

# National Judicial Academy

**P-1132 to P-1141: Court Excellence Enhancement Programme-II**

30<sup>th</sup> November to 02<sup>nd</sup> December, 2018

**Programme Coordinator** : Ms. Paiker Nasir, Research Fellow

**No. of Participants** : 43

**No. of forms received** : 43

| <b>I. OVERALL</b>                                                                  |                          |                       |                   |                                                                                                                                                                                                                                  |
|------------------------------------------------------------------------------------|--------------------------|-----------------------|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>PROPOSITION</b>                                                                 | <b>To a great extent</b> | <b>To some extent</b> | <b>Not at all</b> | <b>Remarks</b>                                                                                                                                                                                                                   |
| a. The objective of the Program was clear to me                                    | <b>90.48</b>             | <b>9.52</b>           | -                 | 19. Very good programme                                                                                                                                                                                                          |
| b. The subject matter of the program is useful and relevant to my work             | <b>90.48</b>             | <b>9.52</b>           | -                 | 16. Yes, It made me understand the working of efficient judiciary.<br>19. Very good programme<br>24. Programme is well developed & progressive.<br>25. Came to know various solutions to various problems after oral discussion. |
| c. Overall, I got benefited from attending this program                            | <b>85.71</b>             | <b>14.29</b>          | -                 |                                                                                                                                                                                                                                  |
| d. I will use the new learning, skills, ideas and knowledge in my work             | <b>78.57</b>             | <b>21.43</b>          | -                 |                                                                                                                                                                                                                                  |
| e. Adequate time and opportunity was provided to participants to share experiences | <b>73.81</b>             | <b>26.19</b>          | -                 | 25. Ministerial staff has not been able to express their problems. There should have been some performa to express their problems. Overall                                                                                       |

|                                                                                                     |                                                               |                |                                                                    | good, exposure to different situations.                                        |
|-----------------------------------------------------------------------------------------------------|---------------------------------------------------------------|----------------|--------------------------------------------------------------------|--------------------------------------------------------------------------------|
| II. KNOWLEDGE                                                                                       |                                                               |                |                                                                    |                                                                                |
| PROPOSITION                                                                                         | To a great extent                                             | To some extent | Not at all                                                         | Remarks                                                                        |
| The program provided knowledge (or provided links / references to knowledge) which is:              |                                                               |                |                                                                    |                                                                                |
| a. Useful to my work                                                                                | 78.57                                                         | 21.43          | -                                                                  | -                                                                              |
| b. Comprehensive (relevant case laws, national laws, leading text / articles / comments by jurists) | 36.59                                                         | 58.54          | 4.88                                                               | 16. The knowledge of having an ideal court was good.                           |
| c. Up to date                                                                                       | 48.72                                                         | 48.72          | 2.56                                                               | -                                                                              |
| d. Related to Constitutional Vision of Justice                                                      | 51.22                                                         | 41.46          | 7.32                                                               | -                                                                              |
| e. Related to international legal norms                                                             | 32.50                                                         | 47.50          | 20.00                                                              |                                                                                |
| III. STRUCTURE OF THE PROGRAM                                                                       |                                                               |                |                                                                    |                                                                                |
| PROPOSITION                                                                                         | Good                                                          | Satisfactory   | Unsatisfactory                                                     | Remarks                                                                        |
| a. The structure and sequence of the program was logical                                            | 86.05                                                         | 13.95          | -                                                                  | -                                                                              |
| b. The program was an adequate combination of the following methodologies viz.                      |                                                               |                |                                                                    |                                                                                |
| (i) Group discussion cleared many doubts                                                            | 79.07                                                         | 20.93          | -                                                                  | 16. Interaction was very useful as I got some suggestion regarding our courts. |
| (ii) Interactive sessions were fruitful                                                             | 78.57                                                         | 21.43          | -                                                                  |                                                                                |
| IV SESSIONS WISE VETTING                                                                            |                                                               |                |                                                                    |                                                                                |
| Parameters                                                                                          |                                                               |                |                                                                    |                                                                                |
| Session                                                                                             | Discussions in individual sessions were effectively organized |                | The Session theme was adequately addressed by the Resource Persons |                                                                                |
|                                                                                                     | Effective and Useful                                          | Satisfactory   | Effective and Useful                                               | Satisfactory                                                                   |

