



A Handbook of

General Training Program (2017)

for

District & Sessions Judges

(17 July 2017 to 18 November 2017)

Punjab Judicial Academy
15-Fane Road, Lahore

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Director General's Message:

Judicial Training is essential for judicial development. Multi-dimensional approach of judicial education helps in bringing new perspectives to administration of justice and thereby adds efficiency, vibrancy, relevance and social context to the judicial decision making process. A judge then becomes an agent of change, brings improvement in dispensation of justice and serves the public and litigants in the best possible way.

It is the vision of the Hon'ble Chief Justice that judiciary must consist of judicial officers having reasonable competence efficiency, effectiveness and integrity which is beyond doubt. Keeping this vision in mind GTP was re-introduced in 2016 with revised curricula and training methodology. The Academy enhanced its own capability of imparting training with the help of international experts. The permanent and adjunct faculty was trained by international trainers. We believe in continuous training of the faculty also so that our judges and court staff receive training of international standards.

In continuation of the Academy's vision to mainstream judicial education in Punjab, the GTP for District & Sessions Judges has been prepared with topics ranging from leadership development to financial management. The Academy has endeavored to make the training interactive and experiential. The objectives of this programme have been redefined keeping in view the knowledge, skills and attitude (KSA) required to be inculcated in the judicial officers. The performance of the program as well as of the trainers and trainees will be evaluated to make the whole activity meaningful and result oriented. The trainees' evaluation will be shared with the Lahore High Courts the administrative department of all the judicial officers.

We are confident that GTP is a step to take the judiciary to a new level of these competencies, skills and attitude.

(Ms. Mahrukh Aziz)

Director General

July, 2017

Introduction:

The Academy was established through the Punjab Judicial Academy Act, 2007 for training of judicial officers and court personnel in Punjab. The preamble of the Act reads as under:

“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.”

The PJA is an autonomous body with its own Board of Management headed by the Hon’ble Chief Justice of the Lahore High Court. Its present Campus is at 15-Fane Road, Lahore. The new building of the Academy is being constructed at Kala Shah Kaku Education City on a piece of land measuring almost 393 kanals. The purpose built campus will further facilitate the working of the Academy to impart quality judicial education to almost 1800 judicial officers and 18,000 court personnel.

The administration of the Academy is under general control of the Board of Management while the Director General is the Chief Executive Officer as well as Principle Accounting Officer and is responsible for the affairs of the Academy before the Board.

The functions of the Academy have been defined in Section 4 of the Act which reads as under:

- 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.

The Act of the Academy provides that the Academy shall use all modern techniques for imparting judicial training while teaching methods and evaluation system shall be at par with international standards. The Academy is striving hard to explore, understand and apply the modern teaching techniques and at the same time it is working on establishing an authentic regime of evaluations of the trainers, the trainees, the programmes and the Academy itself.

Prior to establishment of this Academy, the judicial officers were sent to the Federal Judicial Academy, NIPA and the Shariah Academy, IIU Islamabad etc. for getting some sort of pre- and in-service training. They were also attached with courts for learning the judicial work from their peers. However, said regime was not effective for proper judicial education and training of the judicial officers and court personnel. The Academy has now taken up this challenge to meet the ever rising demands for training of the human resources of the judiciary in Punjab.

The present GTP is one of the programs being offered by the Academy. Apart from this, the Academy is also offering pre- and in-service programs for all the trainees as mentioned in the PJA Act. The new service rules applicable to judicial officers provide that a judicial officer will not be promoted unless he or she attends a promotion related training program at the Academy and successfully gets through it. The Academy has also taken up this challenge and has conducted a number of such training programs as well. Apart from this, the Academy is also going to launch district training programmes (DTPs) as well as online training programmes for extending its outreach to the whole Punjab.

