wall paneling in DG Office, Chairman Office and Committee Room is completed. As per revised drawing in progress.
3. Door sampling completed & Door fixing in progress.
4. Stainless steel stair railing completed.
5. Main hole cover slab completed.
6. Plinth protection of meeting room, tube well room and sub-station completed.
7. Testing of already laid Fire Fighting Pipes is completed.
8. New addition alteration drawings received new bath room construction completed.
9. D.G Office extended by removing adjacent wall partition completed.
10. Over head water tank stairs railing completed.
11. Railing of stair hall completed.
12. Door Lock fixing in progress.
13. Painting in progress.
14. W.C. in toilet block in progress.
15. Plinth protection 90% completed.

Consultant's Remarks (October/November/December 2016)

1. False ceiling in Ground Floor in & in First Floor progress and final finishing stopped by the client department.
2. Wall paneling in DG Office, Chairman Office and Committee Room is completed. As per revised drawing in progress.
3. Door sampling completed & Door fixing in progress.
4. Stainless steel stair railing completed.
5. Main hole cover slab completed.
6. Plinth protection of main building, meeting room, tube well room and sub-station completed.
7. Testing of already laid Fire Fighting Pipes is completed.
8. New addition alteration drawings received new bath room construction completed.
9. D.G Office extended by removing adjacent wall partition completed.
10. Over head water tank stairs railing completed.
11. Railing of stairs hall completed.
12. Door lock fixing in progress.
13. Painting in progress and final finishing stopped by the client department.
14. W.C. in toilet block in progress.

15. Plinth protection 90% completed.

Consultant's Remarks (January/February/March/April/May/June2017)

1. False ceiling in Ground Floor in & in First Floor progress and final finishing stopped by the client department.
2. Wall Paneling in DG Office, Chairman Office and Committee Room is completed. As per revised drawing in progress.
3. Door sampling completed & Door fixing in progress.
4. Stainless steel stair railing completed.
5. Main hole cover slab completed.
6. Plinth protection of main building, meeting room, tube well room and sub-station completed.
7. Testing of already laid Fire Fighting Pipes is completed.
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12. Door Lock fixing in progress.
13. Painting in progress and final finishing stopped by the client department.
14. W.C. in toilet block in progress.
15. Plinth protection 90% completed.



Memorandum of Understanding (MOU)

Between

Punjab Judicial Academy (PJA)

And

Khyber Pakhtunkhwa Judicial Academy (KPJA)



This Memorandum of Understanding (MOU) determines the terms of mutually agreed understanding between the Khyber Pakhtunkhwa Judicial Academy (KPJA) and the Punjab Judicial Academy (PJA) to carry out the mutually agreed interactive activities in pursuit of the statutory command of developing linkages with sister organizations for the benefit of the justice system and enhancing the quality of judicial education.

Objectives and Principles

- I. This Memorandum of Understanding (hereinafter referred to as the "MOU") intends to lay out the general principles of mutual cooperation for the scheme of achieving excellence in judicial education and research in the gaps of capacity building of judicial officers and stake holders of justice system in Pakistan.
- II. This MOU will be carried out within the framework of the respective laws and regulations of the two institutions and is not intended to create any legally binding rights or obligations.

Scope of Cooperation

1. Cooperative activities under this MOU will be carried out in the following areas:
 - To consult, cooperate and exchange information with each other in the areas of mutual interest that will meet the objectives of the constituting statutes of the two academies.
 - To share and exchange the ideas, resources and faculty for development of the field of the judicial education to cater the needs of the judiciary to produce competent and efficient judicial officers and court staff.
 - To arrange study tours and academic visits on reciprocal basis for better understanding of working environments of courts in the two provinces.
 - To work mutually in the field of research to produce quality support documents in terms of books, research papers, bench books, conference proceedings and other publications for the benefit of judicial officers and court staff.
 - To arrange and participate in Training of Trainers Programmes organized by any of the two parties, severally or jointly.
 - To hold and organize seminars, conferences and symposia on legal and judicial topics.

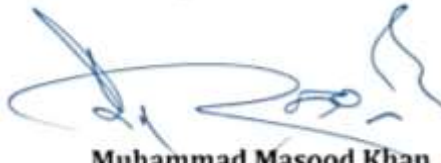
Implementation and funding

- I. Both the institutions will nominate their representatives to frame policy to regulate exchange of information and experience on research and investigation challenges and reforms to identify priorities for bilateral cooperation in the agreed areas.
- II. The cost of cooperative activities may be funded as mutually determined.
- III. Unless agreed, no financial liability will accrue on any of the parties for participation of the activities arranged by the other party.