|    |              |              |              |             |
|----|--------------|--------------|--------------|-------------|
| 1  | <b>92.86</b> | <b>7.14</b>  | <b>97.06</b> | <b>2.94</b> |
| 2  | <b>82.93</b> | <b>17.07</b> | <b>96.88</b> | <b>3.13</b> |
| 3  | <b>82.93</b> | <b>17.07</b> | <b>96.77</b> | <b>3.23</b> |
| 4  | <b>87.80</b> | <b>12.20</b> | <b>93.94</b> | <b>6.06</b> |
| 5  | <b>92.50</b> | <b>7.50</b>  | <b>96.88</b> | <b>3.13</b> |
| 6  | <b>80.49</b> | <b>19.51</b> | <b>90.53</b> | <b>9.38</b> |
| 7  | <b>85.00</b> | <b>15.00</b> | <b>93.55</b> | <b>6.45</b> |
| 8  | <b>87.80</b> | <b>12.20</b> | <b>93.55</b> | <b>6.45</b> |
| 9  | <b>87.50</b> | <b>12.50</b> | <b>93.55</b> | <b>6.45</b> |
| 10 | <b>87.18</b> | <b>12.82</b> | <b>93.10</b> | <b>6.90</b> |

#### V. PROGRAM MATERIALS

| <b>PROPOSITION</b>                                                                                                  | <b>To a great extent</b> | <b>To some extent</b> | <b>Not at all</b> | <b>Remarks</b>                                                                                          |
|---------------------------------------------------------------------------------------------------------------------|--------------------------|-----------------------|-------------------|---------------------------------------------------------------------------------------------------------|
| a. The Program material is useful and relevant                                                                      | <b>79.07</b>             | <b>20.93</b>          | -                 | 16. Updated content provided in the book.                                                               |
| b. The content was updated. It reflected recent case laws/ current thinking/ research/ policy in the discussed area | <b>52.38</b>             | <b>45.24</b>          | <b>2.38</b>       | -                                                                                                       |
| c. The content was organized and easy to follow                                                                     | <b>78.57</b>             | <b>19.05</b>          | <b>2.38</b>       | 17. The template programme is not in Hindi Please do something.<br><br>35. Because it was not in Hindi. |