It is hoped that the GTP for the District & Sessions Judges will provide them an insight into their day to day working as far as their leadership role is concerned at District level. The other continuing judicial education requirements of District & Sessions Judges (working on ex-cadre posts) will be met by some different programs which will be designed and run by the Academy. They will also be

attending a number of seminars, workshops, conferences, symposia etc. and special training programs for special courts and tribunals.

1. Training Strategy and Techniques:

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.

1. **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 trainees will be evaluated in communication/presentation skills.
2. **Extension Lectures** will be delivered on selected topics by experienced judges, advocates, technical experts, members of the academia and distinguished speakers who have achieved eminence in their respective fields of specialization.
3. **Seminars/Panel Discussions:** Distinguished scholars and professionals will be 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 will be encouraged to participate in panel discussions either as respondents or as panelists.
4. **Case Studies:** It is one of the modern teaching tools. The Instructors at the Academy as also visiting faculty effectively will use this important method of teaching. The trainees will be given important cases decided by the Superior Courts and then discussions will be 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. The trainees will be asked to submit their report in writing also.
5. **Class Presentation** is 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.

6. **Syndicate Research:** The participants/trainees will be assigned topics in smaller groups wherein they will be writing their paper on the topic assigned to them and then will present the syndicate research report at the end of the program.
7. **Research Article:** To ensure that individual trainees contribute towards the aims and objectives of the training programme, they will be required to write and submit an essay on any given topic. It will be evaluated both in content and language skills.
8. **Book Reviews:** Each trainee may be assigned a book on any topic for review. The review is to be submitted before the end of the program. It may be followed by a presentation subject to availability of time.
9. **Movies:** occasionally, participants may have to watch a movie for educational purposes as audio visuals are a good source of learning.
10. **Public Speaking/ In-House Panel Discussion:** The Trainees will be provided ample opportunities for public speaking at public speaking sessions.

2. Study Tour to other Judicial Academies / Training Institutions

The Punjab Judicial Academy intends to take the participants to other Judicial Academies. The PJA has recently signed a Memorandum of Understanding (MOU) with K.P. Judicial Academy to share training and judicial exchange programs. Similar MOU with Sindh Judicial Academy has been signed. The participants will visit the provincial academies and possibly Federal Judicial Academy to learn best practices in administrative and financial responsibilities of a D&SJ. Their interaction with judges of other provinces would be observed and evaluated to ensure active participation.

3. Lunch/Dinner with Guest

During training programmes, Hon'ble Judges of the Superior Courts may be invited to join the trainees either at lunch or at dinner, as the case may be, for informal discussions and developing interaction between the Superior Courts and District Courts. Participation in these programmes is compulsory.

4. Reading Materials

The Academy has prepared reading material for the GTP which will be provided separately to 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 will help the trainers and the trainees to use the classroom time effectively. It will also provide time for

practical skills training and role play sessions during class activity. This material may be substantiated by handouts, PowerPoint presentations and other notes to be shared by the resource persons. The assessments, tests, MCQs etc. will be prepared from this reading material.

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

5. Official Website of the Academy

The Academy has developed an official website which can be accessed at <http://www.pja.gov.pk>. Many sources, reading materials and other information are available at the website. Participants are required to visit it regularly to keep their information updated.

6. Assessment Policy

The GTP of D&SJs will be assessed by adopting various modes to ensure that the participants take the activity seriously. Results of the assessment will be shared with the Hon'ble Lahore High Court. Assessment criteria will be as under:

Subjects	Marks
1. Research Article/Book Review/Critical Analysis of Judgments of Superior Courts.....	50
2. Punctuality / Attendance.....	10
3. Skill Assessment:	
i) Financial Management Skills.....	10
ii) ICT Skills.....	10
iii) Communication / Presentation Skills.....	10
4. MCQs.....	10
Total	100

Grading:

“A+”	80% and above
“A”	70% to 79%
“B”	60% to 69%
“C”	50% to 59%
“D”	Below 50%

Apart from the above, there may be pre & post training test of the participants to determine the KSA gap and how much it is covered in the training programme. The participants may be required to sit into these exams and tests at given time. Participants are also required to answer / fill in any surveys, feedback forms, assessment forms etc. with due diligence and professional vigor.

