

**REPORT**

**Online Training for newly promoted Senior Civil Judges**

**2nd – 14th December 2020**



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# 1.0 Introduction

1.1 KPJA is statutorily mandated to provide training to all justice sector stakeholders, to hold conferences, seminars, lectures, workshops and symposia in matters relating to court management, administration of justice, law and development of skills in legislative drafting and to establish liaison with research institutions, universities and other bodies including the Federal Judicial Academy, towards the cause of administration of justice. (Section 4 of the Academy Act)

1.2 Hon'ble the Peshawar High Court Peshawar by the Notification No. P(a)31-A/94-J dated 24th April, 2020 promoted 26 Civil Judges to the post of Senior Civil Judge. Notification of the Hon'ble Peshawar High Court, Peshawar No.5-J dated 20th December, 2003 prescribes 03 week mandatory training for Senior Civil Judges. Further Hon'ble Peshawar High Court, Peshawar directed the Academy vide Letter No. 21815/SDJ/PHC/HRW/06-V.I-2019 dated 11.11.2019 to devise training module for Senior Civil Judges. Similarly the Audit Report was shared with the Academy in pressing upon the necessity of holding training for Senior Civil Judges. With this end in view, the Academy arranged two week online training for newly promoted Senior Civil Judges.

# 2.0 Purpose of the report

2.1 This report aims to assess the quality and impact of the training delivered from 5th October to 2nd November, 2020.

2.2 The report begins with concept paper, general layout of the training session including, information about the participants, the resource person details, schedule of activities, proceedings, followed by recommendations for future improvements.

# 3.0 Concept Paper

## 3.1 Introduction:

3.1.1 The idea that the judiciary is to rely solely on a culture of personal development is out-dated. Training is now considered imperative in all jurisdictions (both common and civil law countries). Again the emphasis on it has increased with people's expectations of quality in service delivery, media attention, and the dynamic new issues of the modern era.

3.1.2 Mandatory training has its own significance for enhancing professionalism. For senior civil judges, the need for such training is even more profound. Judicial officers face new human resource and financial management challenges. Their liaison skills are tried in seeking synthesis between the bench and the bar, the judiciary and the district administration, and between the judges themselves. Their vigilance and monitoring of the process serving agency guarantee that problems in service of summons, described as one of the most important causes of delay in the due progress of cases, are checked.

3.1.3 It is necessary to mention that recent experiences have shown that serious consequences are bound to arise if training is not imparted. Directions and the contents of the letter # 2/815/SDJ/PHC/HRW/06-V.1-2019 dated 11-11-2019 from Hon’ble the High Court are its clear manifestations. Further, an audit report was shared with the Academy which contains besides others the following observations (reproduced verbatim);

1. Non-compliance of High Court rules and orders (HCR &OS relating to Part A\_C of Chapter 8 of Volume 11
2. Non-compliance of HCR &0s regarding sheriff petty account (Part-D of chapter 8 of volume 11),is increasing agonies of the litigants, resulting into lack of trust in the formal justice system
3. Non-compliance of certain rules and orders under Civil Court deposit Accounts(Part E of chapter 8 of volume 11)
4. The budgetary process of district court which is an important element of strategic planning needs proper oversight and revamping
5. Manual mode of recording accounting transactions and lack of automation is an area which needs management attention and consideration
6. Payroll and related allowances which is more than 80 percent of the annual budget of the district court lacks complete record for the sake of analysis and decision making purposes
7. Proper and regular maintenance of bank statements and bank reconciliation is not followed by district courts
8. Lack of training and capacity building particularly of newly hired and promoted staff is leading to inefficiencies and ineffectiveness.

