

PROGRAMME FOR MODEL JUDICIAL DISTRICT

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(Programme coordinator- Dr. Amit Mehrotra)

(Report prepared By Mr. Mohit Diwakar, Intern, NJA under the guidance of Dr. Amit Mehrotra, Assistant Professor, NJA)

The last academic program for Model Judicial District of the National Judicial Academy of this academic year 2014- 15 was held on 18th and 19th April, 2015. This is the 10th and the last program in the series of the programs which were being organized to create Model Judicial Districts on the national level. From each district one Principal District Judge, one Civil Judge (Sr) Division, one Civil Judge (Jr) Division, one representative of ministerial staff of District Judge and one representative of District Legal Services authority/ Taluk Legal Service Committee were invited to participate in the programme.

The concluding program of this series is quite important because during the 10th program, the judges and other stake holders analyzed the suggestions and vision statements made by their counter parts of previous programmes and prepared a final report, incorporating their own suggestion so as to come out with a final plan which can be workable to all the districts. The proposed final plan through this programme tries to bring uniformity to some extent with regard to the functioning of the courts.

The programme also provided a platform to the duty holders of the ten district courts from ten various States of the country to discuss and debate their issues and concerns and suggest methods to enhance excellence and efficiency in the functioning of their respective courts.

Hon'ble Mr. Justice B. P. Katakey Former Judge, Guwahati High Court has graciously agreed to be the resource person for this program.

Officers from the following districts have attended the programme

1. Srikakulam (under Andra Pradesh High Court)
2. Parbhani (under Bombay high Court)
3. Sonitpur (under Guwahati High Court)
4. Tapi at vyara (under Gujrat High Court)
5. Gumla (under Jharkhand High Court)

6. Neemuch (under Madhya Pradesh High Court)
7. Keonjhar (under Orissa High Court)
8. Hisar (under Punjab and Haryana High Court)
9. Meerta (under Rajasthan High Court)
10. Purnea (under Patna High Court)

Thus, total 48 participants attended the programme

The **two day programme** was subdivided into 6 different sessions to properly understand the concepts, suggestions and to devise various methods through which the final action plan could be prepared. The program commenced at 9:30 am. Prof (Dr.) Geeta Oberoi (Director in-Charge) offered her introductory remarks. She observed that while during the past 9 conferences, the stake holders prepared horizontal plans, i.e. every district prepared their own model court plan or vision statements. During the 10th and the final conference, there is a need to prepare a vertical analysis of the previous plans. She further delineated that the stakeholders of different category will form one group which that they will be grouped as per their cadre. The groups have to prepare a final plan which can be executable under the various sub heads, such as Management of Physical Infrastructure, Management of Human Resources, Management of Intellectual Resources, Management of Judicial Initiatives and Management of Fiscal Resources.

She further mentioned that the final plans should contain both practical ideas and the ideas which cannot be practically implemented as of now. The groups should focus on the jurisdiction of each group while preparing the final national plan and the final plan should also contain the suggestions which could be implemented under the respective jurisdiction of the group members. The groups should make their own suggestions and observations in the final plan. The groups need to ensure that the suggestions which they write could be implemented on a national level. Justice BP Katakey would review the plans made by different groups and would offer his suggestions and the groups could use his valuable insights while making their plans. While highlighting the importance of Ministerial staff, she commented that lower rung of the organizations are as significant as the higher level and their importance cannot be diminished. The ministerial staff could be very important to curb the court corruption.

After the introductory remarks, Justice BP Katakey put forward his valuable suggestions to prepare the final report. He remarked that the Justice delivery system cannot function without the active participation of the administrative staff. Other stake holders are as important as judicial officers and judges. He stressed that, 'the delay in disposing of the cases is one of the main reasons to organize model judicial conferences'. He further suggested that while preparing the final plan, the groups should keep in mind the bare minimum facilities which ensure the well being of litigants as well.

Justice Katakey further elaborated his suggestions and asked the stakeholders to prepare a short term and long term plan which would require the minimum finance and which would require the separate finance allocation. With his suggestions and wishes, the groups were divided and moved to their respective rooms and prepared their Final Plans for model judicial district.

Day 2:

One representative of every group presented their respective plans for model judicial district which was followed by the inputs and suggestions of Justice B. P. Katakey.

First, the representative from the group of the Legal Services Authority presented their final plan under the 5 different heads:

PHYSICAL INFRASTRUCTURE

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- For smooth functioning and greater interest of the common people, all the DLSAs and TLSCs shall have their own buildings.
 - Infrastructure along with total furniture
 - Sitting accommodation and waiting room for Litigants/ Beneficiaries who approaches for Legal Services.
 - Minimum facilities like Pure drinking water, toilets etc., for the litigants should be available in the office premises.
 - For speedy completion of office works/ proceedings, Computers with internet facility, mobile phones with SMS package, Xerox machine, scanners, fax machine and toll free helpline no. etc., are essential and these facilities may be provided by the ICT system, available in the District and Sessions Judge's establishment.
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HUMAN RESOURCES