As writing exercises are a crucial part of this training, the participants are advised to bring their laptops for writing Research Articles, Book Reviews etc. These are compulsory exercises and, thus, require professional diligence.

7. Awards

The Academy intends to distribute Award of Best Performer in a GTP.

8. Code of Conduct

Trainees are required to abide by the Code of Conduct as laid down by the Academy. Deviations from and non-adherence to the Code of Conduct and prescribed policies, procedures and instructions are liable to be dealt with in accordance with the prescribed procedure.

9. Attendance & Punctuality

The trainees are required to be present in all academic, social and sports activities during the GTP. Absence from these activities without due permission will be reflected in their assessment report under Assessment Policy.

Leave is allowed in specific cases and in accordance with leave granting rules applicable to the trainees.

The trainees are not allowed to leave the campus during academic and training activity without showing authorization signed by the competent authority.

The trainees are required to be present and punctual in all appointments, engagements and programs. The attendance and punctuality of the trainees is marked through bio-metric devices.

10. Discipline & Conduct

1. Courteous behavior is expected during all training activities both inside and outside classes. Trainees are expected to show due courtesy to the permanent and visiting faculty, their colleagues and the staff working at the Academy.
2. Smoking is not permitted in class rooms, library, auditorium, mess, lounges and official public transport.
3. Trainees are required to abide by the seating plan as notified from time to time. Violation results in negative assessment by the faculty.
4. Trainees are not allowed to receive visitors, messages or to receive or make telephone calls during working hours.
5. No training session may be missed except in an emergency, and that too, after due authorization.
6. Mobile phones are not allowed in the class.

7. Trainees are issued name tags during registration with the PJA. The name tags are to be worn at all times during classes. In case of loss of name tag, a new one can be procured on payment with the approval of Director (Admin) PJA.
8. The Academy has zero tolerance for incidents of moral turpitude, including cheating in examinations. Such cases are liable to attract disciplinary proceedings.

11. Dress Requirements

Trainees are expected to be properly dressed on all occasions as prescribed by the Hon'ble High Court.

Dress code for specific occasions like mess night etc. will be notified by the Academy separately.

12. Car /Parking

1. The Academy allows trainee officers to park their cars on the campus. However, for security purposes, trainees are required to obtain stickers from the Academy's administration. Entry of only those cars will be allowed which display the sticker issued by the Academy.
2. There are designated car parking areas for faculty, trainees and visitors. The trainees are required to park their vehicles in the designated area only. Violation of specified parking is likely to result in withdrawal of the car parking facility.

General Training Program for District and Sessions Judges

Syllabus / Course Outline

Objectives of the Program:

Objectives of the Program are:-

1. To enhance the Administrative, Managerial and Financial skills **(S=40%)**
2. To develop the attitudes and enhance the leadership qualities and values of good judging **(A=40%)**
3. To enhance the knowledge of current socio economic issues and understand the role of judges as agents of social change. **(K=20%)**

Detail of the Program:

Total duration:	=	6-days
Total hours:	=	24 hours (04-days Training)
Total Participants:	=	145
Participants per Batch	=	16
Total Batch/Programme	=	09
Workshop Stream	=	01
Knowledge (K)	=	20%
Skills (S)	=	40%
Attitude (A)	=	40%