## 3.2 Legal Mandate:

3.2.1 KPJA is statutorily mandated to provide training to all justice sector stakeholders, to hold conferences, seminars, lectures, workshops and symposia in matters relating to court management, administration of justice, law and development of skills in legislative drafting and to establish liaison with research institutions, universities and other bodies including the Federal Judicial Academy, towards the cause of administration of justice. (Section 4 of the Academy Act)

3.2.2 Specific to mandatory training, Rule 9(4) of Khyber Pakhtunkhwa Judicial service, provides;

     "No person shall be confirmed in the service unless he/she successfully completes such training and passes such departmental examination as may be prescribed by the High Court from time to time. Further, the notification of Peshawar high court dated… prescribes three-week mandatory training for senior civil judges.

## 3.3 Content:

3.3.1 Training curriculum, it is said, "should ideally respond to concrete problems, be based on need assessment, have specific objectives, and be subject to periodic evaluation".

3.3.2 A series of training sessions for senior civil judges were held in 2015. Their input as participants was the basis for the preparation of modules. These modules have been considered for the current training. In addition, the audit report recently shared with the Academy has been taken into account. Another addition to the modules is awareness-raising of recruitment procedures. It is necessary on the one hand to equip the senior civil judges with the ability to make suitable choices for the different posts and on the other hand to avoid technical pitfalls.

3.3.3 Detailed representation of the modules is as under;

| Module | Focus on | Suggested Readings |
| --- | --- | --- |
| Module # 01:  Financial Management-01 | * General Financial Rules (F.R and S.R) * General responsibilities of DDO * Receipts & Payment of public money * Sanctioning of expenditure * Service Books * Computerized Payroll (SAP) * Preparation and submission of claims * Procurements * TA * Pay * Leave rules * Bookkeeping * Audit | * General Financial Rules * Fundamental Rules * Supplementary Rules * High Court Rules & Orders * Account Code * Civil Account Code * Judicial EstaCode * Audit Manual * DDO Handbook |
| Module # 01:  Financial Management-02 | * Functions of DDO relating to Budget * Budget Classification * Budgetary process * Estimates of Receipts * Estimates of current expenditure * Statement of New Expenditure * Expenditure Management * Receipts Management * Recording of Disbursements by DDO * Reconciliation of Expenditures * Expenditure Statement * Re-appropriation of funds * Revised Estimates and Supplementary Grants | * General Financial Rules * Fundamental Rules * Supplementary Rules * High Court Rules & Orders * Account Code * Civil Account Code * Judicial EstaCode * Audit Manual * DDO Handbook |
| Module # 03:  Financial Management-03 | * The Public Procurement Framework * Public Procurement Guiding Principles and Objectives * The Tenders Committee * Procurement Planning * Procurement of Goods, Works, and Services * Contract Administration and Monitoring * Understanding the Tendering Process * Preparing and Submitting tenders * Contract Award and Beyond | * Handbook of Public Procurement Law * Pakistan Procurement code * Practical Guide to Public Procurement: Abby Semple * Public Procurement and Contract Administration: A brief introduction: Jorge A. Lynch * Excellence in Public Sector Procurement: Stuart Emmette |
| Module # 04:  Financial Management-04 | * Civil Court Deposits * Sheriff Petty Account | * High Court Rules and Orders * GFR * Judicial Estacode * Accounting for non-Accountants: Wayne A. Label |
| Module # 05:  Study of Office Procedures | * Maintenance and Destruction of the administrative record | * High Court Rules and Orders * Judicial Estacode * Secretariat Instructions * Punjab District Manual * KP Estacode |
| Module # 06:  Supervision of Investigation: Role of Magistrates | * Confessional Statements * Inquiry into suicidal/custodial deaths * Identification Parades * Exhumations * Case property * Post arrest transitory bail * The criminal justice coordination committee * Juvenile Justice Committee * Suggested Readings * Criminal Procedure code * Police Rules * Police order | * Criminal Procedre Code by ShoukatMehmood * Criminal procedure Code by M.Mehmood * Criminal Practise by Sheikh Abdul Haleem * Police Diaries,Statements and Investigation by V.Mitter * High Court Rules and Orders * Law of Evidence by Justice Muneer * Treatise on the law of Evidence: Henry Wigmore * Law of evidence by Justice Tanzeelurehman |
| Module # 07:  Succession Certificates: Practise and Procedure | * Procedure &Scope of succession certificates * Procedure &Scope of letter of administration | * Indian Law commission report on the Succession Act * Sucession Act by M.Mehmood * Islamic law of inheritance by Hamid Khan * Hidaya * Muhammadan law by Ameer Ali * High Court Rules And Orders |
| Module # 08:  Guardian and Wards Act | * Requirements of a legal guardian * procedure * Guardian of person and property * Utilization of property for benefit of wards | * Hidaya * Muhammadan law by Ameer Ali * Muhammadan Law by Ameer Ali * High Court Rules and Orders * Guradian and wards Act by M. Mehmood |
| Module # 09:  General Management | * Effective communication * Correspondence * Meetings * Report writing * Liaison * Accounts | * Managing By Henry Mintzberg * The Effective Executive by Peter Drucker * Out of the Crisis by Edward Demming * How to Say It: Choice Words, Phrases, Sentences, and Paragraphs for Every Situation by Rosalie Maggio * High Court rules and Orders |
| Module # 10:  Service Laws | * Maintenance of PERS * Inquiry Procedures |  |
| Module # 11:  Court Staff Recruitments Rules | * Common mistakes in the recruitment process * Overcoming challenges in the recruitment process | * Judicial EstaCode * KP Estacode * APT Rules |
| Module # 12:  Management of Process serving Agency | * Controlling officers | * Types of processes * Different modes of service * Effective and proper service * Duties of civil nazir/naibnazir/bailiff/process servers * Surveillance of process servers * Appointment of process servers * Working Strength of process serving Agency * The scale of process fee * Police assistance in the execution of warrants * Processes in criminal cases * modern modes of processes * Registers |