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- In view of the different schemes framed by the NALSA, appointment of a separate permanent secretary is very much essential for valuable guidance and to achieve satisfactory results.
 - Separate staff on regular basis and permanent basis with equal salaries of judicial staff, a minimum of six numbers of staff should be increased which includes one supdt. One steno, one sr. asst cum accountant, one jr. asst.
 - Staff with sufficient updated technical knowledge.
 - Uniformity of work distribution in the entire country in DLSA's and TLSC's
 - For providing legal aid to all those who are in need of legal services, all DLSAs must have at least 25 nos. of empanelled Legal aid counsels and for betterment of success rate of number of cases which are referred to the Mediation Center for having amicable settlement, the number of trained mediators should be increased.
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INTELLECTUAL RESOURCES

- To improve the success level of the legal Services Institutions, proper guidance and planning with all the stake holders like- educationists, professors, NGO's, Anganwadi teachers, public relation officers, police officers, officials of CWC health department etc.
- Proper training programme for officers as well as staff may perhaps be organized time to time for improving their skills.
- For spreading awareness among the common people of the society, the State Authorities may prepare short films, animated films, documentaries on different Legal Services schemes and necessary steps may be taken up for Telecasting the same through Electronic Media and AIR.
- To educate the students about Legal Services a compulsory lesson may be included in the syllabus of all the states.

JUDICIAL INITIATIVES

- All the judicial officers of the state or the district shall be imparted to take active participation in implementation of various schemes of NALSA. Proper communication of reports and other matters by the concerned judiciary with the DLSA
- The Principal Districts judges may request judicial officers of their jurisdiction to take active participation in every programme organized by DLSA or TLSC. For proper coordination between the local bar members and DLSA, one or two learned Sr. most advocates may be included as board member of DLSA's to conduct two or three legal awareness camps in a month with the assistance of the legal services institutions.
- The judicial ministerial staff may be instructed to place the feasible compromising matters before the respective PO's of their courts which are to be referred to Lok Adalat so that the number of pending cases of the judicial courts can be decreased.
- For the efficient works done by the staff of DLSAs/TLSCs should be appreciated by the Higher Authorities which will encourage them in future to do more better.

FISCAL RESOURCES

- For proper maintenance of accounts of funds and the implementation of the schemes/ programmes framed by the NALSA, allotment of funds should be made under only one head of account, i.e. general head and the same should be released to all DLSAs in time.
- The higher authority may be pleased to consider some extra payment/allowances for the regular staff for their work done in the holidays or should be given compensation leave. For the employees who are posted in outside their hometown, quarter should be provided.
- The Pay scale of the staff of Legal Services Institutions should be equal to the judicial staff of the same cadre

Justice B.P. Katakey emphasized that skilled staff is an asset to the justice delivery system and therefore training at regular intervals is very essential for getting the work done smoothly

and in time. He also insisted for full time separate secretary for Legal Aid service is to be appointed who should be excluded from other judicial work so that he can devote his full time and there can be no latches as far as the legal aid services are concerned. He used the example of Punjab and Haryana, Andhra Pradesh and Telangana, where the full time Legal Aid secretaries are working successfully. During this course, participants posed the concern on getting learned legal aid counsel and also emphasized on the regular training of DLSA lawyers. Justice B.P. Katakey emphasized that the training should be imparted at the district level itself. It was deliberated that NALSA unilaterally allocate the funds for district legal services. It was suggested that the fund should be given to the State Legal Authority after taking the requirement and then further State Legal Services authority may allocate the fund to DLSA. Justice B.P. Katakey further suggested that money should be paid regularly to the mediators. He gave the example of Orissa, where the money is being paid to the mediators on a regular basis. Justice B.P. Katakey remarked that Para Legal volunteers are the backbone of justice delivery system in the villages and hence should be provided basic facilities to conduct their work in the efficient manner.

The following final plan was presented by the representative of the Ministerial Staff of District Judge:

MANAGEMENT OF PHYSICAL INFRASTRUCTURE

During discharging the official duties, it is felt and experienced that in courts there is no proper sitting arrangement for the ministerial staff's. There are lack of power, furniture, drinking water, canteen facilities and proper sanitation for the staff as well as for the litigants. There should be a waiting hall for the litigants where they may wait for the call of their case. To remove this inconvenience the above noted facilities should be provided to all ministerial staffs as well as litigants. The ministerial staffs have to face non availability of proper accommodation; this issue should also be taken into the consideration. There is a communication gap between the court, litigants and lawyers and for this there should be proper arrangement of sound system to make call to litigants and advocates for their cases and it should be installed in Bar Room as well as litigants waiting hall.

MANAGEMENT OF HUMAN RESOURCES

- (A) It is felt and experienced that there is excessive work load upon the ministerial staff. Therefore adequate number of staff should be provided in each section. In each section for every 300 cases one staff should be sanctioned and for this, extra strength of staff should be sanctioned.
- (B) Proper training should be provided to all the ministerial staff and for that time to time an expert should be invited to provide them proper training about the new laws and procedure etc.
- (C) The performance of staff should be assessed annually. The members who are found excellent in work should be rewarded and deficient one should be encouraged to improve, but those who found negligent and lethargic must be punished.

(D) There should be arrangement of seminar or get together time to time for officer, staff and members of Bar where all of them may share their experiences if any.

(E) There should be uniformity regarding the service condition, qualification, pay scale and other facilities of the ministerial staff throughout the country.

MANAGEMENT OF JUDICIAL INITIATIVES

There should be a separate process serving cell with adequate power and facilities and not only this, executive bodies should also be made more responsible for the execution of court order. Every Superintendent of police and Civil Surgeon of medical department should also be made more responsible to ensure the presence of witnesses. There should be Legal Awareness camps for the common people to solve and settled legal remedies for minor offences and disseminate ideas how to live in obedience and loyal in order to maintain peace and happiness to society.

