

**PROGRAM REPORT**

**NATIONAL JUDICIAL ACADEMY**



**P-1167**

**SEMINAR FOR PRINCIPAL DISTRICT & SESSIONS JUDGES  
ON COURT ADMINISTRATION, MANAGEMENT AND ICT**

13<sup>th</sup> to 15<sup>th</sup> September, 2019  
At National Judicial Academy (NJA), Bhopal

**PREPARED BY**  
**YOGESH PRATAP SINGH**  
**RESEARCH FELLOW**  
**NATIONAL JUDICIAL ACADEMY**

The National Judicial Academy (NJA) organized a three day “Seminar for Principal District & Sessions Judges on Court Administration, Management and ICT” from 13 – 15 September, 2019 at the NJA, Bhopal.

The seminar provided a forum to the participant judges to deliberate upon contemporary themes like re-engineering court process through technology amalgamation, relationship management between stakeholders, court management, human resource management, cadre management, fiscal management, performance assessment and time management to strengthen court administration, better accessibility and transparency in justice delivery.

About 38 Judges from different High Courts participated in the seminar. The seminar was divided into 10 sessions over the duration of 3 days on following themes.

**SESSION 1**

Reengineering the Judicial Process through effective use of ICT

**SESSION 2**

Implementing E-Courts Project at District Level

**SESSION 3**

Digitization and Paperless Courts in India

**SESSION 4**

National Judicial Data Grid: Role of Principal District Judges

**SESSION 5**

Human Resource Management and Motivational Leadership

**SESSION 6**

Staff Management and Supervision: Inspiring Commitment and Catalyzing Performance

**SESSION 7**

Court and Case Management: Case flow Management for Docket Control

**SESSION 8**

Performance Assessment of Judicial Officers: Ensuring Objectivity

**SESSION 9**

Remedial Steps for Combating Delay and Making the Court Litigants Friendly

**SESSION 10**

Bar, Bench Relations and Role of Principal District Judges

## PROGRAM SCHEDULE

TIMING	SESSION(S)
<b>Friday</b>	<b>Day-1: 13.09.2019</b>
09:30AM - 11:00AM	<b>SESSION 1</b> Reengineering the Judicial Process through effective use of ICT <i>Speaker: Justice R.C. Chavan</i>
11:00AM - 11:30AM	<b>Tea Break</b>
11:30AM - 01:00PM	<b>SESSION 2</b> Implementing E-Courts Project at District Level <i>Chair: Justice R.C. Chavan</i> <span style="float: right;"><i>Speaker: Mr. Atul kaushik</i></span>
01:00PM - 02:00PM	<b>Lunch</b>
02:00PM - 03:00PM	<b>SESSION 3</b> Digitization and Paperless Courts in India <i>Chair: Justice R.C. Chavan</i> <span style="float: right;"><i>Speaker: Mr. Kuldeep Singh Kushwah</i></span>
03:00PM - 04:00PM <i>(In house tea at 03:30PM)</i>	<b>SESSION 4</b> National Judicial Data Grid: Role of Principal District Judges <i>Chair: Justice R.C. Chavan</i> <span style="float: right;"><i>Speaker: Mr. Kuldeep Singh Kushwah</i></span>
<b>Saturday</b>	<b>Day-2: 14.09.2019</b>
09:30AM - 11:00AM	<b>SESSION 5</b> Human Resource Management and Motivational Leadership <i>Chair: Justice Sanjeev Sachdeva</i> <span style="float: right;"><i>Speaker: Dr. Parul Rishi</i></span>
11:00AM - 11:30AM	<b>Tea Break</b>
11:30AM - 01:00PM	<b>SESSION 6</b> Staff Management and Supervision: Inspiring Commitment and Catalyzing Performance <i>Speaker: Justice Sanjeev Sachdeva</i>
01:00PM - 02:00PM	<b>Lunch</b>
02:00PM - 03:00PM	<b>SESSION 7</b> Court and Case Management: Case flow Management for Docket Control <i>Speaker: Justice Talwant Singh</i>
03:00PM - 04:00PM <i>(In house tea at 03:30PM)</i>	<b>SESSION 8</b> Performance Assessment of Judicial Officers : Ensuring Objectivity <i>Chair: Justice Sanjeev Sachdeva</i> <span style="float: right;"><i>Speaker: Justice Talwant Singh</i></span>
<b>Sunday</b>	<b>Day-3: 15.09.2019</b>
09:30AM - 11:00AM	<b>SESSION 9</b> Remedial Steps for Combating Delay and Making the Court Litigants Friendly <i>Speakers: Justice S.G. Gokani &amp; Justice Rohit Arya</i>
11:00AM - 11:30AM	<b>Tea Break</b>
11:30AM - 12:50PM	<b>SESSION 10</b> Bar, Bench Relations and Role of Principal District Judges <i>Speakers: Justice S.G. Gokani &amp; Justice Rohit Arya</i>
12:50PM - 01:00PM	<i>Audit of the Course by Participant Judges</i>
01.00PM	<b>Lunch &amp; Departure</b>

## **SESSION 1**

### Reengineering the Judicial Process through effective use of ICT

- It was an interactive session. Participants were asked to ponder and comment on what is judicial business in a court room? And what they can do as a leader of their respective courts in effective implementation of Information and Communication Technology.
- It was stressed that in order to reap the optimum benefits of computerization, many of internal processes of justice delivery system shall have to be streamlined and a few of them may even have to be done away with and many new processes shall have to be designed. Attention was drawn to some of these processes and discussed if at all they may be done away with.

