OFFICE OF THE PRINCIPAL DISTRICT & SESSIONS JUDGE,
SOUTH DISTRICT, SAKET COURTS COMPLEX, NEW DELHI

Endst. No./Judl.I/F.7/South/Saket/2025/ 25118-25187 **Dated, Delhi the** 29/07/2025

Sub : Letter dated 16.06.2025 of Mr. Surya Jain, Student, Maharashtra National Law University, Nagpur

Copy of E-mail dated 22.07.2025 alongwith letter no. 12182/CFM/DHC dated 16.07.2025 of the the Hon'ble High Court of Delhi, New Delhi received vide endst no. 37929-38062/Misc./ Circular/Gaz./2025 dated 22.07.2025 alongwith enclosures on the above noted subject is forwarded **for inforamtion and necessary action to:-**

1. **All the Judicial Officers posted in South District.**
2. **The Officer incharge, BMC, Saket Courts**
3. **The Officer In-charge, General Branch, South District.**
4. **The Officer In-charge, Administration Branch, South District.**
5. **The Judge In-charge, Mediation Centre, Saket Courts, New Delhi.**
6. **The Officer In-charge, Computer Branch, South District.**
7. **The Officer In-charge, Digitization Cell, South District.**
8. **The Secretary DLSA, South District.**
9. **The DDO, Account Branch, South District.**
10. **The R & I Branch, South District for uploading on LAYERS.**

Officer In-Charge, Judicial Branch,
for Principal District & Sessions Judge, South,
Saket Courts Complex, New Delhi

Note:- The letter and its enclosures i.e. the Research Paper titled *"New Reforms in District Judiciary for speedier Justice"* are forwarded in PDF form on the official email id of the concerned court/Branches and also uploaded on the LAYERS.

HIGH COURT OF DELHI: NEW DELHI

(CASE FLOW MANAGEMENT BRANCH)

No. 12182 /CFM/DHC
Dated: 16.07.2025

From:

The Registrar General,
High Court of Delhi,
New Delhi – 110003,

1719
17 JUL 2025
DHC

To,

The Principal District & Sessions Judge (HQs),
Tis Hazari Courts,
Delhi.

Sub: Letter dated 16.06.2025 of Mr. Surya Jain, Student, Maharashtra National Law University, Nagpur.

Sir,

I am directed to forward herewith a letter dated 16.06.2025 (*in original*) of Mr. Surya Jain, Student, Maharashtra National Law University, Nagpur alongwith a copy of part of the book *Justice Dispensation in India: Initiatives to Reduce Pendency and Efficient Use of Alternatives* containing a research paper titled *"New Reforms in District Judiciary for speedier Justice"* for information and necessary action.

Yours faithfully,

16/7

(Alok Shukla)
OSD/ Registrar (CFM)
For Registrar General

OFFICE OF THE PRINCIPAL DISTRICT & SESSIONS JUDGE (HEADQUARTERS)
TIS HAZARI COURT: DELHI

No. 37929- 38062 /Misc/Circular/Gaz./2025 Dated, Delhi the 22 JUL 2025

Copy forwarded to the following for information and necessary action.

Note: **Kindly go to the Circular section in LAYERS to read the Research Paper titled *"New Reforms in District judiciary for speedier Justice"***

1) The Pr. District & Sessions Judges, All Court Complexes, Delhi/New Delhi.
2) All the Officer of DHJS & DJS, Central District, Tis Hazari Court, Delhi.
3) The Member Secretary, Delhi State Legal Services Authority, Rouse Avenue Court Complex, New Delhi.
4) The Judge In-Charge, Mediation Cell, Tis Hazari Court, Delhi.
5) The Chairperson, Building Maintenance Committee, Central District, Tis Hazari Court, Delhi.
6) The Drawing and Disbursing Officer, Central District, Tis Hazari Court, Delhi.
7) The Officer-In-Charge, Administration Branch I, II, III, General Branch, Recruitment Cell, Computer Branch, Promotion Cell, Digitization Branch, IT Cell, Central District, Tis Hazari Court, Delhi.