MANAGEMENT OF FISCAL RESOURCES

It is felt and experienced that in courts there is scarcity of allotment of budget in every head. There should be proper and adequate fund to make arrangement of the above noted infrastructures to remove the deficiency every court should be allotted a fund to make payment of witness expenses , stationery and other necessities and for this, the PO of concerned court should be empowered to utilize the same.

Justice B.P Katakey has appreciated the effort of the ministerial staff of the district court and emphasized that recruitment of more ministerial staff can be done through the respective High Courts. He also deliberated that uniformity in the appointment of the ministerial staff is not possible as it is depend upon the work load and the nature of the cases. He expressed that rewarding a person should be done very carefully as there is corruption at all level. At this stage, he made a very important observation that, only 10% of the ministerial staff is prone to corruption, while 90% are very hard working and diligent. On one hand corrupt person should be identified and punished and on the other, the honest and committed staff should be appreciated and awarded. However he stressed that this exercise should not be done in a mechanical manner and an officer should be very cautious while evaluating the performance and should be free from all perceptual errors and biasness.

To address the infrastructure problem in the courts, Justice B.P. Katakey suggested that canteen should be constructed in the court premises and drinking water should be available at the easily accessible locations within the court premises. He further suggested that there should be a Grievance Cell in the district to look into the complaints against the stake holders of the district judiciary. For the purpose of streamlining the complaints, he suggested that the complaint box should be placed at the place where the complainants should feel free to submit their complaints. Justice B.P. Katakey recommended that there should be a seminar comprising the ministerial

staff, judicial officers and the advocates. Justice B.P. Katakey also observed that the cooperation of Bar is very important for the efficient justice delivery system.

After the deliberations between the members of the Civil Judges (Junior) Division, the following final plan was presented by the representative of the group:

MANAGEMENT OF PHYSICAL INFRASTRUCTURE

- Lack of infrastructure at court as well as residence.
- The court rooms should be of standard size to accommodate Ministerial staff, advocates, and litigants with basic infrastructure for effective working.
- Potable water facility along with canteen facility should be provided in court premises.
- Separate Hazat room (Where prisoners are kept for producing them in the court) should construct at all court level with basic amenities.
- Separate lavatory should be constructed for litigants; court staff especially for women and these lavatories must be maintained and cleared at regular hour.
- Waiting room, sitting arrangements, parking facilities for litigants.
- CCTV for security purpose.
- Lack of basic facilities like computer, printer, INTERNET connection, and technical knowhow should be provided and these facilities should be updated with regular intervals by giving annual maintenance contracts. All contracts should be regulated by central machinery.
- Help desk to assist the litigants along with toll free number and there should be proper sign board s in the court for finding places.
- Video conference facility should be there for protection of the accused, examination of the witnesses and for attending the meetings for staff and judges.
- The infrastructure of the court should be user friendly by disable witness, litigants and court staff.
- Separate building for Legal Aid Authorities near the court building
- Uninterrupted power supply should be provided to each court.
- E-generals (off line and on line) for judicial officials for their updation.
- Court premises must be ventilated either by the installments of ACs as per the weather conditions of the respective places so as to make the working condition cozy.

MANAGEMENT OF HUMAN RESOURCES AND INTELLECTUAL RESOURCE

- Recruitment of staff should be made on the basis of requirement of work.
- Well qualified computer operator should be appointed for every court.
- Periodical training of ministerial staffs should be done at a district head quarters and at the same time meeting of judges with ministerial staff should be arranged in order to understand the problems and views of each other.
- Separate trained staff should be appointed for updating of CIS.
- Motivational programmes should be arranged for ministerial staffs as well as for judges.
- System of a giving award best performing member of ministerial staff as well as judge should be held once in year in order to motivate the others.
- ACR s should be objective and not subjective keeping in view the efforts placed by the judicial officer and the staff in doing his duties.
- Judges should not be burdened with clerical and typographical work. There should be a judgment writer and daily order writer for each court.

MANAGEMENT OF JUDICIAL INITIATIVES

- Judicial officer should supervise the working style and behavior of the ministerial staff.
- Judicial officer should keep watch in the court whether litigant requires any information or not and if he finds that litigant wants to know something then he should personally see that the litigants get required information.
- No witness should be sent back unexamined but in cases need arise to send them back he should give priority to examine the witness who are far placed, old age, women witness, doctor witnesses. If the witness sent back due to any fault on the part of any party then the defaulting party should be burdened with costs incurred by that witness for coming to the court as well as the reasonable amount which that witness would have earned on that day.
- To get away the problem of corruption the judicial officer should give the dates on his own. Bail bonds should be checked by the judicial officer, release order/ Superdginama should be given immediately after order.

- Basic amenity which could be provided in court premises with nominal amount should be provided by the judicial officer like potable water by putting earthen pots etc.
- Priority should be given to the cases relating to old age people and women and under trial prisoners in disposing of their cases.
- Proactive role should be played by judicial officers in sending the cases for mediation.
- In order to keep co-ordination between district judge and judicial officers, judicial officers and staff members should meet once in a month preferably on every last working Saturday of every month.
- Judicial officers should take initiative in providing Legal Aid to those who require it.
- Presiding officer of the each court should be polite, courteous and also give due attention to the Bar members and Listen them peacefully and decide his petition/grievance which are in accordance with law without any fear and favor.

