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The Turkish Judicial Delegation posing for group photo with the Federal Judicial Academy faculty members during their visit to the Academy on May 25, 2017.



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13-member Turkish Judicial Delegation Visits FJA Head of Turkish Judicial Delegation emphasises frequent interaction between judges, prosecutors of both brotherly countries.

A 13-member Turkish delegation, which was on a four-day visit to Pakistan, on May 25, 2017 visited the Federal Judicial Academy and exchanged views to promote bilateral cooperation in the field of quality judicial education and training between the two brotherly countries.

Member of 12, Civil Chamber of the Supreme Court of Cassation, Mr. Omer Faruk Aydmer, Deputy Chief Prosecutor of Bakirkoy, Mr. Mehmet Tevfik Elmas, High Rank Judge, Member of 8, Criminal Chamber of the Court of Appellate, Mr. Zekeriya Samanci, High Rank Judge, Member of

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Mr. Musa Heybet, High Rank Judge, Deputy Undersecretary of the Ministry of Justice on rostrum.

Mr. Musa Heybet, High Rank Judge, Deputy Undersecretary of the Ministry of Justice is leading the delegation which includes: Mr. Muhsin Senturk, High Rank Judge, Member of 16, Criminal Chamber of the Supreme Court of Cassation, Mr. Hanefi Keskin, High Rank Judge, Member of 11, Criminal Chamber of the Supreme Court of Cassation, Mr. Seyfettin Tuncer, High Rank Judge, Member of 7, Criminal Chamber of the Supreme Court of Cassation, Mr. Sanver Keles, High Rank Judge,

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Mr. Fakhar Hayat, Director General, Federal Judicial Academy, on the occasion, welcomed the delegation.

An exhaustive presentation was also given to the visiting delegation regarding the mandate, mission and vision of the

Academy, strength of the Faculty members, number of courses being conducted as per Annual Judicial Education Course Calendar, among other diverse academic and purposive capacity building activities together with national and international partners.

Speaking on the occasion, Mr. Musa Heybet, High Rank Judge, Deputy Undersecretary of the Ministry of Justice, the head of delegation, emphasized the need for frequent interaction among the judges and prosecutors of both the countries. He deputed a judge from the delegation to do the necessary spadework to actualize the frequent flow both sides to advance the cause of dispensation of quality justice in this rapidly changing world. He also lauded the quality infrastructure and capacity building endeavours of the Academy.

The delegation also took round of different sections of the Academy which culminated into a group photo with the Faculty members.





Professionalism is central to great performance

**Mr. Justice
Mohsin Akhtar Kayani**



Mr. Justice Mohsin Akhtar Kayani, Hon'ble Judge, Islamabad High Court urged the district and sessions judges to sharpen their skills for effective fiscal management and promote transparency in monetary matters.



Hon'ble Mr. Justice Mohsin Akhtar Kayani addressing the Newly promoted District and Sessions Judges.

He expressed these views in the certificate awarding ceremony at the conclusion of a one-week training course on "Role of District and Sessions Judges being Non-Financial Managers in Financial Management and New Laws" for Newly Promoted District and Sessions Judges from all over Pakistan, Azad Jammu and

Kashmir and Gilgit-Baltistan on April 29, 2017.

He said, "A job of a judge is indeed highly sensitive. You're doing a great job in a very sensitive situation. District and Sessions Judges who are in the commanding position, they need to be cautious and careful about the financial management. There is a need to comply with the best internationally accepted financial management practices so as to improve efficiencies and effectiveness in service delivery. Strong knowledge in laws and also in financial management is essential to discharge responsibilities efficiently and effectively."



Newly promoted District and Sessions Judges in group photo with Hon'ble Mr. Justice Mohsin Akhtar Kayani and faculty members.

Mr. Fakhar Hayat, Director General, presented his welcome speech, a brief introduction of the honourable chief guest, an overview of the training course and also shed light on the history and evolution of judicial training in the region and in the world. In the end, the honourable chief guest awarded certificates to the course participants in the ceremony.



Only vibrant judiciary can change poignant perception: Hayat Ali Shah

A vast majority of people in this country do not cherish a propitious perception about the district judiciary with special referenceto service delivery of our magisterial system which forms as the basis of the criminal justice system.

These views were expressed by Mr. Hayat Ali Shah, Administrative Judge, Accountancy Courts, Peshawar in the certificate awarding ceremony at the conclusion of a one-week

course on “Criminal Trial and Appreciation of Evidence” for Civil Judges-cum-Magistrates from all over Pakistan, Azad Jammu and Kashmir and Gilgit Baltistan at the Federal Judicial Academy on May 27, 2017.

He said “It’s common perception among the public that the entire system of administration of justice is dying. The realities on the ground regarding our criminal justice system are heart-wrenching. Those have diminished even more the people’s trust in our justice system. We can change these perceptions, we can establish our utility and we can also survive in this challenging world when we deliver the best by vibrantly and vigorously playing our role.”

He also enlightened and sensitized the judicial officers with the selected and situational verses from Dr. Allama Muhammad Iqbal’s



poetry to play the lead role by dispensing justice with courage and conviction.

Earlier, Mr. Fakhar Hayat, Director General of the Academy presented his welcome speech, an overview of the training course and a brief introduction of the chief guest.

Twenty-five Civil Judges cum-Magistrates were awarded certificates in the ceremony at the Academy.



Participants in group photo with the chief guest and faculty members.



Sound Financial Management is crucial for District & Sessions Judges: Fakhar Hayat

Mr. Fakhar Hayat, Director General, Federal Judicial Academy, said that finance, accounting and budgeting were crucial elements in all types of administrative ventures, therefore, knowledge on Financial Management was important for District and Sessions Judges who become the heads of district judiciary.

He expressed these views in the inaugural ceremony of a one-week training course on "Role of District and Sessions Judges being

He said, "This is a pragmatically conceptualized and conceived course, covering each and every topic, for effective management and administration. The over-arching goal of this training course is to build an understanding of the financial management, you will have opportunity to learn the all facets of Financial Management. I personally believe that ignorance in Financial Management and also in New Laws and emerging trends and skills would invite serious trouble for the effective functioning of



DG, FJA, addressing the newly promoted District and Sessions Judges in the inaugural ceremony.