## 3.4 Resource Persons

3.4.1 In selection of resource persons care has been taken not to engage trial court judges as resource persons so that the performance year observed by hon’ble the high court is not affected. However this is not at the altar of expertise. All the resource persons are experts of their respective subjects on which they have been giving discourses ever since the establishment of the Academy. Again all officers of the Academy as resource persons will be striving their best to make it a meaningful training session.

## 3.5 Methodology

3.5.1 The methodology of training shall be essentially lecture-cum-participatory. Particular focus will be on experiential learning. Participants will be encouraged to give short presentations and some assignments will be given to improve their conceptual clarity. The training evaluation will be duly recorded and will provide the basis for improvement of the modules and lectures effectiveness.

## 3.6 Objectives

3.6.1 Specific training targets are;

1. Clear understanding of the financial rules that apply both GFR and judicial accounts.
2. Good understanding of the principles of recruitment.
3. Improving understanding of disciplinary procedures and PER for better management of human resources.
4. Impressing the importance of maintaining proper administrative records.
5. Refining the Liaison skills for effective interpersonal managerial role.

# 4.0 Participants

4.1 Participants of the training were the newly promoted Senior Civil Judges. Table below, describes in detail, the names of participants.

| S.No | NAME | DESIGNATION | DISTRICT |
| --- | --- | --- | --- |
| 1 | Mr. Irshad Ali | Senior Civil Judge | Hangu |
| 2 | Mr. Abdul Hassan Mohmand | Senior Civil Judge | North Waziristan |
| 3 | Mr. Muhammad Ilyas Khan | Senior Civil Judge | Malakand |
| 4 | Mr. Issa Khan Afridi | Senior Civil Judge | Dir Lower (Timergara) |
| 5 | Mr. Adam Khan | Senior Civil Judge | Lakki Marwat |
| 6 | Miss Shamsul Huda | Senior Civil Judge | Dir Lower (Timergara |
| 7 | Mr. Muhammda Sher Ali Khan | Senior Civil Judge | Peshawar |
| 8 | Mr. Inam Khan | Senior Civil Judge | Swabi |
| 9 | Mr. Fazal Nasir Shah | Senior Civil Judge | Peshawar |
| 10 | Mr. Hussain Ali | Senior Civil Judge | Kohistan at Dassu |
| 11 | Ms. Haseena Saqlain | Senior Civil Judge | Islamabad |
| 12 | Mr. Shaukat Ali | Senior Civil Judge | Batagram |
| 13 | Mr. Muhammad Mushtaq | Senior Civil Judge | Kolai Palas |
| 14 | Mr. Akbar Ali | Senior Civil Judge | Nowshera |
| 15 | Ms. Imrana Shaheen | Senior Civil Judge | Charsadda |
| 16 | Mr. Akbar Ali | Senior Civil Judge | Malakand |
| 17 | Ms. Quratul Ain Chand Irfan | Senior Civil Judge | Mardan |
| 18 | Mr. Ijaz Younas | Senior Civil Judge | Kohat |