MANAGEMENT OF FISCAL RESOURCES

- It was stressed that Fiscal resource fund are not related to civil Judge (Junior division) and budget is generally prepared by Principal District and Sessions Judge, so they suggested that that some funds should also be provided to each court so that said court could able to provide basic amenities to the litigants and also purchase basic stationary items.
- Implementation of technology can reduce use of papers which will ultimately reduce financial burden.

Justice B.P. Katakey has emphatically emphasized that the standardization of the building should be done as per the cadre. He delineated that the Principal District Judge's court room as well as the retiring room should be bigger as compared to the other judicial officer because it is imperative for the PDJ's to conduct quarterly and monthly meetings for the other stake holders. Justice B.P. Katakey further stated that if extra space or building needed then the request may be placed by the PDJ's before the respective High Court.

The participants suggested that ACR cannot be fully objective. Justice B.P. Katakey suggested for the monthly appraisal system and stressed that the appraisal system is not just related to the disposal rate of the cases, but it includes the overall conduct of the judicial officer which makes the system justice oriented. The members suggested, during the discourse, that the judicial officers will be in constant pressure if the faults of the judicial officer is being communicated monthly and this will indeed affect the working system. In this regard, Justice B.P. Katakey further suggested that the judicial officer need to be personally counsel so that he can rectify his mistake in the coming month. He suggested that every effort should be made to record the testimony of all the witness who comes to the court because the justice delivery

system is handicapped without the participation of the witness and only through its testimony, the truth can get administered.

While discussing the plan of the Civil Judges (Jr.) Division, Justice Katakey explained the concept of model court. He said that a model court should be such where the litigants face no hesitation in approaching the court in case of a personal dispute and gets the justice within the reasonable time. With respect to the fiscal resources, Justice Katakey remarked that the budget cannot be the sole discretion of the Principal District Judge. PDJ's should consult the other judicial officers while preparing the budget. Justice Katakey observed the lack of quality stenographers and judgment writers and highlighted the need of a training school for them. He further suggested that each court should be equipped with a physical library and e- library which could be used offline as well.

After the junior division, the Civil Judges (Senior) Division presented their ideas and plans to create model judiciary districts:

MANAGEMENT OF PHYSICAL INFRASTRUCTURE.

<u>Problem</u>	<u>Suggestion</u>	<u>Workable</u>	<u>Financial fallout</u>
1. Lack of Court buildings	Uniform national wide construction plan	Govt. level, Through Hon'ble High Court	Budget allotment by special grant
2. Lack of furniture & fixtures	Standardized Fixtures, furniture for all India level	Govt. level, Through Hon'ble High Court	Budget allotment by special grant
3. Erratic power supply	Courts to get hotline /power backups via generator, inverter	PDJ level	Within existing budget
4. Lack of telecom support	Wifi Courts with optic fibre connectivity	PDJ level	Within existing budget
5. Lack of litigant friendly infrastructure along with provisions for specially abled persons	Court plans to include waiting halls with PA system & digital display with drinking water, toilets, canteens, helpdesk, mother care centre, Public Address system. Ramps, lifts,	Govt. level, Through Hon'ble High Court	Budget allotment by special grant

	special toilets		
	Priority hearing, sitting arrangement during evidence for women, senior citizens, specially able & ill persons	Civil Judge (senior div)	None
6. Lack of proper cleaning & maintenance	Outsourcing work on contract basis Local Govt. agencies like PWD/Municipality	High Court level Civil Judge(sr division)	Policy only None
7. Security of Court property and judicial officers	Increase strength of staff or pvt security agency & CCTV cameras. Security for officers nationwide as in Jharkhand, Haryana Local police-Court coordination	Govt. level, Through High Court PDJ/ Civil Judge(sr division)	Budget allotment by special grant None
8. Lack of proper officers' & staff quarters rest houses	Uniform policy and plan for buildings as in Punjab & Haryana	Govt. level through High Court	Budget allotment by special grant

MANAGEMENT OF HUMAN RESOURCE

As far as Human resource development is concerned, it has come out that, the same problems persists in almost all the States. There is lack of sufficient and efficient staff and also lack of proper training of existing staff.

<u>Problem</u>	<u>Suggestion</u>	<u>Workable</u>	<u>Financial fallout</u>
1.Lack of sufficient staff	Increase in strength & redistribution as per pendency or pressure. Eg Punjab & Haryana, Delhi	Govt. level, Through Hon'ble High Court	Budget allotment by special grant
2.Lack of properly trained staff- in IT, Court Rules	Scheduling training, workshops	PDJ level	From contingency

3.Lack of sensitivity towards litigants, bar, other Govt. agencies	Sensitization program & training for all stakeholders	PDJ level/Civil judge (sr div)	From contingency
4. Lack of motivation, and team spirit	Timely promotion & modern nomenclature	High Court level	None
5.Overburdening of judicial officers & staff-	Rational distribution of work – reduction of dual charges, creation of new Courts	Govt. level, Through Hon'ble High Court	Budget allotment by special grant
6.Non separation of judicial & non judicial work (e.g legal literacy/staff recruitment/administrative work)	Separation of legal aid work at all levels by appointment of secretaries, Court manager. legal literacy camps to be conducted by panels/NGOs/mass media as in Bihar	Govt. level, Through Hon'ble High Court High Court	Budget allotment by special grant Policy change