Non-Financial Managers in Financial Management and New Laws" For Newly Promoted District and Sessions Judges from all over Pakistan, Azad Jammu and Kashmir and Gilgit-Baltistan on April 24, 2017.

the organisation and expeditious dispensation of justice.

Twenty-six newly promoted District and Sessions Judges underwent this weeklong training at the Academy.



Newly promoted District and Sessions Judges posing for group photo with faculty members.



Supreme responsibility of judiciary To safeguard rights of people: Amanullah Baloch



The first and foremost function of the judiciary is to give justice to the people and it is the supreme responsibility of the judiciary to safeguard the rights of the people.

He expressed these views in the certificate awarding ceremony at the conclusion of a one-week training course on “New Laws” For Senior Civil Judges from all over Pakistan, Azad Jammu and Kashmir and

Gilgit-Baltistan on April 15, 2017, in which he was the chief guest.

them. Dispense justice to the people expeditiously”. DG Balochistan Judicial Academy also enlightened the participants with the importance of new laws with a special focus on Cyber Crime and urged them to gain proficiency in all new laws and emerging skills for long term affectivity and affectivity in the administration of justice.



Mr. Fakhar Hayat, Director General, presented his welcome speech



Senior Civil Judges in the certificate awarding ceremony.

He said, “Judiciary does not only enjoy a big importance in the eyes of the people but also trust and confidence of the people because it acts as protector against the possible excesses with

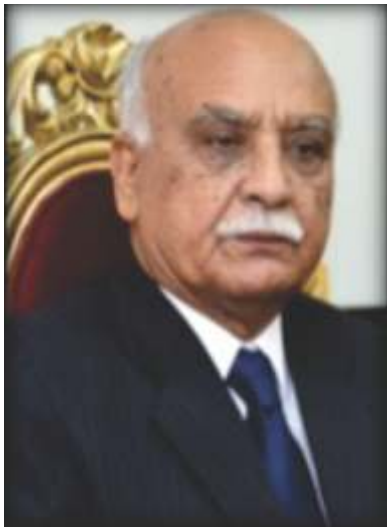
and an overview of the training course. Twenty-six Senior Civil Judges were awarded certificates in the ceremony.



Senior Civil Judges in group photo with the DG, Balochistan Judicial Academy and faculty members.



Need for training in New Laws is dearly felt: Fakhar Hayat



Mr. Fakhar Hayat, Director General, Federal Judicial Academy, said that the FJA was promoting proficiency so as to ensure the maintenance of standards in the judiciary, among other players of the justice system, and generally in the delivery of court services. He expressed these views in the inaugural ceremony of a one-week training course on “New Laws” for Senior Civil Judges from all over Pakistan,

Azad Jammu and Kashmir and Gilgit-Baltistan on April 10, 2017.

He said, “The Academy always devises, organises and conducts continuing professional development training courses as per its Annual Judicial Education Course Calendar For each stakeholder of the administration of justice system with a view to broadening the knowledge of judicial officers, law officers, attorneys, court personnel, keeping them abreast of developments in the law, encouraging them to share experiences and Enhancing their professional skills. Apart from the faculty, the Academy always invites judges both serving and retired, members of the legal profession, experts, academia, among others, to impart trainings. In this training we have also invited a variety of erudite resource person to share their knowledge and wisdom with you on new laws, and other related topics. I hope that this training will be highly productive for you.”



Senior Civil Judges in the inaugural ceremony of a one-week training course.



Senior Civil Judges in group photo with faculty members and the learned resource person.



Training upgrades competence: Director General



A one-week training course on “How to be an Effective Nazir/ Budget and Accounts Examiner” for Nazirs/ Budget and Accounts Examiners from all over Pakistan, Azad Jammu and Kashmir and Gilgit Baltistan commenced at the Federal Judicial Academy on May 8, 2017.

The training course has been designed to equip the court personnel with the knowledge and skills needed for efficient and effective overseeing, budget

preparation and accounts management.

Mr. Fakhar Hayat, Director General, Federal Judicial Academy, formally inaugurated the course. While addressing the trainees he said “Training upgrades competence. This training is tailored to meet your professional development needs. I hope that this training will be highly productive for you.”

Twenty-five Nazirs/ Budget and Accounts Examiners were nominated to attend this weeklong training in the Academy.



Nazirs/ Budget and Accounts Examiners in the inaugural ceremony.



Nazirs/ Budget and Accounts Examiners in group photo with faculty members.



Training has a multiplier effect: Director General

In line with the mandate of the Academy, such training courses are devised, organised and conducted for the stakeholders of the legal and judicial system which build and enhance their continuing professional development.

Mr. Fakhar Hayat, Director General, Federal Judicial Academy, who formally inaugurated a one-week training course on “Criminal Trial

and Appreciation of Evidence” for Civil Judges cum-Magistrates from all over Pakistan, Azad Jammu and Kashmir and Gilgit Baltistan commenced at the Federal Judicial Academy on May 22, 2017, expressed these views in the ceremony.

Twenty-five Civil Judges cum- Magistrates were nominated to attend this weeklong training in the Academy.

“There are tremendous benefits from this like training. All of you just try to reap those benefits with your active participation and perform better in your courts by putting in use the gained knowledge and skills.



Civil Judges-cum-Magistrates in group photo with faculty members.

Well-trained, informed District and Deputy District Attorneys are crucial to a fair and effective system: Director General

“Well-trained and informed District and Deputy District Attorneys are crucial to a fair and effective system and we at the Academy make every possible effort to provide intensive training and education not only to the District and Deputy District Attorneys but also to other key players of the dispensation of justice system,” said Mr. Fakhar Hayat, Director General, Federal Judicial Academy, while inaugurating a one-week training course on “Management of Civil Cases” for District

Attorneys/ Deputy District Attorneys kicked off at the Federal Judicial Academy, Islamabad, on June 5, 2017.

Twenty-three District Attorneys/ Deputy District Attorneys from all over Pakistan, Gilgit-Baltistan benefited from this one week training course at the Academy.