| 19 | Mr. Shah Faisal | Senior Civil Judge | Tank |
| 20 | Mr. Ishtiaq Ahmad | Senior Civil Judge | Abbottabad |
| 21 | Mr. Khalid Mansoor | Senior Civil Judge | Upper Dir |
| 22 | Mr. Ijaz Ur Rehman | Senior Civil Judge | Mardan |
| 23 | Syed Israr Ali Shah | Senior Civil Judge | D.I.Khan |
| 24 | Miss Kiran Shaukat | Senior Civil Judge | Abbottabad |
| 25 | Mr. Muhammad Irfan | Senior Civil Judge | Chitral |
| 26 | Mr. Najeeb ul Haq | Senior Civil Judge | Tor Ghar |
| 27 | Mr. Muhammad Hanif | Senior Civil Judge | Hangu |
| 28 | Mr. Muhammad Ilyas | Senior Civil Judge | Shangla |
| 29 | Mr. Iftikhar Ahmad | Senior Civil Judge | Bajour |

# 5.0 Resource Persons

5.1 Mr. Ahmed Sultan Tareen, Member Inspection Team (MIT), Peshawar High Court, Peshawar, Mr. Muhammad Zeb Khan, Additional Member Inspection Team-I (AMIT-I), Peshawar High Court, Peshawar, Mr. Zia-ur-Rehman, Legal Draftsman, Peshawar High Court, Peshawar, gave an intensive discourse on different subjects. The officers of the Academy also shared their valuable experience.

5.2 It would be necessary to make mention of each resource person along with topic dilated upon by him. The following table contains these details:-

|  |  |  |  |
| --- | --- | --- | --- |
| S.No | Topics | Resource Person | Date & Duration |
| 1 | **General Financial Rules, F.R and S.R**   * General responsibilities of DDO * Receipts & Payment of public money * Supervising expenditure * Service Books * Computerized Payroll (SAP) * Submission of Claims * TA * Pay * Leave rules * Book keeping * Audit | Syed Kamal Hussain Shah, Dean Faculty, KPJA | December 02, 2020  01:45 - 03:15 PM |
| 2 | **Senior Civil Judge: Incharge Process Serving Agency** | Mr. Muhammad Zeb Khan, Director HR&W,SDJ, PHC | December 03, 2020  01:30 - 03:00 PM |
| 3 | **Service Laws: Disciplinary Proceedings** | Mr.Ahmed Sultan Tareen,M.I.T PHC | December 05, 2020  01:30 - 03:00 PM |
| 4 | **Judicial Accounts** | Mr. Ahmed Iftikhar, Director Instructions, KPJA | December 07, 2020  01:30 - 03:00 PM |
| 5 | **Budget Management** | Mr. Jehanzeb Perviz, Lead Advisor Public Financial Managment,KP | December 08, 2020  01:30 - 03:00 PM |
| 6 | **Procurement: Conceptual Framework** | Mr Muhammad Qasim, Director Capacity Building, PPRA | December 09, 2020  01:30 - 03:00 PM |
| 7 | **Service Laws: Appointment by Initial Recruitment &**  **by Promotion** | Mr. Zia-ur-Rehman, (D&SJ)/ Legal Draftsman, PHC | December 10, 2020  01:30 - 03:00 PM |
| 8 | **Planning and Development** | Mr. Ali Raza, P&D Department, KP | December 12, 2020  01:30 - 03:00 PM |
| 9 | **Succession & Guardianship Laws** | Syed Kamal Hussain Shah, Dean Faculty, KPJA | December 14, 2020  01:30 - 03:00 PM |