21 JUL 2025

(Mukesh Kumar Gupta)
Officer In-charge Judicial Branch, Central
for Principal District & Sessions Judge(HQs)
Tis Hazari Court, Delhi.

HIGH COURT OF DELHI: NEW DELHI

(CASE FLOW MANAGEMENT BRANCH)

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High Court of Delhi,
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16/7

(Alok Shukla)
OSD/ Registrar (CFM)
For Registrar General

OIC (Judl. Br.)

A. DJ&J (HQs) (Off.)
17/07/25

To,

HMJ Devendra Kumar Upadhyay
Honourable The Chief Justice
Delhi High Court,
Sher Shah Road,
New Delhi – 110503

June 16, 2025

Subject: Request for Consideration and Implementation of Reforms Proposed in Published Research Paper on District Judiciary

Respected Sir,

I write this letter with utmost humility and regard for the pivotal role the judiciary plays in upholding the rule of law and ensuring timely justice to citizens. I am a student of law and co-author of a research paper titled *"New Reforms in District Judiciary for Speedier Justice"*, which has recently been published as part of the book *Justice Dispensation in India: Initiatives to Reduce Pendency and Efficient Use of Alternatives*, an ICSSR-sponsored Project by the National Law University, Delhi.

The research addresses practical and implementable reforms aimed at improving efficiency in the subordinate judiciary. It particularly emphasizes areas such as:

- Establishment of Centralised Research Wings in district courts;
- Advanced training in ICT and technical tools for court staff;
- Integration of judicial academies with trial court feedback;
- Introduction of non-legal subject training for judicial officers;
- Institutional insistence on written submissions;
- Outsourcing of witness examination through commissions; and
- Strengthening court management systems and decentralization of administrative burdens.

These proposals have been formulated based on courtroom observation, academic research, and existing gaps in judicial workflow. Importantly, many of them can be implemented at the institutional level by the Hon'ble High Court without requiring legislative intervention.

Given the Delhi High Court's progressive track record in judicial reform and technological innovation, I respectfully request that your Lordship may consider reviewing the said

research paper for possible practical adoption or pilot implementation within the district courts under your esteemed jurisdiction.

I am enclosing herewith a copy of the research paper as published in the book for your kind perusal.

I would be deeply honoured and grateful if this humble effort could contribute, even in a small way, to further strengthening the justice delivery system in the National Capital Territory of Delhi.

Thank you for your valuable time and consideration.

Yours respectfully,

Surya Jain
Student, Maharashtra National Law University, Nagpur

Email: suryajain777@rediffmail.com
Address: Flat – 507, Plot – 24, Sector – 10, Dwarka, Delhi - 110075



JUSTICE DISPENSATION IN INDIA

INITIATIVES TO REDUCE PENDENCY AND EFFICIENT USE OF ALTERNATIVES

EDITED BY

PROF. (DR.) ANUPAMA GOEL

FOREWORD BY

PROF. (DR.) G.S. BAJPAI
VICE CHANCELLOR,
NATIONAL LAW UNIVERSITY DELHI

UNDER THE AEGIS OF

MAJOR RESEARCH PROJECT
FUNDED BY ICSSR

JUSTICE DISPENSATION IN INDIA: INITIATIVES TO REDUCE PENDENCY AND EFFICIENT USE OF ALTERNATIVES



INDIAN COUNCIL OF SOCIAL SCIENCE RESEARCH

॥न्यायस्तत्र प्रमाणं स्यात्॥



NATIONAL LAW UNIVERSITY DELHI PRESS

FOREWORD BY:

Prof. (Dr.) G.S. Bajpai
Vice Chancellor, National Law University Delhi

EDITED BY:

Prof. (Dr.) Anupama Goel
Professor, National Law University Delhi

SENIOR EDITORS:

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FOREWORD

The book "*Justice Dispensation in India: Initiatives to Reduce Pendency and Efficient Use of Alternatives*" is a crucial contribution to the ongoing discourse on judicial efficiency and the need for innovative reforms in India's justice system. In a time when judicial backlogs and delays have become a persistent challenge, it is imperative to explore and implement mechanisms that ensure the timely and effective dispensation of justice.

