

Islamabad District Courts Improvement Study

May 11, 2018

Scope of work

1. District Court Users Survey
2. Mapping of Court Reform Initiatives
3. Key Informant Interviews (KIIs)
4. Options Paper

District Court Users Survey

- **Purpose:**

- To develop an evidence-based proposal for measures to address the management, IT infrastructure gaps & quality, efficiency and effectiveness of services provided to users of Islamabad District & Sessions Court.

- **Scope:**

- Family, Criminal, & Civil courts,
- Bakhshi Khana and
- Registry office

Survey Findings

- **Gender breakdown:** Males (81.7%), Females (18.3%)
- **Place of Residence:** 63% from Islamabad & Rawalpindi
- **First point of contact:** Lawyers (71%) & Readers (10%)
- **Time since first interaction:** 30% visiting for 1 to 3 years
- **Access to Legal Information:**
 - 68% have easy access to information
 - 27.3% lacked access to information: of these 27.7% lack information on legal procedures & 18.7% percent lacked information on roles and responsibilities of courts.

Survey Findings

Issues requiring urgent attention

- Use of Latest technology (0.7%)
- Transparent systems and procedures (33.8%)
- Administrative weaknesses (25.9%)
- Accountability of justice providers (19.6%)

Mapping Exercise

- **Purpose:**

- To conduct an analytic review of court reforms in & around Pakistan covering court management/administration & automated court systems eventually resulting in the efficient dispensation of justice.

- **Case Studies:**

- Malaysia
- USA
- England & Wales
- Pakistan (including Sheikhpura, Islamabad)

Findings of Mapping Exercise

Use of IT in Court

- **Case Backlog & Delay Programme, Malaysia:**
 - Automation of court records & online calendars
 - Automated Case Information Management System
 - Use of IT in court procedures
- **Court Beat, Sheikhpura District Courts:**
 - Effective & efficient management of case records/information
 - Monitoring of judges performance through analytical data through easy-to-use online interface
- **Automation initiative, Islamabad:**
 - Automation of all court records underway;
 - Plans for automated case flow management; data management; case information management; identity management system and litigants' feedback management system.

Findings of Mapping Exercise

Introduction of Professional Court Managers

USA

- Transition from Clerk of Court to Court Manager
- CEO of admin branch & head of court management team
- Judges focus on adjudicative functions ONLY resulting in improved quality of case flow
- No formal training until National Association for Court Management (NACM)
- Institute of Court Management (ICM) established

England & Wales

- Supervises daily operations of court
- Manages staff; ensures efficient & effective functioning of court & quality of services; supervises implementation of procedures, & manages court budget.
- Judges focus ONLY on adjudicative functions which improves quality of case flow.

Key Informant Interviews (KIIs)

- **Purpose:**

- To provide detailed insight into issues of justice dispensation & consolidate recommendations for addressing management, administration, IT & infrastructure issues.

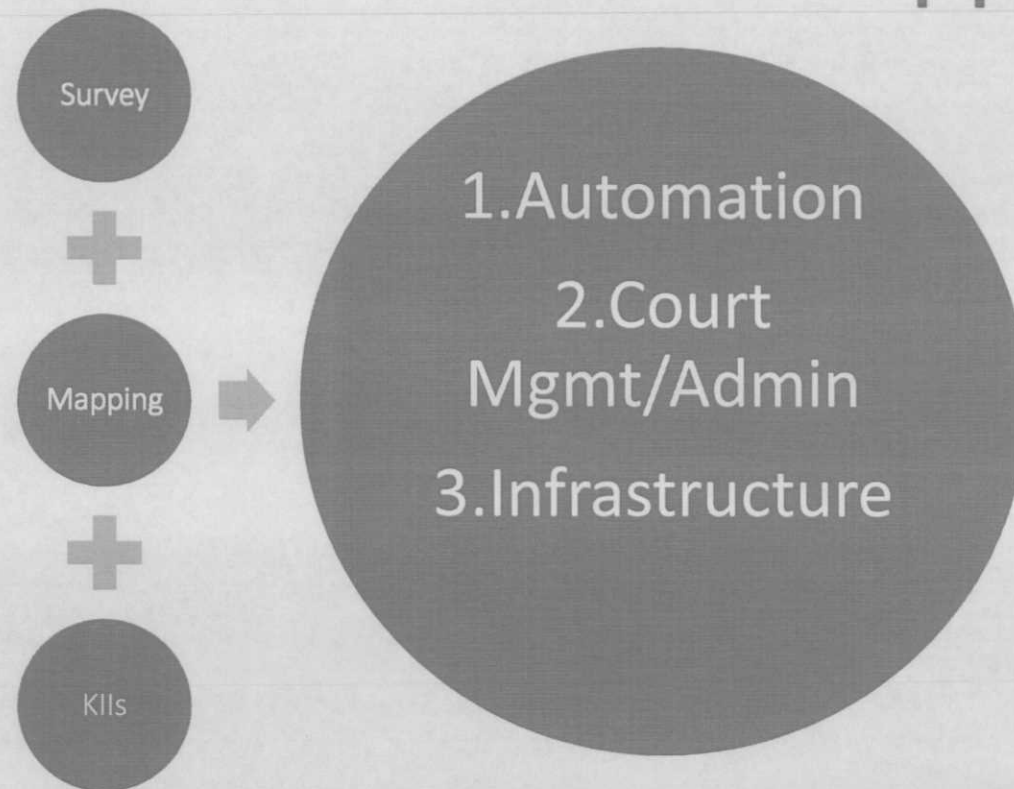
- **15 in-depth interviews held with:**

- Judicial officers & ministerial staff;
- Secretary, LJCP (National Judicial Policy Making Committee);
- President of relevant Bar Associations and Bar Councils;
- Representatives of donor-led programs on A2J and ROL supporting the judiciary; and
- Academics and researchers who have studied the problem.

Findings of KIIs

- Lack of facilities and infrastructure
- Location & Premises of Islamabad District Courts
- Improvements at Bakhshi Khana
- Use of technology – Video Conferencing & E-Trials
- Audio Recording of Statements
- Lack of Capacity & Training of Judges & Court Staff
- Lack of Access to Relevant Information of Court Services
- Lack of Administrative Resources
- Need for Procedural Reforms
 - False and frivolous litigation
 - Frequent Requests for Adjournments by Lawyers

Options for Potential Support



Automation of Courts (PKR 36 million)

Recommendations:

- Automation of court files/records
- Maintenance of calendars
- Online information system for court hearing dates
- Online system for information on court proceedings and documents
- Online information on court procedures/fees/legal rights
- Tracking system for better monitoring of Process Servers including system of e-tagging of summons
- Availability of case related documentations for clients
- Training of judges and court staff on CMIS
- Litigant SMS alert system

Strengthen Court Management & Administration (PKR 30 million)

Recommendations:

- Facilitate court staff and Judges to address administrative and management issues (clarification of roles and responsibilities, improved communication with clients).
- Introduce Court Management Assistants hired from within the system or outside
- Develop Court Management and Administration Capacity Building Programs (Judges and court staff)
- Establish Help Desk at the court to assist users/general public, especially women

Infrastructure Improvements (PKR 45 million)

Recommendations:

- Construction of toilets & provision of drinking water units (coolers/taps/filters)
- Additional waiting areas/Lounges (for men & women)
- Extension & renovation of Bakhshikhana (men/women) with improved ventilation, extended space, toilets, drinking water, etc.
- Renovation of court buildings to resolve space issues/building safety issues
- Special access for Persons with Disabilities

Way forward/Actions

- Approval from the Honourable Minister for Planning Development and Reform to share the options paper with Honourable Chief Justice Islamabad High Court for his views on the implementation of the above mentioned proposals.
- Once agreed, the following steps need to be undertaken:
- The relevant Ministry/Islamabad High Court to prepare PC-1 by conducting separate feasibilities to ascertain technological and human resource needs (IT staff etc), infrastructure needs and physical works and capacity needs of Court staff.
- Approval of PC-1

Questions?

STUDY ON DISTRICT COURTS' IMPROVEMENT IN ISLAMABAD**PERCEPTION SURVEY OF LITIGANTS:****FINDINGS & ANALYSIS****1. INTRODUCTION:**

- 1.1 The purpose of the survey was to develop an evidence-based proposal for measures to address the management, IT and infrastructure gaps prevailing in Islamabad district courts that contribute toward high transaction costs incurred by litigants using court services. The survey also addresses the quality, efficiency and effectiveness of services provided to the clients of Islamabad District court.
 - 1.2 A questionnaire was developed after detailed consultations with a broad range of stakeholders including government officials, lawyers and development practitioners. The questions range from personal information, purpose of the visits, issues/challenges faced, access to information, infrastructure needs, expenditures, time constraints and recommendations on how to address issues. We have conducted an extensive literature review to get a better understanding of the solutions that are being suggested under the Scoping Analysis component of the TORs. This was done in order to design questions that lead to various options. Detail of various sections of the questionnaires are appended below:
- 2. Research Study Development & Consultative Process:** The actual questionnaire was developed and finalized during March-May 2016, it is based on detailed literature review, discussions and engagements during the same period with lawyers, public policy practitioners, legal academics, political economists, government officials, The United Nations Development Program (UNDP) – DFID funded project and PIDE, Quaid-e-Azam University, Islamabad.
- 2.1 **Study Location — Islamabad District Courts:** Islamabad courts are located in rented buildings at F-8 Markaz, in Islamabad. The District Courts is divided into East and West Zones, covering the capital city, Islamabad (rural and urban). It deals with all the judicial matters of the Islamabad district only. As of current, there are approximately 48 Civil Judges, 4 Additional District Judges and 2 District & Sessions Judges.
 - 2.2 The choice of Islamabad District Courts is significant for several reasons. Being literally nearer to Islamabad High Court which is the administrative

and appellate court of Federal Capital one can assess the progress of the various reform programs, funds and implementation which is controlled and operated by the Islamabad High Court for Federal Capital. Additionally, being the administrative and political power capital of the country and the location of several institutions of higher learning, the Islamabad District, is expected to be the most developed area in the country. This means that with a more educated, affluent and hence socially and economically empowered population, the litigating public that accesses the Islamabad District Courts is expected to display greater legal empowerment as compared to other residents in the country. On the other hand, based on recent reports of Law and Justice Commission of Pakistan (LJCP), it is not ranked on the higher side amongst other district courts of country e.g. in terms of automation, the Islamabad District court is way behind the rest of country. This raises the need to undertake a detailed study to gather evidence to get first hand information from the litigants (the demand side survey).

- 2.3 **Survey Methodology & Phases:** The seven (7) page long Questionnaire had a total of a 24 questions. The Questionnaire was in English. It was also translated into Urdu and provided to surveyors. The actual Survey was conducted in Urdu and Punjabi. In order to collect accurate data that enables thorough analysis, all the questions were close-ended with multiple response choices except one where the litigants were asked to make statement about the overall efficiency of the district court. The multiple choices were not offered upfront to the respondents in order to preclude surveyor or Questionnaire bias. However, if the respondent did not understand a particular question then the surveyor listed various possible response options. Those answers which did not fit into the available response category were also recorded. The surveyors were also instructed to record if the respondents wanted to narrate his/her story in greater detail or reported something that was of relevance to the Study.
- 2.4 **Survey Team, Training, On-going Consultations & Review:** A team of 10 enumerators mostly post graduate students were selected from Pakistan Institute of Development Economics (PIDE), Quaid-i-Azam University. It has been observed that such students are usually easy to train; keen to learn; focus on quality and technique of acquiring information.
- 2.5 Many of them had some prior experience of qualitative and quantitative field work. However, none of them had undertaken something similar before in terms of both content and methodology. Most of them were familiar with the overall working environment of District Courts, which was very useful. Detailed interviews for selection of individuals were held at PIDE. After selection, group meetings were held prior to the Survey to provide the students the background to the research, familiarity with the Survey methodology and discussed the Questionnaire at length.

- 2.6 One day training was provided for enumerators on essential interviewing techniques, data collection protocols (where to stand, who to approach, when to conduct the survey, etc.) and then deployed on a typical day. This was followed by a detailed pre-testing of the questionnaire. The team was closely supervised and regular guidance was provided in the field. Mid day and end of day meetings were held every day to resolve problems, assure quality and manage progress. The author of this report was present with the team during training, pre-testing and actual field work. Locations for the survey (Family, Criminal and Civil courts, Registration offices, Bakhshi Khana) were identified through reconnaissance visits undertaken prior to the survey.
- 2.7 The Survey was conducted over six (6) days spread over the last week of March 2016. A team of ten (10) surveyors plus the present author conducted the Survey. It resulted in a total of three hundred (300) completed questionnaires. There was a gap of two days between the pre-test and actual survey which allowed evaluation of the various challenges faced during the pre-test and necessary adjustments in research methodology. As a result, some additional response options as well as two additional questions were also added to the survey. The actual survey, spread over six (6) successive days.
- 2.8 An average Survey interview took around fifteen to twenty minutes (15-20) to conduct. This was due to the given length and complexity of the Questionnaire as well as the sensitivity of some of the issues being discussed.
- 2.9 The Survey targeted a random sample of litigants visiting the Islamabad District Courts on a regular court day. In order to ensure coverage of different kind of litigants visiting the courts on any day, the team members were spread out throughout the Islamabad District Courts premises (covering, family, criminal, civil courts, bakhshi khana and property registration office for both east and west zones).
3. **Survey Questionnaire (the 'Questionnaire')** was designed to gauge different aspects of the nature of disputes being litigated; the nature of legal remedy being sought and several additional aspects of the litigants' experience with the Pakistani laws and the court system during the course of litigation.
 - 3.1 More specifically, *Section A* of the Questionnaire sought personal information of the respondent, provides instructions to Enumerators and interview guidelines.
 - 3.2 *Section B* sought general information -This included information about whether he/she was a litigant and the nature of the court that was

adjudicating his/her case. In addition, it also seeks information about the first point of contact at the courts. It also focuses on the court system and evaluated the duration of the current litigation, the number of hearings attended and court trips undertaken by the respondent, nature and duration of the legal proceeding, perceptions of delay as well as their potential solutions to reduce delays, time spent on each visit to court (i.e. respondents' home and the court) and a total money spent on the case so far.

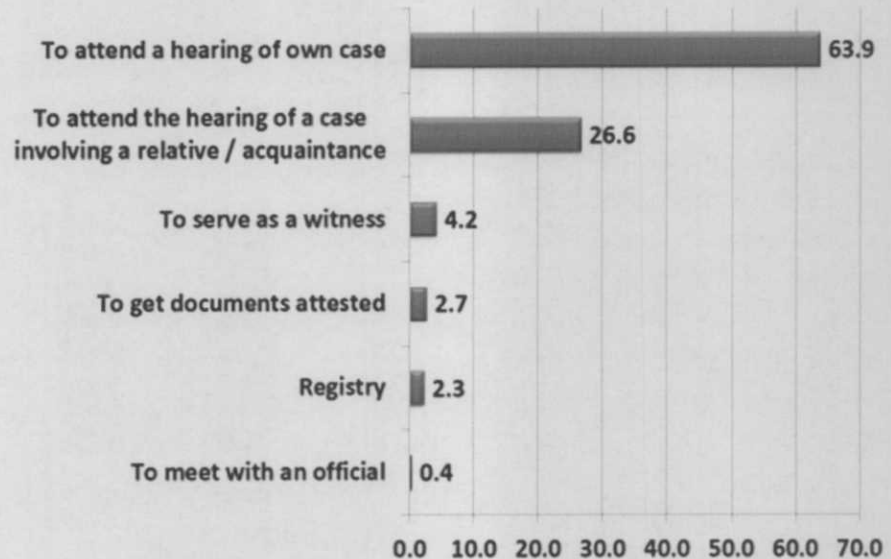
- 3.3 *Section C* explored information about the available infrastructure. It seeks information about the quality of available services (Food, Drinking Water, Toilets, Parking, and personal safety). In addition it also seeks to prioritize the most urgent needs to be addressed.
- 3.4 *Section D* evaluated respondents experience with various aspects of the communication they receive and from whom, how and whether the information was useful (i.e whether the information received is in a timely manner or not; accuracy of information, excessive expenditure to obtain information and whether the information was easily understandable).
- 3.5 *Section E* deals with the Demographic Information such as recording the respondent's identity and address it also determined his/her gender, age, profession/occupation, and monthly household income.
- 3.6 **Sample Universe and Sample Size:** The sample universe was one that changed on a daily basis as it was observed that every day completely new litigants attending court hearings. However, based on various visits and numerous meetings with the Individual Lawyers, Islamabad Bar Association and personal observations, a sample of 300 respondents was selected. The average time taken for each questionnaire was 15-20 minutes. Non-response was around 9%. The most common reasons why some respondents declined to be interviewed were that what useful purpose a survey would serve; they were reluctant about openly sharing details of their cases and some of them were worried to be either called by their respective courts to appear before the judge. Very few interviews had to be stopped as the interviewees were called by the court for appearance. As opposed to these reluctant interviewees, there were many others who were openly appreciative of what the Survey was trying to achieve and thus wanted to take the interview; who wanted sympathy and also hoped that the interviewers would also extend them some legal advice or assistance; or, who were very bitter about their experiences and wanted to vent their frustration as well as criticize the failings of the legal and court system.
- 3.7 **Survey Challenges:** The Survey team had to face several challenges during the course of the Survey. The foremost was the generally chaotic and crowded court premises environment. In addition, there was an ongoing

protest about Mumtaz Qadri in Islamabad, which resulted shutting down of telephone (Mobile phones etc.) services, which posed a huge challenge in communication amongst the team members. Physical efforts were made to communicate messages to the team members spread over different locations at the Islamabad District court premises. There was also a very limited number of litigants present on the first day of survey. This resulted in making extra efforts to complete the required number of interviews for the study at the later stages of the survey. The surveyors did a great job and accomplished their target without compromising on quality.

4. Survey Questions and Responses

Q1:Why are you here?

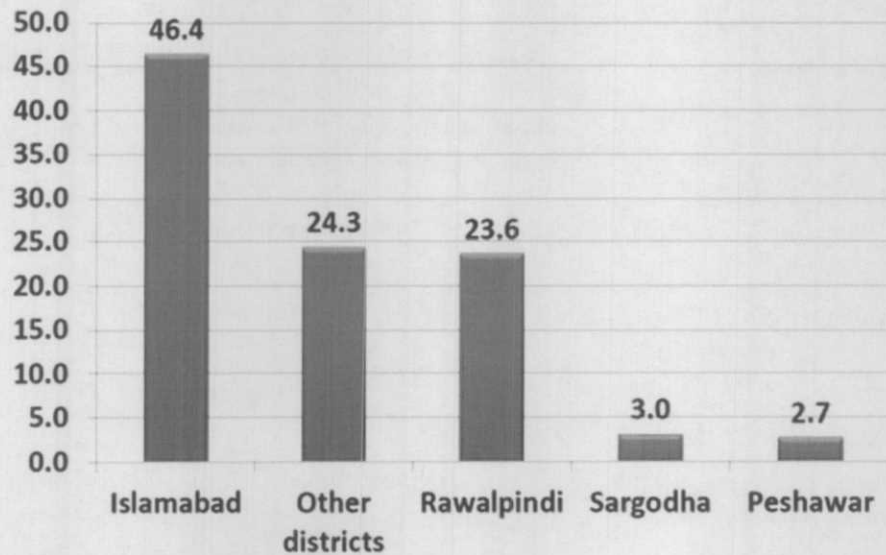
4.1 A large number of people interviewed at the courts were there for court hearings 63.9%. Out of which 26.6% were accompanying their relatives or friends taking the number of visitors higher than the place can logically hold. Meanwhile 5.4% visit the premises to get their documents attested and files for registering property etc.