MANAGEMENT OF INTELLECTUAL RESOURCES

<u>Problem</u>	<u>Suggestion</u>	<u>Workable</u>	<u>Financial fallout</u>
1. Lack of adaptability to ICT at all levels	Periodical IT training for all levels with active participation	State Judicial Academy level	Govt. allotment
2. Lack of IT infrastructure & maintenance	Provision for updated hardware, software with system administrators as in Haryana	High Court level	As per existing Rules
3. Lack of law assistants/ researchers	Law students on intern basis can be utilized	High Court level	Budgetary allotment
4. Lack of separate accounts cadre	Creation of separate accounts cadre	High Court level	Budgetary allotment

MANAGEMENT OF JUDICIAL INITIATIVES

<u>Suggestion</u>	<u>Workable</u>	<u>Financial fallout</u>
1. Summons through SMS, e-media	At own level	None
2. Attitudinal/ judicial etiquette training	At High Court level	Budgetary allotment
3. Priority hearing to special	At own level	None

category person		
4. Better relation with Bar	At own level	None
5. Vigilance cell	At PDJ level	Policy matter
6. Clean, green environment	At own level	Coordination with local forest agency, municipality

MANAGEMENT OF FISCAL RESOURCES

The final plan for fiscal resources has already been discussed along with the previous topics of physical infrastructure, human resources, intellectual resources and judicial initiatives. Hence further discussion on the matter will be redundant.

Justice B.P. Katakey has highlighted some of the suggestions as very important for making the district as a model district. He stressed that the most important ingredient for the justice delivery system is the attitude and the approach of the judicial officer towards its work. Then he stressed that the healthy judicial culture is the key element for any model judicial district which can be done on its level and need no budget allotment. He further stressed that for legal literacy camps, professional communicators may be hired and the awareness programs may be conducted by mass media and street play. He stated that the judicial officers should not be assigned such work as it indirectly affects the disposal of qualitative judgments. He narrated that presently people do not like to go to police stations and courts because of the feeble image created in the public. He said that it is the dire need to revive the public faith in the system and this proposed plan will definitely be a path of hope and strengthen the justice delivery system in the light of model judicial district. Justice B.P. Katakey further pointed out the need to clean and green court premises and suggested a proactive action from the District Judges and other judicial officers to achieve the same. While highlighting the need to curb the time taken in delivering summons, he suggested that summons should be sent through SMS's, as is being done in Himachal Pradesh. Justice Katakey concurred with the suggestion of the Civil Judges (Sr.) Division and suggested the creation of internship programme for the law students to be used as law assistants to the district judges and other judicial officers. He further stated that the IT training is important for all the judicial officers and PDJ's and this could be done at the district level only. He further stressed that the security of the judicial officers should be of utmost importance. He suggested that the personal security officer should be provided to judicial officers and the CCTV's should be installed in the court premises.

After the presentation of Civil Judge (Senior Division) a final plan for Model Judicial District came from the group of Principal District Judges:

MANAGEMENT OF PHYSICAL INFRASTRUCTURE

The Principal District judge is the administrative head of the District and the team leader of all the other Judicial Officers posted in the District. He is also the in-charge of the all the Court buildings and all other judicial infrastructure of the District. As such, he has to take personal initiative in all matters of infrastructure requirement as well as infrastructure development. He has to coordinate with the High Court as well as the district administration, at right time, in right manner, to get the desired results. For making his district as a model judicial district, he should look into following aspects relating to the management of physical infrastructure:-

1. The Principal District judge should ascertain that there are **adequate numbers of court rooms**, in his district, proportionate to the number of Judicial Officers posted in that district. There should also be **provision for additional court rooms** in a judicial complex anticipating the possibilities of future increase of the numbers of courts and creation of new post of judicial officers.
2. Courts should be constructed as per a **standard specification for Model Court Rooms**. This Standard specification of Model Court rooms should be uniform throughout India and it may be approved by the respective High Courts.
3. Courts should be spacious and with **sufficient sitting arrangements** for lawyers, litigants, witnesses, etc.
4. Inside the court rooms the **witness boxes should be provided with chair** for the witness to sit.
5. In the Court, on the dais, **at least three LED computer screens (or thin clients), connected through video splitter, should be provided** – one for the presiding officer, one for the stenographer/deposition writer and one for the lawyers/witnesses.

6. There should be a **separate computer set for the bench assistant**, with LAN connectivity, on the on the dais, where he can do data entry work of CIS.
7. Principal District judge should ascertain that **proper power backup** facilities are there in the court campus. Separate Special power line of uninterrupted electric supply for the courts or Generator sets or invertors (whatever is feasible) may be the option. The alternative sources of power like **Solar Power Plants** may also be installed on the roof tops of the courtrooms. Principal District judge should take up the matter with the High Court and the concerned department of the Government.
8. **Video conferencing facility** should be installed **between court and jails**. One courtroom with should be kept ready with for conducting cases exclusively through video conferencing facility, whenever required.
9. Adequate **Drinking water facility, urinals, toilets** and washrooms should be there **for the general public/litigants** in the court campuses. Separate facility for women, children, aged and physically handicapped persons should be there.
10. Court campus should be **friendly to physically handicapped people**. There should be **ramps, lifts** and other facilities wherever required.
11. A **separate Medical unit** should be there in every court campus with on duty doctor and medical attendants with first aid kit and medicines. Principal District judge should take up the matter with the High Court and the district administration.
12. Decentralized record room should be there. At sub divisional level, separate record rooms should be there. There should be **installation of compactors in the record rooms** for maximum utilization of the space.