India's justice system, while rooted in a rich legal tradition, faces significant hurdles due to an overwhelming caseload and procedural complexities. The sheer volume of pending cases in courts at various levels underscores the urgency for reform. While the judiciary continues to work towards clearing these backlogs, it is evident that traditional litigation alone cannot serve as the sole means of justice delivery.

This book highlights various initiatives and alternative methods that can be employed to enhance judicial efficiency. Measures such as fast-track courts, Lok Adalats, and arbitration and mediation have already shown promise in expediting dispute resolution. The growing integration of technology, including e-courts and artificial intelligence in case management, further opens new avenues for reducing pendency and improving accessibility to justice.

Beyond procedural enhancements, a shift towards alternative dispute resolution mechanisms can play a transformative role in justice delivery. Mediation and arbitration provide efficient, cost-effective, and amicable resolutions, reducing the burden on courts while ensuring that justice is both swift and equitable. Strengthening these mechanisms and encouraging their widespread adoption is essential for a more resilient and responsive judicial system.

The Centre for Comparative Studies in Personal Laws at National Law University, Delhi, has played an instrumental role in

facilitating research and discussions on judicial efficiency and reform. Through its commitment to academic inquiry and policy engagement, the Centre has contributed significantly to shaping perspectives on justice delivery in India. By fostering meaningful dialogue, the Centre continues to support efforts aimed at reducing judicial pendency and enhancing alternative dispute resolution mechanisms.

This volume not only examines these pressing issues but also offers practical solutions, making it an invaluable resource for policymakers, legal professionals, and scholars. The insights provided herein serve as a roadmap towards a more effective and inclusive justice system in India. I commend the authors and contributors for their efforts in bringing forth such a timely and pertinent discussion. It is my hope that the ideas and recommendations in this book will inspire actionable reforms and help shape the future of justice dispensation in India.

Prof. (Dr.) G.S. Bajpai
Vice Chancellor
National Law University, Delhi

PREFACE

The book "*Justice Dispensation in India: Initiatives to Reduce Pendency and Efficient Use of Alternatives*" is a timely and significant contribution to the discourse on judicial efficiency and reform in India. This volume is a curated selection of insightful papers that were presented during discussions organized by the Centre for Comparative Studies in Personal Laws at National Law University, Delhi. It aims to address one of the most pressing challenges faced by India's legal and judicial systems—judicial delays and case backlogs—and explores practical solutions to enhance the effectiveness of justice delivery. Access to justice is a fundamental right enshrined in the Indian Constitution. However, the current judicial system, influenced by colonial legacy, is often perceived as slow, cumbersome, and expensive. Despite various reforms over the decades, the pendency of cases and procedural complexities continue to hinder the timely dispensation of justice. The consequences are far-reaching, affecting societal trust, economic stability, and the rule of law itself.

This book delves into the causes and implications of judicial delays while presenting viable alternatives to traditional litigation. It explores mechanisms such as fast-track courts, Lok Adalats, and Alternative Dispute Resolution (ADR) methods including mediation and arbitration. Additionally, the book examines how digital technologies like e-courts and artificial intelligence can revolutionize case management and streamline judicial processes.

The Centre for Comparative Studies in Personal Laws has consistently worked towards enhancing legal scholarship and fostering impactful dialogues on justice administration. This book is in furtherance of the Major Reasearch Project , undertaken in collaboration with the Indian Council for Social Sciences Research (ICSSR). Titled "*Indigenous Mechanism for Dispensation of Justice in India: An Analytical and Comparative Study with UK and China,*" the ICSSR Project aims to analyze India's justice administration system, particularly focusing on delays and judicial arrears. This

book aligns with the objective of the Project to explore indigenous mechanisms and comparative insights to improve justice dispensation in India.

This volume serves as a valuable resource for policymakers, legal practitioners, academicians, and scholars interested in judicial reforms. It not only critiques the existing system but also provides actionable solutions aimed at reducing pendency and enhancing judicial efficiency. The ideas presented here reflect a collective effort to shape a more effective and inclusive justice system in India.