Q2.Which district do you belong to?

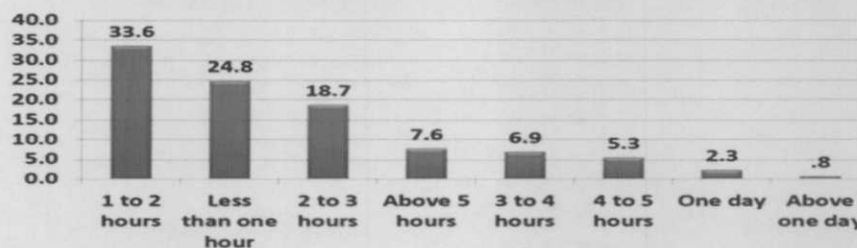
4.2 A large number of respondents 46.4% visiting the Islamabad District courts were from within Islamabad Territory; 24.3% were from a number of other Districts; 23.6% were from neighboring Rawalpindi District; 3.0 from Sargodha and 2.7 % from Peshawar. In total

30% respondents were from outside Islamabad and Rawalpindi districts.



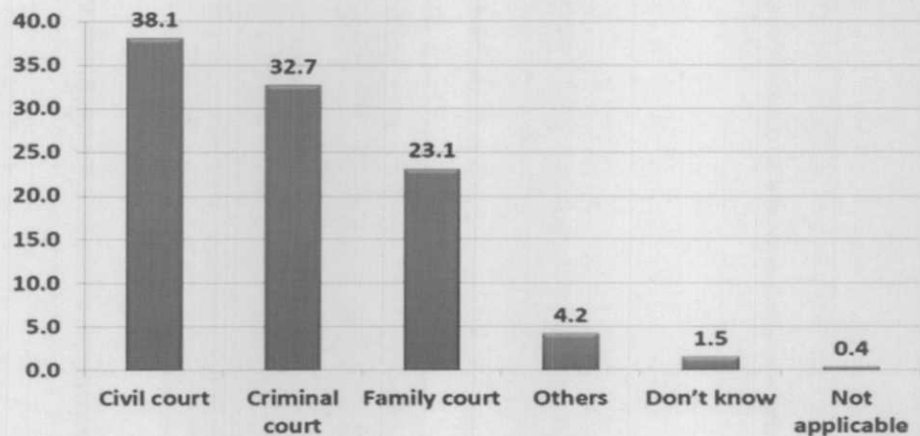
4.3 Majority of people visiting the Courts are from around Islamabad or within a radius of 1 to 3 hours. Approximately 3.1% people are from far off places and take a full day to reach the courts. These people are likely to stay overnight. The travel time should be read in conjunction with the time spent at court as clubbing these two questions will give a full picture of how much time a litigant spends on a single hearing. For instance those who spend only 1 to 2 hours to travel to court may spend another 6 hours at the court for his/her hearing. In such case a full day is spent (This is covered in question No 8).

Q3.How long did it take you to reach the court? Please assume that you traveled from your place of residence.



Q4. Which court is hearing your case?

4.4 A major proportion of litigants, 38% were found to be involved in civil litigation at the Islamabad District Courts, as both complainants and respondents.



Almost one third of litigants, 32.7% at the District Courts Islamabad are involved in criminal matters, and so the majority can be assumed to be either defendants themselves or relatives of accused persons. While Islamabad in general does not have a high crime rate, almost a third of litigants being involved in criminal litigation does raise some concerns about reported data on law and order situation in the city.

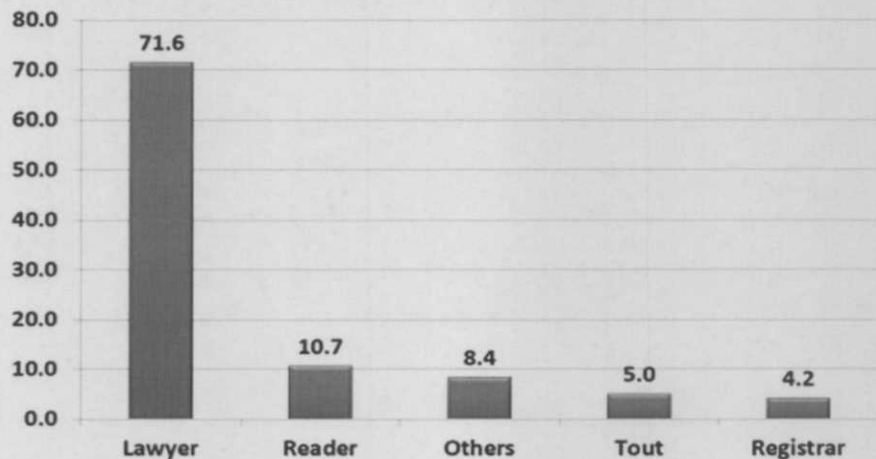
The finding that almost a quarter of litigants, 23% are pursuing family matters (such as divorce proceedings) is quite surprising in the backdrop of Pakistani socio-cultural dynamics. Whether this can be attributed to weakening family dynamics and structures or increased awareness of legal rights amongst married women remains debatable.

Q5.Which specific individual do you meet after reaching courts?

4.5 A majority of litigants, 71.6% stated that the first point of contact for them at the District Courts Islamabad is the particular lawyer they have engaged to pursue their legal matters in court. This is predictable since it is a matter of practice

for a potential litigant to approach a lawyer or a lawyer's clerk for any kind of legal advice or guidance. Lawyers are also the preferred choice because they are relatively accessible and often a litigant's only point of information about legal procedures and other relevant matters at court.

Meanwhile, Readers are first approached by 10.7% of litigants, while 5% identified 'touts' as their first contact at the courts. While 8.4% of respondents chose the 'others' category; these many include court staff other than a Reader, and individuals such as a Notary Or Oath Commissioner. This also confirms that the court staff are either not accessible or do not have the trust of litigants or litigants are not aware of the roles and responsibilities of courts staff.

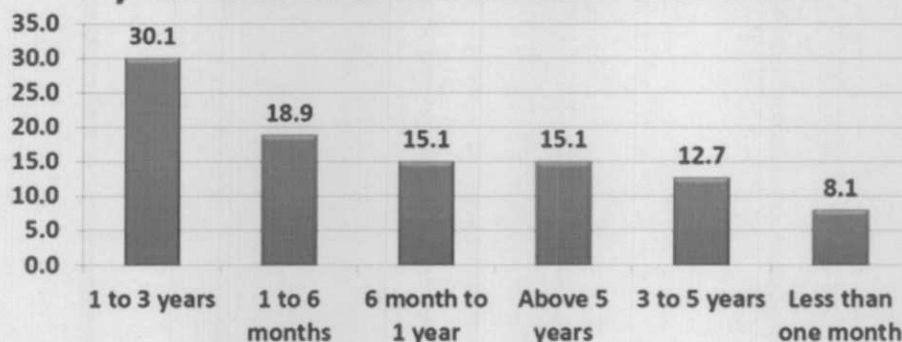


Q6. Referring to the issue for which you are here today, how long has it been since your first interaction with the court?

4.6 A large number of respondents

30.1% had been visiting the Islamabad District Courts for 3 years; 18.9% had been visiting from 1 to 6 months; 15.1% for over 5 years; 12.7% between 3 to 5 years. 8.1% of the respondents had been visiting for less than a

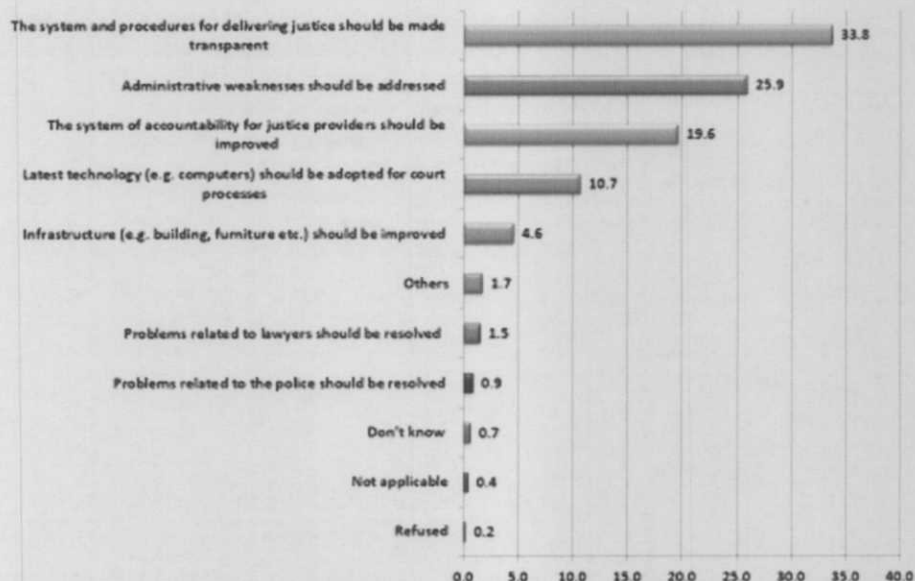
month. In total 42.8% of the respondents have been visiting Islamabad Courts for the last 5 years. This gives an alarming picture of delays in decisions of courts.



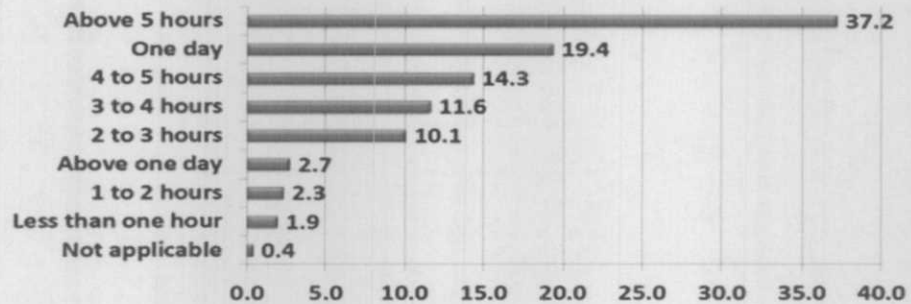
4.7 Given the options presented to the respondents 33.8% opted for 'the system and procedures for delivering justice to be made transparent'; 25.9% said that the administrative weaknesses should be addressed; 19.6% said that the system of

accountability for justice providers should be improved; 10.7% said that latest technology should be adopted for court processes; infrastructure improvement was chosen by 10.7%; 1.5% said that problems with lawyers should be resolved and 0.9% said that problems with police should be resolved. A total of 1.3% respondents either refused to answer the question or found it irrelevant. According to the litigants, improving capabilities, accountabilities/transparentcies and introduction of latest technologies can address the issue of delays in case decisions.

Q7. How do you think this duration may be reduced?



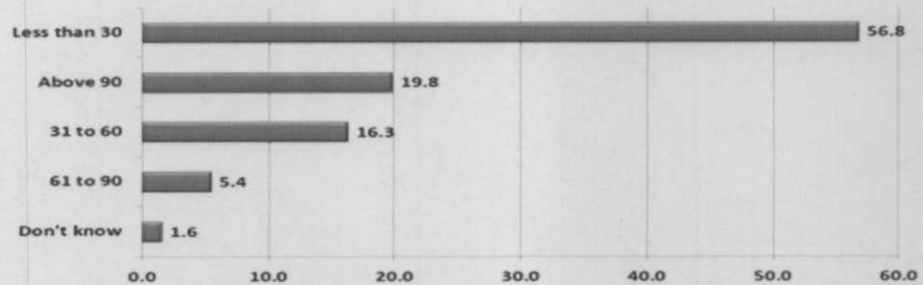
Q8. How much time do you spend on an average court visit, including time spent waiting?



4.8 On an average 37.2% respondents spend over 5 hours at the Islamabad District Courts on each visit. There were also 19.4 % who spent a full day and another 2.7% who spent more

than one day. Even 5 hours of a day should be considered as a loss of a full day as the most productive part of the days is spent in the court. This loss also effects the loss of wages for many respondents as pointed out in question number 10. A combination of issues such as unavailability of judges, lawyers, court staff and or lack of information to get right information (roles and responsibilities of court staff) were some of the reasons for time spent at the courts.

Q9.How many such visits have you made in the past, including today?



4.9 A high number of respondents (56.8%) had made less than 30 visits to the courts whereas 19.8% had made over 90 visits. These are considerable number of visits for a single case.

According to best practices in UK and US, each stage of criminal proceedings requires one visit to the court by the accused and his or her relatives; however, the trial itself can take up to 3-5 hearings. Therefore, a maximum of 8 or 10 visits to court are required to conclude a criminal trial; in contrast the Islamabad District Courts survey reveals that more than half of the respondents have visited the court about 30 times in relation to their cases so far which is quite high and points to the delay in litigation.

This judges can address the issue of delay by exercising their discretionary powers to control the pace of proceedings, and prevent unnecessary adjournments by lawyers in order to provide timely justice to litigants. Case scheduling is the most convenient tool for managing cases effectively and this can be practiced by judges to ascertain strict timelines at the outset of a particular case.

Similarly, the Islamabad Bar Association (IBA) must monitor lawyers in order to discourage unnecessary applications for adjournments merely due to absence of counsel in court; however, while the requisite codes of conduct and ethics are present to regulate lawyers, they are hardly enforced in court.

Q10. How much money (PKR) have you spent on this issue, specifically in your interaction with the court and related individuals, on:

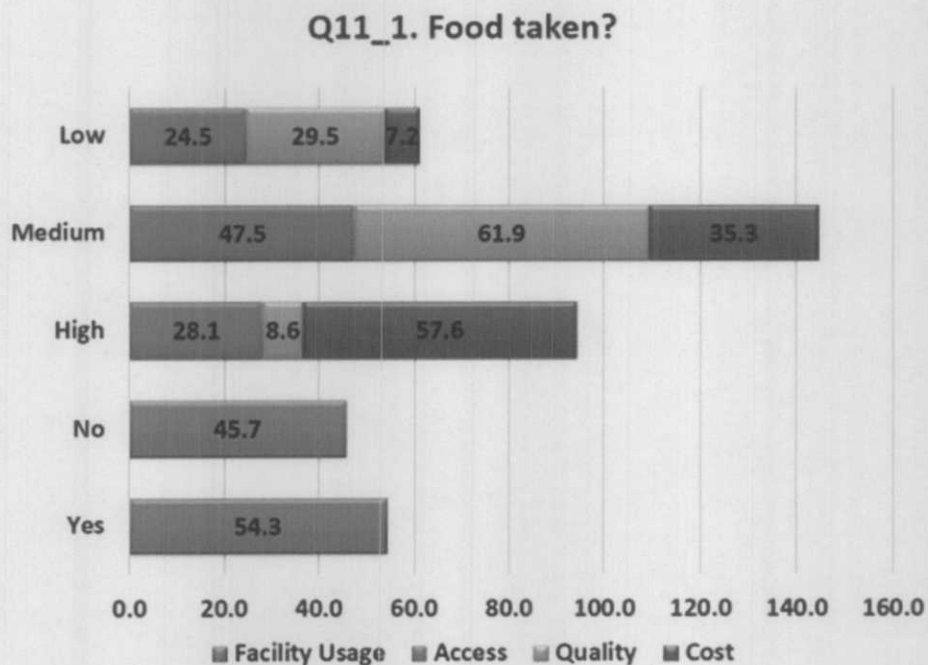
4.10 The range of court related expenditure has averaged from PKR 12,000 to PKR 15,000 on court, lawyer, lawyer's assistant fees and photocopying. A large percentage (191 out of 300) of respondents reported that they

	N	Mean	Median
Transport	245	51804.90	13000.00
Court fees	25	36350.00	15000.00
Lawyers' fees	226	89278.32	40000.00
Lawyers' assistant's fees	152	15982.89	5000.00
Wages lost	191	77779.32	4200.00
Photocopying charges	226	35530.11	2000.00
Bribery	79	37713.92	13000.00
Others	8	227625.00	37500.00

lost wages at an average of PKR. 4200; 79 reported that they invested PKR 13,000 in bribery & transport each. It is important to note that the litigants did not have any specific information on court fees. They agree a lump sum fee with lawyers and it is assumed that a huge part of it is for the court fees. However, in reality the court fees are negligible. The maximum court fee for a financial dispute is PKR 3,000.

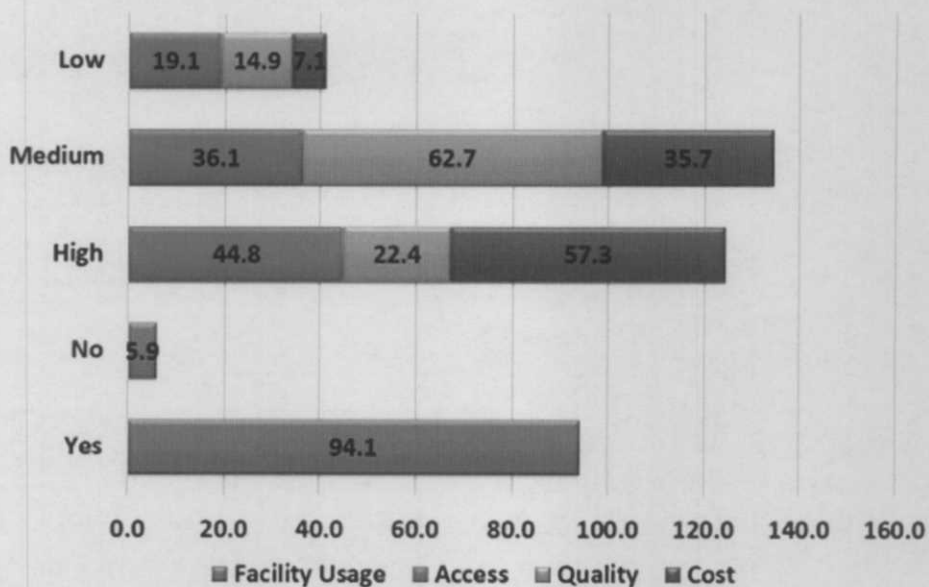
4.11.1 A large number of respondents (54.3%) use the food facilities around the Islamabad District Courts and 57.6% find the cost of food very high. Keeping in view the amount of time spent at court, the litigants have to

use food services provided by private vendors around the Islamabad District Courts. A majority of respondents rated the facility usage, access, quality and cost as medium.