Entry into effect and termination

This MOU will come into effect on the date of signature.

This MOU will remain in effect for an initial period of three year and will be extended for successive periods of one year unless either Party notifies the other party, in writing, of its intention to terminate this MOU at least six months of the expiry date of relevant period.



Muhammad Masood Khan
Director General
Khyber Pakhtunkhwa Judicial Academy,
Peshawar



Ms. Mahrukh Aziz
Director General
Punjab Judicial Academy,
Lahore

VIII. The Punjab Judicial Academy Act, 2007

(XV of 2007)

Contents

1. Short title, extent and commencement
2. Definitions
3. Establishment of the Academy
4. Functions of the Academy
5. Manner of training
6. Board of Management
7. Meetings of the Board
8. Powers and functions of the Board
9. Director General
10. Appointment of officers and staff
11. Fund
12. Budget and accounts
13. Audit
14. Submission of report
15. Rules
16. Repeal

The Punjab Judicial Academy Act, 2007

(XV of 2007)

[30th October, 2007]

An

Act to provide for the establishment of
Judicial Academy in the Province of the Punjab.

Preamble.— Whereas it is expedient to establish an academy for imparting training to the judicial officers and court personnel with a view to develop their capacity, professional competency and ethical standards for efficient dispensation of justice and matters ancillary thereto;

It is hereby enacted as follows:-

1. Short title, extent and commencement.— (1) This Act may be cited as the Punjab Judicial Academy Act, 2007.

(2) It extends to the whole of the Punjab.

(3) It shall come into force at once.

2. Definitions.— In this Act—

(a) “Academy” means the Punjab Judicial Academy established under section 3;

(b) “Board” means the Board of Management of the Academy;

(c) “Chairperson” means the Chairperson of the Board;

(d) “court personnel” means an employee of the establishment of the Lahore High Court, a court and a tribunal under the administrative control of the Lahore High Court;

(e) “Director General” means the Director General of the Academy;

(f) “faculty” means members of the teaching staff of the Academy;

(g) “Fund” means the Judicial Training Fund;

(h) “Government” means the Government of the Punjab;

(i) “judicial officer” means a District Judge, a Sessions Judge, an Additional District Judge, an Additional Sessions Judge, a Senior Civil Judge, a Civil Judge, a Judicial Magistrate, a Special Judicial Magistrate or a presiding officer of a court or a tribunal under the administrative control of the Lahore High Court;

(j) “member” means a member of the Board;

(k) “prescribed” means prescribed by the rules made under this Act; and

(l) “staff” means staff of the Academy.

3. Establishment of the Academy.— (1) The Government shall, by notification, establish an Academy to be called the Punjab Judicial Academy.

(2) The Academy shall be a body corporate having perpetual succession and a common seal with power to enter into contract and may sue or be sued by the said name.

(3) The Academy shall be at Lahore.

4. Functions of the Academy.— The Academy shall—

(a) impart pre-service and in-service training to the judicial officers and court personnel;

(b) develop the skills and techniques for court management, case management, delay reduction, alternate dispute resolution and judgment writing;

(c) conduct examinations and award certificates and diplomas;

(d) develop training courses relating to administration of justice including use of information technology;

(e) hold conferences, seminars, lectures, workshops and symposia relating to court management, administration of justice, law and development and legislative drafting;

(f) publish books, journals, research papers and reports on important topics relating to administration of justice;

(g) promote research on case management, court management, trial skills and judicial reasoning;

(h) encourage legal and constitutional research;

(i) inculcate and promote ethical values and standards in judicial officers and court personnel;

(j) coordinate with other educational and training institutions including the Federal Judicial Academy;

(k) conduct training and examinations of other officers and personnel on the direction of the Board; and

(l) perform such other functions as may be assigned to it by the Board.

5. Manner of training.— (1) The Academy shall use all modern techniques for imparting judicial training. Teaching methods and evaluation system shall be at par with international standards.

(2) The Academy may enter into arrangements with other recognized public and private institutions for imparting training.

(3) The Academy shall institute a quality examination and evaluation system with regard to the training imparted

6. Board of Management.— (1) The management and administration of the Academy shall vest in the Board.

(2) The Board shall consist of—

(a) Chief Justice, Lahore High Court; **Chairperson**

(b) two judges of the Lahore High Court nominated by the Chairperson; **members**

- (c) Chairman, Planning & Development Board; member of the Government;
- (d) Registrar, Lahore High Court; member
- (e) Additional Chief Secretary of the Government; member
- (f) Secretary to the Government, Finance Department; member
- (g) Secretary to the Government, Law & Parliamentary Affairs and Human Rights Department; member
- (h) Principal, Punjab University, Law College, University of the Punjab, Lahore; member
- (i) a District & Sessions Judge, member nominated by the Chairperson; and
- (j) Director General; member/Secretary

(3) The existence of a vacancy in the constitution of the Board shall not invalidate an act or proceedings of the Board.