Welcoming and sensitizing the participants about the importance and scope of trainings at the FJA, he maintained, “In-service training is



District and Deputy District Attorneys in group photo with faculty members.

essential to a District and Deputy District Attorney's professional development. We have therefore devised and developed a pragmatic training programme for you. You should pay your proper attention and imbibe your moral and professional principles and also professionalism. The justice system is all of the relevant institutions. For it to work efficaciously and speedily, it is essential for all key pillars to work efficiently and with dispatch, and in cooperation and in coordination with one another.”



Trainings must for quality of administration of justice: Sohail Nasir



They must discharge their duties in a timely and efficient manner. They must therefore have the necessary professional skills to perform their tasks to the highest possible standards of quality and efficiency. Everyone at the courts is jointly responsible for the results of both the individual courts and the system as a whole. For this reason, we must share knowledge and we develop and encourage the use of best practices in our courts. These trainings in the Academy pave the way for professionalization and intellectualization of all stakeholders.”

Mr. Sohail Nasir addressing Nazirs/Budget and Accounts Examiners.

When we all work in a professional manner for effective administration of law and justice, we earn the trust and respect of the people.

These views were expressed by Mr. Sohail Nasir, District and Sessions Judge, Rawalpindi in the certificate awarding ceremony at the conclusion of a one-week training course on “How to be an Effective Nazir/ Budget and Accounts Examiner” For Nazirs/ Budget and Accounts Examiners from all over Pakistan, Azad Jammu and Kashmir and GilgitBaltistan commenced at the Federal Judicial Academy on May 12, 2017, in which he was the chief guest.

He said, “Court personnel are important players of our courts system.

Presenting his welcome speech, and overview of the training course and a brief introduction of the learned chief guest, Mr. Fakhar Hayat, DG, said, “The participants were taught and trained by experts in their fields of study and they shared an enriching and stimulating experience with them. I hope that will be highly fruitful for them in their performance.”



Nazirs/Budget and Accounts Examiners in group photo with the chief guest and faculty members.



Capacity Building of Law Officers: A harbinger of quality dispensation of justice: Mian Abdul Rauf

Dignity and respect at all times attainable by dint of sheer labour: Advocate General for Islamabad Capital Territory



“To enhance the existing capacity of law officers across the country is a dire need of the hour because well- trained law officers and also prosecutors are crucial to bring quality improvement in the administration of justice at district level,” said Mian Abdul Rauf, Advocate General for Islamabad Capital Territory, while addressing the participants of a one-week training course on “Management of Civil Cases” for District Attorneys/ Deputy District Attorneys at the Federal Judicial Academy, Islamabad, on June 9, 2017.

There is need to reflect upon the law officer's role as professional who can play his requisite role for inexpensive and expeditious justice in the civil matters. We know that this training like opportunities guarantee positive change and address the obstacles that hinder speedy dispensation of justice efficiently.

He said, “It's time to elevate dignity and honour of office of law officer by effectively playing our role. I firmly believe that dignity and honour can be achieved through integrity and commitment to professional principles and values.”

Shedding light on the mandate of the Academy, Mr. Fakhar Hayat, Director General, Federal Judicial Academy, also presented his welcome speech, an overview of the training course and a brief profile of the chief guest.

Twenty-three District Attorneys/ Deputy District Attorneys including two Advocates General from all over Pakistan, Gilgit-Baltistan who benefited from this one week training course at the Academy, were awarded certificates in the ceremony.



Law Officers in group photo with the chief guest and faculty members.



News in Brief

A two-member Nepali delegation on May 15, 2017 visited the Federal Judicial Academy and exchanged views with the Mr. Fakhar Hayat regarding various issues of mutual interest with a special focus on the promotion of quality judicial education and training between the two SAARC member countries. Mr. Fakhar Hayat, Director General, Federal Judicial Academy, on the occasion, welcomed the delegation headed by Hon'ble Mr. Binod Prasad Sharma, Judge of High Court. Faculty member of National Judicial Academy (NJA) Nepal and another member was Mr. Man Bahadur, Karki, Registrar at NJA-Nepal.

An exhaustive presentation was also given to the visiting delegation



regarding the mandate, mission and vision of the Academy, strength of the Faculty members, number of courses being conducted as per Annual Judicial Education Course Calendar, among other diverse academic and purposive capacity building activities together with national and international partners.

On the occasion, both members of the delegation were also presented souvenir. The visiting delegation presented the printed research material for the library of the Academy. The delegation n also took round of different sections of the Academy which culminated into a group photo with the Faculty members.



Article of the Quarter by Jazeela Aslam

Leadership Role of District and Sessions Judge



*The law regulates relationships between people. It reflects the values of society. The role of the judge is to understand the purpose of law in society and to help the law achieve its purpose. The Judge in a Democracy**

District courts, in Pakistan, exist in every district of each province, with civil and criminal jurisdiction. In each district headquarters, there is a district and sessions judge who has executive and judicial power all over the district under his jurisdiction.

The following table shows the number of districts and the number of District and Sessions Judges all over Pakistan:

Province	District & Sessions Judge	Districts
Punjab[2]*	149	36
Sindh[3]*	83	20
KP k[4]*	98	24
Balochistan[5]*	30	22
Total	360	102

Several special laws have created other courts /tribunals which operate under the administrative control of the federal and provincial governments. There are more than 227 Special Courts[6]* which include Banking Courts, Environmental Tribunals, Anti-terrorism Courts, Accountability Courts, Consumer Courts, Labour Courts etc. As provided by the relevant statutes, the presiding officers of these special courts are mostly District and Sessions Judges. They are also expected to exhibit leadership qualities. The role of District and Sessions Judges is therefore not limited to leading a district only. Generally, however, the widely accepted role of a District and Sessions Judge is concerned with the responsibilities of heading a district. Before dilating upon his/her leadership role, let us examine the functions and responsibilities of a District and Sessions Judge in the light of Rules and Orders.

Supervision of judicial officers in judicial work

“Controlling courts are required to exercise an active and continuous supervision over subordinate courts in regard to all matters

affecting the judicial administration” mandates the High Court Rules and Orders [7]*.