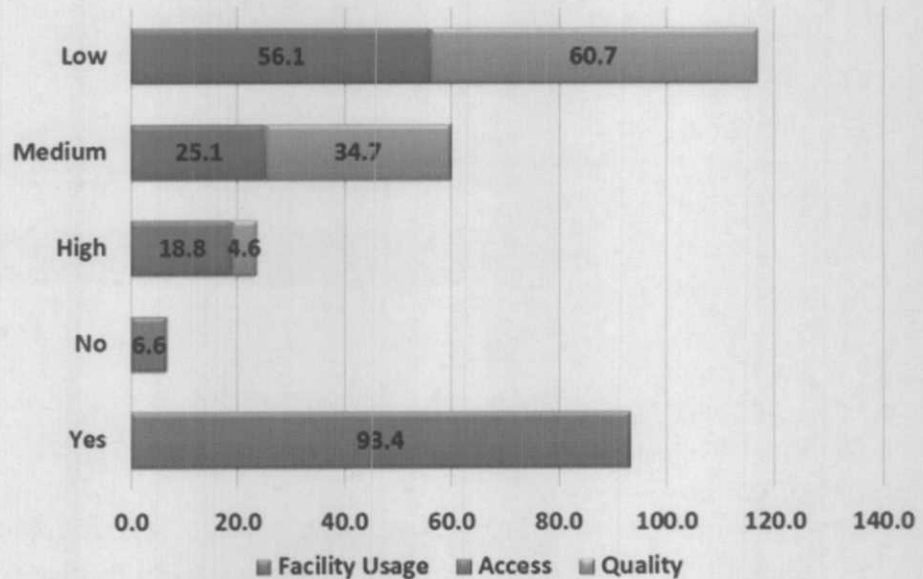


4.11.2 There are facilities available at the Islamabad District Courts for photocopying and 94.1% confirmed that they have used these facilities despite the costs that have been reported by 57.3% to be high. 62.7% reported quality to be medium.

Q11_2. Photocopying used?



Q11_3. Waiting Area for Visitors used?



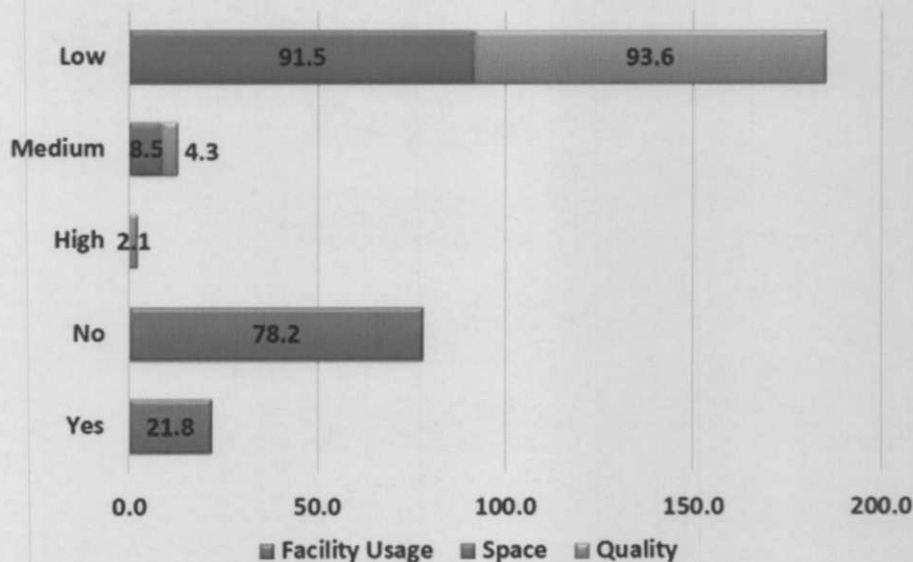
4.11.3 Quality of waiting area facilities were at a low of 60.7% with the access as low as 56.1%. However 93% respondents said 'yes' they have used the facilities. There is only one

designated waiting area at the Islamabad District Courts. Access was rated as low by 56.1% of respondents. This confirms that more than half of the litigants have no access to the waiting area as it is situated in one corner of the District Courts and caters only to a small number of visitors. More than half of those who used this facility rated it as low quality.

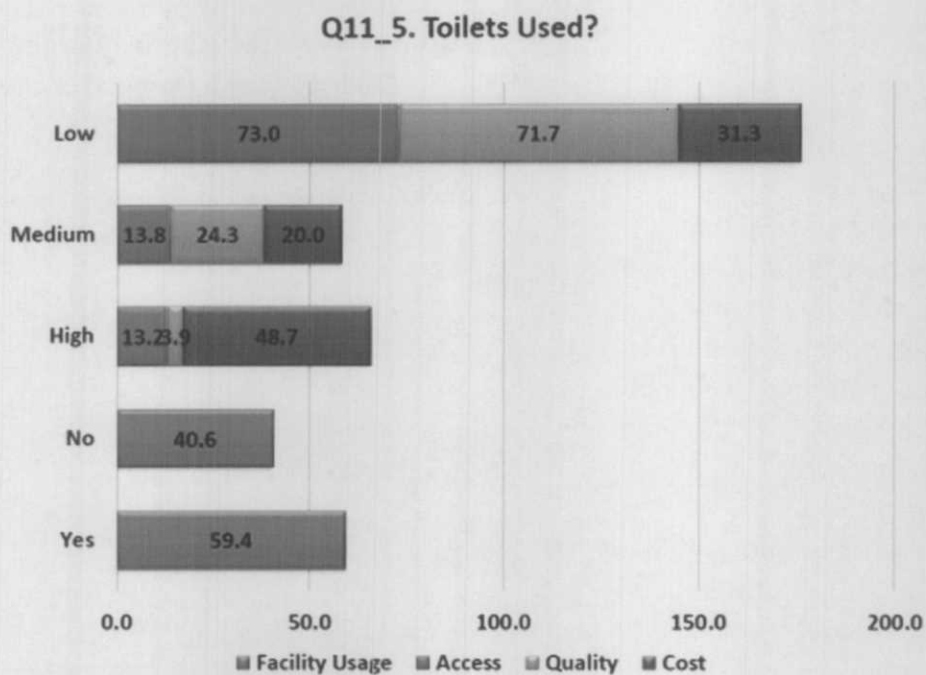
4.11.4 The conditions of the Bakhshi Khana in terms of space was described as low of 91.5% whereas the quality was at a low of 93.6%. The current situation of Bakhshi Khana is deplorable and needs immediate attention in terms

of space and availability of basic facilities (toilets, drinking water, ventilation etc.) The inmates of the Bakhshi khana spend on average a full day (8-10 hours) before they are moved back to Adiala Jail in Rawalpindi. Facilities for women are even worse with a small room that can barely hold 5 people.

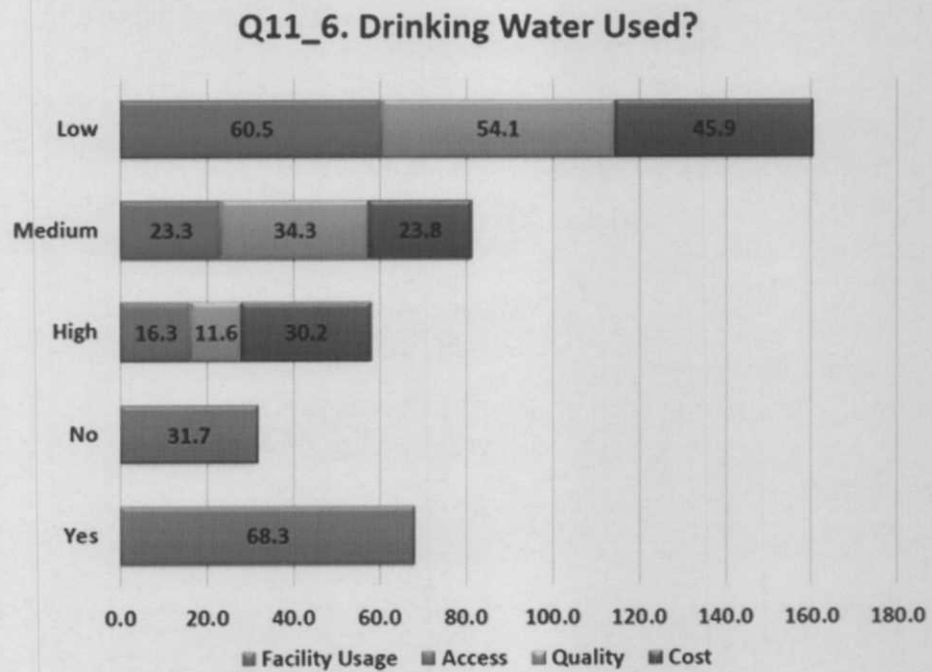
Q11_4. Do you have a relative/acquaintance who uses the BakhshiKhana (Judicial Lockup)?



4.11.5 Toilets are used by 59.4% of respondents who have rated the quality of this facility at a low of 71.7%. The low access at, 73.0% clearly shows that there is a lack of these facilities for both men and women.

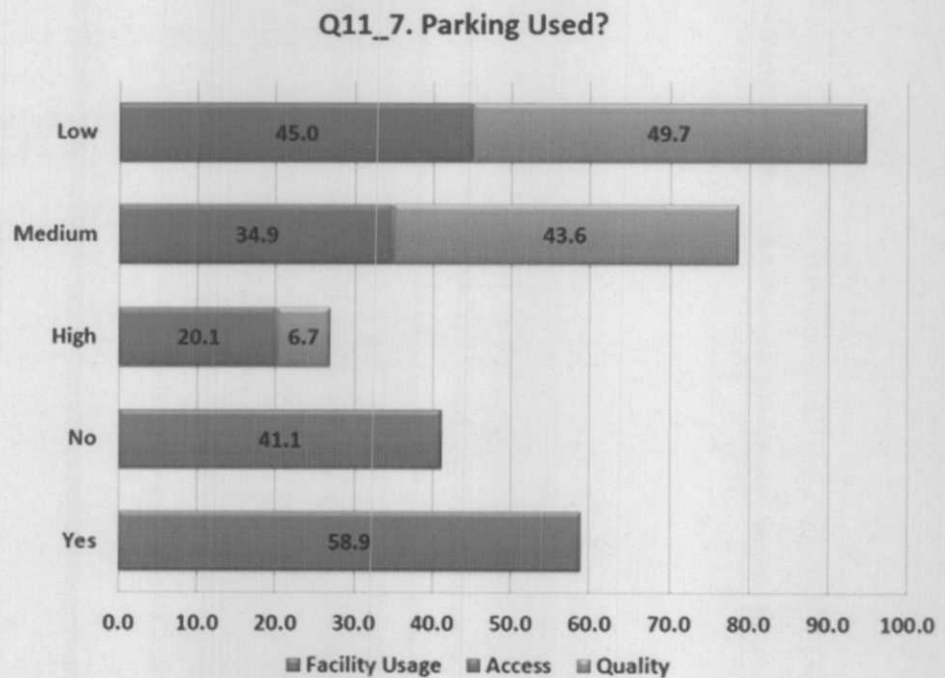


4.11.6 Drinking water access is as low as 60.5%, quality is 54.1% and 68.3% respondents reported that they use these facilities. Cost of water for 30.2% respondents is high (mineral water bottles).



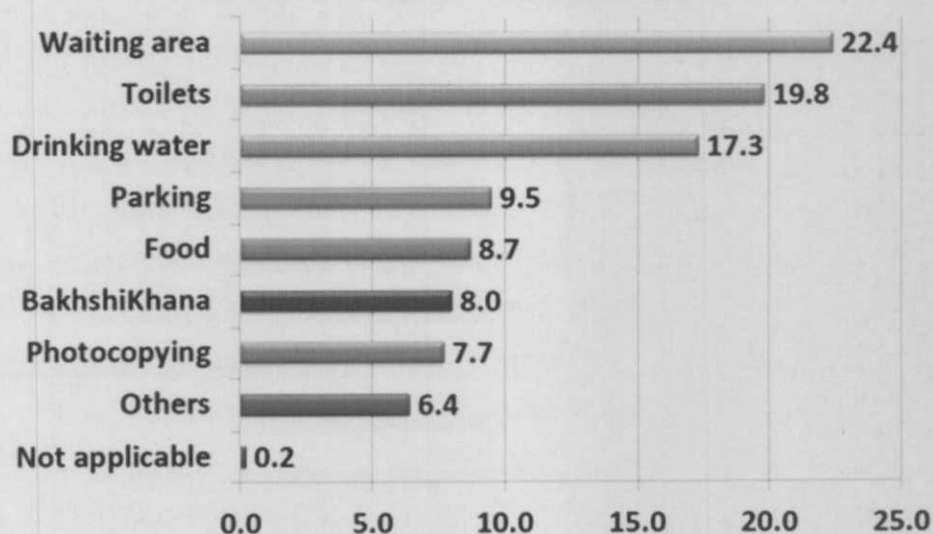
4.11.7 Majority of respondents 58.9% have used the parking spaces at Islamabad District Courts. However for 45.% of respondents, access is low and for 49.7%, the quality is low too. There are 41.1% who do not use the

parking spaces. This also shows that half of the litigants use either public transport or other means to come to the courts.



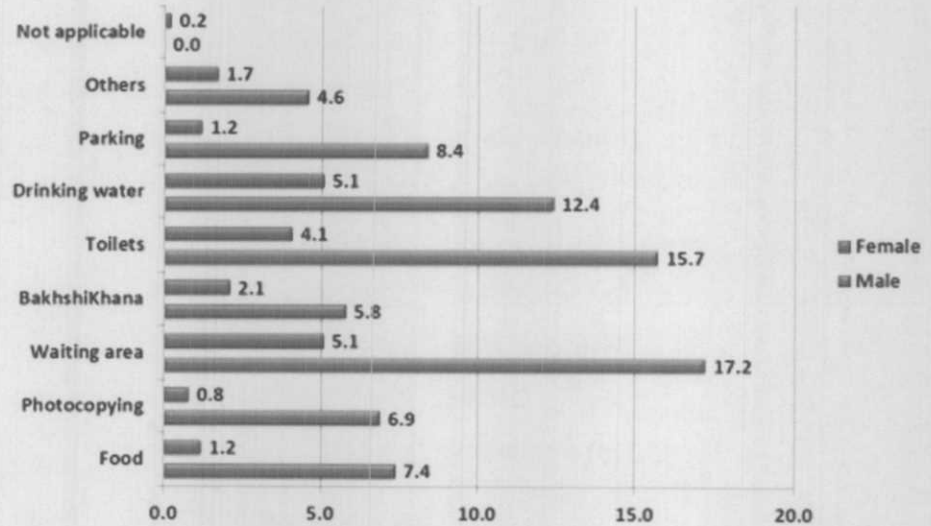
4.12 The respondents were asked to rethink their responses about the facilities and grade them in the order of priority. Waiting area, toilets and drinking water facilities were the top three. Parking area, facilities for food and Bakhshikhana were the next three.

Q12. Which of the following facilities do you feel requires the most urgent attention in district courts (kacheri)?



Q12. Which of the following facilities do you feel requires the most urgent attention in district courts (kacheri)? By Gender

4.12.1 Facilities in need for urgent attention for women were: waiting area, toilets, drinking water and Bakhshikhana.

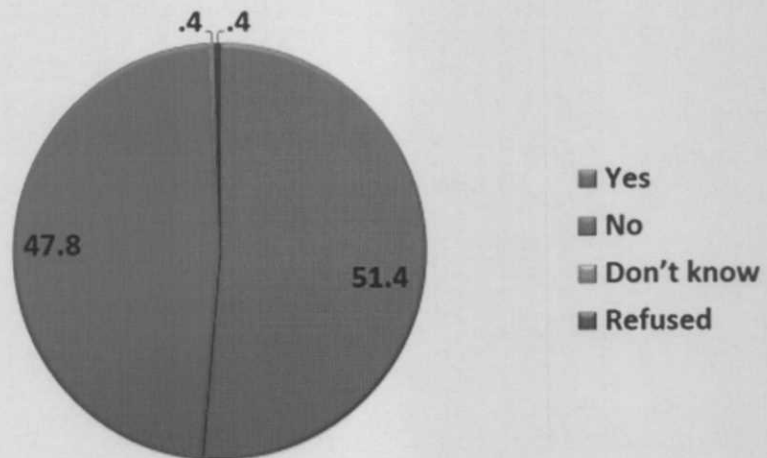


Q13. Do you feel safe inside court premises?

4.13 Security issues were addressed in the survey and 51.4% respondents said they felt safe and 47.8% did not. Keeping in mind the major terror incidents that have taken place at and around the Islamabad District Courts in March

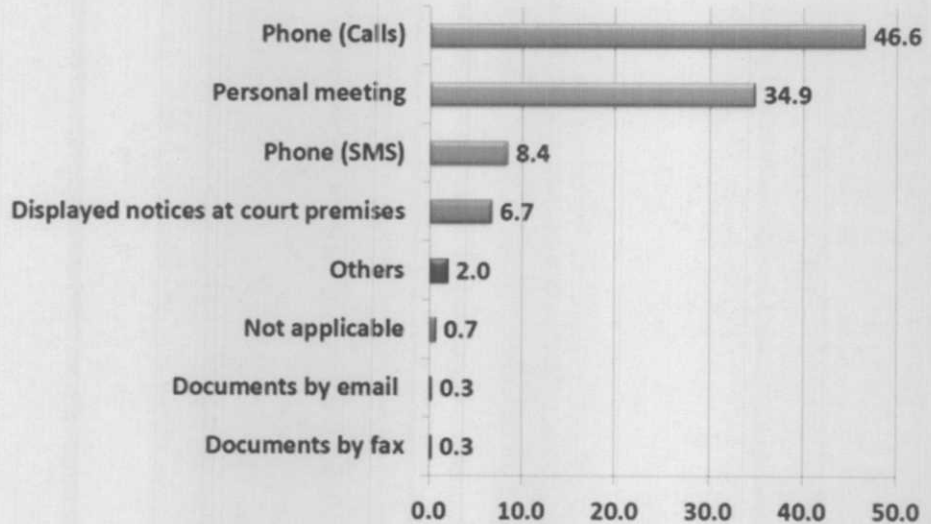
2014 and July 2007 and others that have taken place at courts in different parts of the country, the feeling of insecurity among the respondents was very high.

Inadequate security measures were seen for litigants and others visiting or working at the Courts. There are three walk through gates, which were nonfunctional and of course do not serve the purpose.



Q14.How do you receive information concerning your case, e.g. hearing dates?

4.14 Majority of respondents 46.6% said that they receive information about their cases through phone while 34.9% said that they receive information personally. Court notice boards are also a mode of information for

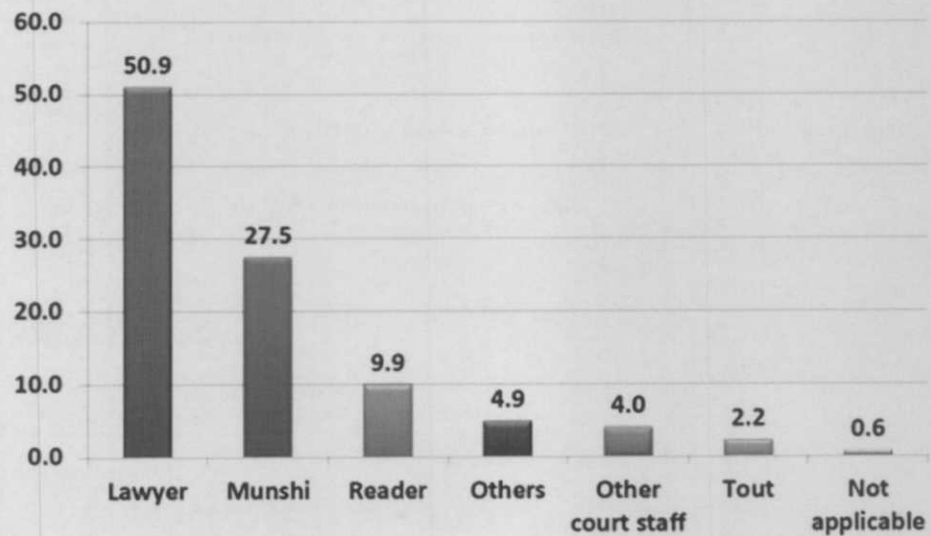


6.7% of respondents. Further investigations confirmed that both phone calls and personal meetings are with their respective lawyers and their staff. This was confirmed in the subsequent question (Question No. 15)

Q15. Which individual sends you this information?