Calendar of GTP 2016-17 for D&SJs

Batch	Duration of the Program	Date of Visits	Concluding
Batch 1	17.07.2017 to 22.07.2017	20.07.2017 to 21.07.2017	22.07.2017
Batch 2	31.07.2017 to 05.08.2017	03.08.2017 to 04.08.2017	05.08.2017
Batch 3	21.08.2017 to 26.08.2017	24.08.2017 to 25.08.2017	26.08.2017
Batch 4	11.09.2017 to 16.08.2017	14.09.2017 to 15.09.2017	16.09.2017
Batch 5	25.09.2017 to 30.09.2017	28.09.2017 to 29.09.2017	30.09.2017
Batch 6	02.10.2017 to 07.10.2017	05.10.2017 to 07.10.2017	07.10.2017
Batch 7	16.10.2017 to 21.10.2017	19.10.2017 to 20.10.2017	21.10.2017
Batch 8	30.10.2017 to 04.11.2017	02.11.2017 to 03.11.2017	04.11.2017
Batch 9	13.11.2017 to 18.11.2017	16.11.2017to 17.11.2017	18.11.2017

No. of D&SJs, as on 20.5.2017 = 152

No. of D&SJs retiring in 2017 = 07

Total = **145**

13. General Training Program for D&SJs

Sr. #	Topics	Proposed Faculty
1-	Strategic Planning and Development	
a)	Public Policy Framework (Understanding Systems of Governance to Advance Public Goals)	Academia - Administrative Staff College Executive Development Institute - National School of Public Policy (NSPP)
b)	Strategic Management and Leadership Development	
2-	Contemporary Issues and Challenges	
a)	Role of Courts in a Democracy: Alternatives to Judicial Supremacy – Issues in Justice Sector Reforms	Civil Society, Journalists, Academia and Public Speakers
b)	Access to Environmental Justice	
c)	Current Affairs and Socio Economic Development	
3-	Human Resource Management	
a)	Leadership Role (Supervision and Control, PERs of Judicial Officers)	Resource Persons (TBC)
b)	Improving Human Resource – (Efficiency & Discipline)	
4-	Financial Management	
a)	Budget Making and Preparation	Resource Person from Audit and Accounts Training Institution: Directorate of Training
b)	Dealing with Audit Paras	
c)	Public Procurement Mechanism	
5-	Study Tours to other Provincial Judicial Academies – K.P and Sindh Judicial Academies	
6-	Judicial Education and Training	
a)	Continuing Judicial Education – Role of D&SJ	PJA Faculty
b)	Communication Skills + Use of PowerPoint/Handouts & Materials	
c)	Presentation Techniques: Practice by the participants	
7-	Case Management and Information Technology	
a)	Case Management	Expert Faculty from PITB
b)	Legal Research Methodology & ICT Skills	
c)	Court Automation: Enterprise System	
8-	Social Context and new Laws Update + ADR	
a)	Gender Sensitization – Diversity in Courts / Protection of Rights of Vulnerable Groups	Gender Experts - Academia Judges & Senior Advocates
b)	Amicable Dispute Resolution (ADR) - Challenges	
9-	Personal Well being	
a)	Stress & Time Management	HRM Experts [StEPS]
b)	Health & Nutrition and self development	
Total Program Duration = 6-days (4-days Training + 2-days visit)		

13.1 Strategic Planning and Development:

Objectives:

- To sensitize the D&SJs with public policy frameworks to enable them to perform their role in administration of courts.
- To develop leadership qualities.

Time: 2 Hours - 30 Minutes
K80% / S10% / A10%

Contents:

- **Public Policy Framework – Understanding Systems of Governance to Advance Public Goals -**
1-h :15-m (K20, S0, A80)
- **Strategic Management and Leadership Development -**
1-h :15-m (K60, S20, A10)

Material:

Optional:

1. **The Role of Strategic Planning and Strategic Management in the Courts** – Institute for Court Management ICM Fellows Program 2015 – 2016 Court Project Phase May 2016 by Peter C. Kiefer Civil Court Administrator Superior Court for the State of Arizona, USA.

Faculty:

1. Judges of Supreme Court/High Court
2. Academia with relevant study/research

Modalities:

1. Sharing of Experience
2. Debate
3. Brainstorming
4. Exercises
5. Case Studies.

M&E

- Case Study

13.2 Contemporary issues and Challenges:

Objective:

To broaden the approach of D&SJs towards social and contemporary issues.