# 6.0 Proceedings

6.1 Mr. Muhammad Zeb Khan delivered the lecture on the Senior Civil Judge as In-charge of the Process-Serving Agency. He first overviewed different provisions relating to the process serving agency, including sections 27 to section 30 C.P.C and Order V C.P.C. He then explained different modes of service of the summon: personal service; service through the registered post; service through pleader; service through agent-in-charge of immovable property; service through a male member of the defendant family; and service by affixation.

6.2 The resource person referred to Rule 3, Ch-8, Vol-II, Rule 7, Ch-5 Vol-IV Rule 11, Ch-7-B, Vol-IV, Rule 11, Ch-7-B, Vol-IV, Rule 11, Ch-7-B, Vol-IV of the High Court Rules and Orders to explain the duties of the bailiff and to Rule 21, Ch-8-D, Vol-II, Rule 22 & 23, Ch-8-D, Vol-II, Rule 11, Ch-7-B, Vol-IV of High Court Rules and Orders to explain the role and duties of the process server.

6.3 The resource person referred to the international best practices on the service of summons:

* Primary service of process refers to service of initial or other process intended to acquire jurisdiction over a person or property;
* Secondary service of process refers to service of subsequent papers exchanged between the parties following the service of initial process;
* Service of process or the other papers to acquire jurisdiction over a person or property should be by a disinterested third party;
* The preferred and most effective method of service of process upon a party is in-person delivery of the process to the named party;
* If above is not possible, service on "member of the household," "person apparently in charge at a usual place of business," "person of suitable age and discretion," "parent," "guardian," "the registered agent" and "statutory agent,"; and
* The next best method is alternate methods authorized by court rule or statute upon demonstration that service is not possible by the methods above. It includes service by mail, posting, publication, and electronic means.

6.4 Mr. Ali Raza delivered the lecture on Planning and Development. He focused on:

* Planning Concept and motives behind it;
* Plan and Types of Plan;
* What is a project?
* What is Project Cycle?
* How does project management benefits?
* Project cycle management (PCM);
* PCM tools; and
* Project managers.

6.5 The resource person defined the planning concept as a package of economic and social policies expressed with quantified targets and objectives to achieve during a laid-down period. He categorized plans into Long Term Plan (covering 10-25 years), Medium Term Plan (covering 4-7 years), and Annual Plan. The first one was to provide for a long-term economic and social policy framework, the second one to operationalize the long-term plan, and the last one for adjusting the five-year plan to current realities.

6.6 The resource person defined the project as an activity with a specific starting point, ending point, and intended to achieve a defined objective. He said that the project cycle is about its classification into stages in a symmetrical manner through which ideally the project should pass and that these stages are:

* Identification and formulation;
* Appraisal and Approval;
* Implementation; and
* Evaluation.

6.7 The resource person said that project management is beneficial to save time and money. He referred to Project Cycle Management as a clear, concise visual presentation of all the main components of a plan and a basis for monitoring. He said that it clarified:

* How the project will work
* What it is going to achieve
* What factors relate to their success?
* How progress is measured.

6.8 The resource person explained the PCM tools:

* + The logical framework approach;
  + Quality assessment criteria;
  + Institutional capacity assessment;
  + Economic and financial analysis; and
  + Promoting participatory approaches.