4.15 Most respondents receive the relevant information about their cases from their respective Lawyers (50.9%); Munshi's (lawyers assistants) (27.5%) and Readers (9.9%) .

The source of information is Lawyer and his staff. There is not much coming out of the court itself.

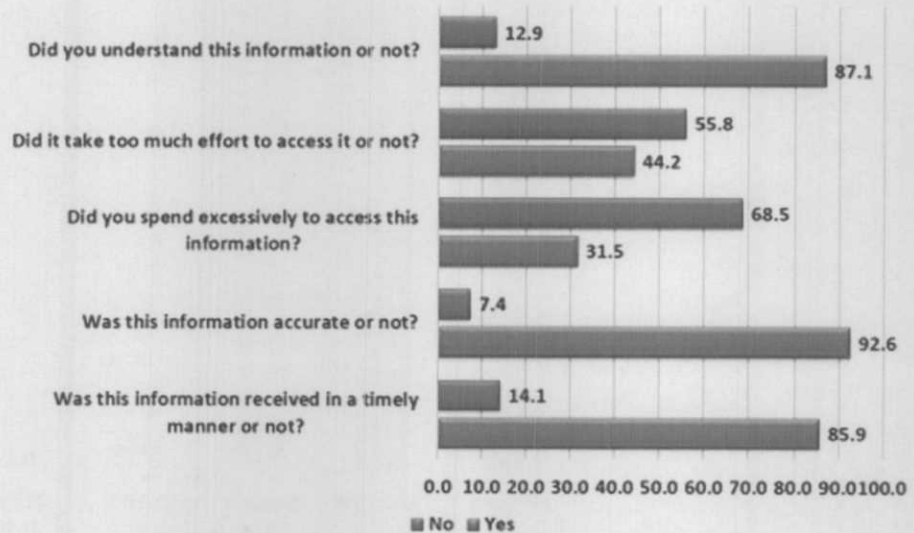


Q16. Please answer the following questions yes or No?

4.16 Very few respondents (12.9%) said that they did not understand the information that was received and a 7.4% said that the information was not accurate.

On the other hand 85.9% of

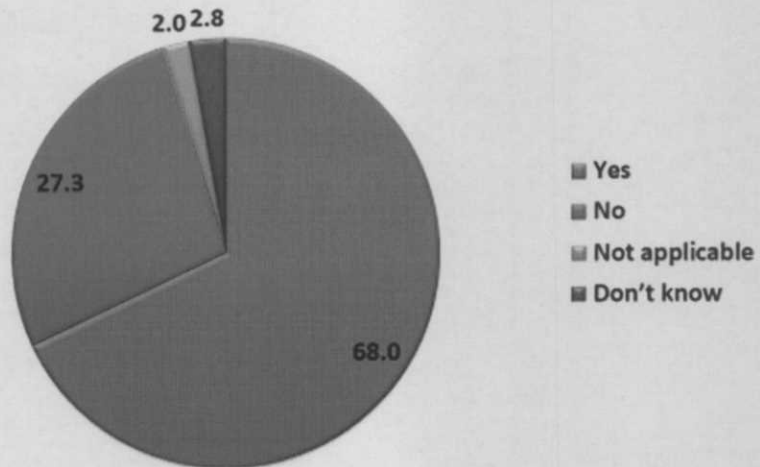
respondents said that the information was received in a timely manner while 31.5% said that they did not have to spend excessive money to access this information.



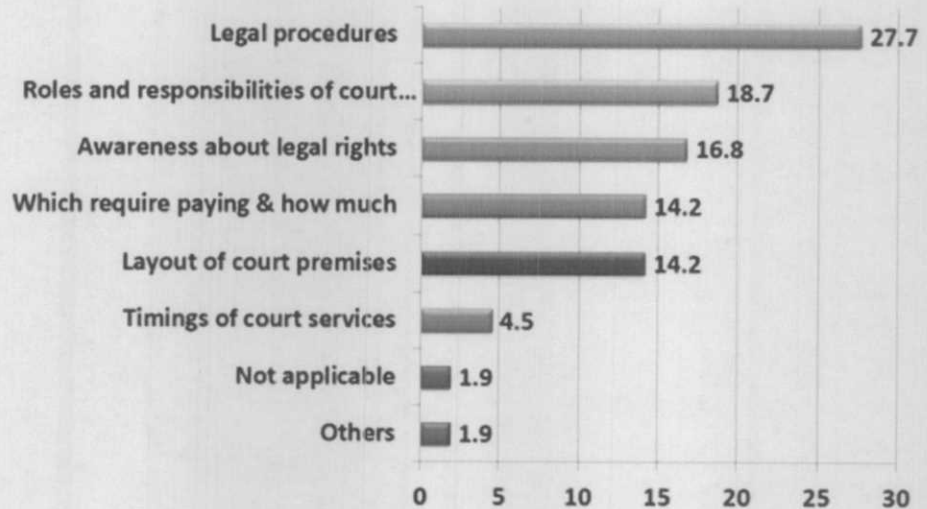
Q17. Do you feel you have sufficient information to pursue your case/problem?

4.17 A high percentage of respondents said that the information they received was sufficient to pursue their case but 27.3% felt otherwise. This response should be read in conjunction with

the information about duration of cases and education levels of individual litigants. Those who have been engaged for a few years are expected to be able to extract the right information from the available sources and also understand better than those who are new.



Q18. If no, what specific information do you lack access to?



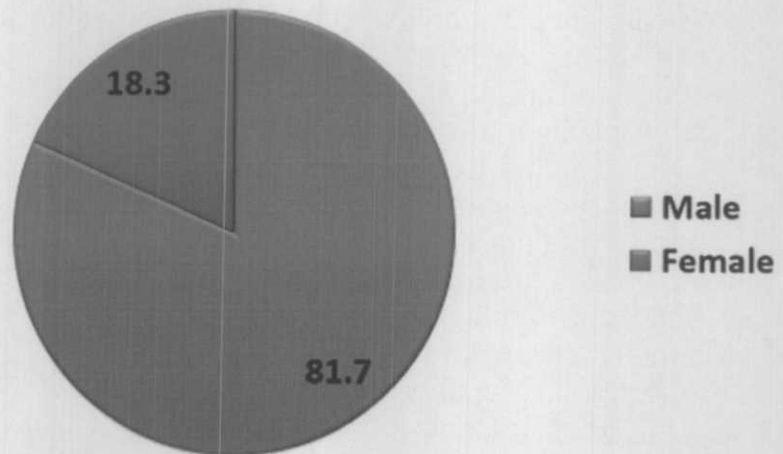
4.18 Almost 27.7% of respondents lacked access to information on legal procedures while 18.7% percent lacked information on roles and responsibilities

of courts (officials). There was also ambiguity on what information requires payment and how much, and what are legal rights of litigants.

4.19 **Q 19** Is there any suggestion you would like to propose for making court services easier to use?

1. adalati ahal karo ko rishwat lene se ajtnab karne ki sakhti ki jaye
1. create appplication box and listen all appication on merit
2. mahina mian ek martba khuli kechehri lagai jaye aur logo ke masail sune jain
3. Judiciary System should be improved.
4. adalti nizam main behtri aur asani peda ki jaye
5. Use Computer & IT and update all the information which is helping to litigants
6. case ki jaldi sunwai
7. antezargah aur waqat ko kam kia jaye
8. Judge ki tadad barhai jaye
9. Safai ka nizam behter bana chahe
10. pene ke pani ki farahmi
11. intezargah ki farahmi
12. aurti ke case ka alag nizam ho
13. kam se kam waqat main faisla ana chahe
14. samat ke din tmam shurka ki mojudgi lazmi bnai jaye jese mulzim , madi , wakeel etc
15. Washroom
16. wakeel ko thek hona chahe

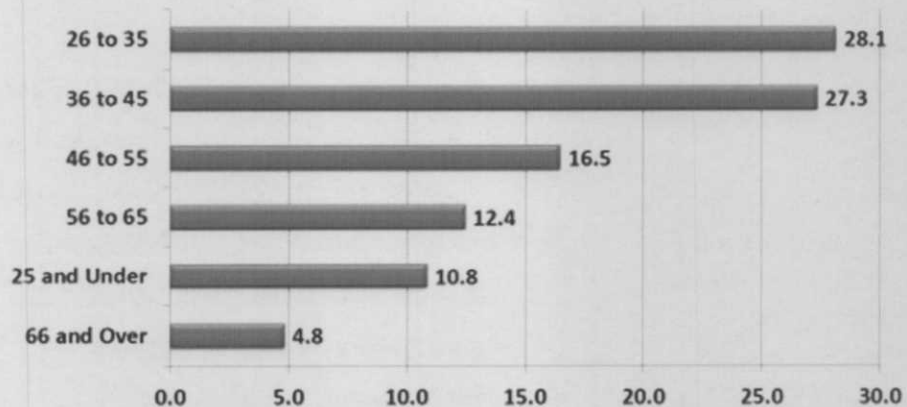
Q20. Gender



4.20 The socio-cultural dynamics of Pakistani society often hinder a woman from direct access to legal services in court due to

perceived and sometimes real attitudes and behaviors of such service providers such as police and lawyers, etc. An attempt was made to reach out to as many female respondents as possible for the purposes of this survey; however, despite the difference in the progressive socio-cultural makeup of Islamabad, the survey could only access about 18.7% of women willing to provide their opinions. This no doubt reflects the minority of female litigants accessing court services which could be attributed to conservative notions of discouraging women in initiating proceedings or women being represented by male family members.

Q21. What is your age?



4.21 The majority of respondents, 65.4% were between the ages of 26 to 45 years which represents the youth and middle-aged population of litigants who

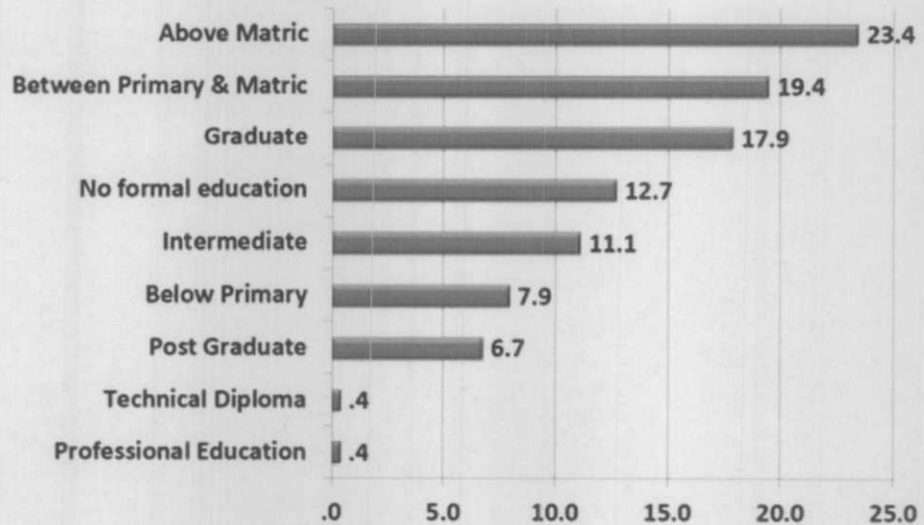
access the Islamabad District Courts. Assuming that university education ends at 24 years of age and an average Pakistani starts professional work at 25-26 years, this finding shows that the bulk of professionals at the start and peak of their work careers are involved in litigation. This implies that the majority of litigants at Islamabad District Courts are part of the productive workforce; this may be due to a number of reasons, including higher literacy, increased awareness of legal rights, and possibly, more confidence in court services in Islamabad than elsewhere amongst locals and those living in nearby areas.

A minority (less than 11%) of respondents were aged 25 and under, while an even lesser number, 4.8% were aged 66 and above; this illustrates that college/university students, young professionals in their early careers and senior, retired citizens hardly use court services in Islamabad.

The ages of respondents determine their knowledge and experience of procedural law, court services and awareness of legal rights; it should be noted that a respondent in his or her 20s or 30s will answer survey questions much differently than those in their 50s or 60s.

Q21. What is your age?		
N	Mean	Median
249	41.47	39.00

Q22. What is your level of education?



4.22 About half the respondents (50.7%) had attended varying levels of school: over a quarter of respondents, 27.3% were in early school below primary level; 19.4% had

received schooling between the primary and Matric level; and 23.4% had been in school beyond the Matric level. Respondents who had reached the intermediate level of their education numbered at 11.1%; these findings show that the majority of litigants at the Islamabad District Courts are at least literate, i.e. can interpret basic information in documents, if not complex legalities.

Meanwhile, almost a quarter, 24.6% of litigants possess graduate (17.9%) and post-graduate degrees (6.7%) which can be interpreted to assume an increased level of awareness and knowledge of legal procedures and rights, etc. The percentage of respondents with technical diplomas and professional education is negligible (0.4% each).

It was also found that 12.7% of litigants at the Islamabad District Courts have received no formal education. It is interesting to note how they access and understand legal information; it can safely be assumed that lawyers' clerks, court staff or a family member/acquaintance accompanying them to court will typically act as interpreters of legal information for them.

This also confirms the higher literacy rate in Islamabad which might not be the case in other parts of the country.

Q23. What is your occupation?



4.23 The chart gives a breakup of the occupation of the Survey respondents. Self employed, Private sector officials, laborers, Government servants, house wives, Agriculturists, retired

government or private company employees and professionals are the most common respondents, in that order. There is a considerable diversity in the occupations.

In terms of occupation, the overwhelming majority, 83.7% as reflected from the respondents' ages and education, are in some form of employment: either self-employed, private/public sector employees, or unskilled workers.

The respondents with professions or careers – including those in the private or public sector – will no doubt display a better understanding of laws, legal procedures and court services than those, for instance, in unskilled workers, such as labourers. It is important to remember that respondents' experiences and biases as a result of their age, income and professions must be factored in the overall findings of the survey.

Q24. What is your monthly income?

4.24 There were a very small number of respondents whose incomes were extraordinary high. This resulted in a highest mean of PKR 73,102. Therefore, a median was calculated.

N	Mean	Median
228	73102.23	24000.00

However, keeping in mind the education level and federal capital, the incomes for respondents were expected to be reasonable, which was also confirmed during the interviews.

5. Conclusion and Recommendations

- 5.1 The age of respondents under the survey averaged at 39 years and the majority's education was up to Matric (class 10th), while graduates and Intermediates were next in ranking. Looking at the occupation of respondents it is very disturbing that 15.9% of respondents are labourers and 3.6% are unemployed as opposed to a 30.3% who are self-employed and 12.4% who are government servants. Over 63% respondents visited Islamabad District Courts from Islamabad and Rawalpindi which took them at an average of 1-2 hours of travel. There are others who spent a full day to travel to Islamabad and it is very likely that they stayed overnight. Almost 27.8% of the respondents have been visiting the Courts for the past 5 years regarding their cases, which is very alarming in terms of timely and efficient dispensation of justice. At a personal level it costs these respondents from lost wages to transportation whereas court related expenditures include lawyers' and lawyer's assistants fees, photocopying, bribery, court fees etc. The personal expenditure turns into a toil when access to basic services are negligible to limited besides being higher than average cost.
- 5.2 Lawyers are the first point of contact for over 80% respondents and the relationship between both spans between 1-5 years Criminal and civil cases are at the top followed by family cases being filed or heard. The most common mode of getting information about hearing date/case status etc is through phone or personal meetings presumably with the lawyer/lawyers' assistant or Reader. Approximately 68% felt they had sufficient information to pursue their cases and they found this information accurate, timely and understandable. On the other hand with this set of information, largely the working of courts, individual legal rights and procedural technicalities are beyond their understanding and elaborative access.
- 5.3 Although female respondents were at 18.3% as opposed to 81.7% men but their responses represent a very serious issue of lack of facilities that are women friendly or women focused. There are no separate waiting areas for women or designated staff to assist them. Needless to say that if a woman litigant has been visiting the Courts for 3-5 years there are serious psychological, physical and monetary implications especially if she falls under the education bracket of being a Matric and also unemployed or a labourer. Quick dispensation of justice needs to be ensured for female litigants and they need to be assisted in every which way to better understand the system and proceedings.
- 5.4 Waiting area has been ranked the top in terms of urgent needs by both men and women. Next is toilets and drinking water that have been rated low in terms of access and quality. Talking about facilities for prisoners/accused, a

major human rights violation is the state of the Bakhshikhana which needs immediate attention. It is inhumanly overcrowded and has negligible basic facilities for both men and women. Respondents also demanded systemic and institutional strengthening as transparency of process inculcates accountability for smooth administrative functioning.

- 5.5 The respondents were asked a question to suggest overall improvements at the Islamabad District Courts and the majority talked about computerizing the information system at the Courts and establishing a help desk to guide them on procedures, systems, case status, documents required and dates of hearing. The urgency about improvement of basic facilities was reiterated by a large number especially women respondents. Expanding the waiting area and major infrastructural improvement of the Bakhshi khana for both men and women were also among the top priorities.
- 5.6 Almost all respondents expressed their frustration on delays in case hearings and decisions. They gave suggestions like, increase the number of judges to ensure efficient case management; ensure all parties are present at hearings; ensure dates of hearing don't change and information is provided beforehand; summons to be administered through phone SMS; time management in courts to be more efficient; online availability of court orders and proceedings, a booklet on legal rights and female court staff to engage with female litigants etc.

6. Recommendations

- 6.1 The purpose of the study was to develop an evidence-based proposal for measures to address the management, IT and infrastructure gaps prevailing in Islamabad district courts that contribute toward high transaction costs incurred by litigants using court services.
- 6.2 Based on the empirical evidence presented above there are four main recommendations that can be further deliberated to come up with a descriptive and targeted proposal in future. The four recommendations are:
- Automation of courts to improve access to and use of information for litigants and improve court processes.
 - Improvement of infrastructure: building of more waiting areas especially for women, provision of more toilets again for women, provision of drinking water and major renovation and extension of Bakhshi khana again for both men and women.
 - Strengthening the capacity of Judges and court staff to ensure efficient and effective management of cases.
 - Strengthening the court management and administration.