13. The process of **digitization of the judicial records** should be taken up. The matter should be taken up by the Principal District judge with the High Court. Old records, which are permanent in nature, should also be digitized.
14. **Separate well furnished rooms** (*with Photostat machine, fax, telephone and computer*) should be there **for the public prosecutors**. Attached rooms should be there **for the witnesses** with appropriate sitting facilities.
15. **Sufficient number of rooms for the bar** should be there in the court campus with separate bar room and wash rooms for lady Advocates .
16. There should be an **Enquiry counter/Help desk** in the court campus to be manned by a public relation officer of the court. There should be **public telephone facility** at the help desk.
17. Principal District judge should specifically take care of the **cleanliness and sanitation of the court campus**. He should personally motivate the judicial officers/staff/ lawyers/ regarding the cleanliness and sanitation.
18. There should be a **Judicial Guest House** in every district. Principal District judge may take up the matter with the district administration and PWD for allotment of land and preparation of plan & estimate respectively, with approval of the High Court.
19. Principal District judge should activate and revitalize the **district monitoring committee of building and infrastructure** of subordinate judiciary. It should be chaired by the Principal District judge and the District collector and the Executive engineer, who are the members of the committee, should be requested to ensure that the follow-up steps, in pursuant to the proceedings of the committee, are taken up with sincerity. Such meetings should be held every quarter and copies of the proceedings should be sent to the High Court.

20. Principal District judge should prepare a **yearly action plan for the district regarding matters relating to building and infrastructure** of District and take steps for achieving the goals set by the action plan.
21. There should be **sufficient parking place** for the vehicles of the Judicial Officers, lawyers and litigants.
22. There should be **fire management system** in the court complexes.
23. Principal District judge should take initiative for maintaining the greenery in and around the court campus. He should take initiative for **tree plantation, gardening and beautifying the court campus**.
24. Principal District judge should take up the matter with the High Court for **installation of CCTV, Metal Detectors, Baggage Scanner, etc.,** in the court campus, as per requirement, for security purpose. CCTV may also be installed in those offices of the court where staff have to deal with public/litigants, for preventing corruption in office.
25. Adequate number of **Photostat machines** should be provided in office. Every court room should have, at least, one Photostat machine.
26. Court campuses should have sufficient numbers of **witness shed** with adequate sitting facilities.
27. **ICT rooms with AC** and other facilities should be there in every court campus.
28. Sufficient numbers of **information 'KIOSK'**, with multilingual facilities, should be installed, in appropriate places in the court campus, for the benefit of litigant public and lawyers.

29. As the infrastructure projects implemented by state PWD take excessively long time for completion, a **separate full-fledged “Construction Wing”** may be created in the respective High Courts to implement the projects relating to construction of Court Buildings and residential quarters of Judicial Officers and Judicial staff. This ‘Construction wing’ may do all the work which is presently done by state PWD, thereby reducing red tapism and expediting the implementation of infrastructure projects.
30. There should be a **recreational centre** for judicial staff.
31. Provisions for **ATM Machines** should be there in the court campus.
32. There should be **Post Office** in the judicial court campus.
33. There should be **centralized annual allocation of funds for construction and maintenance of courts and residential buildings in the district, by the Government, to the High Court** so that, in its turn, High court can centrally allocate funds for construction and maintenance of courts and residential buildings to the PWD through respective Principal District Judges. This would minimise the long-time which is presently required for getting administrative approval of the government for any allocation of funds for any project regarding construction and maintenance of courts and residential buildings in the district.
34. There should be a **Model composite ADR complex** nearer to the court building in the district.
35. There should be a **Model Juvenile Justice Board** in the District nearer to the court complex. In every district there should be **Juvenile homes and observation homes for both boys and girls**. Principal District Judges can take up these matters with the district administration during monthly meetings of infrastructure

committee so that Deputy Commissioner of the District can take up the matter with the government at appropriate level.

36. There should be an **ICT committee at the district level** with Principal District Judge as its Chairman, one judicial officer to be nominated by the Principal District Judge as the nodal officer, the system officer and the District Information officer of the NIC as members. This committee shall take up all the issues connected with ICT at the district level and can have its meetings as and when required. This committee shall also coordinate with the ICT committee of the High Court.

37. The Principal District Judges, with the assistance of the ICT committee at the district level shall ensure that the **website of the district judiciary** is kept up to dated and maximum information, regarding district judiciary, is disseminated there. He shall ensure that all judgments and orders are uploaded on day to day basis.

MANAGEMENT OF HUMAN RESOURCES AND INTECCLLECTUAL RESOURCES

The Principal District Judges, being the administrative heads of the district, are under obligation to maintain proper judicial tempo of the functioning of the district judiciary and be responsible for the efficiency in the district. Availability of appropriate human and intellectual resources at district level is a boon for the Principal District Judges in proper administration of justice in the district. He has to take leadership in managing the human and intellectual resources in the district for its optimum utilization in proper administration of justice at the district level. For making his district as a model judicial district, he should look into following aspects relating to the management of human and intellectual resources:-

1. The Principal District Judges, being the leader of the district should prepare scheme for imparting **mandatory induction training to all newly**

recruited judicial staff at the district level ,in addition to any training which is given by the High Court or the judicial Academy. He should also ensure implementation of such scheme.