## **SESSION 2**

### **Implementing E-Courts Project at District Level**

- The session began with elaborating the background of ICT in India. It was explained how technology integration can help courts and what are the pre-requisites to harness the technology in courts. It was stressed how process itself has become a cause of delay and therefore, process reengineering is required.
- Phase wise (Phase I & II) court computerisation in India was also discussed in detail. The basics, key strategies, challenges faced during implementation and achievements of phase wise e-Court projects were also highlighted in the session.
- Attention was drawn to National Judicial Data Grid (NJDG) and its architecture to point out how it may help in court management.

## **SESSION 3 & 4**

### **Digitization and Paperless Courts in India and National Judicial Data Grid**

- The session began with discussion on meaning and scope of digitalization at district court level.
- It was pointed out that to curtail use and handling of physical paper, the foremost necessity for the courts is to start converting the existing case records to digitalized form through large scale scanning. To demonstrate the same, attention was drawn to the website of Jabalpur District Court wherein the scanning process is already initiated.
- Important aspects of digitalization such as document management system, digital preservation of court records, retrieval & preservation/archival, indexing of documents, water-marking, digital signature, and quality checking & elimination of scanned documents were explained to participant judges in the session.
- Practical demonstration of various pages at M.P. High Court, e-Court and District Court NJDG website was also conducted during the session.

## SESSION 5 & 6

### Human Resource Management and Motivational Leadership & Staff Management and Supervision: Inspiring Commitment and Catalyzing Performance

- Session 5 began with explaining what Human Resources Management is in context of judicial structure. Timely justice and Satisfaction of litigants were pointed out and discussed as two important aspect of an effective judicial system.
- Features of Human Resources and remedies to control Human Resources were also discussed in the session.
- An exercise on personality type was conducted for participant judges to evaluate their personality on different scales.
- Session 6 began with pointing out objectives of good management. It was stressed that you have to manage yourself before managing others and set targets for yourself.
- It was further pointed out that management in nothing but motivating people, thinking out of the box, optimum use of human resources & material resources.
- Following methods were pointed out and discussed for effective management:
  - Importance of changing routine and space to improve efficiency
  - Reconceptualizing the problem
  - Innovative & creative thinking
  - Keep your creativity sharp
  - Eliminate negativity; and
  - Learn new things

- It was also discussed that sometimes lawyers provoke you, however to manage them do not try to convince that he/she is wrong rather hear them out. Knowledge in your subject is your strength for tackling lawyers effectively.
- Followings ICT enable ways to manage courts were also discussed in the session:
  - Online scrutiny of cases
  - Digital court file
  - e-Post office
  - e-Cause list
  - e-Inspection
  - e-FIR
  - e-Attendance recording system
  - Judicial officer information system
  - Automatic allocation system
  - Case history on website; and
  - Prison management system

## SESSION 7

### Court and Case Management: Case flow Management for Docket Control

- Elaborating the background, it was highlighted that there are no specific rules of case management except ad hoc systems improvised by each High Court.
- It was pointed out that Case management in courts is often, but not always, performed by Judges. When it is performed by Judges, it is referred to as 'judicial case management'. To elaborate it further, attention was drawn to Australian and UK's experiment in case management system.
- Various objectives of new case management system such as early resolution of dispute, reduction of trial time, effective use of judicial resources, monitoring of case load, development of ICT support and enhanced public accountability were highlighted in the session.
- Important aspects of Court and Case management such as judicial commitment and leadership, court supervision of case progress, monitoring information system and strict control of adjournments were also discussed during the session.
- Attention was drawn to various road blocks as well as to their effective solutions. It was stressed if case management is introduced by appropriate rules, it can become a efficient tool for the proper and timely disposal of cases.

## SESSION 8

### Performance Assessment of Judicial Officers: Ensuring Objectivity

- Introducing the topic, it was pointed out that in all states; judicial officers are expected to fulfill certain quantitative targets in terms of work they do, known as assessment of work.
- Citing examples of some states, it was pointed out that there is a substantial disparity in the number of entries and the details of entries across different states and this approach of category wise distribution of entries with quantitative weight age has some drawback. The best practices in terms of arranging the entries were also highlighted during the session.
- Nature of norms for assessment of work such as units system, working day system and case-conversion system was explained to participants.
- Attention was drawn to non-decisional judicial work such as test identification parade, recording statements, examination of witness, framing of charges etc wherein substantial amount of time is required from the judicial officers, therefore, it was stressed that non-decisional judicial work of the judicial officers should also be recognized and credited. Prevalent practices and best practices in this regard by different states were also highlighted in the session.
- Policies and best practices regarding administrative responsibilities and disposal of old case were also discussed during the

## SESSION 9

### Remedial Steps for Combating Delay and Making the Court Litigants Friendly

- The session began with addressing the condition of pendency in India. The following mechanism were pointed out and discussed to tackle delays:
  - Develop effective means of communication
  - Allocation of cases on the basis of competency and capability
  - Providing pleasant atmosphere to litigants by developing basic infrastructure of courts
  - Encouragement and guidance to young judges
  - Effective court and case management
  - Importance of socialization among judges at district level
  - Human resources management through orientation training; and
  - Use of ICT to its fullest for the benefit of litigants and to achieve maximum utilization of judicial time & resources
- Point wise code of conduct for all the stakeholders for effectively managing the justice delivery system was also discussed during the session.

## SESSION 10

### Bar, Bench Relations and Role of Principal District Judges

- It was an interactive session. Judges were asked to share their experience with regard to bar & bench relations in their respective courts.
- Following roles of the principal district judges were pointed out and discussed in detail:
  - As a leader
  - As a visionary
  - As a administrator
  - As a parent (loco parentii); and
  - As a friend, philosopher and guide