STUDY ON DISTRICT COURTS' IMPROVEMENT IN ISLAMABAD
MAPPING DISTRICT COURT REFORM & IMPROVEMENT INITIATIVES

MAPPING EXERCISE REPORT

Executive Summary:

- The objective of the mapping exercise was to conduct an analytic review of court reforms in and around Pakistan covering court management and administration and automated court systems eventually resulting in the efficient dispensation of justice.
- Four international (US, UK, Malaysia and India) best practices on court management and administration and automation of courts at different levels are being presented as case studies. The analysis will deliberate on changing the current system of court management and administration which is essential to overcome the obvious and major disconnect between administrative and judicial functions, which often remain undefined.
- In addition, two existing Court Automation initiatives being implemented in Sheikhupura and Islamabad that are also being presented as local case studies. These case studies indicate that judges are now beginning to move away from using antiquated methods in the courts and taking advantage of business automation techniques. Furthermore, these initiatives substantiate the need for capacity building of judges and court staff and arriving at clear roles and responsibilities at every level.
- In USA, traditionally there was no concept of providing formal education or training to court staff, including judges. Court management programmes were developed under a nationwide initiative – National Association for Court Management (NACM) which led to the establishment of the Institute of Court Management (ICM) – to provide certified professionals to courts for effective and efficient management and administration through institutionalised reform. The Federal Judicial Academy in Islamabad can play a pivotal role in taking up this responsibility of training judges and court staff.
- Court managers in England and Wales are responsible for the daily operations of a particular Magistrate, Crown or County. They are essentially responsible for managing staff; ensuring efficient and effective functioning of the court; ensuring quality of services; supervising implementation of procedures, and, managing the court budget. The court management unit is housed within the particular court premises but a separate space is allocated for their operations. This enables a separation of duties and work to minimise any overlap or confusion. In India, court managers were introduced in 2013. These are MBA graduates with little or no experience of legal matters and are responsible for developing performance standards for the court on timeliness, efficiency, quality of staff work, infrastructure and human resources, access to justice and systems for court and case management.

- The current court staff at the Islamabad District Courts can be re-trained and assigned to different roles and responsibilities to conduct separate judicial and administrative functions. Also the judge retaining his/her position as chief executive officer of the court, can be provided with two teams; one comprised of court administrative officers/staff and another of court clerks.
- In Malaysia, the declining performance of Malaysian courts and increasing backlog and delay was addressed through a reform programme that focused on automated records of all files; maintenance of calendars through a user friendly interface; automated case information management system; court records and introducing technology into court procedures. Substantial reduction has been reported in pending cases.
- Some of the salient features of the Malaysian model have been implemented in Sheikhpura (Court Beat) to facilitate court staff to manage case information to generate analytical data for the monitoring judges at the District and High Courts through an easy-to-use online interface. Results are very encouraging.
- In Islamabad, the District Courts are in the process of developing an automated system that consists of case flow management; data management; case information management; identity management system and litigants' feedback management system. The work is at initial stages and lacks technical and financial support at present.
- The report carries lessons learned and challenges encountered by the implementers and how these initiatives can be relevant in terms of their methodology.

Introduction:

This report is a mapping exercise of recent and ongoing court reform and improvement initiatives in some countries around the world and in, district/higher courts across Pakistan. The mapping has been conducted to ascertain the scale and utility of any reforms, innovations and/or improvements that have been brought into effect or are in the process of being implemented.

The report will broadly analyse the content, pacing and sequencing of reform initiatives; challenges encountered during implementation and lessons learned that can be utilized for the project that is being envisaged for discussion among relevant stakeholders.

Case studies are being presented on recent court management initiatives focusing on Court Management and Administration, Infrastructure Improvement and Automation of Courts. Following areas are discussed below:

- a) Introduction of professional court managers;
- b) Court Infrastructure (establishing help desks etc.)
- c) Introduction of IT applications for automating court processes and services.¹

This mapping report is a result of desk research, material available online and other public resources.

Overview

Sindh is far ahead of other provinces as the Case Flow Management Systems (CFMS) are in place and operational in all 24 districts (Karachi is further divided into 5 additional administrative areas, which increases the total of Sindh's districts to 29; however, for the purposes of this document, the city is considered as one district). The initiatives implemented by the IT department of the Sindh High Court have been replicated in the district courts across the province and include the following:

- **Case Flow Management System, District Courts (CFMS-DC):** A web based application functional in all courts maintaining complete information of cases from institution/registration to disposal. Features include online case progress displays; Electronic Case Alert Messaging System (ECAMS); Public Information Desk providing case information to litigants and lawyers; Electronic Affidavit and Identity System which verifies the identity of deponent through biometrics, photographs for affidavits/sureties.

Human Resource Management System, District Courts (HRMS-DC): Maintenance of official information of all staff members including an auto attendance system, online job portal and leave modules are under development

¹ The automation of courts, especially the Supreme Court and High Courts in Pakistan are much more advanced whereas, the work at district level is at different stages of progress across the provinces. The progress of district courts in Islamabad and Lahore as well as all High Courts was presented at the national seminar "Towards a National Policy and Strategy for the Application of Information Technology in the Justice Sector" (29-30 August 2016).

in the District Courts of Sindh and will be implemented within the next 2-3 months across the province.

In Punjab, the automation of the Lahore High Court is complete, while systems are under development for the district courts across Punjab. These include the following:

- **Case Management System (CMS):** A case management system generating automated cause lists and categorisation of cases (according to pendency; stage-wise, etc.) as well as monthly/periodical reports has been developed for Lahore district courts. In this vein, NJP statements are sent to the High Court for monitoring purposes from an independent software which comprises information on case disposal and pendency of judges.
- **Copying Agency Management System (CAMS):** A software for replacing manual copy systems is being used in the Lahore courts which involves an electronic procedure for requesting for copies (naqal) such as an online request form, receipts, and progress etc.
- **Use of Video Links for Facilitating E-Courts:** Jail trials of certain offences are being conducted through video links to record necessary evidence or even the entire trial itself.
- **Public Information Centre:** PIC has been established to facilitate litigants and lawyers in accessing relevant information through technology.
- **E-Notices:** This service has been launched to execute service of summons through email notices sent to the relevant persons.
- **E-Record Room:** Thousands of files are being computerised to preserve legal information; initially all information related to bail petitions, under Sections 22A & 22-B, Cr.P.C. is being digitized. Eventually, all information pertaining to cases will be maintained electronically.

Automation of court records and all legal data is underway at the district courts of Khyber Pakhtunkhwa (KP) and Balochistan. In KP, the district courts of Swat and Battagram are ahead in terms of generating cause lists and liaison with litigants and lawyers.

MANAGEMENT & GOVERNANCE OF COURTS:

In general, the systems of court management and governance in Pakistan have not received the same attention they have elsewhere in the world. With changes in social dynamics and technology, it has become essential for strong, effective governance systems to be implemented in courts in order to ensure the quality of service delivery to citizens. One aspect of court governance is the use of court managers to effectively utilise all available resources for ensuring quality services.

Court managers in a majority of the developed world have been appointed as part of the administrative setup to supervise and monitor service delivery and other aspects of managing courtrooms, while judges are solely responsible for adjudication and other relevant legal matters. However, this is not the case in developing countries like Pakistan where all administrative functions in addition to adjudication are performed by judges themselves. This state of affairs has

led to an inevitable overlap of judicial and administrative functions to an extent that the two are now inseparable in practice. This has resulted in inefficient management of courts, mismanagement of cases and information and ineffective service delivery to citizens at the district level which have the highest percentage of litigations.

The legal systems of UK and USA developed and implemented the Court Managers model to separate judicial and administrative functions and have been successful in doing so. The model has recently been adopted by some Indian courts. A preliminary study of data available shows mixed results of this reform in India. Whether or not this model can be implemented in the Islamabad District Courts (and Pakistan) remains to be considered.

Before determining the feasibility of such a model for the Islamabad District Courts, it is important to analyse the strengths and weaknesses of the court managers' model implemented in USA and UK. Since the legal systems of India and Pakistan are quite similar in terms of origins and regulatory framework, the Indian court managers' model is analysed here to ascertain its relevance for Islamabad.

Court Managers in India:

The position of court managers in India was recently created (under the 13th Finance Commission established in 2007 for the period 2010-2015 and implemented much later, around 2013) to assist judges in order to improve the efficiency of court management and ultimately the justice delivery system. They are required to support judges in performing their administrative duties which enables them to give time and attention to their adjudication responsibilities.

Court managers are MBA graduates with little or no experience of legal matters. A proposal for incorporating legal education into the MBA curriculum, specifically for the purpose of recruiting court managers is under consideration.

An overview of the responsibilities of court managers is provided below:

- **Policies and Standards:** In accordance with directives of superior courts (High Court Rules are applicable to district courts) the court manager must develop performance standards for the court on timeliness, efficiency, quality of staff work, infrastructure and human resources, access to justice and systems for court and case management. Subsequently, a periodical evaluation of such standards must also be conducted; this includes identifying deficiencies, and taking steps to achieve compliance.
- **Planning:** The court manager is responsible for preparing, implementing and monitoring a long term Court Development Plan (CDP – usually for 5 years).
- **Information and Statistics:** Ensuring that complete data on all aspects of court functions is compiled and reported accurately according to directives of the High Court.
- **Court Management:** Ensuring compliance of court procedures and processes such as filing, scheduling, conduct of staff and proceedings, access to information and documents with prescribed policies and standards of the High Court for court management to achieve efficiency, timeliness and minimal costs for litigants and the State.

- **Human Resource Management:** Managing human resources of courts to monitor compliance with High Court directives.
- **Core Systems Management:** This includes effective and efficient management of court documents, utilities, infrastructure and finances.

IT Systems Management: Monitoring of IT systems with High Court standards and automating data on disposal of cases in all courts.

Transition from Clerks to Court Managers in USA:

Traditionally, the Clerk of the Court served as administrative chief and was responsible for governance of district courts across the US. The Clerk had his/her own staff who assisted judges and courts in liaising amongst judges, performed various coordination functions, responded to queries related to legal data, administrative issues such as repair, procurement of equipment and so on.

*"As court administrator the Clerk serves as the chief executive officer of the court and upon his own initiative, pursuant of the directives of the court, should plan, execute and review non-judicial operations. This may include the employment and supervision of court reporters, coordinating operations....bring to the attention of the court all administrative matters that require prompt consideration and decisions. He should serve the court in a staff capacity to obtain information, conduct studies, and provide whatever information the court requires to study and solve administrative problems."*²

In other words, the Clerk served as the professional court manager. The term itself was coined much later as the position was organised and formalised through legal reform. This position is also referred to as the court administrator serving at the state level to govern and administer local courts; however, it is pertinent to note that the first formal concept of professional manager as part of the state level administrative set up was created in 1947 in New Jersey.³

Today, the state court administrator serves as the chief executive officer of the administrative branch of the entire state's network of courts and is therefore a core part of the court management team in addition to judges. However, the authority and jurisdiction of this office varies from state to state; for instance, in states where the Supreme Court exercises control over financial matters, such as budget etc., the administrative office will take the responsibility for distribution and allocation of funds to all relevant district courts. Some degree of judicial control over the state administrative office can be observed through the appointment of the court administrator by judges (while in some states the administrator is elected).

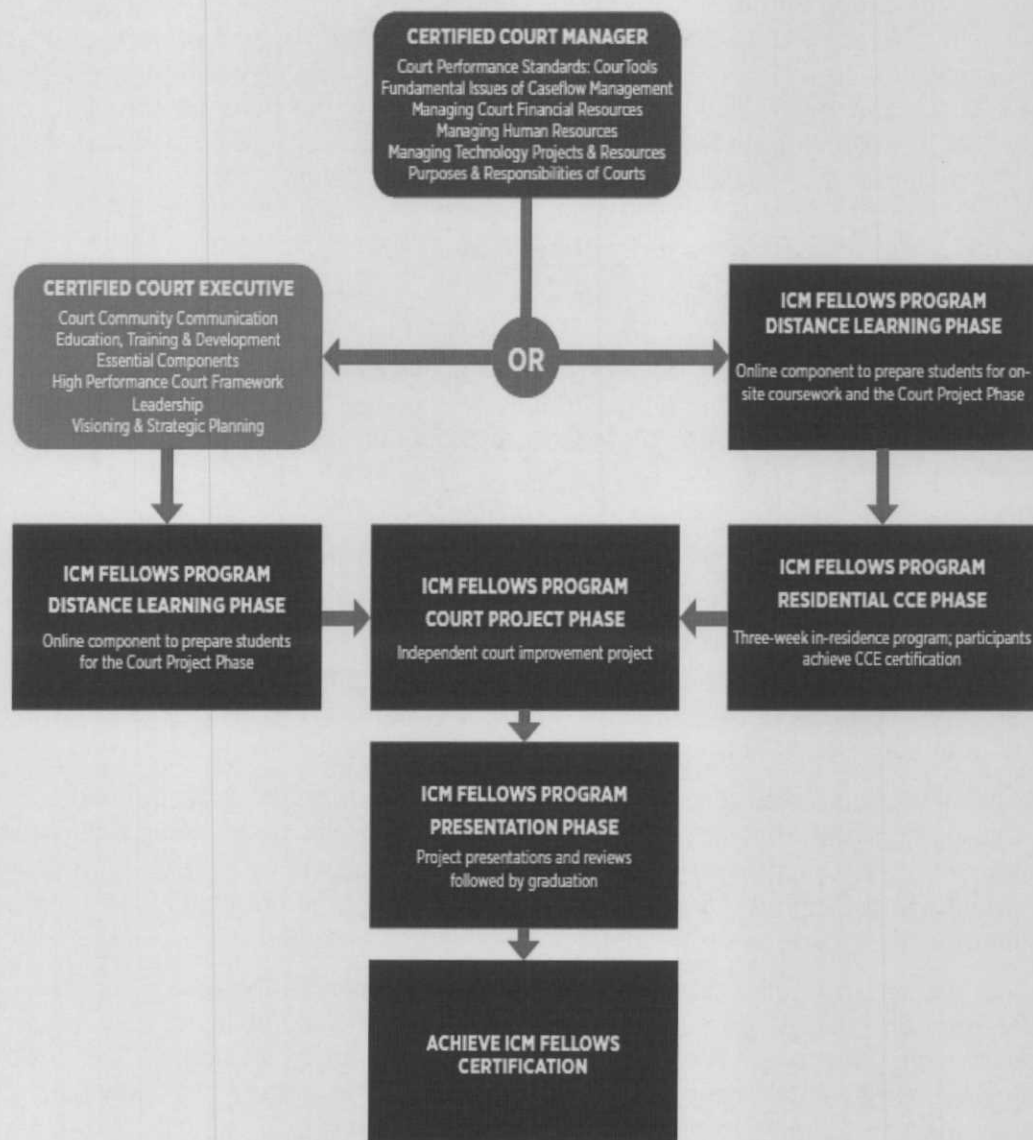
Challenge:

² "Case Management and Court Management in United States District Courts", District Court Study Series, Federal Judicial Centre, September 1977:
[http://www.fjc.gov/public/pdf.nsf/lookup/csmgctmg.pdf/\\$file/csmgctmg.pdf](http://www.fjc.gov/public/pdf.nsf/lookup/csmgctmg.pdf/$file/csmgctmg.pdf)

³ Ibid

Despite many responsibilities, court administrators lacked the necessary professional management training and education required for leading a public institution such as the court. There was no concept of providing formal education or training to court staff, including judges. To address this gap, court management programmes were developed under a nationwide initiative – National Association for Court Management (NACM) which led to the establishment of the Institute of Court Management (ICM) – to provide certified professionals to courts for effective and efficient management and administration through institutionalised reform.⁴

ICM offers three levels of certification under the Court Management Programme (CMP) which are illustrated as follows:⁵



⁴ "Judicial accountability in the US state courts: Measuring court performance", Richard Y. Schauffler, Utrecht Law Review, Volume 3, Issue I, June 2007: <http://www.utrechtlawreview.org/>

⁵ ICM/NCSC Court Management Programme (CMP), & ICM Fellow Certification Models: <http://www.ncsc.org/Education-and-Careers/ICM-Certification-Programs/Court-Management-Program/ICM-Certification-Model.aspx>

The NACM (established in 1985) is the largest organisation of court management professionals in the world with members from all levels and types of courts with the following main purposes:

- **Improving the Administration of Justice:** addressing court management issues; develop and provide guidelines for court managers through practical handbooks for managing court personnel and financial systems; code of ethics for governing court and court managers; and, providing up-to-date information on technologies, court problem solving approaches, data collection, and facility management.
- **Providing Education and Training:** developing curriculum with national education providers; annual training programmes and conferences for continuing education; and periodical newsletters to provide latest information and trends on court management.
- **Improving Public Access to Courts:** educating public on role of courts through creative public information services; providing information to assist court managers and judges in making courts accessible; liaison with other courts (and legal systems) for accumulating best practices for accessibility; and, research to help courts reduce cost and delay.

Role of Court Managers in England & Wales:

Court managers in England and Wales are responsible for the daily operations of a particular Magistrate, Crown or County court ensuring the business of the court operates smoothly. They are essentially responsible for managing staff, ensuring efficient and effective functioning of the court; ensuring quality of services; supervising implementation of procedures, and, managing the court budget.

They may work as part of a management team with one or more deputy managers and a senior manager who is the overall in-charge. They are also responsible for liaising with the judiciary and other institutions such as the Crown Prosecution Service (CPS) and engagement with local communities.

The court management unit is housed within the particular court premises but are allocated a separate space for their operations. This enables a separation of duties and work to minimise any overlap or confusion.

Usually, court managers have considerable experience of the functioning of courts, typically from working in other roles within the court service, including administrative posts and other posts within a court management team. Some may have worked at a senior level in other parts of the criminal justice system, such as the police or probation.

To become a court manager in England, a person requires a good level of literacy and numeracy; the minimum qualification for eligibility is completion of schooling (A levels). While some individuals may have a bachelors' degree in law or other related subjects, legal education is not mandatory. However, it is common for court managers to have some qualifications in business administration, project management and criminology or criminal justice.

Relevance of Court Managers' Model to ICT:

In Pakistan, the entire responsibility of court management traditionally lies with the judge, who is the de facto head of the courtroom. The hierarchical structure of Pakistan's judiciary places the District and Sessions Judge (D&SJ) in charge of the entire district court set up, which includes monitoring performance,

administrative responsibilities and budgeting (as allocated by the requisite High Court). Introducing a new mechanism of management and administration, while feasible in theory, would be problematic and be perceived as a challenge to the status quo by an already possessive and defensive judiciary. Therefore, it is imperative to assess and understand the existing overall environment, power dynamics and the relationship between the bar and the bench.

Nevertheless, some change in the current system of court management is essential to overcome the obvious and major disconnect between administrative and judicial functions, which often remain undefined. Taking the local context into account, the court managers' model can be implemented to the current environment through the following:

- **Reshuffling of Roles & Responsibilities:** The current court staff can be re-trained and assigned to different roles and responsibilities to conduct separate judicial and administrative functions. At the very least, with the judge retaining his/her position as chief executive officer of the court, can be provided with two teams; one comprised of court administrative officers/staff and another of court clerks. This would entirely depend on how the intervention is managed, planned and owned by the judicial leadership.
- **Training and Capacity Building on Court Management:** At present, judges receive no training on management and administrative duties such as planning, procurement, budgeting or human resources. This gap must be addressed by the Federal Judicial Academy (FJA) by incorporating these competencies into training programmes for judge. In addition, institutionalising the position of court administrative officers by developing a specific training curriculum and certification for their benefit can also be implemented if possible.