6.9 As to Time Management, the resource person referred to it as:

* + Defining project activities
  + Activity scheduling
  + Create and controlling the project activities

6.10  The resource person referred to the attributes of a Project Manager: Leader & manager; Facilitator; Coordinator; Communicator; and Innovator. He also referred to his duties as;

* + Reports to senior management
  + Communicates with users
  + Plans and schedules
  + Obtains and allocates resources
  + Controls risks
  + Manages people
  + Coordinates
  + Implements quality assurance
  + Controls the budget
  + Delivers results.

6.11 Finally, the resource person explained the following characteristics of government projects:

* Legal constraints on government projects;
  + - Laws, statutes, ordinances, directives, regulations, budgets, and policies
* Accountability to the public; and
  + - Accountable to legislative & judicial bodies, interest groups, the press, and the public
* Utilization of public resources
  + - Objective is not higher ROI, but the public good.

6.12 Mr. Kasim delivered the lecture on Public Procurement. He began his discourse by explaining the definition of procurement and the basic principles of public procurement. He then clarified the meanings of different terms used in the KPPRA Act and the Rules. He went into the details of procurement methods, the form of bidding documents, the procurement committee functions, and the pre-qualification of bidders.

6.13 The speaker explained the bidding process, the general evaluation procedure, negotiations, the contract award, and its management.

6.14 Syed Kamal Hussain Shah, Dean Faculty, delivered the lectures on General Financial Rules and Succession and Guardianship Laws. The following is the summary of his two discourses:

* Senior Civil Judges' designation was Munsif till 1901. In the N.W.F.P Regulation 1901, it became Subjudge, and in the West Pakistan Civil Courts Ordinance 1962, it got its present title;
* The Handbook of Drawing and Disbursing Officers incorporates the rules and regulations on financial management, including G.F.R, F.R, and S.R;
* C.S.R contains executive instructions issued from time to time by the Governor-General;
* C.S.R relate to Salary, Leave, Pension, and T.A;
* The F.R and S.R replaced C.S.R in 1922;
* G.F.R was enforced from June 1950;
* Practical instances of applicability of GFR include the bar on correction of date of birth in service record after two years (Rule 116), and T.A bills rejection if not submitted within three years(Rule 126);
* Senior civil judges need to study the Treasury Rules and K.P T.A Rules 1980;
* Succession and Guardianship proceedings are summary proceedings;
* The powers to issue succession certificates are devolved from the High Court on the District Judge and then on the Senior Civil Judges;
* The Majority Act is a must study for the Guardian and Wards matters;
* The difference between minor and ward is that the ward is a minor for whom a petition for guardianship is before the court;
* The court can only appoint a person as a guardian who is of sound mind and above 18 years of age;
* The guardianship ceases on 21 years;
* An important consideration for the court in the appointment of a guardian is the welfare of the minor;
* Mother and Father are natural guardians. Courts cannot declare them the guardians. Question of their appointment only crops up in cases of contested custody;
* Besides the Guardian and Wards Act, there is also legislation by the name Punjab Court of Wards Act. The said statute is applicable in K.P.K Province, though the substance of the said legislation is no different from the Guardian and Wards Act; and
* The power to issue succession certificates relates only to securities and debts.

6.15 Mr. Ahmed Sultan Tareen delivered the lecture on Service Laws: disciplinary proceedings. He held an interactive session with the participants. He explained the statutory connotations of misconduct, inefficiency, corruption, the difference between explanation and the show cause notice, and the formal and informal show-cause notice. He explained the different stages of inquiry proceedings. First, the competent authority passes an order whether the allegations in the complaint constitute a prima facie case or not. If allegations form a case against the accused, the authority frames the charge, statement of the allegations, and appoints an inquiry officer and departmental representative. The resource person explained the role of the departmental representative and the role of the inquiry officer.

6.16 Mr. Zia-ur-Rehman delivered the lectures on service laws with its two essential components; appointment by initial recruitment, and appointment by promotion.