2. In addition to the mandatory induction training, there should be **continuous in-service training and refresher courses** for the judicial staff on subjects like court management, office management, accounts, etc at the district level. The services of retired judicial officer and retired expert staff may be utilised in imparting training to staff.
3. The **Post of Court Manager**, which was created under thirteenth Finance commission grants, should be regularized with well-defined roles and duties and service rules. There should be the post of Court Manager in the subdivisions also.
4. There should be **regular weekly meetings of the Principal District Judges with other judicial officers** of the district where all matters concerning judicial officers may be discussed. In such meeting various problems may be discussed and solutions may be suggested. The Principal District Judges being the leader must act as friend, philosopher and guide to other judicial officers of the district.
5. Similarly there should be **regular monthly or quarterly meetings of the Principal District Judges with judicial staff** of the district where all matters concerning judicial staff may be discussed.
6. The Principal District Judges should, in collaboration with the bar, take initiatives for **conducting seminars at district level on contemporary legal issues**. In this regard, he may, wherever required, coordinate with State Judicial Academy and the High Court.

7. There should be a **standard staff Pattern for every court** and uniformity, in this regard, should be there throughout India.
8. Principal District Judges should take up the matter with the High Court and the government for **creation of posts of supporting staff , in the courts, proportionate to the number of pending cases** in the district. With increase in the docket steps for creation of more post of supporting staff should be taken.
9. With **establishment of new Special Courts**, under different laws, steps for creation for required number of posts of supporting staff should be taken. Similarly adequate number of post of judicial officers should also be created for manning such special courts. The practice of entrusting existing judicial officers with additional charge of the special courts should be discarded so that cases tried by such special Courts can be disposed of as expeditiously as possible.
10. There should be a **centralized recruitment process** for all categories of the staff of the district courts by the respective High Courts, as is done in Rajasthan and Madhya Pradesh.
11. The **recruitment process of the staff of the district courts should be initiated well in advance** before the creation of actual vacancy. There should be an **annual calendar of recruitment process** of the ministerial staff.
12. There should be a well-defined **transfer policy** of the judicial staff in the district.
13. Staff promotion should be on the basis of **Seniority-cum- merit** principal.

14. **ACP scheme for the staff** should be monitored and implemented effectively
15. Considering the multifarious nature of the work as well as the enormous workload which is required to be performed by the District Legal Services Authority (DLSA), there should be a **separate and full time secretary of the District Legal Services Authority (DLSA)**, preferably a judicial officer. Similarly steps for creation of **Sub divisional level Legal Services Authority and Taluka level Legal Services Authority** should be taken up by the Principal District Judges with the State Legal Services Authority and the government.
16. Steps for **creation of more number of support staff in the District Legal Services Authority (DLSA)** as well as in Sub divisional level and Taluka level Legal Services Authority should be taken up.
17. As in most of the district courts the posts of sweeper/Mali etc., are not sanctioned , hence ,the Principal District Judges should be authorized by the respective High Courts to **outsource the cleanliness, sanitation and beautification of courts complexes** and funds for the same may be provided by the High Courts to the District under OE head.
18. There should be a **uniform dress code** for all ministerial staff. Neat and Cleanliness in dress should be emphasized.
19. Principal district Judges should ensure mandatory use /**display of identity card** by the judicial staff during court hours.
20. The Principal District Judges should have **full control over all the judicial officers posted in the district including the ADJs**. They should have the power of writing the ACR of all the judicial officers including the

Additional District Judges. They should also have the power of inspecting, including dais sitting inspection, all courts including the courts of Additional District Judges.

21. There are two judicial establishment system (*one under the Principal District Judge and another under the Chief Judicial Magistrate*) in some of the States, however, for effective judicial administration there should be **one judicial establishment** in the district under the control of the Principal District Judge.
22. For maintaining punctuality of the judicial staff, **Biometric Attendance recording system** may be installed in the judicial Court Complexes.
23. There should be a **grievance committee for ministerial staff** to sort out the grievance of the ministerial staff and place the same before Principal District Judge for final decision.
24. The Principal District judge may give **appreciation letters** to the staff whose overall performance is good.

MANAGEMENT OF JUDICIAL INITIATIVES

For making his district as a model judicial district, the Principal District Judge should look into following aspects relating to the management of judicial initiatives:-

1. The Principal District Judge should ensure the prompt beginning of the days proceeding in all courts in the district. He should set an example by **beginning the proceeding of his courts on time.**

2. All the judicial officers on joining a new station should **physically verify the case records** and a list of pending case records with up to date status should be prepared. Such a list can be used as a ready reference by the judicial officer for managing the dockets in his court.
3. Every district must have an annual **action plan for disposal of cases** with priority to old pending cases. Similarly all the courts should have their own annual action plan. the Principal District Judge should periodically review and monitor the implementation of such action plan
4. There should be **centralized and computerized filing of cases through CIS**. The data entry operator should fill up all the fields in the CIS so that the data bank of the case related information is complete in itself and any kind of desired report can be generated.
5. All kinds of modes of service of process of courts should be utilized like email, private courier etc. There should **Court monitored service of processes by using VHF (very high frequency) wireless transmission message** for service of processes on official witnesses like Investigating officers and Medical officers.
6. The Principal District Judge should take initiatives that **entire proceeding of the court should be in local language** including judgments
7. All courts should take steps for providing **protection to witnesses** wherever required.
8. All courts should ensure **effective implementation of the ADR mechanisms** in the appropriate cases. The judge should, at the earliest opportunity , identify the cases fit for settlement through ADR .