Alternatively, the entire court managers' model can be implemented following the Indian approach which can present many risks. Even though it is still too early to analyse any real impact of the Indian intervention, it must be remembered that any intervention at the Islamabad District Courts will have to be implemented in phases and brought through agreement and contribution of all stakeholders to ensure ownership of the model.

USE OF INFORMATION TECHNOLOGY IN COURT:

Along with court management, use of information technologies for improving efficiency of court resources and procedures is now a common practice across the world. These measures include introduction of e-filing of claims in court, automation of court records and case management systems, as well as use of modern communication technologies for dissemination of information.

Some of the interventions introducing technology successfully into the courtrooms are highlighted as follows:

Court Backlog and Delay Reduction Programme, Malaysia:

In order to address the declining performance of Malaysian courts and increasing backlog and delay, a reform programme was developed, drawing from previous experiences, headed by a team comprising of the Chief Justice, President of Court of Appeal, Chief judges heading the High Courts and other members of the Federal Court. The reform initially focused on the most

congested courts in Kuala Lumpur and Shah Alam, starting from 2008 onwards and gradually expanded to other high courts in West Malaysia (a separate programme was implemented in East Malaysia).

The main components of the programme relating to improving court records and introducing technology into court procedures are as follows:

- **Inventory & Improved Filing System:** The first step involved an inventory of case files (limited to target areas) to replace traditional method of storing files with an improved physical record system to enable easier tracking of such cases. Automated records of all case files was the next step aimed at reducing delays caused by manual processing of files; for instance, maintenance of manual diaries/calendars was to be replaced by data entry through a user friendly interface.
- **Categorisation of Cases:** The case records were then separated into 'closed' and 'inactive' cases and target dates were set for disposal of older ones. The initial target was set to 2011, later revised to mid-2012 for High Courts in target districts and guidelines for all other courts were developed for this purpose.
- **Managing Judges Unit (MJU):** For this purpose, the staff of High Courts in target areas were reorganised and 'Managing Judges' were designated to oversee the transition. The courtroom staff, such as the deputy and assistant registrars, were assigned to the 'Managing Judge Unit' (MJU). For each High Court unit where they were made responsible for preliminary (pre-trial) matters and also closed inactive cases which parties were no longer interested in pursuing.
- **'Tracking System' of Cases:** A tracking system to aid in closing older cases was developed by separation of cases that could be resolved through affidavits (Track A) and those that were required to go to trial (Track T). Judges were then assigned a weekly quota of cases from each track by the MJU.
- **Court Recording & Transcription:** CRT equipment was provided to all courts within the target areas in West Malaysia from 2009 onwards. This intended to speed up hearings, and eliminate the manual back end processing (note taking) that generated delays and errors.
- **Automated Case Information Management System (CMIS):** A CMIS was developed to automate manual processes, provide courts with consolidated databases of case files and calendars, introduce e-filing, and programming of hearings (installed in all target areas between January and June 2011). The CMIS aimed to maintain a registry for each case, generate progress reports based on daily input on case movement, and eventually evolve into a digital library accessible to all court staff.

Progress of this reform initiative was measured using end-of-year comparisons of cases carried into the next year; and a list tracking the years of filing for cases that remain active in the inventory of the court.

The ageing lists show a substantial reduction in pending cases which shows that the carryover to the next year is mainly of newer cases. This illustrates that the court is disposing of cases faster than before; the number of cases filed in 2009 or earlier being processed in the High, Sessions and Magistrates courts (countrywide) dropped from 192,569 in December 2009 to 15,497 in May

2011.⁶ In addition, until the latter date, 120 Of the total 429 sessions and magistrates courts were processing only those cases filed in 2010 and 2011.

Delay reduction was monitored through the targets set for courts to dispose of cases; usually 9 to 12 months after institution of a case. While some cases took longer than a year, as much as 90% of them were seen as closed within 9 months, which depicts a major success of this intervention.⁷ Some of the common causes of delays, such as frequent adjournments of hearings, were included in daily progress reports which created a pressure on judges to meet their weekly quotas and proved to be a good incentive for them to control hearing dates.

Court Beat, Shiekhupura District and Sessions Court, Pakistan:

The main cause of large backlog and long delays in the judicial process in Pakistan can be attributed to the weak performance of courts, especially in terms of mismanagement of information and data. Case records are maintained in physical binders (or paper files) and stacked in a single record room at the court premises. This makes tracking of cases virtually impossible and increases pendency of cases, thereby contributing to delays and unsatisfactory service delivery of justice.

Court Beat is an automated case and information management system developed by Technology for People Initiative (TPI), LUMS to facilitate court staff to manage case information to generate analytical data for the judge and High Court through an easy-to-use online interface. This system was piloted in one courtroom of Sheikhpura (Court of Civil Judge, Ms. Shazia Munawar) and has now been implemented across all courts at the District and Sessions Courts of Shiekhupura. This model is currently under consideration for replication in other courts across Pakistan.

The new process under Court Beat provides alternative processing for civil and criminal cases and a new monitoring mechanism which are outlined as follows:

Civil

- A new civil suit is marked by the Senior Civil Judge and then assigned to a particular civil judge for processing.
- The Civil Judge allocates a day for the first hearing which is entered into the automated cause list and tracked through a calendar.
- The Dashboard provides up to date statistics on the case which can enable the judge to monitor progress of the case. The software not only helps the responsible judge to view case history but also allows the Senior Civil Judge to allocate cases on the basis of work load of the civil judges he/she supervises.
- Colour coded flags (red, blue, green) are generated to mark the case progress; for instance, if too many adjournments have been granted, a red flag will appear highlighting this issue and bring it to the attention of the Monitoring/ Senior Judge.

Criminal

- Enables better liaison of judges with police and prosecution; once a copy of the FIR is sent to the Magistrate, and a subsequent challan (under

⁶ "Malaysia: Court Backlog and Delay Reduction Program", Progress Report, August 2011, Poverty Reduction and Economic Management Sector Unit, East Asia and Pacific Region, World Bank

⁷ Ibid

Section 173) is submitted by prosecution, this information is entered into the criminal case system. This helps Magistrates to keep a check on the number and flow of FIRs and the timeliness of challans submitted in court addressing the issue of lack of follow up by prosecution and the weak coordination amongst police and prosecution.

- Magistrates can also update their cause lists in the system and monitor progress of the case and refer to the record of its history.

Monitoring

- The Monitoring Dashboard aids the District and Sessions Judge (D&SJ) who is the administrative head of the courts to view any judge's performance by just clicking a few keys on the dashboard.
- It also helps the relevant monitoring judge to run smart queries on various matters, such as number of hearings, reasons for adjournments etc.
- The Monitoring Judge can also view data and analysis on the workload of various courtrooms and judges in order to improve court management which can eventually help improving the efficiency of service delivery to litigants.

This initiative has improved court performance in terms of information management, specifically with regard to scheduling of hearings and supply of case information to litigants. Since the intervention was led by the current Chief Justice of Lahore High Court, Justice Mansoor Ali Shah, it has been widely accepted and owned by the district judiciary itself.

Court Automation Project, District and Sessions Courts, Islamabad:

An initiative for introducing automated systems at the District and Sessions Court of Islamabad is currently underway under the guidance of Mr. Kamran Basharat Mufti, D&SJ (West). In designing this system, the eleven indicators of the international framework for court excellence have been considered; these include, amongst others, court user satisfaction, case clearance rate, timeliness of case proceedings, case backlog, and access fees.

The main objective of this initiative is to ensure inexpensive and speedy justice to all, as provide for in Article 37(d) of the Constitution of the Islamic Republic of Pakistan, 1973. Currently, the system is replete with delays resulting from inefficient manual recording practices, lack of responsiveness to litigants' needs and demands, and a significant non-adherence to core court values such as equality, fairness, impartiality and timeliness.

This project aims to automate about 30,000 criminal and civil case records which are either pending or under process at 60 courts of the Islamabad District and Sessions Court. It also aspires to digitise and electronically track all case files instituted in the past 10 years residing in the record room. This initiative aims to benefit more than 3,000 lawyers and 60,000 litigants in addition to court staff and judges at the courts.

The court automation project has the following five components which will be developed and implemented at the District Courts Islamabad:

No.	Component	Description & Deliverables	
1.		Description	<ul style="list-style-type: none"> • Integrated, web based software designed to automate, monitor and control progress of

	Case Flow Management System (CFMS)		<p>cases to enable improved tracking and monitoring.</p> <ul style="list-style-type: none"> • CNIC of litigant to be used as customer ID & mobile numbers of lawyers to be entered for sending case information. • Capacity for generating daily case activity through automated cause list, performance evaluation reports & information sharing.
		Deliverables	<ul style="list-style-type: none"> • Court Management System through automated document management; • Record of each case from start to finish; • Automatic generation of information: alerts for each case such as date of next hearing, automated cause lists, and online case record • Monitoring interface for viewing pendency and various stages of cases.
2.	Data Management System (DMS)	Description	<ul style="list-style-type: none"> • Digitising of case records (underway) • All digitised case records to be assigned an Electronic Tracking Number given to lawyers and litigants to track cases through consumer or lawyer ID.
		Deliverables	<ul style="list-style-type: none"> • Computerised file records (of scanned documents; 40,000 pages of files scanned so far) • Online availability to authorised users for copies • Tracking of case records classified into various categories
3.	Case Information Management System (CIMS)	Description	<ul style="list-style-type: none"> • Automated information to link courts and litigants/lawyers through provision of case information (SMS alerts) • Easier tracking of cases for litigants (via a consumer ID) through District Courts SMS Gateway
		Deliverables	<ul style="list-style-type: none"> • SMS alerts to lawyers & litigants on case activity • Case status tracking by litigants through SMS gateway
4.	Identity Management System (IMS)	Description	<ul style="list-style-type: none"> • Identity verification of litigants, witnesses and sureties to be conducted through NADRA • Consumer identities to be provided to litigants after biometric verification by NADRA • Issue of fake sureties to be addressed through this mechanism

		Deliverables	<ul style="list-style-type: none"> • Identification and verification process of litigants, lawyers, witnesses, and sureties by NADRA • Issuance of computerised Bail Bond • Complete computerised profile of court staff and lawyers • Issuance of computerised security card
5.	Litigants Feedback Management System (LFMS)	Description	<ul style="list-style-type: none"> • Grievance Redressal system under which D&SJ will reach out to litigants and get feedback on court services • Enable access to D&SJ through District Courts SMS Gateway for open two way communication • Inspired from Jhang Model of Mr. Zubair Khurshid Bhatti (Former DC, Jhang) implemented through Information Technology Board, Government of Punjab.
		Deliverables	<ul style="list-style-type: none"> • Automated record of court transactions • Regular follow up with litigants through SMS for feedback • Database of feedback received through SMS • Analysis and reporting of feedback • Action taken for complaint/grievance Redressal and communicated to litigant.

This project is in its initial stage of automating case information (through scanning) and is yet to be implemented fully. However, it requires the necessary equipment such as a local server, network connectivity, an SMS gateway, NADRA biometric verification services, fingerprint/barcode readers and permanent Data Entry Operators and IT staff for successful completion.

Relevance of Technological Initiatives to ICT:

The aforementioned initiatives have demonstrated success in addressing core issues and can be tailored to the specific needs of the District and Session Courts of Islamabad. In particular, the Court Beat initiative has already been implemented in the Pakistani context and can easily be replicated in Islamabad.

However, it must be noted that the automation project is already underway resulting from consultations amongst the judiciary and legal fraternity; it would be feasible that the requirements for the project, especially in terms of equipment and human resource be provided to enable its completion and functionality.

In addition, there is a dedicated Information Desk already set up at the Islamabad District Courts. It currently provides services based on information available in the existing database. The database is presently being developed further to upgrade and populate with relevant information to better facilitate the litigants. However, there is no outward communication campaign that informs the general public of the existing IT related services at the newly set up help

desk at the Islamabad District Courts. There needs to be dedicated support to communicate this vital reform to the general public. It should target the right audience proactively and also address an important element of feedback which is currently not included or practiced at the Islamabad District Courts.

OPTIONS PAPER ON DISTRICT COURTS' IMPROVEMENT IN ISLAMABAD (Draft)

Background:

Pakistan, the sixth most populous country in the world, ranks on a 98th position on the Rule of Law Index 2015 out of a total of 102 countries in the world, according to World Justice Project. This reflects an unsatisfactory state of affairs in the justice and law sector illustrating the crucial need for prioritising efforts to reform prevailing laws, procedures and mechanisms, especially with respect to institutions for dispensation of justice including the courts.

The Government of Pakistan has developed Vision 2025 to ensure supremacy of the Rule of Law by "strengthening the judicial system" to reflect its commitment towards national growth and development. In order to actualise this vision, the Prime Minister of Pakistan has directed the Ministry of Planning, Development and Reform (MoPDR) to propose and implement a programme, through assistance from the UNDP, for reform and innovation in public service delivery. The programme will also focus on strengthening the Rule of Law and Access to Justice within the Islamabad Capital Territory (ICT).

Planning Commission and UNDP designed a study with the objective to develop an evidence-based proposal with measures to address the existing management, IT and infrastructure gaps at the Islamabad District Courts. A team of consultants was contracted to conduct a study that included: Perceptions Survey of Litigants; Mapping Exercise and Key Informant Interviews. Results from these three undertakings are being presented in the form of options for future discussions and action.

Purpose of the Options Paper:

The document presents a set of evidence based recommendations to the Ministry of Planning, Development and Reform with the purpose to concur with the results and present them to the Chief Justice (CJ) Islamabad High Court for his agreement. The Ministry of Planning Reforms and Development may offer to prepare detailed proposal and also coordinate funding through the current project or government's own resources.. It is also possible that The Chief Justice Islamabad High Court comes to a decision to support the proposal in full or in parts with their own budget.

Scope and mandate:

The study was planned to be limited to the Islamabad Capital Territory and the results do not represent any province or their districts. The study and the recommendations/solutions are only restricted to transactional level and do not cover legislative or constitutional reforms.

Methodology:

A triangulation methodology was adopted to corroborate evidence from: data collection; case studies and interviews with key stakeholders. A Litigant survey was planned and executed at the Islamabad District Courts to collect and validate a number of capacity and resource weaknesses that have been described in the background. International and local (superior and especially lower courts) case studies were reviewed to ascertain the scale and utility of any reforms that can be replicated at the Islamabad District Courts. Interviews were conducted to engage all stakeholders in the data collecting, planning and decision making processes in order to subsequently develop a set of plausible options.

Options proposed:

This note summarises arguments that are being presented as a way forward to address some of the core issues that contribute towards slow dispensation of justice at the Islamabad District Courts.

Based on empirical evidence collected and assimilated three measures are being put forward that address administrative and management issues through provision of technology and capacity building; and provision of basic services through improved infrastructure at the Islamabad District Courts. The paper

presents the findings emanating from Perception Survey of Litigants, Key Informant Interviews (KII) and Mapping Exercise (reports attached as annexes) and then recommends key steps in terms of addressing the issues.

This note discusses three measures in detail along with the recommendations on way forward. Each recommendation is supported by the findings of Survey Litigants, Key Informant Interviews and Mapping Exercise. The relevant excerpts from each report are being quoted under each section for ease of reference. As mentioned above, the detailed reports are attached with this note as annexes. This note proposes to provide support in the implementation of following three areas at Islamabad District courts. These are:

1. Automation of Court processes and Case management Information Systems (CMIS)
2. Strengthen Court Management and Administration
3. Infrastructure Improvements at Islamabad District Courts

1. Automation of court processes and Case Management Information Systems (CMIS)

Use of information technologies for improving efficiency of court resources and procedures is now a common practice across the world. These measures include introduction of e-filing of claims in court, automation of court records and case management systems, as well as use of modern communication technologies for dissemination of information.

In the light of findings of the Survey and KIIs and subsequently triangulated with the national and international best practices as part of mapping exercise, the following sub-activities are proposed for implementation at the Islamabad District Courts.

- a. Automation of court files/records
- b. Maintenance of calendars
- c. Online information system for court hearing dates
- d. Online system for information on court proceedings and documents
- e. Online information on court procedures/fees/legal rights
- f. Training of judges and court staff on CMIS.
- g. Litigant SMS alert system

Major findings from Survey, KIIs and Mapping exercise

1.1 Successful Implementation in Pakistan and Malaysia (mapping exercise):

- In Malaysia the declining performance of courts and increasing backlog and delay was addressed through a programme that focused on automating records of all files; maintenance of calendars through a user friendly interface; automated case information management system; court records and introduction of technology into court procedures. Substantial reduction has been reported in pending cases.
- In Sheikhupura, an automated case and information management system has been developed by Technology for People Initiative (TPI) - LUMS to facilitate court staff to manage case information and generate analytical data for the District & Sessions Judge and High Court for monitoring purposes through an easy-to-use online interface. This system was piloted in one courtroom of Sheikhupura (Court of Civil Judge) and has now been implemented across all courts at the District and Sessions Courts of Sheikhupura. This model is currently under consideration for replication in other courts across Pakistan.
- In Islamabad the District Courts are in the process of developing an automated system that consists of case flow management; data management; case information management; identity management system and litigants' feedback management system. The work is at initial stages and lacks technical and financial support at present.

1.2. Litigant/Court User Issue (survey findings)

- Almost all respondents expressed their dissatisfaction over court processes in terms of time management in courts; timely and efficient access of information to litigants on dates of hearing, court proceedings, case status, court procedures etc. They also recommended online provision of information on legal rights and a physical map of court facilities/court rooms.
- Almost 27.7% of respondents lacked access to information on legal procedures while 18.7% percent lacked information on roles and responsibilities of courts (officials). 10.7% said that latest technology should be adopted for court processes. There was also ambiguity on what information requires payment and how much, and what are legal rights of litigants

1.3 Endorsement of the solution by a stakeholder or a stakeholder group: (Key Informant Interviews)

- Judges representing the Islamabad District Courts (West/East) and previous Registrar of the Islamabad High Court were in absolute agreement with the Introduction of the use of technology to improve courts management, administration and provision of information to litigants and the general public.
- The LJCP's report titled "Towards a National Policy and Strategy for the Application of Information Technology in the Justice Sector" also emphasises the need for immediate measures to address IT gaps at the Islamabad District Courts alongwith other key institutions of the justice sector.

1.4 Implementation Tools for the Option:

- Approval from CJ Islamabad High Court via Notification to go ahead with preparation of a detailed proposal. Once approved, the following steps need to be undertaken:
- Conducting a feasibility to ascertain technological and human resource needs (IT staff)
- Preparation of a technical and financial proposal with Human Resource requirements
- Phased timeline for implementation and launch
- Approval and execution of plan.

2. Strengthen Court Management and Administration:

In general, the systems of court management and governance in Pakistan have not received the same attention they have elsewhere in the world. With changes in social dynamics and technology, it has become essential for strong, effective governance systems to be implemented in courts in order to ensure the quality of service delivery to citizens.