K 30% / S50% / A20%

Time: 3 Hours 45 Minutes

Contents:

- **Role of Courts in a democracy – Issues in Justice Sector Reforms – Time:1-h :15-m (K20, S40, A40)**
- **Access to Environmental Justice – (D&SJ – Green Judge) - Time:1-h :15-m (K20, S40, A40)**
- **Current Affairs and Socio Economic Development – Time:1-h :15-m (K10, S80, A10)**

Material:

Mandatory:

- Constitution of Islamic Republic of Pakistan, 1973.

Optional:

- Judiciary and Democratic Process in Pakistan: A Study of Supreme Court Judgments (1988-2000) by Ghulam Ghous & Zahid Bashir Anjum
- The Role of A Judge in a Representative Democracy Judiciary of the Commonwealth of the Bahamas 4 January 2008 - Murray Gleeson
- Role of Courts in a Democracy
- Role of judiciary in Evolving of Democracy in Pakistan by Iram Khalid
- Role of the Judge in 21st Century by Richard Posner

Faculty:

1. Judges of the High Court
2. Experts

Modalities:

- Exercise
- Brain Storming
- Small groups discussion
- Experience sharing

M&E:

- Pre – Post

13.3 Human Resource Management:

Objective:

To develop skills for best utilization of Human Resource in courts (Judicial Officers and Court Staff).

K20% / S60% / A20%

Time: 2 Hour 30 Minutes

Contents:

- **Leadership Role of D&SJ (Supervision and Control, PERs of Judicial Officers) –**
Time:1-h :15-m (K10, S80, A10)
- **Improving Human Resource – Efficiency & Discipline –**
Time:1-h :15-m (K10, S80, A10)

Material:

Prescribed/Mandatory:

- Service Rules and LHC Rules & Orders
- E&D Rules, Conduct Rules

Optional:

- HRM manual by Sara Aslam
- Role of the Judiciary as a Catalyst for Change by Justice Javed Iqbal
- Supreme Court of Pakistan on Performance Evaluation Criteria.
- Judgments of Constitutional Courts on PER
- Importance of Annual Confidential Reports In Service

Faculty:

1. Academia
2. MPDD and Govt. Training organizations

Modalities:

1. Brain Storming
2. Small groups discussion
3. Case study
4. Experience sharing

M&E:

- Pre – Post

13.4 Financial Management:

Objective:

To enhance skills in budget preparation and appropriate expenditure of funds for better administration of courts.

Time: 3 Hours, 45 Minutes
K 20% / S70% / A10%

Contents:

- **Budget Making and Preparation** – Time:1-h :15-m (K20, S60, A20)
- **Dealing with Audit Paras** - Time:1-h :15-m (K10, S80, A10)
- **Public Procurements Mechanism** - Time:1-h :15-m (K50, S30, A20)

Material:

Mandatory:

1. PPRA Rules 2016
2. LHC Rules and directions for appropriate utilization of funds
3. LHC Rules & Orders -Maintenance of records and stocks
4. Audit Guidelines Provincial Audit (Civil Audit) Punjab
5. Model Draft for Procurement of Goods Government of Punjab.
6. Study-of-Budget-Making-Process-at-District-Level-in-Punjab - 2015-16

Faculty:

1. Trainers from Audit and Accounts Training Institution
2. Experts on financial management Private Sector
3. Experts from Government Departments

Modalities

1. Brain Storming
2. Case study
3. Experience sharing
4. Role Play
5. Exercise
6. Debate

M & E:

- Pre – Post Test

13.5 Study Tours to other Provincial Academies:

Objectives:

- *To provide an opportunity to D&SJs to share and exchange experience with D&SJs of other provinces.*
- *To learn best practices in court administration being implemented in other provinces and Islamabad.*

K 80% / S0% / A20%

Time: 2-days

**Two-day Program will be provided by the
host Judicial Academy**

13.6 Judicial Education and Training

Objectives:

- To sensitize D&SJs about the importance of Judicial Education.
- To build capacity of D&SJs as trainers to impart education and training amongst judges and ministerial staff.