#### VIII. GENERAL SUGGESTIONS

|                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
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| a. Three most important learning achievements of this Programme | <p>1. 1. To enhance the working condition of the entire judicial system; 2. The working condition of other states are known; 3. Training to be improved in all aspects.</p> <p>2. How to improve and to be followed/observed by Bar persons.</p> <p>3. Devotion to work; Muster courage; Remove timidity.</p> <p>4. 1. How to reform ourselves in present situation; 2. Work culture of other states; 3. Some ideas on how to dispose of old cases.</p> |
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|  | <p>5. 1. Special attention to be given at the time of filing of challan/ final report by police; 2. Possible ways to improve court management; 3. Co-ordination with ministerial staff will also help in efficient court working.</p> <p>6. Discussion with other state lawyers to share their experience.</p> <p>7. 1. Interaction with the officers of other states for getting experience in my field; 2. How we improve ourselves in our field; 3. Good suggestions received from Hon'ble Justices.</p> <p>8. What I can't do, how I will do.</p> <p>9. I appreciate this programme, I learned about court management model, court plan and performance of courts.</p> <p>10. Important information regarding court processes was received. 2 Important information regarding coordination between Court and lawyers was received. 3. Interaction with lawyers from various states.</p> <p>11. 1. Understanding the problems of other stake holders; 2. Provide help desk in court house; 3. Programme gave me a vision of how to build an ideal court.</p> <p>12. Learnt how to improve the quality of the court work from the existing infrastructure available.</p> <p>13. 1. Benefited by the experience of resource persons; 2. Experience shared by other participants; 3. How to manage court in a better may.</p> <p>14. 1. To have clarity of vision on court management; 2. Mind blowing &amp; thought provoking mootng of ideas; 3. Silly acts makes great change- lessons.</p> <p>15. Participation.</p> <p>16. 1. Got some new suggestion from other courts to adopt them in our courts; 2. Had a very healthy interaction and made new friends; 3. Learned to be more clear, transparent and sincere to my work.</p> <p>17. 1. Friendly discussion; 2. Direct interaction with the Hon'bles.</p> <p>18. Got to know the general and specific inadequacies in the courts across the representatives, the standing of one's own court and improvements that needs to be made.</p> <p>19. This programme helps us in achieving excellence. I personally learnt various views from different states and Hon'ble High Court justices and also learnt from great discussions.</p> <p>20. 1. Assessing and enhancing court performance; 2. Court excellence indicators; 3. Group discussion helps us to know the practice of other states.</p> <p>21. 1. Assessing and enhancing court performance; 2. Break out group discussion (Duty-holder wise); 3. Open discussion: Best practice solutions for improving court performance.</p> <p>22. 1. Enhancing court performance; 2. Model court plan; 3. Solution for improving court performance.</p> <p>23. 1. Assessing and enhancing court performance; 2. Court excellence indicators; 3. Best practice solution for improving court performance.</p> <p>24. To be more efficient in our court work; 2. The sessions gave us methods to do work in proper manner; 3. We benefitted a lot.</p> |
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|                                                                        | <p>25. 1. Experience shared by Hon'ble Chair &amp; Participants in group discussion; 2. Practices adopted by various courts at various states will prove to be beneficial in future; 3. I am able to understand various aspects of various problems.</p> <p>26. 1. Benefited from the experience of learned Justices of High Courts; 2. Mode of working of different courts, participants; 3. How to manage court in better way.</p> <p>27. 1. We enriched from the knowledge of various persons &amp; their ideas; 2. We have understood the system of functioning in other parts of India; 3. Able to determine about some improvement in our work &amp; make effective contributions.</p> <p>28. 1. Assessing enhancing court performance; 2. Court excellence indicators; 3. Best practice solutions for improving court performance.</p> <p>29. This training has been a very good experience as it has many good points with regards to improving the quality of the working condition of the court.</p> <p>30. 1. Got to know about the functions of the courts in other state; 2. There is always a solution if you know your rights &amp; duties; 3. With team work of all the stakeholders we will definitely have an ideal court in our state.</p> <p>31. 1. How to coordinate with stakeholders; 2. Measures to be under taken like suggestion box. 3. Speedy trial.</p> <p>32. 1. Dedication, devotion &amp; discipline; 2. Explore the available resources to capture the needs of litigant public for administration of justice; 3. Solve the problem by taking all the stakeholders views.</p> <p>33. 1. How to better use our infrastructure; 2. How to be friendly with stakeholders for better work; 3. How to help litigants in present condition.</p> <p>34. 1. Friendly environment; 2. Increase knowledge; 3. Talking with other participants.</p> <p>35. Everyday think of giving my best.</p> <p>36. Pending matters should be viewed in view of the powers and jurisdiction. All employees working in Court must have proper training. The working atmosphere in courts should be friendly.</p> <p>37. 1. Friendly discussion; 2. Excellence was achieved; 3. Arrange the PC.</p> <p>38. 1. Learnt court management. Healthy relationship should be kept at work. Helping one another to maintain dignity of court.</p> <p>39. Efforts to be made to improve the working of courts. Every effort to be made to promote access to justice. ICT should be used more and more.</p> <p>40. To have clarity of vision in conducting prosecution. I could learn that we can achieve results even with limited resources.</p> <p>41. 1. To get clear idea about where our court was situated at present; 2. It must improve skills to handle staff smoothly; 3. Clarity of vision in court management &amp; staff handling.</p> <p>42. Great experiences for future. Good ideas for implementation as I can experiment with the views of veteran staff members.</p> <p>43. 1. Fix a goal and try to achieve it; 2. Always to try for betterment; 3. Be friendly and try to change oneself.</p> |
| <p>b. Which part of the Programme did you find most useful and why</p> | <p>1. Interactive session-because we got various suggestions from Hon'ble judges to improve ourselves.</p> <p>2. How to co-operate with judicial officers for speedy disposal.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