The following areas have been identified as proposed way forward during the Survey and KIIs and subsequently triangulated with the national and international best practices as part of mapping exercise:

- a. Redefine roles and responsibilities to cater to administrative and management issues.
- b. Introduce Court Management Assistants hired from within the system or outside
- c. Develop Court Management and Administration Capacity Building Programs (Judges and court staff)
- d. Establish Help Desk at the court to assist litigants/general public especially women

Major findings from Survey, KIIs and Mapping exercise

2.1 Successful Implementation in USA/UK (mapping exercise):

In USA the state court administrator serves as the chief executive officer of the administrative branch of the entire state's network of courts and is therefore a core part of the court management team in addition to

judges. However, the authority and jurisdiction of this office varies from state to state; for instance, in states where the Supreme Court exercises control over financial matters, such as budget etc, the administrative office will take the responsibility for distribution and allocation of funds to all relevant district courts. Some degree of judicial control over the state administrative office can be observed through the appointment of the court administrator by judges.

There was a lack of necessary professional management training and education, for court staff, including judges to deliver efficiently and effectively as per their roles and responsibilities. . To address this gap, court management programmes were developed under a nationwide initiative – National Association for Court Management (NACM) which led to the establishment of Institute of Court Management (ICM) – to provide certified professionals to courts for effective and efficient management and administration through institutionalised reform.

In UK Court Managers are responsible for the daily operations of a particular Magistrate, Crown or County court. They are essentially responsible for managing staff ensuring efficient and effective functioning of the court; ensuring quality of services; supervising implementation of procedures, and, managing the court budget. They may work as part of a management team with one or more deputy managers or a senior manager who is the overall in-charge. The court management unit has a separate work space within the court premises to ensure a separation of duties and work to minimise any overlap or confusion.

Usually, court managers have considerable experience of the functioning of courts, typically from working in other roles within the court service, including administrative and other posts within a court management team. It is common for court managers to have some qualifications in business administration, project management and criminology or criminal justice.

In India The position of court managers was created and operationalized in 2013 to assist judges in performing their administrative duties which enable them to give time and attention to their adjudication responsibilities. Court managers are MBA graduates with little or no experience of legal matters. A proposal for incorporating legal education into the MBA curriculum, specifically for the purpose of recruiting court managers is under consideration.

Major responsibilities of Court managers include: Developing performance standards for court; Prepare, implement and monitor a long term Court Development Plan; Ensure complete data on all aspects of court functions is compiled and reported accurately according to directives of the High Court; Ensure compliance of court procedures and processes; Managing human resources of courts to monitor compliance with High Court directives; Ensure effective and efficient management of court documents, utilities, infrastructure and finances and : Monitor IT systems with High Court standards and automating data on disposal of cases in all courts.

2.2. Litigant/Court User Issue (survey findings)

Given the options presented to the respondents 33.8% opted for 'the system and procedures for delivering justice to be made transparent'; 25.9% said that the administrative weaknesses should be addressed; 19.6% said that the system of accountability for justice providers should be improved; According to the litigants, improving capabilities, accountabilities/transparencies and introduction of latest technologies can address the issue of delays in case decisions. Quick dispensation of justice needs to be ensured for female litigants and they need to be assisted in every which way to better understand the system and proceedings

Almost 27.8% of the respondents have been visiting the Courts for the past 5 years regarding their cases, which is very alarming in terms of timely and efficient dispensation of justice. . Litigants also suggested increase in the number of judges to ensure efficient case management; ensure all parties are present at hearings; ensure dates of hearing don't change and information is provided beforehand; summons to be administered through phone SMS; time management in courts to be more efficient. Litigants also suggested that a help desk should be established at the District Court to guide the litigants and general public about processes, procedures and whereabouts of different courts and offices.

2.3 Endorsement of the solution by a stakeholder or a stakeholder group: (Key Informant Interviews)

Following quotes from judges validate the need for improvement in management and administration of the Judicial process/system strengthening the system and capacity of Judges and Court staff.

- Lack of efficient and effective case scheduling, particularly in civil cases is a major procedural cause of delays in proceedings and decisions. The hearing of party applications in civil proceedings takes up to 3-4 years on average, no roadmap for the case is presented by the judge for presentation of applications, pleadings or decisions.
- While a judge is responsible for administration and management of a court, the appointment of an independent court manager can be feasible if it aids in improving efficiency and performance of the courts (as is reported in India). There are pros and cons to both appointing the manager from within the present court set up and inducting from outside.
- While judges are provided with training after induction, there are no further refresher courses given during the rest of their tenures.
- The current training programmes designed for judges at FJA are inadequate. FJA does not have a permanent faculty of trainers/teachers. In addition, the curriculum does not have any information on accounting or administration.
- Court Staff must be provided with appropriate training on their duties, ToRs for their roles and responsibilities in court and behavioural training on public dealing and demeanour.
- Court staff members such as Readers, etc. neither receive any training before/after appointment nor are they provided with any Terms of Reference.
- A PRO should be appointed to help raise awareness of various court services and initiatives being implemented or those that are already in place for the litigants' benefit.

2.4 Implementation Tools for the Option:

- Approval from CJ Islamabad High Court via Notification to go ahead with preparation of a detailed proposal. Once approved, the following steps need to be undertaken:
- Conducting a feasibility to ascertain capacity and human resource needs of Islamabad District Courts (Judges and Court staff).
- Preparation of a technical and financial proposal with human resource and capacity building requirements; mechanisms of provision of targeted training;
- Phased timeline for implementation and launch.
- Approval and execution of plan

3. Infrastructure Improvement at Islamabad District Courts

The premises of the District Courts Islamabad at F-8 is temporarily located at the commercial area and are awaiting transfer to a purpose-built location (G-10 building currently being used by High Court). Islamabad District Courts were established during the 1980s at F-8 and since then there has been no improvements for any aspect; an alternative venue was allocated and a building constructed in 2008, however, it is being used as the Islamabad High Court (G-10). Relocation to the allocated site (G-11 for East & G-10 for West) has been pending for many years. The current premises does not have adequate facilities to cater to the large number of persons accessing them – in particular, public lavatories, waiting areas, drinking water and pathways

The following areas have been identified during the Survey and KIIs and subsequently made part of the options.

- a. Construction of Toilets and provision of drinking water points (coolers/taps/filtration plants)
- b. Construction of additional waiting areas. Designated waiting area for women.
- c. Extension and renovation of Bakhshikhana (men/women) with improved ventilation, extended space, toilets, drinking water, other facilities.
- d. Renovation of court buildings to resolve space issues/building safety issues (east/west)
- e. Special walkway to address needs of disabled.

Major findings from Survey, KIs and Mapping exercise

3.1. Litigant/Court User Issue (survey findings)

- Although female respondents were at 18.3% as opposed to 81.7% men but their responses represent a very serious issue of lack of facilities that are women friendly or women focused. Waiting area has been ranked the top in terms of urgent needs by both men and women. Next is toilets and drinking water that have been rated low in terms of access and quality.
- Talking about facilities for prisoners/accused, a major human rights violation is the state of the Bakhshikhana which needs immediate attention. It is inhumanly overcrowded and has negligible basic facilities for both men and women.
- Drinking water access is as low as 60.5%, quality is 54.1% and 68.3% respondents reported that they use these facilities. Cost of water for 30.2% respondents is high (mineral water bottles). Toilets are used by 59.4% of respondents who have rated the quality of this facility at a low of 71.7%. The low access at, 73.0% clearly shows that there is a lack of these facilities for both men and women

3.2 Endorsement of the solution by a stakeholder or a stakeholder group: (Key Informant Interviews)

- District & Sessions Judge (West/East), Civil Judge (criminal/family), Ex-Registrar of Islamabad High Court agreed that infrastructure improvement/development at the Islamabad District Courts is essential and necessary. They acquiesced that waiting area needs to be expanded, water and toilet facilities need to be greatly improved especially for women and children, walkways need to be improved and Bakhshikhana requires immediate attention.

Following quotes from Key Informants validate the need.

- More than one waiting area is required for the District Courts. Separate waiting areas are required for women and children. Drinking water is a basic necessity for everyone; Dispensers for filtered water can easily be purchased and set up in different areas of the District Courts
- No measures have been taken for accessibility of groups requiring special attention such as physically disabled persons or those with limited mobility or senior citizens. The Lahore High Court has implemented a policy of providing access building ramps specifically for those using wheelchairs.
- There is no separate court or detention areas/centres for juveniles who are tried in the adult courts and detained in the same BakshiKhana.
- Half of the Bar Association's recreational room has been allocated as a waiting area for litigants; however, all improvements MUST be temporary in nature since the District Court premises will ultimately shift to another location (G-10).

3.3 Implementation Tools for the Option:

- Approval from CJ Islamabad High Court via Notification to go ahead with preparation of a detailed proposal. Once approved, the following steps need to be undertaken:
- Agreement between IHC, DC office, IDC and CDA to chalk out responsibilities for physical improvement work.
- Conducting a feasibility for infrastructure needs and physical works.
- Preparation of a technical and financial proposal with renovation/construction and installation designs and requirement for materials.
- Phased timeline for implementation with clear roles and responsibilities.
- Approval and execution of plan

Attached:

Annex I: Litigants Perception Survey Report

Annex II: Mapping Report

Annex III: Key Informant Interview Report

Questionnaire for Preliminary Assessment of District Courts, Islamabad
Information to be filled out by Enumerator

Section A

1. Interviewer's Name: _____
2. Interview Date: _____
3. Interview Start Time: _____ AM/PM
4. Interview End Time: _____ AM/PM

Begin each interview with the following statement:

My name is _____ and I am working on behalf of the Ministry of Planning, Development & Reform. You are being asked to participate in a survey to explore and quantify the experience of the average citizen using district court services in Islamabad. The facts and opinions you provide will help us to develop proposals for improvement that we can share with the judiciary as well as the Islamabad administration. Participation is voluntary. We are not asking for your name or any information that can personally identify you. So none of the information you provide can be individually traced back to you. The survey will about 20 minutes. Are you willing to participate in the survey?

1. Yes (CONTINUE)
2. No (TERMINATE)

Instructions for Enumerators

The respondent should be:

- a. An adult, over 18 years of age.
- b. Able to understand Urdu.
- c. Found on court premises.
- d. Willing to participate in the study.

Interview guidelines:

- a. Introduce yourself and develop rapport before beginning the interview.
- b. Ask each question and then state the responses for each question, exactly as written. Where reworded for clarity, please note exactly what was said and for which question, in the space provided at the end of the questionnaire.
- c. Do not adopt facial expressions or make hand gestures which the respondent may construe as a reaction which may bias her responses.
- d. Circle each response that is elicited. Do not circle more than one, unless expressly stated.
- e. Where filling in 'Others', be brief and write legibly as possible.
- f. Follow the instructions written in front of each response to skip to relevant follow-up questions.
- g. If the respondent is involved in more than one legal issue, refer questions to the issue that is most important in the respondent's view.

Section B: General Information

1. Why are you here?

- 01 To attend a hearing of own case
- 02 To attend the hearing of a case involving a relative / acquaintance
- 03 To serve as a witness
- 04 To meet with an official
- 05 To get documents attested
- 06 Registry _____
- 07 Others (Please specify) _____
- 95 Not applicable
- 96 Don't know
- 97 Refused

Commented [UA1]: Make a separate category for all those who mention registry in Others.

2. Which district do you belong to? _____

RECORD DISTRICT NAME: _____

Commented [UA2]: Where the person says that it takes them less than one hour to reach the court, place them automatically in Islamabad. Also, make a list of the top 3-4 districts and place everything else in an Others category for the pie chart.

3. How long did it take you to reach the court? Please assume that you traveled from your place of residence. a) _____ days, b) _____ hours c) _____ minutes.

- 95. Not applicable
- 96. Don't know
- 97. Refused

4. Which court is hearing your case?

- 01 Criminal court
- 02 Civil court
- 03 Family court
- 04 Others (Please specify) _____
- 95 Not applicable
- 96 Don't know
- 97 Refused

5. Which specific individual do you meet first upon reaching the courts?

- 01 Lawyer
- 02 Reader
- 03 Tout
- 04 Registrar
- 05 Others (Please specify) _____
- 96 Not applicable
- 98 Don't know
- 99 Refused

6. Referring to the issue for which you are here today, how long has it been since your first interaction with the court?

01) _____ YEARS, _____ 02) MONTHS, _____ 03) WEEKS. _____ 04) Days.

95. Not applicable 96. Don't know 97. Refused

7. How do you think this duration may be reduced? You may choose more than one answer.

- 01 The system and procedures for delivering justice should be made transparent
- 02 The system of accountability for justice providers should be improved

- 03 Latest technology (e.g. computers) should be adopted for court processes
 04 Infrastructure (e.g. building, furniture etc.) should be improved
 05 Administrative weaknesses should be addressed
 06 Problems related to the police should be resolved
 07 Problems related to lawyers should be resolved
 08 Others (Please specify) _____
 95 Not applicable
 96 Don't know
 97 Refused

Commented [UA3]: Add these 2 categories from Others

8. How much time do you spend on an average court visit, including time spent waiting?
 01) _____ days 02) _____ hours 03) _____ minutes.
 95. Not applicable 96. Don't know 97. Refused

9. How many such visits have you made in the past, including today?
 _____ visits (in number).
 95. Not applicable 96. Don't know 97. Refused

10. How much money have you spent on this issue, specifically in your interaction with the court and related individuals, on:

1. Transport	Rs.
2. Court fees	Rs.
3. Lawyers' fees	Rs.
4. Lawyers' assistant's fees	Rs.
5. Wages lost	Rs.
6. Photocopying charges	Rs.
7. Bribery	Rs.
8. Others (Please specify)	Rs.
95. Not applicable	
96. Don't know	
97. Refused	

Section C: Infrastructure:

11. Please rate the following facilities on their accessibility, quality and cost on a scale of 'High', 'Medium' or 'Low'. (ONLY GO TO ACCESS, QUALITY OR COST IF FACILITY USED)

a) Facility Usage	b) Access	c) Quality	d) Cost
i. Food taken?	01 High	01 High	01 High
1. Yes	02 Medium	02 Medium	02 Medium
2. No (Skip to next)	03 Low	03 Low	03 Low

a) Facility Usage	b) Access	c) Quality	d) Cost
ii. Photocopying used?	01 High	01 High	01 High
1. Yes	02 Medium	02 Medium	02 Medium
2. No (Skip to next)	03 Low	03 Low	03 Low

a) Facility Usage	b) Access	c) Quality	
iii. Waiting Area for Visitors used?	01 High 02 Medium 03 Low	01 High 02 Medium 03 Low	
1. Yes			
2. No (Skip to next)			

a) Facility Usage	b) Space	c) Quality	
iv. Do you have a relative/acquaintance who uses the Bakhshi Khana (Judicial Lockup)?	01 High 02 Medium 03 Low	01 High 02 Medium 03 Low	
1. Yes			
2. No			

a) Facility Usage	b) Access	c) Quality	d) Cost
v. Toilets Used?	01 High 02 Medium 03 Low	01 High 02 Medium 03 Low	01 High 02 Medium 03 Low
1. Yes			
2. No (Skip to next)			

a) Facility Usage	b) Access	c) Quality	d) Cost
vi. Drinking Water Used?	01 High 02 Medium 03 Low	01 High 02 Medium 03 Low	01 High 02 Medium 03 Low
1. Yes			
2. No (Skip to next)			

a) Facility Usage	b) Access	c) Quality	
vii. Parking used?	01 High 02 Medium 03 Low	01 High 02 Medium 03 Low	
1. Yes			
2. No (Skip to next)			

12. Which of the following facilities do you feel requires the most urgent attention in district courts (kacheri)? You may choose more than one answer.

- 01 Food
- 02 Photocopying
- 03 Waiting area
- 04 Bakhshi Khana
- 05 Toilets
- 06 Drinking water
- 07 Parking
- 08 Others (Please specify) _____
- 95 Not applicable

- 96 Don't know
- 97 Refused

13. Do you feel safe inside court premises?

- 01 Yes
- 02 No
- 95 Not applicable
- 96 Don't know
- 97 Refused/ No answer

Section 4: Communication

14. How do you receive information concerning your case, e.g. hearing dates? You may choose more than one answer.

- 1. Documents by email
- 2. Documents by fax
- 3. Internet (website)
- 4. Phone (Calls)
- 5. Phone (SMS)
- 6. Personal meeting
- 7. Displayed notices at court premises
- 8. Others (Please specify) _____
- 95. Not applicable
- 96. Don't know
- 97. Refused

15. Which individual sends you this information?

- 01 Lawyer
- 02 Munshi
- 03 Reader
- 04 Other court staff
- 05 Tout
- 06 Others (Please specify) _____
- 95 Not applicable
- 96 Don't know
- 97 Refused

16. Please answer the following questions with 'Yes' or 'No' responses:

		01 Yes	02 No	95 Not applicable	98 Don't know	99 Don't know
01	Was this information received in a timely manner or not?)					
02	Was this information accurate or not?					
03	Did you spend excessively to access this information?					
04	Did it take too much effort to access it or not?)					

05	Did you understand this information or not?					
----	---	--	--	--	--	--

17. Do you feel you have sufficient information to pursue your case/problem?

- 01 Yes (SKIP to Q19)
- 02 No
- 95 Not applicable
- 96 Don't know
- 97 Refused

18. If no, what specific information do you lack access to? You may choose more than one answer.

- 01 Awareness regarding legal rights
- 02 Legal procedures
- 03 Roles and responsibilities of court officials
- 04 Layout of court premises
- 05 Timings of court services
- 06 Which services require payment and exactly what amounts
- 07 Others (Please specify) _____
- 95 Not applicable
- 96 Don't know
- 97 Refused

19. Is there any suggestion you would like to propose for making court services easier to use?

Section D - Demographic Information

20. Gender (RECORD, DON'T ASK)

- 01 Male
- 02 Female

21. What is your age?

_____ YEARS, _____ MONTHS.

22. What is your level of education?

- 01 No formal education
- 02 Below Primary
- 03 Between Primary & Matric
- 04 Above Matric
- 05 Intermediate
- 06 Graduate
- 07 Post Graduate
- 08 Professional Education
- 09 Madrassa Education
- 10 Other (Please Specify) _____
- 95 Not applicable
- 96 Don't know
- 97 Refused.