7. Meetings of the Board.— (1) The Board shall meet at least thrice in a calendar year.

(2) The Director General shall convene a meeting of the Board on the direction of Chairperson or written request of three or more members.

(3) In the meeting of the Board,—

(a) the Chairperson, or in his absence, a member nominated by the Chairperson shall preside;

(b) five members shall constitute the quorum;

(c) all decisions of the Board shall be taken by simple majority;

(d) the Chairperson or a member presiding shall have a casting vote; and

(e) the Director General shall record the minutes of the meeting.

8. Powers and functions of the Board.— (1) The Board shall—

- (a) exercise supervision and control over the affairs of the Academy;
- (b) lay down the policy and program for training and approve courses of the Academy;
- (c) evaluate or cause to be evaluated the performance of the Academy;
- (d) approve the annual budget and revised budget estimates of the Academy;
- (e) cause proper books of accounts to be maintained for all sums of money received and expenditures incurred by the Academy and arrange for the audit of accounts;
- (f) determine the terms and conditions of service of the Director General and staff of the Academy;
- (g) create, abolish or upgrade a post;
- (h) appoint an officer in BS-16 or above; and
- (i) prescribe qualifications, conditions of service and other matters relating to faculty, officers and staff.

(2) The Board may—

- (a) purchase, acquire, hire, dispose of or construct any property for the Academy;
- (b) hold, control and administer the property of the Academy;
- (c) receive grants-in-aid and donations from the Federal Government, the Government or any other organization, person or agency;
- (d) regulate, determine and administer all matters concerning the Academy;
- (e) appoint advisors, consultants and experts for assistance;
- (f) appoint or hire permanent or visiting faculty;
- (g) assign a specific power to a person or organization; and
- (h) exercise any other power ancillary to the aims and objects of the Academy.

(3) The Board may delegate all or any of its powers or functions to the Chairperson, a member or a committee of members.

9. Director General.— (1) The Chairperson shall appoint the Director General of the Academy for a term of four years on the recommendation of the Board.

(2) The Director General may resign by tendering his resignation to the Chairperson and shall cease to hold office upon acceptance of his resignation.

(3) The Chairperson on the recommendation of the Board may, after providing an opportunity of being heard, remove the Director General during the term of his office.

(4) The Director General shall be a person who has been a Judge of the Lahore High Court or a District Judge of the Punjab.

(5) The Director General shall be the chief executive officer of the Academy and shall be responsible for the affairs of the Academy before the Board.

- (6) The Director General shall be the principal accounting officer of the Academy.
- (7) The Director General may, with the approval of the Chairperson, appoint staff in BS-1 to 15.
- (8) The Director General shall, within two months of conclusion of each financial year, submit annual report to the Board containing performance and proposals for the improvement in the performance of the Academy.

10. Appointment of officers and staff.— (1) The Board or the Director General may appoint officers and staff of the Academy in accordance with the provisions of this Act by direct recruitment, deputation, promotion or on contract basis.

(2) The Board shall determine the manner and the terms and conditions of appointment of officers and staff of the Academy.

(3) The Board shall prescribe qualification and experience of the teaching staff of the Academy taking into account, the qualification and experience prescribed for such staff in the world renowned Judicial Academies.

11. Fund.— (1) There shall be a fund of the Academy to be known as the Judicial Training Fund.

(2) The Director General shall ensure the deposit of the income of the Academy in the Fund and incurring of the expenditures of the Academy from the Fund.

(3) The sources of income of the Fund shall be—

(a) grants made by the Federal Government or the Government;

(b) donations, endowments and grants from any individual, organization or agency, whether national or international;

(c) sale proceeds of the property and publications of the Academy; and

(d) any other sum received by the Academy from any lawful source.

(2) The Fund shall be kept in such custody, utilized and regulated in the prescribed manner.

12. Budget and accounts.— (1) The Director General shall utilize the Budget and maintain the accounts of the Academy in the prescribed manner.

(2) The Director General shall prepare the Budget of the Academy for each financial year.

(3) The Director General shall not incur any expenditure from the Fund without the approval of the Board.

13. Audit.— (1) The Board shall appoint a chartered accountant or a firm of chartered accountants to audit the accounts of the Academy.