K20% / S60% / A20%
Time: 3 Hours, 45 Minutes

Contents:

- **Continuing Judicial Education – Role of D&SJ –**
Time:1-h :15-m (K20, S70, A10)
- **Presentation Skills + Use of PowerPoint / Handouts & Material –**
Time:1-h :15-m (K20, S70, A10)
- **Presentations Practice by Participants [Assessment] –**
Time:1-h :15-m (K20, S70, A10)

Material:

Optional:

- Judicial Academies of Pakistan: Judicial Trainers’ Toolkit
- Handouts and other material by Resource persons
- Lahore Declaration 2017, Future of Judicial Academies

Faculty:

1. Judges of the High Court
2. Experts

Modalities:

1. Exercise
2. Presentations

M&E:

- Pre – Post

13.7 Case Management and Information Technology:

Objective:

- To develop I.T Skills of D&SJs.
- To introduce and implement information technology based monitoring of case flow management.

K50% / S40% / A10%
(Time: 2 H, 30 M)

Contents:

- **Case Management and Information Technology –**
Time:1-h :15-m (K20, S60, A20)
- **Legal Research Methodology & ICT Skills –**
Time:1-h :15-m (K10, S80, A10)
- **Court Automation: Enterprise System –**
Time:1-h :15-m (K10, S80, A10)

Reading Material:

Prescribed:

- Report and Recommendations to the Lahore High Court for Improving Case flow Management and Case Disposal by Ossama Siddique-EU PA2JP

Faculty:

1. Judges of the High Court
2. Expert Trainers
3. IT Experts

Modalities:

1. Exercise
2. Brain Storming
3. Case study
4. Experience sharing

M & E:

- Pre – Post Test

13.8 Social Context and New Laws Update + ADR:

Objective:

- *To sensitize the judges on gender issues, and protecting the rights of vulnerable groups.*
- *To develop skills in ADR and Mediation.*

K 30% / S10% / A60%

Time: 2 H - 30 M

Contents:

- **Gender Sensitization – Diversity in Courts / Protection of Rights of Vulnerable Groups –**
Time:1-h :15-m (K50, S0, A50)
- **ADR + Mediation –**
Time:1-h :15-m (K10, S0, A90)

Material:

Prescribed:

- Recent Legislation- Environmental Laws & Important Judgments
- Recent Pro Women Laws relating to Workplace, Honor killing etc. & their application.
- Recent Legislation on ADR.

Optional:

- ADR Options for Courts by Hasan Awais and Muhammad Amir Munir
- A Policy Framework for Women Equality by NCSW Pakistan
- Judiciary and Gender Bias by Justice Nasira Javed Iqbal
- Report on Women Right_of_Inheritance by NCSW Pakistan

Faculty:

1. Judges of the High Court
2. Expert Trainers on Environment & Gender

Modalities:

1. Exercise
2. Brain Storming
3. Case study
4. Experience sharing
5. Q & A

M&E:

- Pre – Post Test

13.9 Personal well being

Objective:

To develop personal qualities, maintain health and enhance self-discipline.

K10% / S70% / A20%

Time: 2 Hour, 30 Minutes

Contents:

- **Stress & Time management –**
Time:1-h :15-m (K10, S70, A20)
- **Health & Nutrition and self development –**
Time:1-h :15-m (K10, S70, A20)

Material:

Prescribed:

- Handouts and other material by Resource persons.

Optional:

- Fogel (2016) Mindfulness and Judging
- The Management of Judicial Time by Dr Pim Albers
- Judges Perspective on Stress and Safety in the Courtroom by David Flores
- Kirby (1995) Aust Bar Rev - Judicial Stress-unmentionable topic-1

Faculty:

1. Academia and experts

Modalities:

1. Exercise
2. Internet usage
3. Videos
4. Computer Lab

M&E:

- Pre – Post