A District and Sessions Judge is required to see that subordinate courts follow the prescribed procedure in all their proceedings and are not left without guidance in matters in which they may be found at fault or to be in want of instruction. The supervision to be exercised over inexperienced officers and officers in training should be especially vigilant and thorough and their work should be watched with kindly interest, guidance being afforded them on all proper occasions.[8]*

While scrutinizing judicial work as an appellate court, the District and Sessions judge should point out errors and irregularities to the lower courts, such as:

- Unnecessary adjournments
- Undue delay in disposal of cases
- Omission to hear cases on the dates fixed
- Too harsh a use of summary procedure allowed by law in cases in which default in attendance or in producing evidence occur
- Failure to examine thoroughly the parties to arrive at an intelligent appreciation of the points in dispute and similar matters

The above should be however separately communicated to him by a memorandum and not by the judgment.[9]*

Superintendence includes the power to guide, advise and encourage subordinate judges. For the maintenance of their status as courts the juniors need the support of superiors. They look up to them not only for discipline but also for dignity. Role models provide necessary protection and respect to the subordinate judges. A stricture to a judge for an error may shake the public confidence, at least the confidence in that officer of the people of the district where he is for the time being serving. Anything which tends to undermine the confidence in the judicial system must strongly be countenanced.[10]*

Case-flow management and delay reduction

Case flow management is central to the administrative control of judges over litigation for efficient, effective and fair administration of justice. It is the duty of a District and Sessions Judge to monitor and address the problems of delay and backlog in the whole district. In fact the touchstone of the success of a District and Sessions Judge is the disposal of cases by all the courts within his/her domain. Disposal however in its true spirit does not mean just the number of cases decided by the judges in a district; it should also include the qualitative resolution of disputes besides quantitative figures. A District and Sessions Judge would control and adjust to the best advantage



and rationally equalize the work in subordinate courts. The Rules provide that he should watch institutions and disposals and that the officer's outturn is normal.[11]* Remarks on the monthly pending file statements should be made regarding:

- a. Subordinate judges who in his opinion have not given sufficient out turn and have been warned;
- b. Steps have been taken or proposed to be taken to equalize work;
- c. Suggestions for investiture to prevent accumulation of execution cases;
- d. Abstracts of order sheets of suits pending for more than one year should be sent to High Court.[12]*

Distribution of business is not a routine matter; it requires application of mind with a sense of neutrality and impartiality. It should be so exercised as to eliminate all chances of a-priori-forum shopping. Then the distributor must exercise judgment whom to give what. Besides the value of the subject matter of the suit what must weigh in the exercise of that judgment are the complexity and urgency of the matters.[13]*

For effective case management system in a district, a District and Sessions Judge should ensure that:

- a. the judges control the pace of litigation,(and not the lawyers or litigants);
 - b. a case screening approach is established;
 - c. clearly delineated overall and stage wise timelines for different categories of case are provided;
 - d. a framework for early and continuous control of cases is provided to the judges and
 - e. effective monitoring and future planning systems are in place.[14]*
- A District and Sessions Judge can also reduce the backlog and provide speedy justice to litigants by using Alternate Dispute Resolution mechanism.

Performance evaluation of subordinate judges

Assessment of the performance of judicial officers is one of the most important tasks of a District and Sessions Judges. The Rules provide that he will provide counseling to them prior to reporting adversely against them*. The recording of Performance Evaluation Reports (PER) is an arduous task and must be carefully and fairly discharged, without fear or favor. Also, adverse remarks, if given in the PERs, must be supported by evidence. On the other hand, the District and Sessions Judge can also initiate a system of awarding incentives and appreciation.

The supervisory powers of the High Court are exercised through a District and Sessions Judge. Being reporting officer of all the subordinate judicial officers in a district, a heavy responsibility lies on him/her to assess the judges working under him as objectively as

possible.

All correspondence of the judicial officers is made through a District and Sessions Judge to the Registrar of the High Court. He/she is also tasked to communicate on behalf of all the judicial officers in his district. He/she is responsible to inculcate discipline in the judicial officers and thus authorized to conduct surprise visits and inspection of courts.[15]*

Judicial education and training

A District and Sessions Judge can take his team to a higher level of competence by imparting judicial training to new entrants and junior colleagues. This can be done by encouraging other colleagues also to design and develop need based training workshops. This objective can also be achieved in the monthly meetings conducted at the district level. All the judicial officers can share their views, exchange knowledge and even initiate debate on frequently-arising law questions and propositions. The judges can also be encouraged to adopt ADR techniques. Mediation training can be imparted to some judges having passion for reconciliation. It is, however, for the District and Sessions Judges to convene and make such meetings meaningful and useful.

Administrative responsibilities of District and Sessions Judges

"The judge", says Lord Denning, "who tries the case is the judge who is seen by the people. It is on his good administration that law and order ultimately depend."[16]*

The following are some of the main administrative functions of a District and Sessions Judge:

1. A District and Sessions Judges is chairperson of Criminal Justice Coordination Committee.[17]* By effective use of this forum a positive change can be brought in the criminal justice system by harmonizing the working of the police, prosecution and prison staff in a district. Being custodian of life and liberty of all the persons in a district, the excesses and abuse of authority by the police in illegal detentions, extrajudicial killings, custodial torture etc. can be checked in monthly meetings of the Committee.
2. A District and Sessions Judges has to seek cooperation of the lawyers for effective and timely decision of cases in a district. Managing bench and bar relations, without compromising fairness, is therefore one of his his/her primary responsibilities.
3. A District and Sessions Judges conducts Jail inspections for monitoring the conditions of jail inmates as well as the under trial prisoners. He/she is also tasked to check the excesses of prison staff and provide hearing to jail inmates.
4. A District and Sessions Judges must constitute a Legal Aid Committee for the destitute and needy accused persons, besides juveniles [18]*. He/she may also take special measures to facilitate