(2) The Director General, with the approval of the Board, within six months of the close of the financial year, shall submit to the Government the annual statement of accounts of the Academy alongwith the report of the auditor.

14. Submission of report.— (1) The Director General shall, with the approval of the Board, within the period of six months, submit annual audit and performance reports to the Government which shall include the following:-

- (a) details of courses run and designed by the Academy;
- (b) details of examinations carried out by the Academy;
- (c) research work done by the Academy;
- (d) the quality of training imparted at the Academy; and
- (e) the standard of the students trained at the Academy.

(2) The Government shall, within two months of the receipt of the reports, submit the same before the Provincial Assembly of the Punjab.

15. Rules.— The Board may, with the approval of the Government, make rules for carrying out the purposes of this Act.

16. Repeal.— The Punjab Judicial Academy Ordinance 2007 (XV of 2007) is hereby repealed.

This Act was passed by the Punjab Assembly on 5 October 2007; assented to by the Governor of the Punjab on 29 October 2007; and, was published in the Punjab Gazette (Extraordinary), dated 30 October 2007, pages 1463-67.

**PUNJAB JUDICIAL
ACADEMY**

**FINANCIAL STATEMENTS
FOR THE YEAR ENDED
JUNE 30, 2017**

**INDEPENDENT AUDITORS' REPORT TO THE BOARD OF
MANAGEMENT OF PUNJAB JUDICIAL ACADEMY****Opinion**

We have audited the financial statement of Punjab Judicial Academy (the Academy) which comprises the statement of cash receipts and disbursements (here-in-after referred to as the financial statement) for the year then ended, and notes to the financial statement, including a summary of significant accounting policies.

In our opinion, the accompanying financial statement of the Academy is prepared, in all material respects, in accordance with cash receipts and disbursements basis of accounting described in note 2 to the financial statement.

Basis for Opinion

We conducted our audit in accordance with the International Standards on Auditing (ISAs) as applicable in Pakistan. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Academy in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants as adopted by the Institute of Chartered Accountants of Pakistan (the Code) and we have fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.



A.F. FERGUSON & CO., Chartered Accountants, a member firm of the PwC network
204-C, 6th Floor, Canal Bank, Chakera St., F-7/3, Islamabad, Pakistan
Tel: +92 (42) 373 2889/31 / 277 2747/31 Fax: +92 (42) 377 2734 / 373 2813/399/39

***Responsibilities of Management and Those Charged with Governance for the Financial Statement***

The Board of Management is responsible for the preparation the financial statement in accordance with cost weights and disbursements basis of accounting described in note 2 to the financial statement, and for such internal control as the Board of Management determines is necessary to enable the preparation of the financial statement that is free from material misstatement, whether due to fraud or error.

In preparing the financial statement, Board of Management is responsible for assessing the Academy's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless Board of Management either intends to liquidate the Academy or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Academy's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statement

Our objectives are to obtain reasonable assurance about whether the financial statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs as applicable in Pakistan will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statement.

As part of an audit in accordance with ISAs as applicable in Pakistan, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

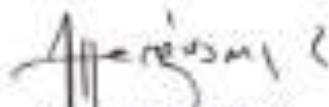
- Identify and assess the risks of material misstatement of the financial statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Academy's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.





- Conclude on the appropriateness of Board of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Academy's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statement or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Academy to cease to continue as a going concern.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



A. F. Ferguson & Co.
Chartered Accountants

Date: January 08, 2020

Lahore

Name of engagement partner: Asad Aleem Mirza

PUNJAB JUDICIAL ACADEMY

STATEMENT OF CASH RECEIPTS AND DISBURSEMENTS FOR THE YEAR ENDED JUNE 30, 2017

| | Note | 2017 Rupees | 2016 Rupees |
|---------------------------------|------|--------------------|--------------------|
| Cash and bank - opening balance | | 414,298,604 | 40,474,588 |
| Receipts: | | | |
| Grants-in-aid | 1 | 278,278,440 | 286,987,990 |
| Other receipts | 2 | 1,894,250 | 5,525,000 |
| Profit on sales balance | | 5,011,754 | 2,073,583 |
| | | <u>285,984,444</u> | <u>294,586,573</u> |
| Payments: | | | |
| Operating expenses | 3 | 102,270,194 | 100,141,071 |
| Purchase of assets | 4 | 9,793,453 | 94,144 |
| Bank charges | | 30,687 | 10,000 |
| Return of grant | | - | 22,887 |
| | | <u>112,094,334</u> | <u>100,368,102</u> |
| Net movement during the year | | 173,890,110 | 173,854,713 |
| Cash and bank as at June 30 | 5 | <u>588,188,714</u> | <u>518,329,301</u> |

The annexed notes are an integral part of the Statement of Cash Receipts and Disbursements.

