F. No. 3 (39)/2025-FJA
Federal Judicial Academy
Islamabad

Subject: MINUTES OF THE MEETING OF THE NATIONAL JUDICIAL EDUCATION COORDINATION COMMITTEE

A meeting of the National Judicial Education Coordination Committee (NJECC) was held on 11 October 2025 at the Conference Room of the Federal Judicial Academy (FJA) under the Chairmanship of Hon'ble Mr. Justice Miangul Hassan Aurangzeb, Judge, Supreme Court of Pakistan, Advisor to the Board of Governors (BoG)/Chairman, NJECC. Registrars of all Provincial High Courts and the High Court of Azad Jammu & Kashmir were specially invited to attend the meeting.

The following attended:

- Hon'ble Mr. Justice Miangul Hassan Aurangzeb, Judge, Supreme Court of Pakistan, Advisor to the BoG/Chairman, NJECC
- Mr. Hayat Ali Shah, Director General, Federal Judicial Academy
- Justice (R) Sardar Ahmed Naeem, Director General, Punjab Judicial Academy
- Mr. Jan Muhammad Gohar, Director General, Balochistan Judicial Academy
- Mr. Ahmad Iftikhar, Dean Faculty, Khyber Pakhtunkhwa Judicial Academy (online)
- Ms. Ena Junjo, Faculty Member, Sindh Judicial Academy (on behalf of SJA)
- Mr. Abdul Qayyum Lehri, Registrar, High Court of Balochistan
- Mr. Asif Majeed, Registrar, High Court of Sindh
- Raja Ather Ali Khan, Registrar, Azad Jammu & Kashmir High Court
- Mr. Kamran Basharat Mufti, District & Sessions Judge, Islamabad High Court, Islamabad
- Mr. Mahmood Azam, Director Instructions-I, Federal Judicial Academy

2. In his opening remarks, the Hon'ble Chair noted that the NJECC was established in 2015 and has convened only once since its inception. Given the importance of the Committee's mandate, he emphasized that meetings should be held more frequently. He emphasized that if properly understood

and pursued, the Committee's work can yield significant outcomes and elevate the standard of judicial education across Pakistan. He stressed the urgent need to revitalize the Committee as an effective, collaborative platform for nationwide coordination in judicial education. He proposed that meetings may be held every two months, either in person at the FJA or virtually, to ensure consistency and progress.

The Chair further impressed upon members to revisit the concept behind the constitution of the NJECC and directed the FJA to share, via email, the minutes, notification, and mandate of the NJECC with all members.

3. The Hon'ble Chair conveyed the resolve of the Hon'ble Chief Justice of Pakistan to support all efforts aimed at strengthening the NJECC and raising the standards of judicial education in Pakistan.

4. The Hon'ble Chair highlighted the need for an effective communication framework among judicial academies to facilitate the sharing of experiences. Such coordination would help avoid duplication and promote greater efficiency. He emphasized that clear standards and principles should be set by the NJECC for all academies. He encouraged the development of modules focusing on applied aspects of law, interpretation, reasoning, judgment writing, and decision making. He further advised that academies should design research based courses incorporating jurisprudence from the superior courts of Pakistan. The curricula should also address challenges faced by judges, individually and institutionally, with a strong focus on building personal and institutional integrity as cornerstones of judicial education.

The Hon'ble Chair highlighted the need for timely review of training syllabi so that judicial officers may be trained in a more dynamic manner, using modern research tools to keep them abreast with the changing laws. He emphasized that training for newly inducted judges needs to be more extensive, covering areas of law that were not previously taught but have now become commonplace. He also asked all provincial academies to identify deficiencies and make improvements in their respective syllabi.

The Director General, Punjab Judicial Academy (PJA), commented that academies generally lack educationists on their faculties. He proposed engaging a specialist curriculum designer to supplement the existing faculties and stressed that, while academies should be led by judges, members of academia should also be included to strengthen instructional quality. The Chair welcomed the proposal, noting that not every judge is a tutor and there is a need to reach out to academia. He further observed that Pakistan has a rich academic resource base that should be utilized. To meet financial requirements for such collaboration, he advised that academies approach the Law & Justice Commission of Pakistan (LJCP) and other government departments. The Hon'ble Chair also assured his support in soliciting the necessary funding and grants. The Hon'ble Chair also reiterated the importance of engaging retired and senior judges as mentors to bridge the gap between legal theory and courtroom practice. The Chair stressed that doctrinal law and its practical application are distinct. While academies inculcate an understanding of law, the practical aspects of judging can be best mentored by retired judges. He remarked that if provincial academies propose suggestions for improving training programs, it would provide the FJA a platform to build further on it.

During the discussion the Hon'ble Chair has highlighted the importance of conducting the pre-service training for a reasonable period so as to prepare the newly inducted judges for the challenges they initially face in conducting the court proceedings. The DG, PJA, informed the Committee that PJA has undertaken pre-service trainings ranging from three to six months and added that a six month training period has proven very beneficial. The Dean Faculty, KP Judicial Academy (KPJA), informed the Committee that the Administration Committee of the Peshawar High Court has carried out extensive work on induction training as well as post-promotion training of judges. The Chair desired that the NJECC should examine the work done by KPJA (2013) and by PJA recently. He suggested emulating the Punjab model while emphasizing that the training period must be logistically and financially viable. He invited suggestions from all academies to develop a rationale along the same lines as in Punjab and observed that the NJECC must assess what training entails and the practical, advantageous impact of

training in the field. He also recommended conducting a comparative analysis, preferably from SAARC jurisdictions, regarding pre-service training.