- the elderly, disabled and other vulnerable court users.
5. Regular inspection of the courts in a district is also an important job. The District and Sessions Judges must inspect the Court Registers thoroughly as provided in the Rules [19]*. Also it should be ensured that the civil courts' buildings, furniture, library and other equipment are in order. [20]*
 6. The Copying Agency in a district has to provide valuable service to the litigants and under the Rules it is supervised by the District and Sessions Judges. Ideally, it should be hassle and corruption free. The District and Sessions Judges may also take steps to provide this service free of cost through Information Technology.
 7. Record room management also constitutes an important function of the District and Sessions Judges. It includes preservation and destruction of judicial records. An innovative and progressive District and Sessions Judges would ensure the use of IT for performing this task.
 8. Bringing together administrative and revenue authorities and taking them on board, for protection of property rights on district level, can help alleviate suffering of litigants. The office of the District and Sessions Judges can perform this task in order to reduce the workload of courts.
 9. A District and Sessions Judges can also use media, although cautiously, to raise awareness about innovations in court proceedings (such as use of IT), new laws and commitment of the judiciary for easy access to courts.
 10. Besides judicial officers, a District and Sessions Judges has also to keep an eye on all the ministerial staff in a district and take all possible measures to eradicate corruption. In case of complaints against them, they should be promptly exposed to disciplinary action.
 11. The District and Sessions Judges in Punjab have been designated as presiding officers of Green Courts [21]*. It is their duty to ensure effective implementation of environmental laws, to preserve natural habitat as far as possible and to provide ecofriendly atmosphere in courts.
 12. Security of the court premises is also within the domain of a District and Sessions Judge and a very important administrative function in the present circumstances.

Financial management by the District and Sessions Judge

A District and Sessions Judge has to exhibit leadership qualities by efficient use of resources provided to him/her. Every year provincial government through the respective High Court allocates specific budget for each district. The District and Sessions Judge being head of the district has to regulate budgetary amount in such a way as to utilize such amount properly and effectively. An allocated amount in each

specific head is provided. Funds are released quarterly and the District and Sessions Judge has to manage the funds according to needs of the officers and staff. Being the sanctioning authority to grant the funds for expenditure from the defined head of accounts, he/she is the drawing and disbursing officer (DDO) as well as controlling officer for certain heads. The District and Sessions Judge can also delegate the financial powers according to the Rules [23]*. If some funds cannot be utilized in certain head of accounts, he/she can seek re-appropriation. Being directly responsible for expenditure incurred against the grant allotted him under each primary unit of appropriation, should keep a close watch over the progress of expenditure. The District and Sessions Judge can also conduct internal audit before or at the time of reconciliation. Keeping in view the needs of judges, court staff, lawyers or litigants, the District Sessions Judges may make proposals for establishing new courts and residences. A proactive District and Sessions Judge, with a vision for the future needs of the court users, would search and implement innovative techniques for the benefit of all the stakeholders in the court system.

District and Sessions Judge as a team leader in a district

Each High Court shall supervise and control all courts subordinate to it. -Constitution of Islamic Republic of Pakistan [24]*

Supervisory powers and control, as provided by the Rules, however, would not necessarily mean that a District and Sessions Judge should act as a "boss". There is considerable difference between a boss and a leader, and it is advisable for a District and Sessions Judge to act not as a boss but as a leader.

When we search for qualities of a true leader, the world history presents the example of our Holy Prophet (PBUH), who is considered the most influential person on both religious and secular levels. [25]*

A District and Sessions Judge can develop all the qualities of leadership illustrated by our Prophet (PBUH) described as follows:

- a. **Personal Leadership** i.e. being Sadiq and Amin which can be termed in modern words as *credibility* and *reputation management* ;
- b. **Peoples Leadership** i) *effective communication*-he never treated himself superior from others, he used to sit



with his servants and eat on the same table; used to listen to the suggestions and ideas of his companions and also implemented them if they sounded good enough;

ii) *motivation* -his style of motivation was transformational, people believed in his mission so much that they worked for free and often sacrificed their lives to accomplish that mission;

iii) *leader without a title* -he used to accept dissent and never imposed his own ideas on others, especially when he was running the state of Madina, and also expressed his true leadership skills such as Sulah Hudaibia;

iv) *Emotional quotient*- never lost hope even in the most adverse circumstances, never cursed people who tortured him, forgave his enemies, believed in gradual self-regulation and introduced rules and values in a gradual manner;

c. Task leadership: i) *problem solving*-he used problem solving approach while managing various tasks, used wise acts and proper timing to avoid controversies, let people use their own way in worldly matters and only acted as a guide;

ii) *consultative decision making process* -he was not a despotic ruler, used to council with wise people and let his companions participate in decision making process, sometimes endorsed their suggestion and implemented them;

iii) *allocating work* -he believed in strength based assigning and always assigned jobs based on capability and preference of the person, that is why he succeeded to build a team , he never penalized anyone on minor mistakes, delegated his power whenever possible and finally trained the caliphs and companions to spread Islam around the world[26]*.

The above qualities of leadership are not superhuman and can be followed by any District and Sessions Judge, muslim or non-muslim, who wants to be successful and make a mark in the history.

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7. Rules and Orders of Lahore High Court Lahore Volume IV Chapter 1 - Superintendence and Control Part-1 Rule 2
8. As above Rule 3
9. As above Rule 4
10. Access to Justice in Pakistan by Justice (R) Fazal Karimp 154-155
11. As above
12. As above

13. Case-flow Management in Courts in Punjab: Frameworks, Practices and Reform Measures Report and Recommendations to the Lahore High Court for improving Caseflow Management and Case Disposals by Dr. Osama Siddique
14. Lahore High Court Rules and Orders Vol. IV Chapter 1 Part Rule 6
15. Lord Denning in Foreword to The Art of Judgment by Sir Henry Slesser.
16. The Police Order 2002 Article 110
17. Juvenile Justice Rules 2001(Rule3) framed under the Juvenile Justice System Ordinance 2000
18. Lahore High Court Rules and Orders Vol IV Part C Rules 1&2
19. Lahore High Court Rules and Orders Chapter 16 Part C and F
20. www.lhc.gov.pk notification Green Courts
21. High Court Rules and Orders Volume IV Chapter 21
22. Delegation of Financial Rules 2016 Schedule u/r.3(2)a First Part 3(i)
23. Constitution of Islamic Republic of Pakistan
24. The 100, a ranking of the most Influential persons in History by Michael Hart
25. What can CEOs Learn from Prophet Muhammad (PBUH) by WaliZahid CEO Skill City Webinar dated 28.2.2013 (retrieved dated 28.4.2017)

1. The writer clinched the First Position in Essay Writing Competition during a one-week training course for Newly Promoted District and Sessions Judges from all over Pakistan, Azad Jammu and Kashmir and Gligit-Baltistan at the Academy (April 24- 29, 2017)

Two new directors join FJA

The Federal Judicial Academy recently gets two new well-known faces to the Faculty as directors namely Muhammad Hafeez Ullah Khan and Ms Huma Akhtar Chughtai. Mr. Khan is an intellectual judicial officer who proved his mettle both in cadre and ex-cadre positions.