9. In criminal cases also judge may have a **pre-trial conference** with the Public prosecutor and defense lawyer to identify the admitted facts and unnecessary witness quoted by the prosecution in the charge sheet.
10. The Principal District Judge along with DC and SP should regularly **visit district jails** to monitor various aspects of cases involving the UTPs.
11. There should be a uniform **victim compensation scheme** throughout India and fund for the victim compensation scheme should be provided to respective District Legal services Authority.
12. The **standard of assessment of judicial work** should be uniform throughout India.

MANAGEMENT OF FINANCIAL INITIATIVES

For making his district as a model judicial district, the Principal District Judge should look into following aspects relating to the management of Fiscal initiatives:-

1. The Principal District Judge should involve himself personally at the time of **preparation of budget estimate for the next year**. He should ensure that estimate of all budgetary requirements for the next year is given properly.
2. The Principal District Judge should ensure that all the staffs of the district are provided with the **accounting training** either through the High court or through the respective department of the government.

3. The Court managers should also be provided with the accounts training.
4. The **financial powers of the Principal District Judge** should be increased. He may be authorised to spend a reasonable amount, in case of urgency without prior approval of the High Court as well as the government. In such cases post facto approval of High court may be obtained.
5. Entire budgetary **allocation of the subordinate judiciary should be allocated to High Court** instead of state govt. providing funds directly to the district courts. High courts should allocate funds annually to the district court as per budget estimate.
6. Full **Medical reimbursement of medical bills** of ministerial staff and judicial officers other than Principal District Judge should be sanctioned by the Principal District Judge and that of Principal District Judge should be sanctioned by the respective High Court.
7. The Principal District Judge should be given power of **reappropriation of the heads of account** in case of surplus funds remaining unutilized under one head.
8. The Principal District judge should ensure and verify that there is **reconciliation of statements of accounts** maintained by the Treasury and the accounts section of the Court Establishment.

Some of the points which Justice Katakey stressed are very vital and cannot be ignored for strengthening the justice delivery system and framing the model judicial districts are as follows:

- Judges should ensure that process issued in civil cases is returned in time. In such a case, one judge should be made in charge of process serving to monitor the work.

- There should be separate Public Grievance Cell of all stake holders excluding judicial officers which should be addressed by the PDJ. There should be a periodic meeting by the PDJ with the judicial officers to make the official plans to meet out the grievance of the public. An email ID can be generated for Public Grievance Cell. After meeting if required, the PDJ may forward the grievance to the Administrative judge with his own comments for necessary actions if required and where the PDJ is competent to deal with such grievance it can be handled at its own level,
- For Budgeting purpose, infrastructure can be bifurcated as per the priority into various sub heads. Like 1. Court stationery. 2. Court furniture, 3. Generator, 4. Overall maintenance of the building- white wash, etc. 5. AC's in the courtrooms, 6. Security to judicial officers and other facilities to be provided to the judicial officers.
- There should be a separate budget for the provision of a good law library which includes e- library also.
- SP should be directed that mobile numbers of all the witness should be written on the charge sheet to secure the attendance of witness in the court.
- Criminal Monitoring Committee should meet regularly to discuss administrative issues which are causing delay in disposal of cases. The two major impediments in Criminal Justice comes as, 1. Serving of process 2. Examination of Investigation officers (IO) and Medical officers (MO). 3. Non receipt of FSL report is also a major concern for speedy disposal of cases. The resource person further suggested that for serving of process ICT tools can be adopted. Examination of IO and MO can be done through video conferencing on a fixed date. Periodical meeting of the PDJ with the director of FSL can be conducted to get the report within reasonable time.

Justice B.P. Katakey emphasized that the Principal District Judge are the leader of the court. They are the team leader and the role model for their own district. Not only the judicial officers, but all other stake holders get motivated and move as per the directions enlighten by the principal district judges. PDJ's shows the path and means through which the true justice can be achieved in their districts. Being the head of the family, the PDJ's are the Kartas. They have to be strict and punctual all the time and then, the other judicial officers of the districts will follow him.

Justice Katakey further deliberated that the role of court managers is very important for effective justice delivery system. The court managers should be appointed and should be actively involved in administering the administrative functions of the courts. However he agreed that there should be uniformity with regard to the appointment to the court managers and number of court managers may get appointed as per the need and work in a district. Justice Katakey agreed that there should be well defined unified roles, duties and service rules for the court managers.

While analyzing the fiscal plan of the PDJ's, Justice Katakey called for the appointment of experts for the preparation of budget of the district judiciary. Such experts will help the PDJ's in finalizing the annual budget of the district. Justice Katakey also agreed with the suggestion of the PDJ's that pre- trial conference with the public prosecutor, defendant and accused can help in reducing time for the delivery of appropriate judgment. He further suggested that only necessary witnesses should be examined. Justice Katakey overall highly appreciated the final plan of the PDJ's.

In the end, Dr. Amit Mehrotra, faculty in-charge of programme, on behalf of National Judicial Academy thanked all the participants for taking part actively and making presentation for framing a path to Model Judicial District and also expressed his deep gratitude to Justice B.P. Katakey for kind and valuable suggestions.

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