I express my gratitude to all the contributors for their rigorous research and thought-provoking analyses. I also appreciate the efforts of the editorial team and organizing committee whose dedication made this publication possible. It is my sincere hope that this book will inspire meaningful discussions and inform policy decisions that can shape the future of justice dispensation in India.

Prof. (Dr.) Anupama Goel
Professor of Law
National Law University, Delhi

ABOUT NATIONAL LAW UNIVERSITY DELHI

National Law University, Delhi is one of the premier law universities in India, accredited with 'A' Grade by NAAC and is ranked second (for the last consecutive five years) in the National institutional Ranking Framework (NIRF), Ministry of HRD, Government of India. It aims to impart comprehensive and interdisciplinary legal education. The primary objective of the University is to evolve and impart legal education that is socially relevant. Its chief mandate is to promote legal and ethical values, objectives enshrined in the Constitution of India and to foster rule of law. The University hereby, plans to organize a National Conference on Administration of Justice in India: Aims, Challenges and Alternatives.

ABOUT INDIAN COUNCIL FOR SOCIAL SCIENCES RESEARCH

The Indian Council of Social Science Research (ICSSR), established in 1969, is the apex institution under the Ministry of Education, Government of India. It is dedicated to promoting research in social and human sciences. It plays a crucial role in advancing scholarly inquiry and providing research-based insights for policymakers and stakeholders.

ICSSR supports research projects, fellowships (doctoral, postdoctoral, and senior), capacity-building programs, and research internships. It also funds national and international conferences, workshops, and collaborative research initiatives, fostering academic discourse and policy development. Additionally, its National Social Science Documentation Centre (NASSDOC) serves as a key resource hub for researchers. By supporting publications like this volume on Justice Dispensation in India, ICSSR continues to contribute to the growth of legal and social science research, strengthening the link between academic study and real-world impact.

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NEW REFORMS IN DISTRICT JUDICIARY FOR SPEEDIER JUSTICE

*Surya Jain**

*Smriti Yadav**

ABSTRACT

District courts are the most plagued with pendency of cases. They face persistent challenges of case backlog and procedural inefficiencies, undermining the promise of timely justice. There have been numerous reforms in the legal landscape before, such as the introduction of ADR mechanisms and technology-driven courts to reduce pendency, but there is still room for further reforms. These include reforms both at the institution level and at the individual judge level. In light of this, the paper presents new reforms that have not been explored or fully exploited by the legal system yet. It includes centralized research wings, staff training in ICT, training in non-law areas, emphasis on written submission, etc. Each suggestion is discussed in

* 4th Year Law Student, Maharashtra National Law University, Nagpur.
* 4th Year Law Student, Maharashtra National Law University, Nagpur.

detail to effectively implement it, highlighting the need for such change to be done. These are suggested keeping in mind the viability of implementation given the existing infrastructure and framework of working of the district judiciary. Further, most of these reforms are actionable by the judicial institution itself without much aid from the executive or the legislature. To identify such gaps in speedy justice, personal experience has played an important role, which has been assessed by academic literature to bolster the suggestion. Therefore, this paper provides for practical and cost-effective methods for improving the rate of case disposal.

Keywords: *district judiciary, speedy disposal, new reforms, pendency.*

I. INTRODUCTION

It has been established through years of study and research that the Indian judiciary is plagued with an astronomical number of cases. *(Ghosh, 2018)* The huge crunch of cases has been tried to be dealt with by reforms in the field of technology, setting up fast-track courts, and encouraging

ADR processes (Ministry of Law and Justice, 2024). However, there still needs to be further reform in the subordinate judiciary to provide speedier justice. Though the situation has eased with the introduction of ADR and technology in litigation, it remains bleak. There is a need for new reforms today that address the speedy disposal of pending cases in a fair and just manner.

This paper attempts to address the challenges faced by the subordinate judiciary which slows down the process of law. It does so not by suggesting already suggested methods of speedier justice, but by making attempts to revolutionize the judiciary and introduce new techniques to provide speedier justice. It involves reforms both at the level of an individual judicial officer and at the level of the judicial institution.