Throughout his extensive career, Mr. Khan has worked in various key slots and brings over 37 years rich experience of diverse domains such as judgeship, administration, creative writing broadcasting, including columns and talks on current affairs.



Ms Huma Akhtar Chughtai is a governance, gender & development, parliamentary & judicial reform specialist. She



has served at various key positions in the government as well as in the development sector. Apart from the National Assembly of Pakistan where she served in a senior position for over a decade, she also worked with the Ministry of Law, Justice & Human Rights as well as with the Ministry of Women

Development in the past.

Both new directors are passionate about teaching, training and research, *interalia*.



Learning is a Journey

The following five courses/trainings on different important topics/subjects were conducted at the Federal Judicial Academy as per Annual Judicial Education Course Calendar during this quarter - from April - June, 2017- in which total 122 stakeholders of our legal and judicial system were imparted training. A description of the course and names of the nominees stand out as under:

1 One Week Training Course on "New Laws" for Senior Civil Judges from all over Pakistan, Azad Jammu & Kashmir and Gilgit Baltistan (10-15 April, 2017)

The following twenty five Senior Civil Judges enriched their knowledge and information regarding new laws, inter alia:

High Court of AJ&K, Muzaffarabad

1. Syed Zulfiqar Hussain Shah
Senior Civil Judge, Hattian Bala.
2. Mr. Gul Sher Ahmad
Senior Civil Judge, Athmuqam.

High Court of Balochistan, Quetta

3. Mr. Shams-ud-Din
Senior Civil Judge, Quetta.
4. Mr. Tariq Ali Lashari
Senior Civil Judge, Quetta.
5. Moulvi Lutfullah
Member Majlis-e-Shora, Barkhan.

Chief Court Gilgit-Baltistan

6. Mr. Amir Hamza
Senior Civil Judge, Chilas.

Islamabad High Court, Islamabad

7. Mr. Muhammad Sohail
Senior Civil Judge-East, Islamabad.

Lahore High Court, Lahore

8. Mr. Muhammad Imran Sheikh
Civil Judge-cum-Magistrate, Lahore.
9. Malik Muhammad Awais
Civil Judge-cum-Magistrate, Lahore.
10. Ms Saira Naureen
Civil Judge-cum-Magistrate, Chakwal.
11. Mr. Muhammad Sajjad Qasim
Civil Judge-cum-Magistrate, Lahore (Model Town).
12. Mr. Muhammad Irfan Safdar
Civil Judge-cum-Magistrate, Narowal.
13. Mr. Muhammad Azeem Akhtar
Civil Judge-cum-Magistrate, Rawalpindi.
14. Mr. Shahid Hameed Chaudhry
Civil Judge-cum-Magistrate, Rawalpindi.
15. Mr. Muhammad Zafar Iqbal
Civil Judge-cum-Magistrate, Bahawalpur.

Peshawar High Court, Peshawar

16. Mr. Abid Zaman
Senior Civil Judge, Chitral.
17. Mr. Ahmad Ehsanullah Qureshi
Senior Civil Judge, Tank.
18. Mrs. Lubna Zaman
Senior Civil Judge, Mansehra.
19. Mr. Ajmal Tahir
Senior Civil Judge, Batagram.
20. Mr. Ijaz Ahmad
Senior Civil Judge, Kohistan at Dassu.

High Court of Sindh, Karachi

21. Mr. Abdul Hafeez Lashari
Senior Civil Judge, Karachi-East.
22. Mr. Roshan Ali Bughio
Senior Civil Judge, Mirwah.
23. Mr. Javed Iqbal Malik
Senior Civil Judge, Karachi-Central.
24. Mr. Atta Hussain Maitlo
Senior Civil Judge, Mirpur Mathelo.
25. Mr. Faique Ali Pathan
Senior Civil Judge, Mehrabpur.

2 One Week Training Course on "Role of District & Sessions Judges being Non-Financial Managers in Financial Management and New Laws" for Newly Promoted District & Sessions Judges from all over Pakistan, Azad Jammu & Kashmir and Gilgit-Baltistan (24 - 29 April, 2017)

Names of the learned twenty four newly promoted District & Sessions Judges who benefited from the course:

High Court of AJ&K, Muzaffarabad

1. Mr. Mansha Ghous
D&SJ/Reference Judge Mangla Appraising Affairs Project, Mirpur.
2. Raja Imtiaz Ahmed
District & Session Judge /Appellate Tribunal MDA, Mirpur

High Court of Balochistan, Quetta

3. Mr. Tahir Humayyun
District & Sessions Judge, DeraMurad Jamali.
4. Mr. Imran Siddique
District & Sessions Judge, Khuzdar.
5. Mr. Fida Muhammad
District & Sessions Judge, Gwadar.

Chief Court Gilgit-Baltistan

6. Mr. Minhas Hussain
District & Sessions Judge, Astore.

Islamabad High Court, Islamabad

7. Mr. Muhammad Bashir
D&SJ/Judge Accountability Court, Islamabad.

Lahore High Court, Lahore

8. Mr. Arshad Mahmood
D&SJ/Judge Banking Court, Sargodha.
9. Mr. Muhammad Saleem
D&SJ/Presently AD&SJ, Multan.
10. Mr. Nazar Hussain
D&SJ/OSD, Session Court, Lahore.