23. What is your occupation?

- 01 Unemployed
- 02 House wife
- 03 laborer
- 04 Govt. servant
- 05 Private sector official
- 06 Professional (Doctor, Lawyer, Engineer)
- 07 Agriculturist
- 08 Expatriate
- 09 Self employed
- 10 Student
- 11 Retired
- 12 Other (Please Specify) _____
- 95 Not applicable
- 96 Don't know
- 97 Refused

24. What is your monthly or daily income: Rs. _____ monthly Rs. _____ daily.

Others _____

- 95. Not applicable
- 96. Don't know
- 97. Refused

سوالنامہ برائے ڈسٹرکٹ کورٹ، اسلام آباد

(انٹرویو کو یہ معلومات پُر کرنا ہے)

سیکشن اے

1. انٹرویو لینے والے کا نام:
2. انٹرویو کی تاریخ:
3. انٹرویو شروع کرنے کا وقت: AM/PM
4. انٹرویو ختم ہونے کا وقت: AM/PM

ہر انٹرویو درج ذیل بیانات کے ساتھ شروع کریں:

میرا نام ہے اور میں (منسٹری آف پلاننگ) کی جانب سے کام کر رہا/رہی ہوں۔ اسلام آباد میں ڈسٹرکٹ کورٹ کی سروسز کے متعلق ایک سروے کیا جا رہا ہے جس میں آپ کو شامل ہونے کی دعوت دی جاتی ہے۔ آپ کی فراہم کردہ رائے ہمارے لئے بہت مفید ہوگی۔ اس سروے کے نتائج کو عدلیہ اور اسلام آباد کی انتظامیہ کے ساتھ بھی شیئر کیا جائے گا۔ اس میں شرکت رضا کارانہ طور پر ہے۔ ہم آپ سے آپ کا نام یا کوئی ایسی معلومات نہیں پوچھیں گے جس سے آپ کی شناخت ہو سکتی ہے۔ اس سروے میں 20 سے 25 منٹ لگیں گے۔ کیا آپ اس سروے میں شرکت کرنے پر رضامند ہیں؟

1. ہاں (جاری رکھے)

2. نہیں (منسوخ کر دیں)

انٹرویو رکیلٹے ہدایات

جواب دہندہ کے لئے ضروری ہے کہ وہ:

- الف. بالغ اور عمر 18 سال سے زائد
- ب. اردو سمجھتا ہو
- ج. عدالت کے احاطے میں آپ سے ملا ہو
- د. اس سروے میں شمولیت پر رضامند ہو

انٹرویو لینے کیلئے رہنمائی

- 01 جواب دہندہ سے انٹرویو لینے سے پہلے اسے اپنا تعارف کروائیں اور تعلقات استوار کریں
- 02 ہر ایک سوال پوچھیں اور پھر ہر سوال کیلئے جوابات بیان کیجئے، اور اسی طرح لکھیں۔ جہاں وضاحت کیلئے الفاظ تبدیل کیے ہوں، برائے مہربانی سوالنامہ کے آخر میں فراہم کی گئی خالی جگہ پر واضح طور پر نوٹ کیجئے کہ کس سوال کے لئے کیا کہا گیا ہے
- 03 برائے مہربانی چہرے یا ہاتھ کے اشارے سے ایسا کسی قسم کا تاثر نہ دیں جس سے جواب دہندہ پر کسی قسم کا اثر پڑے۔
- 04 جو جواب اخذ کیا گیا ہے ہر جواب پر دائرہ لگائیں۔ جب تک واضح طور پر جواب بیان نہ کیا گیا ہو تو اس وقت تک ایک سے زائد پر دائرہ نہ لگائیں۔
- 05 جہاں جواب (دیگر) میں ہو مختصر اور صاف الفاظ میں لکھیں
- 06 سوال چھوڑنے (skip) کی ہدایات پر سختی سے عمل کریں
- 07 اگر جواب دہندہ کا ایک سے زیادہ مسئلہ یا کیس ہو تو اس مسئلہ کے بارے میں سوال کریں جو اس کی نظر میں سب سے اہم اور بڑا مسئلہ ہو

سیکشن بی: جنرل معلومات

1. آپ یہاں کیوں آئے ہیں؟ (اطلاق نہیں ہوتا، معلوم نہیں اور انکار کر دیا نہ پڑھیں)
 - 01 اپنے ذاتی مقدمے کی سماعت کے لئے حاضر ہونا
 - 02 اپنے عزیز/واقف کار کی مقدمے کی سماعت کے لئے حاضر ہونا
 - 03 بطور گواہ پیش ہونا
 - 04 کسی اہل کار سے ملاقات کیلئے
 - 05 دستاویزات کی تصدیق کیلئے
 - 06 دیگر (برائے مہربانی وضاحت کیجئے):.....
 - 95 اطلاق نہیں ہوتا
 - 96 معلوم نہیں
 - 97 انکار کر دیا
2. آپ کا تعلق کس ضلع سے ہے؟

ضلع کا نام ریکارڈ کریں:..... (ضلع کا پورا نام لکھیں)
3. فرض کیجئے کہ آپ اپنے گھر سے سفر کرتے ہیں، آپ کو عدالت پہنچنے کیلئے کتنا وقت لگتا ہے؟ (اطلاق نہیں ہوتا، معلوم نہیں اور انکار کر دیا نہ پڑھیں)

1۔ دن----- 2۔ گھنٹے----- 3۔ منٹ----- (ہندسوں میں لکھیں)

95 اطلاق نہیں ہوتا 96 معلوم نہیں 97 انکار کر دیا
4. آپ کا مقدمہ کون سی عدالت میں چل رہا ہے؟ (اطلاق نہیں ہوتا، معلوم نہیں اور انکار کر دیا نہ پڑھیں)
 - 01 فوجداری کورٹ (عدالت)
 - 02 سول کورٹ
 - 03 فیملی کورٹ
 - 04 دیگر (برائے مہربانی واضح کیجئے):.....
 - 95 اطلاق نہیں ہوتا
 - 96 معلوم نہیں
 - 97 انکار کر دیا
5. عدالت پہنچنے کے بعد آپ سب سے پہلے کس سے ملاقات کرتے ہیں؟ (اطلاق نہیں ہوتا، معلوم نہیں اور انکار کر دیا نہ پڑھیں)
 - 01 وکیل
 - 02 ریڈر
 - 03 ٹاؤٹ/ایجنٹ (سہولت کار، ایسا شخص جس کی اپنی کوئی قانونی حیثیت نہ ہو)
 - 04 رجسٹرار
 - 05 دیگر (برائے مہربانی واضح کیجئے):.....
 - 95 اطلاق نہیں ہوتا
 - 96 معلوم نہیں
 - 97 انکار کر دیا

6. جس سلسلے میں آج آپ یہاں تشریف لائیں ہیں، وہ مسئلہ کب سے چل رہا ہے؟ (صرف ایک وقت لکھیں) (اطلاق نہیں ہوتا، معلوم نہیں اور انکار کر دیا نہ پڑھیں)
 (01)..... سال لکھیں (02)..... مہینے لکھیں (03)..... ہفتے لکھیں (04)..... دن لکھیں (ہندسوں میں لکھیں)

(95) اطلاق نہیں ہوتا (96) معلوم نہیں (97) انکار کر دیا

7. آپ کے خیال میں اس مدت میں کسی طرح لائی جاسکتی ہے؟ (آپ ایک سے زیادہ جواب کا انتخاب کر سکتے ہیں) (اطلاق نہیں ہوتا، معلوم نہیں اور انکار کر دیا نہ پڑھیں)

01. انصاف کا نظام / طریقہ کار شفاف بنایا جائے

02. انصاف فراہم کرنے والے اہل کاروں کے احتساب کے نظام کو بہتر بنایا جائے

03. عدالتی کارروائی میں جدید ٹیکنالوجی (مثال کے طور پر کمپیوٹرز) کو استعمال کیا جائے

04. سہولیات (عمارات، فرنیچر، وغیرہ) کو بہتر بنایا جائے

05. انتظامیہ کی کمزوریوں کو دور کیا جائے

06. دیگر (برائے مہربانی وضاحت کیجئے):.....

95. اطلاق نہیں ہوتا

96. معلوم نہیں

97. انکار کر دیا

8. آپ کا کورٹ کی ہروزٹ میں کتنا وقت لگتا ہے، بشمول انتظار کرنے کا وقت؟ (اطلاق نہیں ہوتا، معلوم نہیں اور انکار کر دیا نہ پڑھیں)

01. دن ----- 02. گھنٹے ----- 03. منٹ ----- (ہندسوں میں لکھیں)

95. اطلاق نہیں ہوتا 96. معلوم نہیں 97. انکار کر دیا

9. آپ نے ماضی میں اس قسم کی کتنے وزٹ کیے ہیں، بشمول آج کا وزٹ؟ (اطلاق نہیں ہوتا، معلوم نہیں اور انکار کر دیا نہ پڑھیں)

..... وزٹ (ہندسوں میں لکھیں)

95. اطلاق نہیں ہوتا 96. معلوم نہیں 97. انکار کر دیا

10. آپ نے اس مسئلے میں کتنی رقم خرچ کی ہے، خاص طور پر عدالت اور سہولت کار کے ساتھ لین دین میں؟ (اطلاق نہیں ہوتا، معلوم نہیں اور انکار کر دیا نہ پڑھیں)

تقریباً روپے	
01	ٹرانسپورٹ
02	عدالتی فیس
03	وکیل کی فیس
04	وکیل کے اسٹنٹ (منشی) کی فیس
05	عدالت میں آنے کی وجہ سے اجرت (مزدوری) کا نقصان
06	فوٹو کاپی کا خرچہ
07	رشوت (بدعنوانی)
08	دیگر (برائے مہربانی وضاحت کیجئے)-----
95	اطلاق نہیں ہوتا
96	معلوم نہیں

حصہ ”ج“: بنیادی ڈھانچہ (بنیادی سہولیات)

11۔ پچھری میں استعمال شدہ سہولیات کی دستیابی، معیار اور لاگت کے متعلق آپ کی کیا رائے ہے؟

(a) سہولت کا استعمال	(b) دستیابی	(c) معیار	(d) لاگت
01. کھانا کھایا؟	01- اچھی	01- اعلیٰ	01- زیادہ
1- ہاں	02- درمیانی	02- درمیانیہ	02- درمیانیہ
2- نہیں (اگلے پر جائیں)	03- کم	03- کم	03- کم

(a) سہولت کا استعمال	(b) دستیابی	(c) معیار	(d) لاگت
02. فوٹو کاپی؟	01- اچھی	01- اعلیٰ	01- زیادہ
1- ہاں	02- درمیانی	02- درمیانیہ	02- درمیانیہ
2- نہیں (اگلے پر جائیں)	03- کم	03- کم	03- کم

(a) سہولت کا استعمال	(b) دستیابی	(c) معیار	
03. انتظار گاہ کا استعمال؟	01- اچھی	01- اعلیٰ	
1- ہاں	02- درمیانی	02- درمیانیہ	
2- نہیں (اگلے پر جائیں)	03- کم	03- کم	

(a) سہولت کا استعمال	(b) جگہ (space)	(c) معیار	
04. کیا آپ کا کوئی عزیز جیل میں ہے جو بخشی خانہ استعمال کرتا ہو؟	01- اچھی	01- اعلیٰ	
1- ہاں	02- درمیانی	02- درمیانیہ	
2- نہیں	03- کم	03- کم	

(a) سہولت کا استعمال	(b) دستیابی	(c) معیار	(d) لاگت
05. بیت الخلاء / ٹائیکٹس کا استعمال؟	01- اچھی	01- اعلیٰ	01- زیادہ
1- ہاں	02- درمیانی	02- درمیانیہ	02- درمیانیہ
2- نہیں (اگلے پر جائیں)	03- کم	03- کم	03- کم

(a) سہولت کا استعمال	(b) دستیابی	(c) معیار	(d) لاگت
----------------------	-------------	-----------	----------

06. پینے کے پانی کا استعمال؟	01- اچھی	01- اعلیٰ	01- زیادہ
1- ہاں	02- درمیانی	02- درمیانی	02- درمیانی
2- نہیں (اگلے پر جائیں)	03- کم	03- کم	03- کم

(a) سہولت کا استعمال	(b) دستیابی	(c) معیار	
07. پارکنگ کا استعمال؟	01- اچھی/بہتر	01- اعلیٰ	
1- ہاں	02- درمیانی	02- درمیانی	
2- نہیں (اگلے پر جائیں)	03- کم	03- کم	

12- آپ کیا محسوس کرتے ہیں کہ ڈسٹرکٹ کورٹ/ضلعی کچہری میں درجہ ذیل کوئی سہولیات کو فوری توجہ کی ضرورت ہے؟ (آپ ایک سے زیادہ جواب کا انتخاب کر سکتے ہیں)
(اطلاق نہیں ہوتا، معلوم نہیں اور انکار کر دیا نہ پڑھیں)

- 01- کھانا
- 02- فونو کاپی
- 03- انتظار گاہ
- 04- بخشی خانہ
- 05- بیت الخلاء/ٹائلٹ
- 06- پینے کا پانی
- 07- پارکنگ
- 08- دیگر (برائے مہربانی وضاحت کیجئے).....
- 95- اطلاق نہیں ہوتا
- 96- معلوم نہیں
- 97- انکار کر دیا

13- کیا آپ کچہری کے اندر خود کو محفوظ محسوس کرتے ہیں؟ (اطلاق نہیں ہوتا، معلوم نہیں اور انکار کر دیا نہ پڑھیں)

- 01- ہاں
- 02- نہیں
- 95- اطلاق نہیں ہوتا
- 96- معلوم نہیں
- 97- انکار کر دیا

حصہ 4: مواصلاتی/ابلاغی

14- آپ اپنے کیس کے متعلق معلومات کیسے حاصل کرتے ہیں، جیسا کہ امثال کے طور پر تاریخوں کی سماعت؟ (آپ ایک سے زیادہ جواب کا انتخاب کر سکتے ہیں) (اطلاق نہیں ہوتا، معلوم نہیں اور انکار کر دیا نہ پڑھیں)

- 01: کاغذات بذریعہ ای میل
- 02: کاغذات بذریعہ فیکس
- 03: انٹرنیٹ (ویب سائٹ)

- 04: فون (کالز)
 05: فون (ایس ایم ایس)
 06: ذاتی ملاقات
 07: عدالت کے احاطے میں لگائے گئے نوٹس
 08: دیگر (برائے مہربانی وضاحت کیجئے).....
 95: اطلاق نہیں ہوتا
 96: معلوم نہیں
 97: انکار کر دیا

15- وہ کون ہے جو آپ کو یہ معلومات بھیجتے ہیں؟ (ایک سے زیادہ جوابات آسکتے ہیں) (اطلاق نہیں ہوتا، معلوم نہیں اور انکار کر دیا نہ پڑھیں)

- 01: وکیل
 02: منشی
 03: ریڈر
 04: دیگر عدالتی عملہ
 05: ٹاؤٹ / ایجنٹ (سہولت کار)
 06: دیگر (برائے مہربانی وضاحت کیجئے).....
 95: اطلاق نہیں ہوتا
 96: معلوم نہیں
 97: انکار کر دیا

16- برائے مہربانی مندرجہ ذیل سوالات کا ہاں یا نہیں میں جواب دیں؟ (آپ ایک سے زیادہ جواب کا انتخاب کر سکتے ہیں) (اطلاق نہیں ہوتا، معلوم نہیں اور انکار کر دیا نہ پڑھیں)

		01. ہاں	02. نہیں	95. اطلاق نہیں ہوتا	96. معلوم نہیں	97. انکار کر دیا
01	کیا یہ معلومات بروقت آپ تک پہنچی یا نہیں؟	01	02	95	96	97
02	کیا یہ معلومات درست تھیں یا نہیں؟	01	02	95	96	97
03	کیا معلومات حاصل کرنے میں آپ کا بہت خرچہ لگایا نہیں؟	01	02	95	96	97
04	کیا معلومات حاصل کرنے کیلئے آپ کو بہت زیادہ کوشش کرنی پڑی یا نہیں؟	01	02	95	96	97
05	کیا معلومات آپ کو سمجھ آئیں یا نہیں؟	01	02	95	96	97

17- کیا آپ محسوس کرتے ہیں کہ آپ کو اپنے کیس کو آگے بڑھانے کیلئے معلومات کافی ہیں یا نہیں؟ (اطلاق نہیں ہوتا، معلوم نہیں اور انکار کر دیا نہ پڑھیں)

01: ہاں (سوال نمبر 19 پر جائیں)

02: نہیں

95: اطلاق نہیں ہوتا

96: معلوم نہیں

97: انکار کر دیا

18- اگر نہیں، وہ کیا خاص معلومات ہیں جو آپ تک نہیں پہنچی؟ (آپ ایک سے زیادہ جواب کا انتخاب کر سکتے ہیں) (اطلاق نہیں ہوتا، معلوم نہیں اور انکار کر دیا نہ پڑھیں)

01: قانونی حقوق کے بارے میں وضاحت (مثلاً ایف آئی آر اور وکالت نامے کی کاپی ملنا وغیرہ)

02: قانونی طریقہ کار (مثلاً کورٹ میں کیس کس طرح دائر کیا جاتا ہے)

03: عدالتی اہل کاروں کی ذمہ داریاں (یعنی کہ کس دفتر یا افسر سے کون سی سروس حاصل کی جاسکتی ہے)

04: کورٹ میں کون سا دفتر کہاں موجود ہے اور وہاں تک کس طرح پہنچا جائے

05: عدالتی کام کے اوقات

06: کوئی کورٹ سروسز کیلئے پیسے کی ادائیگی ضروری ہے اور مقرر کردہ فیس کیا ہے

07: دیگر (برائے مہربانی وضاحت کیجئے).....

95: اطلاق نہیں ہوتا

96: معلوم نہیں

97: انکار کر دیا

19- کیا آپ عدالتی خدمات کو آسان استعمال میں لانے کیلئے کوئی تجویز دینا چاہیں گے؟

حصہ ”د“: شماریاتی معلومات

20- جنس (ریکارڈ، مت پوچھو)

01: مرد

02: عورت

21- آپ کی عمر کیا ہے؟

..... سال..... مہینے..... (ہندسوں میں لکھیں)

22: آپ کی تعلیم کیا ہے؟ (اطلاق نہیں ہوتا، معلوم نہیں اور انکار کر دیا نہ پڑھیں)

01: کوئی رسمی تعلیم نہیں

02: پرائمری سے کم

03: پرائمری اور میٹرک کے درمیان

04: میٹرک سے اوپر

انٹرمیڈیٹ	:05
گریجویٹ	:06
پوسٹ گریجویٹ	:07
پیشہ ورانہ تعلیم	:08
مدرسہ کی تعلیم	:09
دیگر (برائے مہربانی وضاحت کیجئے).....	:10
اطلاق نہیں ہوتا	95
معلوم نہیں	:96
انکار کر دیا	:97

23: آپ کا پیشہ کیا ہے؟ (اطلاق نہیں ہوتا، معلوم نہیں اور انکار کر دیا نہ پڑھیں)

بے روزگار	:01
خاتون خانہ	:02
مزدور	:03
سرکاری ملازم	:04
نجی شعبہ کا ملازم	:05
پیشہ ور (ڈاکٹر، وکیل، انجینئر)	:06
کاشتکار	:07
ملک سے باہر کام کرتے ہیں	:08
ذاتی کاروبار	:09
طالب علم	:10
ریٹائرڈ	:11
دیگر (برائے مہربانی وضاحت کیجئے).....	:12
اطلاق نہیں ہوتا	95
معلوم نہیں	:96
انکار کر دیا	:97

24- آپ کی ماہوار یا دن کی آمدن کیا ہے: تقریباً/اندازن (اطلاق نہیں ہوتا، معلوم نہیں اور انکار کر دیا نہ پڑھیں)

مہینہ	دن	(ہندسوں میں لکھیں)	دیگر
95	اطلاق نہیں ہوتا	96	معلوم نہیں
97	انکار کر دیا		