6.17 The speaker said that he believed the training session outcomes as follows:

* + - Participant's observance of the legal procedure in letter and spirit
    - Open, fair, transparent, and flawless appointments
    - Timely working of HR forecasting.

6.18 The resource person explained the overall legal framework as follows;

* + - Constitution of Islamic Republic of Pakistan, 1973;
    - Civil Servants Act, 1973;
    - KPK civil servants (appointment promotion and transfer) rules 1989;
    - Peshawar High Court (Subordinate Courts Staff) Recruitment Rules, 2003;
    - Directives issued by Peshawar High Court from time to time;
    - KPK (Relaxation of Upper Age Limit) Rules, 2008;
    - West Pakistan Civil Services (Applications for Posts) Rules 1957;
    - KPK Civil Servants Promotion Policy 2009;
    - Subordinate Court Staff Recruitment Policy 2003.

6.19 The speaker divided his discussion on initial recruitment into four different processes, pre-advertisement, post-advertisement, test/interview (recruitment day), and appointment order.

6.20 In explaining the first process of initial recruitment, the speaker focused on:

* + - Determination of vacant posts;
    - Prioritization of cases within the ambit of APT rules;
    - Quota workout (anomalies & mistakes);
    - Maintenance of waiting list of retired/invalidated/deceased employee; advertisements and their essentials (number of positions, quota specifications, deadlines, timeframe, employment exchange); and
    - Hiring services of testing agencies.

 6.21 As for the second process, the speaker focused on the scrutiny of the following areas:

* Domicile;
* Age determination parameters;
* Experience;
* NOC / through a proper channel ;
* Qualification;
* Special Skills;
* **Preparation** of the working paper (Marks Allocation); and
* S**cheduling DSC, request for the nominee to the High Court.**

**6.22 Explaining the third process of the initial recruitment, the speaker focused on the following areas:**

* + - Arrangements (Logistics & HR);
    - Skill Assessment (Impact);
    - Screening Test (Need & Impact);
    - Subject Tests (Significance);
    - Interview, purpose & weightage;
    - Age relaxation recommendation (Automatic & General);
    - Bowl Policy (Scope & Procedure);
    - Waiting List & its order of merit; and
    - Recording of minutes & preservation of the record.

6.23 Finally, as to the requirements of the appointment order, the speaker emphasized on:

* Order of merit;
* Terms and Conditions; and
* Verification of antecedents.

6.24 The speaker divided his discourse on appointment by promotion into p**re-DPC, scheduling DPC, Appointment Orders, and certain miscellaneous matters. The details of his discussion on different points are as follows:**

* **Pre-DPC Working:**
* Determination of vacant positions with specifications of nature of the post;
* Seniority (circulation, objections, and decisions;
* Current Charge and Acting Charge; and
* Working Paper (Seniority list & PER).
  + - **Scheduling of DPC:**
    - Request for the nominee;
    - Seniority cum fitness criteria;
    - The waiver by the official concerned;
    - Common seniority cases;
    - Impact of disciplinary action on promotion (Para viii); and
    - Recording minutes and preservation of the record.
    - **Appointment Orders:**
    - Probation; and
    - TORs.
* **Miscellaneous**:
* Reversion;
* Confirmation; and
* Confirmation/abolition of a post.

6.25 Mr. Ahmed Iftikhar delivered the lecture on Judicial Accounts. His discussion focused on the following areas:

* Kinds of Judicial Deposits
* Limits of Cash in Hand
* Procedures for Receipt and Payment, and
* Accounts and their reconciliation.

6.26 The resource person first held an interactive discourse with the participants on the existing practices of different judicial accounts, the procedures for the receipt, and payment. He then explained the basis for the classification of the two accounting systems; Civil Court Deposit Account and the Sheriff Petty Accounts. He specified in the light of the High Court Rules and Orders the items falling under each head.