The Chair emphasized capacity building of serving judges by judicial academies and suggested conducting a Training Needs Assessment (TNA) to help select judges for different types of trainings. He further proposed that for designing trainings programs, the academy should maintain accurate data regarding the sanctioned strength of judges and the actual number of judges currently serving in the field.

The Registrar, AJK, drew the Committee's attention to the fact that the FJA is the basic training academy for judges of AJK, as no such institution exists in AJK. He requested that judges from AJK be given representation in every training activity conducted at the FJA. The DG, FJA, responded that the Academy has conducted trainings for judges from AJK and Gilgit-Baltistan in its Federal Judicial Education Porgramme (FJEP) and will strive to accommodate more judges from AJK in future. The Chair assured the Registrar, AJK, of greater representation for AJK judges in upcoming trainings.

5. The Hon'ble Chair underscored the importance of judicial writing and research, proposing the development of law journals published by the judicial academies that reflect judicial perspectives and experiences.

6. The Hon'ble Chair noted that improving the ACR/PER forms of judicial officers and staff falls within the NJECC's mandate. He observed that the existing Performance Evaluation Report (PER) forms, derived from civil service formats, do not adequately reflect the judiciary's unique functions. He proposed developing judiciary-specific evaluation frameworks focusing on professional conduct, legal understanding, analytical reasoning, and judgment writing ability. He also suggested engaging an independent analyst to assist countersigning judges in objectively assessing competencies.

7. Following these remarks, the Hon'ble Chair invited comments from the participants.

8. The Director General, Punjab Judicial Academy, informed the participants that the Lahore High Court had previously undertaken work on revising the forms, while the Director General, FJA, mentioned that a sub-committee of the NJPMC led by Justice (R) Rehmat Hussain Jaffery had proposed KPIs for judges' performance evaluation. The representative from the KP Judicial Academy apprised the Committee that the Peshawar High Court had almost finalized improvements to its ACR forms. The Chair directed the Punjab and KP Judicial Academies to share those drafts and findings so that these could be collectively analysed along with the KPIs proposed by the sub-committee headed by Justice (R) Rehmat Hussain Jaffery.

9. The Hon'ble Chair underscored the importance of stronger engagement between judicial academies and academia to enhance curriculum design and research. He suggested that academies utilize academic expertise and, in case of financial constraints, seek support from the LJCP or relevant government bodies.

10. The Hon'ble Chair emphasized improving the design and duration of pre-service training for newly appointed judges and stressed the importance of continuous professional development. He advised academies to maintain updated data on the sanctioned and actual strength of judges to facilitate need-based, data-driven training initiatives.

The Chair also emphasized identifying suitable International Conferences and trainings and ensuring representation of the District Judiciary. He urged that efforts be made to ensure such opportunities do not go unrepresented or underrepresented. If budgetary support is not provided by organizers, funding may be arranged from other sources such as the Law & Justice Commission of Pakistan and Development partners like the European Union and UN agencies. He added that this should be a standing agenda item for meetings between Academies and Development partners.

The Chair impressed upon the members that academies should not compromise quality over quantity. While responding to the requests of more mediation trainings of the judges by international trainers, the Hon'ble Chair

apprised them that Accredited Mediation Training may be conducted by CEDR and ODR, but that assessment for certification is carried out by the International Mediation Institute (IMI), which is quite expensive. He further observed that the Ministry of Law would notify only those mediators who are accredited by IMI.

The Chair specifically asked the Registrar, AJK, whether any mediation trainings had been conducted there. The Registrar responded in the negative, noting that there is presently no concept of institutionalized mediation in AJK, although customary ADR mechanisms are prevalent. The Chair suggested that the Registrar, AJK, study the ADR Acts of all provinces and the ICT and thereafter make recommendations for similar legislation in AJK to the concerned Ministry of Law. Once an ADR law is in place in AJK, the FJA will train AJK judges and advocates in mediation.

At the conclusion of the meeting the Hon'ble Chair emphasized that all members from a single team and should work collaboratively to fulfill the NJECC's mandate. He underscored the importance of sharing relevant documents well in advance so that participants come prepared and contribute effectively in the next meeting.

11. After deliberations, the following decisions were made:

No.	Decision	Action By	Remarks
1	Circulation of the notification dated 11 February 2015 regarding NJECC constitution and functions to all members.	Federal Judicial Academy	
2	Nomination of focal persons for better coordination among academies.	Provincial Judicial Academies	
3	Holding of NJECC meetings every two	Federal Judicial	

	months; FJA to propose agendas and manage logistics.	Academy	
4	Identifying systemic issues in adjudication to develop a unified national judicial education strategy.	All Judicial Academies	
5	Sharing of drafts of revised PER forms prepared by Lahore and Peshawar High Courts.	Punjab & KP Judicial Academies	
6	Submission of recommendations regarding the optimal duration of pre-service training.	Provincial Judicial Academies	
7	Identifying suitable international conferences and securing funding for judicial and courts representation.	All Judicial Academies	
8	Submission of details of sanctioned and actual strength of judges.	All Judicial Academies	

12. The meeting concluded with the Chair's appreciation of the constructive participation of all members and reaffirmation of the collective commitment to strengthening judicial education across Pakistan.

Drafted by:

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Authenticated by:

Hon'ble Mr. Justice Miangul Hassan Aurangzeb
Chairperson, NJECC