Most of these suggestions originate from personal experience in the courtroom. Cues have also been taken from research papers and books to further understand the problems faced by the judiciary. It has been tried to avoid the solutions already suggested before in order to make room for new thinking and new innovation. Though the previously suggested reforms over the years have been wonderful, there is a need for new approaches to strengthening the judiciary

and equipping it with solutions for the new generation of problems.

The reforms suggested in this paper are not easy to implement as they require structural and managerial reforms to be made by the High Courts and legislatures. Nevertheless, it is hoped that the suggestions will be taken forward by the judicial institutions and come out positively in the real world.

II. Establishment of a Centralised Research Wing

The Supreme Court and the High Courts appoint law clerks to assist the Hon'ble Justices. These are usually appointed through examinations and assist in research work for judgments. However, no such equivalent position is there in the district judiciary to assist the judicial officers in district courts. All judicial officers need to do a lot of research, not just on law but other subject areas as well to understand and adjudicate a case *(Lokur & Singh, 2024)*.

Without a researcher with them, judicial officers themselves have to do all the research which can take up significant

amount of time. With extreme pendency of cases and complex crimes that are time consuming and require thorough research, judges often resort to non-ideal choices like adjournments, relying only on material provided by the counsel, and hasty orders without application of judicial mind. *(Lokur & Singh, 2024)*

It is suggested that a Centralised Research Wing be established in all District Court complexes to answer the queries and research on law points as required by all judicial officers in that court complex. This system of a central research wing will be economically more feasible than providing each judge with a personal researcher or law clerk, as with this only few researchers can cater to the needs of a large number of judicial officers. Through a proprietary system of intranet, the queries can be anonymously posted by the judicial offers, and an anonymous researcher can provide the required research work. Moreover, the research wing can engage law interns to help them understand the intricacies of practical law and also run the wing more efficiently and cost-effectively without utilising much human resources by engaging employees by the state.

III. Training of Court Staff in Technical Aspects

A bench headed by the former Chief Justice of India DY Chandrachud verbally remarked,

"The question is not whether a judge is tech-friendly or not. If you have to be a judge, you have to be tech friendly. If you want to be a judge in this country, you must know technology and every judge needs to be trained." (Supreme Court of India, 2023)

The remark from the Apex Court signifies how vital technology training is for the judicial staff and officers. From virtual hearing, video conferencing, accessing orders and judgement online, technology and digitisation have bridged the gap between the court and the litigant, ensuring justice not at doorstep but at fingertip. *(Supreme Court of India, 2023).*

Recently, there have been many initiatives launched under the e-Courts Project that were based on the National Policy and Action Plan for Implementation of Information and Communication Technology (ICT) in the Indian Judiciary – 2005. This included digitisation of courts in three phases,

formation of National Judicial Data Grid, e-Courts Services, Virtual Courtroom Systems and video conferencing, e-filing, National Service and Tracking of Electronic Processes (NSTEP), Fast and Secured Transmission of Electronic Records (FASTER) etc.

All these reforms are aimed at strengthening the judicial institution and the judicial officers with technology. However, equally important is the training of court staff in practical ICT skills. Staff such as stenographers, reader (or courtmaster), and *ahlmed* (file keeper) must be trained in multimedia ICT skills too. This includes video editing, photograph editing, audio editing, conversion and correction of corrupted files, etc. These applications are necessary to save time in court proceedings.

Oftentimes, CCTV footage is presented as evidence but is not very clear or bright. Normally, the party submitting the footage is asked to submit another copy of the footage on the next date of hearing, which should be more clearly visible. This practice wastes time of the court. Videos are very easy to brighten up, increase contrast, slow down, and convert to a more technologically friendly format. These basic editing skills can be taught to court staff so the court itself can apply

video editing tools to see the video and not waste a date. Similar training needs to be imparted in photograph editing, whereby a digital photo can be brightened or made clearer. Editing audio recordings is also possible to remove noise and increase volume. Apart from this, it is common that digital files submitted are corrupted or are in an incompatible format. A corrupted file can be repaired or corrected by the court and an incompatible file can be converted to a compatible format for easy use. All these multimedia editing skills should be taught to the court staff so that a date is not wasted of the court in asking for a better version of the digital file. Instead, the file can be worked upon in the courtroom itself as per need.