11. Ms. Jazeela Aslam
D&SJ/Presently AD&SJ, PJA Lahore.
12. Mr. Abdur Raheem
Presiding Officer, Punjab Labour Court, Multan.
13. Mr. Abid Rizwan Abid
D&SJ/Presently AD&SJ Attock.
14. Mr. Khalid Mahmood Bhatti
D&SJ/Presiding Officer, IPT Lahore.
15. Mr. Amjad Iqbal Ranjha
D&SJ/Judge Banking Court, Bahawalpur.

Peshawar High Court, Peshawar

16. Mr. Sharif Ahmad
MIT, Peshawar High Court, Peshawar.
17. Mr. Muhammad Hussain Judge,
Banking Court, Peshawar.
18. Mr. Asad Ali
Additional District & Sessions Judge, Chakdara, Lower Dir.
19. Mr. Asad Hameed Khan
Judge, Accountability Court, Peshawar.
20. Mr. Muhammad Naseem
Judge, Banking Court, Peshawar.

High Court of Sindh, Karachi

21. Mr. Abrar Hussain F. Memon
D&SJ/Presiding Officer, Labour Court, Larkana.
22. Mr. Arshad Murtaza
D&SJ/Presently AD&SJ, Karachi-West.
23. Mrs. Naushaba Kazi
D&SJ/Presently AD&SJ, Karachi-South.
24. Mr. Zahid Hussain Maithlo
D&SJ/Presently AD&SJ, Naushahero Feroz.

3 One Week Training Course on "How to be an Effective Nazir/Budget and Accounts Examiner" for Nazirs/Budget and Accounts Examiners from all over Pakistan and Azad Jammu & Kashmir (08 – 13 May, 2017)

Names of Participants of twenty five court personnel who enriched their knowledge and sharpened their skills about audit and fiscal management:

High Court of AJ&K, Muzaffarabad

1. Mr. Muhammad Hanif
Assistant/Nazir, Sessions Court, Bhimber.
2. Mr. Muhammad Amraiz Khan
Assistant/Nazir, Sessions Court, Bagh.

High Court of Balochistan, Quetta

3. Mr. Nazir Ahmed
Assistant, High Court of Balochistan, Quetta.
4. Mr. Noor Muhammad
Accountant, Sessions Court, Hub.
5. Mr. Ashfaq Khan
Accountant, Sessions Court, Quetta.

Islamabad High Court, Islamabad

6. Mr. Yasir Naeem Ullah
Accountant, Sessions Divisions (East), Islamabad.

Lahore High Court, Lahore

7. Mr. Zulfiqar Ali
Budget & Accounts Examiner, Civil Court, Lahore.
8. Mr. Muhammad Aamir Zia
Budget & Accounts Examiner, Sessions Court, Gujranwala.
9. Mr. Muhammad Amjad
Budget & Accounts Examiner, Sessions Court, Faisalabad.
10. Mr. Muhammad Arshad
Nazir, Sessions Court, Sargodha.
11. Mr. Asad Ali Nazir,
Sessions Court, Rawalpindi.
12. Mr. Muhammad Nadeem Qureshi
Assistant Audit Officer, Sessions Court, Multan.
13. Mr. Muhammad Ramzan
Budget & Accounts Examiner, D.G. Khan.
14. Mr. Muhammad Mueen Ansari
Acting Nazir, Sessions Court, Bahawalpur.

Peshawar High Court, Peshawar

15. Mr. Muhammad Abbas
Budget & Accounts Assistant, PHC, Peshawar.
16. Mr. Naeem Khan
Budget & Accounts Assistant, PHC, Abbottabad Bench.
17. Mr. Fazal Wahid
Budget & Accounts Assistant, PHC, Mingora Bench.
18. Mr. Rahatullah Khan
Assistant, PHC, Bannu Bench.
19. Mr. Inamullah
Budget & Accounts Assistant, PHC, D.I. Khan Bench.

High Court of Sindh, Karachi

20. Mr. Muhammad Kaleemuddin
Nazir/Accountant, Sessions Court, Karachi-West.
21. Mr. Abdul Jalil Shaikh
Nazir/Accountant, Sessions Court, Karachi-Central.
22. Mr. Abdul Rashid
Accountant, Sessions Court, Naushahero Feroze.
23. Mr. Aijaz Ahmed Mangi
Civil Nazir, Sessions Court, Shaheed Benazir Abad.
24. Mr. Mehmood Hussain Shaikh
Incharge Nazir, Sessions Court, Sukkur.
25. Mr. Abdul Hai
Nazir & Accountant, Sessions Court, Kashmir at Kandhkot

4 On "Criminal Trial and Appreciation of Evidence" for Civil Judgescum-Magistrates from all over Pakistan, Azad Jammu & Kashmir and Gilgit Baltistan (22 – 27 May, 2017)

The following twenty five judicial officers quenched their thirst for knowledge and information during this course:

High Court of AJ&K, Muzaffarabad

1. Ch. Muhammad Aslam
Civil Judge, Mirpur.
2. Mr. Sikandar Khan
Civil Judge, Kotli.

High Court of Balochistan, Quetta

3. Miss. Kaneez Fatima
Civil Judge-cum-Judicial Magistrate, Barshore at Pishin.



4. Miss. Naima Mubeen
Civil Judge-cum-Judicial Magistrate, Sibi.

5. Mr. Rozi Khan
Civil Judge-cum-Judicial Magistrate, Sanjavi.

Chief Court Gilgit-Baltistan

6. Mr. Hidayat Ali
Civil Judge-cum-Judicial Magistrate, Kharmang.

Islamabad High Court, Islamabad

7. Mr. Saqib Jawad
Civil Judge-cum-Judicial Magistrate-West, Islamabad.

Lahore High Court, Lahore

8. Mr. Rashid Mehmood
Civil Judge-cum-Judicial Magistrate, Vehari.

9. Mr. Tahir Manzoor
Civil Judge-cum-Judicial Magistrate, T.T. Singh.

10. Mr. Muhammad Ashfaq
Civil Judge-cum-Judicial Magistrate, Sialkot.

11. Ms. Mughira Munawar
Civil Judge-cum-Judicial Magistrate, Sheikhpura.

12. Sheikh Muhammad Taqi
Civil Judge-cum-Judicial Magistrate, Sargodha.

13. Mr. Muhammad Tayyab Ishaq
Civil Judge-cum-Judicial Magistrate, Sahiwal.

14. Mr. Mumtaz Ahmad Mughal
Civil Judge-cum-Judicial Magistrate, Rawalpindi.

15. Mr. Ghulam Jabbar
Civil Judge-cum-Judicial Magistrate, Rajanpur.

Peshawar High Court, Peshawar

16. Miss Javeria Sartaj
Civil Judge-cum-Judicial Magistrate, Nowshera.

17. Syed Mudassir Shah Termizi
Civil Judge-cum-Judicial Magistrate, Abbottabad.

18. Mr. Muhammad Ghayyas Khan
Civil Judge-cum-Judicial Magistrate, Mardan.

19. Mr. Wajid Ali
Civil Judge-cum-Judicial Magistrate, Shab qadar (Charsadda)

High Court of Sindh, Karachi

20. Mr. Khurram Amin Khan
Civil Judge-cum-Judicial Magistrate, Karachi (Central).

21. Mr. Asif Ali Jamali
Civil Judge-cum-Judicial Magistrate, Shahdadkot at Kamber.

22. Mr. Kamran Khan
Civil Judge-cum-Judicial Magistrate, Jacobabad.

23. Mr. Saghir Hussain Shah
Civil Judge-cum-Judicial Magistrate, Daur (Shaheed Benazirabad).

24. Mr. Sajjad Naeem
Civil Judge-cum-Judicial Magistrate, Khairpur.

25. Mr. Waheed Ahmed
Civil Judge-cum-Judicial Magistrate, Karachi (East).

The following twenty three participants benefited from this course:

Law Department, AJ&K

1. Mr. Sajid Hanif Qureshi
Assistant Advocate General, Mirpur.

2. Mr. Fazal-ur-Rehman Dar
Assistant Advocate General, Mirpur.

Law Department, Balochistan

3. Mr. Gul Hassan
District Attorney, Quetta.

4. Mr. Muhammad Akhtar
Assistant District Attorney, Quetta.

5. Mr. Anwar Jamal
Assistant District Attorney, Zhob.

Law Department Gilgit-Baltistan

6. Mr. Shabbir Hussain Shigri
District Public Prosecutor, Skardu.

Law Department, Punjab

7. Mehr Muhammad Mumtaz
District Attorney, Chiniot.

8. Mr. Zafar Iqbal Malik
District Attorney, Bahawalnagar.

9. Mr. Muhammad Yaseen Bajwa
District Attorney, Rahim Yar Khan.

10. Mr. Muhammad Mukhtar Hassan
District Attorney, Mianwali.

11. Mrs. Syeda Qurat-ul-Ain Jaffary
Deputy District Attorney, Gujranwala.

12. Mr. Khalid Mehmood
Deputy District Attorney, Bahawalpur.

13. Syed Jamshaid Arshad Shah
Deputy District Attorney, Chakwal.

14. Mr. Hammad Ghaffar
Deputy District Attorney, Bahawalnagar.

Law Department, Khyber Pakhtunkhwa

15. Mr. Mustafa Kamal,
District Attorney, Tank.

16. Mr. Farhaj Sikandar
District Attorney, D.I. Khan.

17. Mr. Amjad Khan,
Assistant District Attorney, Karak.

Law Department, Sindh

18. Mr. Sardar Ali Depar
District Attorney, Karachi (East).

19. Mr. Waseem-ul-Haq
Deputy District Attorney, Hyderabad.

20. Mr. Muhammad Ali Hashmani
Deputy District Attorney, Tando Allahyar.

21. Mr. Shafiq-ur-Rehman Bhutto
Deputy District Attorney, Shikarpur.

22. Mr. Ali Gul Dahani
Deputy District Attorney, Jacobabad.

23. Mr. Ghulam Qasim Wassan
Deputy District Attorney, Khairpur.

5 One Week Training Course on "Management of Civil Cases" for District Attorneys/Deputy District Attorneys from all over Pakistan, Azad Jammu & Kashmir and Gilgit-Baltistan (05 – 09 June, 2017)



Events of the coming quarter

Upcoming Events and Trainings at the FJA During the month of July, August & September, 2017

JULY, 2017

One week course for Civil Judges-cum-Magistrates from all over Pakistan, AJ&K and Gilgit-Baltistan.

Contents/Topics: Skill Based ADR Training and New Laws

Number of Participants: Twenty Six (26) or more

One week refresher course for Prosecutors from all over Pakistan, AJ&K and Gilgit-Baltistan.

Contents/Topics: Role of Prosecutors in quick disposal of

criminal cases

AUGUST, 2017

One week training course for Additional District & Sessions Judges from all over Pakistan, AJ&K and Gilgit-Baltistan.

Contents/Topics: New Laws

Number of Participants: Twenty Six (26) or more

One week training programme for Superintendents of the Sessions Courts from all over Pakistan, AJ&K and Gilgit-Baltistan.

Contents/Topics: How to be an Effective Superintendent?

Number of Participants: Twenty Six (26) or more

SEPTEMBER, 2017

One week training course for Female Judges of the Family Courts from all over Pakistan, AJ&K and Gilgit-Baltistan.

Contents/Topics: Management of Family Cases

Number of Participants: Twenty Six (26) or more

One week training course for District & Sessions Judges from all over Pakistan, AJ&K and Gilgit-Baltistan.

Contents/Topics: New Laws

Number of Participants: Twenty Six (26) or more

Change IN THE feather

FJA

Newsletter Gets New Editor

Mr. Muhammad Hafeez Ullah Khan, a career judicial officer, is named the editor of FJA quarterly newsletter "Federal Judicial Academy Bulletin," after his appointment as Director in FJA.

Mr. Khan is a retired District and Sessions Judge and had also served as Chairman, Punjab Service Tribunal and Additional Secretary Law and Parliamentary Affairs in Punjab Government.

He is a prolific writer and has authored more than 30 books on very important subjects of human interest and effective administration of justice. Writing is his passion and Research is his forte. He was decorated with the civil award "Tamgha-e- Intiaz" (Medal of Excellence) in 2011.





A two-member Nepali delegation in group photo with the faculty members on May 15, 2017 at the Academy.

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