6.27 The resource person explained the method of receipts and payments under the two accounting systems, the procedure for entry in different registers, and the reconciliation of accounts. He explained in detail the daily and monthly reconciliation procedures in Sheriff Petty Accounts, the varied aspects of PLA, and the precautions to ensure that Nazir does not embezzle with the public money.

6.28 The resource person discussed the procedure of depositing the minor's money under the High Court Rules and Orders. He emphasized the safeguards to be observed by the Judge for the minor's welfare. Finally, the speaker described the procedure for the calculation of the diet money of the witnesses.

6.29 Mr. Jehanzaib Pervaiz delivered the lectures on Budget Management. The resource person explained the meaning of the following terms:

Budget Calendar.

Indicative Budgetary Ceiling.

Revised estimates.

Supplementary Budget.

Operational expenditure.

Difference between the approved and released budget.

6.30 The resource person emphasized during his discourse the following:

* + - * Budget is an essential requirement under the Public Sector;
      * The legal source of budget emanates from Article 78-88 and Article 118-127 of the Pakistan Constitution;
      * Budget is strategic and as such demands proper oversight;
      * Budget planning starts from October/November of the year; and
      * Sector Planning is essential in the budget-making;

6.31 The resource person sensitized the participants on the significance of HR planning and Procurement Planning in the budget management.

# 7.0 Impact of the training

7.1 Significant indicators of the training impact are:

7.1.1 Whether the training contributed to an increase in the knowledge of the participants?

7.1.2 Whether that will translate itself into a practical utility?

The evaluation questionnaire was designed to deal with this aspect. And the relevant feedback obtained from the participants is reflected below:

# 8.0 Quality of the training

8.1 As regards the quality of the training, it can be easily gleaned from the resource person’s evaluation by the participants. The participants were asked to comment on the overall quality of the training program. Their response and the feedback, both on the assessment of the resource persons and the overall quality of the training program are shown in graphic form below:

8.2 Participants also furnished their general comments on the training. The same are reproduced verbatim:

1. The training should be face to face for the period of one week.
2. The training was well organized and complete in all aspects.
3. Physical trainings are more effective.
4. The Trainings must be imparted at the Academy
5. Course contents were good and cover all related aspects.
6. Such trainings should be conducted in future for capacity building.
7. There should be more lectures on Budget, Audit and Accounts.
8. Experience sharing would be more useful in physical training instead of online training
9. All the resource person delivered good lectures

# 9.0 Conclusion & Recommendations

9.1 Participants' graphic feedback indicates that the training's performance and effect have been rated good.

9.2 Based on the participants' feedback, training modules can be further improved.

9.3 According to trainees' reviews, it was the achievement of the objectives for which the training was designed and conducted.

9.4 Interaction with judicial officers suggested the following notable deficiencies in the maintenance of judicial accounts:

* Little comprehension of the distinction between sheriff petty account and the civil court deposit accounts;
* Nazir retaining cash in violation of the rules on sheriff petty account;
* No reconciliation of the sheriff petty account: cash book, treasury passbook, and PLA checkbook either non-existent or having no semblance to the High Court Rules and Orders;
* Safeguards to protect the ward's money deficient; the process of transfer of money from deceased account to minor account vulnerable, and no yearly audit of the minor account; and
* Old accounting practices have not been brought in line with the new accounting standards, the computerization of record, matching PLA with assignment account, and revision of rates as to diet money.

9.5 Considering the above, the need for post-promotion training for Senior Civil Judges is highly imperative. The physical training mode is most appropriate unless the exigencies otherwise require it. However, online training for a short period at regular intervals on the management in general and financial management in specific will be highly productive.

9.6 High Court Rules & Orders require revision to bring accounting practices in line with the modern standards, in a particular revision of rates of diet money.

9.7 Learning Management System (LMS) may be made a permanent feature of the training activity. IT infrastructure needs to be upgraded, to avoid as for as possible the technical hitches.

# 10.0 Training in pictorial