Further, there has to be some structural changes in technical support for e-filing and e-payment processes in courts as it is often handled by contractual or outsourced staff from external agencies. Currently, the IT Cells of the High Court and district judiciary rely heavily on State/Central Government bodies like the Department of Information Technology and NIC, leading to delays in implementing ICT initiatives. *(Supreme Court of India, 2023).*

The existing IT infrastructure needs strengthening to independently address technological requirements and troubleshooting. District courts in 25 states have a working technical workforce of only 364.2 against the sanctioned strength of 985.5, highlighting significant gaps in the system for effective ICT implementation. *(Supreme Court of India, 2023).*

A well-equipped, dedicated workforce is essential for efficient ICT enablement in the judiciary. To address this, there is a pressing need for a permanent technical cadre within the district judiciary. *(Supreme Court of India, 2023)*

IV. IMPROVING INTERACTIONS BETWEEN JUDICIAL ACADEMY AND COURTROOMS

Judicial officers are often faced with questions of great importance, ethical or legal, which are not taught to them in the judicial academy as routine. This leaves them with a dilemma in choosing what is the right thing to do, especially when the law is also silent on the question posed to them. *(Supreme Court of India, 2024).* During these times, the judicial academy can be of great importance, with retired

judges and professors from the academia helping judicial officers. For this there needs to be a tighter integration of the judiciary and the judicial academy of all states so that judicial officers can easily contact the academies to pose the challenges they are facing, and academies can hold training programmes on the same. Such problem-focused training by academies will be much more beneficial to the judiciary as the specific challenges which arise in the practical courtroom will be resolved, instead of undergoing mere general training programmes.

The second recommendation is specific to civil suits. Civil suits often involve complex issues arising from non-legal factual contexts. For instance, a breach of contract related to supplying engine parts to an airline may require some understanding of aviation. Similarly, cases of medical negligence benefit from knowledge of basic medical procedures, and in electricity-related cases, a judge must grasp the workings of electricity supply to better comprehend its theft. Therefore, judges must not only be well-versed in legal principles but also understand the factual background of disputes from a non-legal perspective.

In specialized courts, such as those dealing with electricity matters or motor accident claims, the types of disputes are easier to identify. However, general civil courts face a broader range of disputes. It becomes necessary to identify the most common types of disputes based on factual contexts rather than legal principles. By narrowing these down to three or four key categories, judges can receive targeted training in non-law areas. Judicial academies in each state could invite experts from relevant non-legal fields to provide lectures, offering judges practical insights into these specific areas.

Such training would greatly benefit the judiciary by enhancing judges' understanding of litigants' problems, reducing dependence on expert witnesses, and minimizing the need for advocates to explain the factual aspects of disputes to the presiding officer.

V. INSISTENCE ON WRITTEN SUBMISSIONS

In district courts, advocates commonly rely on oral arguments rather than written submissions. During hearings, advocates present their arguments orally, while judges take

handwritten notes for future reference. These notes, though intended for convenience, can be incomplete and may overlook important details or nuances due to the limitations of capturing everything the advocate says in real-time. Consequently, judges typically have only their notes to refer to when deciding cases, which can lead to critical points being missed.

To address this, it is advisable for advocates to submit written arguments in court, as these provide a comprehensive account of the case. Oral submissions could be limited or even omitted in some instances. Courts could require advocates to provide written arguments when necessary and, in certain cases, allow advocates to submit their arguments in writing and leave without presenting them orally. This approach would save court time by reducing the need for lengthy oral hearings, enabling judges to focus on reviewing written submissions and adjudicating efficiently.

While the Law Commission of India has recommended against mandating written submissions *(Law Commission of India, 1984)*, implementing such a requirement could significantly reduce the time spent on oral arguments and improve record-keeping. Notably, in Maharashtra, 69% of

judges and 50% of advocates favour written submissions over oral arguments, reflecting a shift in litigation practices and preferences among legal professionals. *(Mahadik, 2018)*. It is noteworthy that through this practice, neither party's right to put forth his case is jeopardised while time is also saved.