3. Assessing and enhancing court performance discourse given by Justice R.C. Chavan inspirational and motivational.
4. Group discussion.
5. **Session 6:** Break-out Group Discussion (Court wise); **Session 7:** Break-out Group Discussion (Court wise); **Session 8:** Court wise Presentation on Developing Court Excellence Enhancement Plan; **Session 9:** Court wise Presentation on Developing Court Excellence Enhancement Plan– I came across better practices being followed in other states which I will definitely inculcate in my court working.
6. **Session 3:** Break-out Group Discussion (Duty-holder wise); **Session 6:** Break-out Group Discussion (Court wise); **Session 9:** Court wise Presentation on Developing Court Excellence Enhancement Plan – group discussion & knowledge.
7. Programme associated with Hon'ble Justice Chavan & Hon'ble Justice Tripathi.
8. All part of the programme are most useful because I have learnt new things.
9. Court wise discussion.
10. All the sessions were important.
11. Presentation session. Because that gave the opportunity to explore the ideas of ideal court from the mind of every stake-holder.
12. The delivery of Justice R.C. Chavan is more useful in smooth handling of court work.
13. Discussion on court excellence. Indicator and model court plan since it helped to know about us.
14. Group discussion & individual presentation sharing of thought by Hon'ble Chavan Sir and Hon'ble Justice Tripathi Sir.
15. **Session 1:** Assessing and Enhancing Court Performance; **Session 2:** Discussion on Court Excellence Indicators and Model Court Plan.
16. The discussion part and **Session 1: Assessing and Enhancing Court Performance; Session 2: Discussion on Court Excellence Indicators and Model Court Plan-** were extremely useful as I had interaction with other counter parts and Hon'ble Lordships gave useful suggestion.
17. Group discussion with people in same field and same profession.
18. Presentation sessions and comprehensive information about each court could be obtained.
19. The most useful part is suggestions of all three resource person.
20. Assessing and enhancing court performance and group discussion as they help in assessing the requirement for enhancement of the performance of the court and how our counterparts are dealing and their practice thereof.
21. **Session 5: Open Discussion: Best Practice solutions for improving Court Performance-** I learnt something from this part of the programme for court enhancement and functioning works which were given to me.
22. Group discussion between the participants.
23. Group discussion.
24. All the session are useful.
25. **Session 2: Discussion on Court Excellence Indicators and Model Court Plan; Session 7: Break-out Group Discussion (Court wise) -** were most useful for me.

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|                                                                         | <p>26. <b>Session 4: Presentation by Participants</b>- Presentation by participants (Duty-holder wise).</p> <p>27. Discussion session &amp; experience sharing by the justices &amp; their rightful ideas to approach the issues.</p> <p>28. Group discussion.</p> <p>29. Team work.</p> <p>30. <b>Session 5: Open Discussion: Best Practice solutions for improving Court Performance</b> - when stakeholders of the other states shared their experiences then we got solutions to some similar problems we faced &amp; it was and can be effective if we implement the same.</p> <p>31. Interactive session. It provided us with a platform to exchange new ideas among us.</p> <p>32. Individual interaction &amp; participation of all participants in all discussion.</p> <p>33. Every session was very useful but <b>Session 1: Assessing and Enhancing Court Performance</b>- was most useful because I learnt about better use of infrastructure for manpower.</p> <p>34. Structure and sequence of the programme.</p> <p>35. 1. Suggestions of judges; 2. Presentation.</p> <p>36. Solution for improving court performance.</p> <p>37. The programme was most useful because it identified and solved my problems.</p> <p>38. All sessions were good.</p> <p>39. Ideas to decrease pendency in courts.</p> <p>40. Group discussion as it helped to understand the problems of others and the ways to overcome the hurdles.</p> <p>41. Open discussion- This will give expansion to my thoughts.</p> <p>42. Presentation, that helps us for good vision.</p> <p>43. Dutyholder wise group discussion because it helped me to know about the working culture and new ideas which have been followed by other states.</p> |
| <p>c. Which part of the Programme did you find least useful and why</p> | <p>1. As far as this programme is concerned no programme was least useful.</p> <p>2. Participant did not comment.</p> <p>3. Participant did not comment.</p> <p>4. Participant did not comment.</p> <p>5. There was no such session.</p> <p>6. <b>Session 3: Break-out Group Discussion (Duty-holder wise).</b></p> <p>7. NA</p> <p>8. All part of the programme.</p> <p>9. Court wise presentation.</p> <p>10. All sessions were useful and last session was extremely useful.</p> <p>11. Nothing. Everything was useful.</p> <p>12. None.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