21.12.17
 Director General
 PUNJAB JUDICIAL ACADEMY
 Lahore

Member
 ABDUL BATTAR
 Registrar
 Lahore High Court, Lahore

PUNJAB JUDICIAL ACADEMY

NOTES TO THE STATEMENTS OF CASH RECEIPTS AND DISBURSEMENTS FOR THE YEAR ENDING JUNE 30, 2017

1. Legal status and principal activities

The Punjab Judicial Academy was established under Section 3 of the Punjab Judicial Academy Act, 1987. The Academy is situated at 14-Pace Road, Lahore. The object of the Academy is to impart professional and in-service training to judicial officers and court personnel with a view to developing their capacity, professional competency and ethical standards for efficient and cost-effective dispensation of justice.

The investment made by the Government of Punjab through Law and Parliamentary Affairs in form of capital for purchase of land and construction of a new campus in the name of Punjab Judicial Academy situated at Minn Kaler, near Kala Shal Bazar is not reflected in these financial statements.

2. Basis of preparation

These statements have been prepared on the cash receipt and disbursements basis of accounting.

3. This represents grants received from The Government of Punjab for the purpose of operations of the Academy.

4. Other receipts

| | 2017 Rupees | 2016 Rupees |
|--|------------------|------------------|
| Receipts against workshops, trainings and meetings | 1,473,872 | 1,646,166 |
| Receipts against rental of Land | 200,000 | 87,200 |
| Receipts against rental of hotel rooms | 14,000 | 3,77,000 |
| Receipts against sale of tree timber | - | 11,000 |
| Miscellaneous | 111,407 | 213,750 |
| | <u>1,804,279</u> | <u>2,385,116</u> |

5. Operating expenditures

| | | |
|--|--------------------|--------------------|
| Director's remuneration | 22,013,907 | 14,601,120 |
| Staff salaries | 66,892,228 | 27,888,822 |
| Faculty honorarium | 1,596,000 | 1,993,000 |
| Travelling and transport | 4,007,750 | 1,100,400 |
| Communication charges | 1,000,114 | 747,120 |
| Trainings and seminars | 41,116,890 | 3,796,817 |
| Printing and stationery | 3,042,101 | 1,001,817 |
| Utility bills | 3,396,077 | 3,188,800 |
| Rent, rates and taxes | 754,271 | 1,236,240 |
| Newspaper and periodicals | 38,110 | 68,940 |
| Postage, courier and other expense | 73,800 | 11,120 |
| Repair and maintenance | 1,107,370 | 1,374,737 |
| Entertainment expense | 949,012 | 214,020 |
| Advertisement and publicity | 35,200 | 12,721 |
| Cleaning and mess expense | 8,221,411 | 8,022,020 |
| Tax on bank profits and cash withdrawn | 3,028,483 | 1,048,287 |
| Uniforms and clothing | 71,600 | 171,200 |
| Miscellaneous | 4,000 | - |
| | <u>128,299,000</u> | <u>100,143,070</u> |

| | 2017 Rupees | 2016 Rupees |
|-------------------------------------|-------------------|--------------------|
| 6. Purchase of Assets | | |
| Deposits and Returns | 3,284,044 | 285,441 |
| Salaries | 10,227,199 | - |
| Office & computer related equipment | 8,419,234 | 285,497 |
| Books | 224,997 | 44,000 |
| Others | 286,218 | - |
| | <u>22,841,692</u> | <u>614,938</u> |
| 7. Cash and Bank Balance | | |
| Cash in hand | 98 | 1,000 |
| Cash at bank | -1,000.00 | 244,250,000 |
| Items in hand | 15,081 | 15,081 |
| | <u>13,979,889</u> | <u>244,256,081</u> |

7.1 This represents balance in savings account with National Bank of Pakistan, Regal Chowk branch Lahore, bearing bank up at the rate of 3% (three and 00 per centum).

8. Date of authorization

These financial statements were authorized by resolution of 05 Dec, 2016 by the Board of Management of the Institute.

9. Subsequent events

No significant events have occurred subsequent to date 30, 2017.

10. Corresponding Figures

Corresponding figures have been re-arranged, wherever necessary, for the purpose of comparison. However, no significant re-arrangements have been made.



Director General
 LABOR HIGH COURT
 LAHORE

Member
ABDUL SATTAR
 Registrar
 Lahore High Court, Lahore



PUNJAB JUDICIAL ACADEMY

15-Fane Road, Lahore.

www.pja.gov.pk