VI. Overseeing Witness Evidence Outside Courtroom

While a witness in a civil suit is being examined, the presiding officer has a very limited role and merely oversees the examination. Under Order XXVI, courts have the discretion to appoint commissions for specific duties outlined in Section 75, with the expenses for such appointments being borne by the requesting party. It is proposed that commissions should be mandatorily appointed for the examination of witnesses. A panel of retired judges could be established to serve as commissions, ensuring fair and impartial examinations. Witness examinations could then be conducted outside the courtroom, either in designated areas or at locations convenient for the parties, thereby saving valuable court time. The associated costs

could be covered by the state, either through an increase in court fees to account for such commissions or through an alternative funding mechanism.

This proposal is based on the rationale that during witness examinations, the presiding officer primarily supervises the proceedings to ensure that the parties' rights are protected and the principles of natural justice are upheld. Retired judges could perform this supervisory role just as effectively. The time saved from these proceedings could be better utilized by presiding officers for hearing additional cases, conducting legal research, or drafting orders and judgments.

VII. Decentralization of Administrative Work

A District Judge has both administrative and judicial functions. For example, the Principal District Judge is responsible to ensure registration and filing of cases in the district, issuing certified copy of judgements/orders, maintaining registers and records and organising legal aid programmes under his supervision. *(Lokur & Singh, 2024).* Most often, the excessive administrative burdens the district

judiciary and consumes valuable time and resources, thereby hindering the efficient disposal of cases. (*Kumar, 2024*)

The current administrative structure of the subordinate judiciary is outdated and inadequate for addressing the huge caseloads and pendency. There is an urgent need to reform this system by integrating modern managerial skills and expertise. To assist the judges in their administrative duties, the post of Court Manager was introduced by the 13th Finance Commission. *(Thirteenth Finance Commission, 2010)*. The vision was to recruit MBA qualified managers, however, even after fifteen years much was not reflected in practice. Presently, mostly court managers are *ad hocs*; they lack authority and have ambiguities in their duties. *(Kaul, 2020)*

To address this issue, decentralization of administrative duties from the office of the District Judge is essential. There should be provision of Administrative Judges in the District Judiciary as implemented in High courts. There has to be full integration of court managers in the district judiciary with initiatives like regularization and permanency of their post, delineation of their roles in High courts and District Courts,

devising proper curriculum, providing reasonable pay and promotion etc. *(Daksh 2020).*

With these attempts, the goal should be to shift the burden of the administrative work from the District Judges to Court mangers and other administrative staff, which will provide judges with sufficient time to carry on their judicial functions.

VIII. CONCLUSION

This paper addressed the causes of persistent delays and inefficiencies in the sub-ordinate judiciary and attempts to propose certain new reforms which can aid in speedier justice. It is true that despite previous attempts made by both government and judiciary via the introduction of ADR and ICT techniques, the backlog of cases remains significant. These inefficiencies and delays not only compromise the litigant's right to access justice, but also hampers the confidence of the public in the judiciary.

The research focuses on addressing the structural and managerial issues in subordinate judiciary with a multifaceted approach like the establishment of Centralised

Research Wing, advanced training of ICT for court staff and decentralization of administrative functions. These recommendations hold immense potential to alleviate existing bottlenecks. Additionally, encouraging integration of judicial academies and courtroom can act as pathway between theoretical legal knowledge and practical challenges faced by the judiciary. Procedural enhancements like insisting on written submission over oral arguments can aid in preventing delays and saving court's time. These recommendations do not just aim to meet the immediate demands but can contribute to transform judiciary to be more active and responsive in the long term. However, there are various challenges in the implementation of these reforms like creating a permanent cadre for court managers and introducing state funded commission for witness examination which requires strong political and legislative policy interventions.

In conclusion, even though the road to a revamped sub-ordinate judiciary may be challenging, it is imminent to strengthen the first doors to a litigant. The recommendations made in this research have the potential to revitalize the sub-ordinate judiciary in India and ensure that justice is not only

done but also delivered on time. These reforms, which are based on practical difficulties, have the potential to create a judiciary that meets the needs of the twenty-first century.

IX. REFERENCES

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