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|  | <p>13. Break-out group discussion (Duty holder wise)</p> <p>14. Group discussion &amp; court wise presentation appear to be repetitive and little bit boring.</p> <p>15. Nil</p> <p>16. I didn't find any programme least useful as all of them were having their equal or I can say equivalent or independent contribution.</p> <p>17. <b>Session 7:</b> Break-out Group Discussion (Court wise); <b>Session 8:</b> Court wise Presentation on Developing Court Excellence Enhancement Plan; <b>Session 9:</b> Court wise Presentation on Developing Court Excellence Enhancement Plan; <b>Session 10:</b> Suggestions and Way forward- because skills were developed.</p> <p>18. None.</p> <p>19. All are useful.</p> <p>20. None.</p> <p>21. None.</p> <p>22. Participant did not comment.</p> <p>23. Court wise presentation and break out group discussion.</p> <p>24. The part of sessions in which we have to fill our suggestion <b>Session 6:</b> Break-out Group Discussion (Court wise); <b>Session 7:</b> Break-out Group Discussion (Court wise).</p> <p>25. <b>Session 8:</b> Court wise Presentation on Developing Court Excellence Enhancement Plan- least useful as most of us were discussing more related to infrastructure problems.</p> <p>26. <b>Session 8:</b> Court wise Presentation on Developing Court Excellence Enhancement Plan- Presentation were made in mechanical method.</p> <p>27. Almost all the programme/ part of it was useful.</p> <p>28. Court wise presentation and break out group discussion.</p> <p>29. None.</p> <p>30. Court session presentation- I cannot say it was least useful but all the points were repetitive and already discussed. But overall it was ok compared to other sessions.</p> <p>31. The last session because it did not provide us with means to improve defects in the system- effective measure &amp; solutions should have been highlighted.</p> <p>32. I did not find any such session.</p> <p>33. No part was least useful.</p> <p>34. None.</p> <p>35. Group discussion because various suggestion came out in the programme.</p> <p>36. 1. Solution for improving court performance.</p> <p>37. Every programme was useful.</p> <p>38. All sessions useful.</p> <p>39. All sessions useful.</p> <p>40. Last session. There was very little time to make suggestions.</p> <p>41. Suggestions- Enough time not available to share my ideas.</p> |
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|                                                                                                                           | <p>42. Suggestions (last session) could not get sufficient time.</p> <p>43. All programme are useful.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <p>d. Kindly make any suggestions you may have on how NJA may serve you better and make its programmes more effective</p> | <ol style="list-style-type: none"> <li>1. The application of new laws like cyber-crimes to be made a part of the programme.</li> <li>2. It should be conducted periodically for us.</li> <li>3. No Suggestion.</li> <li>4. Must convey at least 4 month before, so that programme/tickets may be done.</li> <li>5. I will like to request that such programmes should be at least for 7 days.</li> <li>6. To extend the programme to a week.</li> <li>7. Programme should also be organized on Constitution.</li> <li>8. NJA is doing well.</li> <li>9. NJA is better platform for learning different types of experience. I hope this type of programme may continue.</li> <li>10. NJA programmes are very useful.</li> <li>11. Kindly arrange the programmes at each and every level of judicial cadre, so that junior most magistrates can also get benefit from such programme.</li> <li>12. Police may be included as participant.</li> <li>13. Participant did not comment.</li> <li>14. Police officers must be included.</li> <li>15. Participant did not comment.</li> <li>16. No, I don't think so. As I am very much new to the working of judicial system this was my first time in the NJA. All the hospitality schemes provided by you were extremely good. But I can give suggestion that we can improvise ourselves with time. Thank you.</li> <li>17. As an advocate - please directly call some advocates from our district so that they will tell you if the changes as promised in NJA are made.</li> <li>18. I would say, keep it up.</li> <li>19. Very good programme.</li> <li>20. Participant did not comment.</li> <li>21. I would like to suggest that this programme is to be performed every year.</li> <li>22. To develop personal skill through the NJA, who conducted this programme. To develop comprehensive development work shop.</li> <li>23. Please involve lawyers in next programme to develop their skills.</li> <li>24. Time to time give the guidance to improve the work quality.</li> <li>25. None.</li> <li>26. By conducting such type of events every year so that every stake holder of the court may benefit.</li> <li>27. A copy of the presentation by all states may be given to all participants.</li> <li>28. I am pleased to a great extent.</li> <li>29. Over all this training has been fruitful to me and everyone present here.</li> </ol> |

30. This is my first time in NJA and I must say I am really happy that I was part of this session. Thank you. As of now I do not have any suggestions because I am satisfied, content and happy for what NJA has given us.
31. More case related materials should be made available to participants.
32. Programme can be designed for four days to make it more effective.
33. In some states court language is Hindi so I suggest that some literature should be in Hindi and study material be provided in Hindi also.
34. Please use Hindi in sessions.
35. NJA make this programme in local language.
36. Dispensary may be set up in Courts. Training may be imparted to all employees in courts. Departmental promotions may be given to ensure promotion of efficiency.
37. All states may be given training in local languages.
38. These programmes may be conducted at district level as well with longer duration of programmes.
39. Three days is ok. Please use Hindi in programme.
40. NJA should make proper arrangements for receiving the participants. I had to wait for hours at the railway station.
41. NJA should make more arrangements to receive the participant.
42. NJA may have better programme like this and also include more participants from courts especially cops, provide the study materials much earlier as members can perform much better.
43. More programme of this kind should be organized by the NJA for all judicial officers and staffs.