

Vision, Mission, Values and Objectives of Judiciary

Vision

“To ensure justice for all’

Mission

“To provide fair and impartial justice on the basis of Constitution, Law and established principles of Justice”

Values

- Allegiance to the Constitution and Law
- Independence, Impartiality and Competency
- Autonomy
- Responsibility and Accountability
- Fairness and Equality
- Quality
- Good conduct
- Representation and Inclusiveness
- Ownership
- Participation and Coordination

Objectives

- To make adjudication function speedy and qualitative
- To enhance Access to Justice
- To promote Judicial Good Governance
- To strengthen court management
- To enhance public trust and faith towards judiciary

FOURTH FIVE-YEAR STRATEGIC
PLAN OF JUDICIARY



“Independence of Judiciary:
Judicial Good Governance our Commitment”



FOURTH FIVE-YEAR STRATEGIC PLAN OF JUDICIARY (SUMMARY)



SUPREME COURT, NEPAL
2020

"Independence of Judiciary: Judicial Good Governance our Commitment"

**FOURTH FIVE-YEAR STRATEGIC
PLAN OF JUDICIARY
(SUMMARY)**

(2019/20- 2023/24)



SUPREME COURT, NEPAL

2020



Chief Justice

Supreme Court

Kathmandu, Nepal



Message

I am extremely happy to bring into force the Fourth Five-Year Strategic Plan with defined Vision, Mission and Values of the Judiciary, projection of the periodic Goals and Strategic Objectives, and a clear implementation plan for the programs determined to attain the Strategic Objectives. Fifteen years have been completed by the Judiciary on initiation of its planned reform on its own initiative. Reform is a continuous process. I am confident that this Plan will provide significant contribution to the judicial history of Nepal.

The continuous increment in experiences gained from the earlier Plans of the Judiciary, established organizational structures, installed infrastructure for use of Information Technology, coordination among stakeholders and sense of ownership to the Plan along with increasing culture of Judicial Human Resources to operate in planned manner has created a basis for operation of Plan.

The development of standards to measure the quality of service delivery by courts in national and international level has created opportunities at the same time posed challenges to us. Additionally, it is crucial to make The Planned Reform Initiatives more effective in order to institutionalize the achievements so far and also to address the expectations towards judiciary in the changed legal and constitutional scenario.

Though the judiciary has an ultimate responsibility for the effective implementation of the Plan, it is a concern of the state as a whole. The fourth Five-Year Strategic Plan of the judiciary enforced with the vision “to ensure justice for all” should be integrated at the core of the National development. In this context, for the effective implementation of the Plan, I am confident to have support and coordination from the concerned stakeholder agencies in management of resources and other related aspects.

In course of drafting the Plan, adequate discussions have been made with stakeholders in different levels. I am fully confident that all the parties will have ownership to this Plan and get motivated for the implementation of the Plan which has been drafted on the basis of feedback collected from the Third National Conference of Judges and other various consultation programs conducted in different regions.

Finally, I would like to heartily thank the Honourable Justices directly involved in drafting process through Plan Drafting Direction Committee and Task Team for drafting the Fourth Five-Year Strategic Plan of Judiciary and all those who have contributed directly or indirectly in the process of drafting including employees involved in management of the overall process.

Thank you.

June 2019

Cholendra Shusmsher JBR
Chief Justice



Supreme Court
Kathmandu, Nepal



Preface

The first Strategic Plan of the judiciary was brought into force for the first time in 2061 BS. (2004 AD.) with an idea to initiate planned judicial reform initiatives. In the beginning, it was doubted that the court could make and implement its own plan. However, clearing the initial doubt, the journey has already reached to the judiciary's Fourth Five Year Strategic Plan.

At the time when the issues of judiciary were not incorporated in National Plan it was certainly challenging and doubtful to draft Strategic Plan of the Judiciary with clear vision, mission and fundamental values. Despite the lack of informed human resources on planning and limited resources, it is a matter of pride for us that we are at this stage through Strategic Plans.

Reform is the continuous process and just drafting of the Plan is not adequate to institutionalize the planned reform. There has been a lot of changes in national lives after commencement of the Plan in the judiciary. It is obvious that with the change in constitutional, legal, political and social aspects of the country the general people's expectation towards judiciary has also increased. In this context, we have a challenge to maintain judiciary as a center of belief for everyone by making service delivery effective.

The Third Strategic Plan of the judiciary had set four Goals as to make adjudication function prompt and speedy, to make the judicial process predictable, to make justice system accessible and to enhance public trust and faith towards judiciary. The Fourth Strategic Plan has been drafted after review of the Third Strategic Plan, analysis of the changed context

and situation of the judiciary, and consultation with the stakeholders and experts. Vision, Mission, Values, Goals and Strategic Objectives of the Judiciary have been projected and Operational Plan for the activities under them has also been prepared.

Acknowledging the importance of participation and ownership of stakeholders in the course of drafting this plan, attempt has been made to widen their participation, central and province level consultations had been organized, participation of judges, employees, public prosecutor, legal professionals, professors, police, media person, service recipients and various other stakeholder's opinion, recommendations and feedback have been taken into consideration.

Similarly, the Goals determined by the Plan, initiatives for implementation, achievements and gaps observed in the implementation have been studied and analyzed on the factual basis. In order to avoid any form of bias, the concerned experts have been consulted and discussed regularly on the basis of need and feedbacks.

Though the constitutional changes that came into force after implementation of the Third Plan did not change substantially the form of judiciary, the judiciary cannot remain isolated from norms and values of federalism and inclusion adopted by the new Constitution. With analysis of the changed context created as a result of the constitutional and legal change, the Goals and strategic objectives have been amended.

I would like to express my sincere gratitude to the Right Honorable Chief Justice Mr. Cholendra Shumsher JBR for providing me the opportunity to coordinate the Plan Drafting Direction Committee formed with the purpose to draft the Fourth Strategic Plan of the Judiciary. In addition, I would also like to express my sincere appreciation to the members of the Plan Drafting Direction Committee, Honourable Justices of the Supreme Court, Mr. Kedar Prasad Chalise, Ms. Mira Khadka, Mr. Hari Krishna Karki, Mr. Bishowambhar Prasad Shrestha and Member-Secretary Chief Registrar of the Supreme Court, Mr. Nripa Dhwoj Niroula for their significant contribution and active participation in every stages of the drafting process.

Further, I would like to express my sincere thanks with high evaluation of the incomparable contribution in technical subject like drafting of the Plan

for their active involvement from the preliminary stage of the drafting of the Plan as a coordinator of the Plan Drafting Task Team (TT) Honourable Mr. Binod Sharma, working as a Chief Judge of the High Court, Biratnagar, Dhankuta Bench and members; Honourable Judge of High Court Mr. Shreekanta Poudel, Honourable judges of the District Courts, namely; Mr. Surya Prasad Parajuli, Mr. Narayan Prasad Subedi, Mr. Diwakar Bhatta, Joint Secretary of the Ministry of Finance, Mr. Hari Sharan Pudasaini, Joint Secretary of the National Planning Commission Dr. Kiran Rupakheti and Member Secretary, Joint Registrar of the Supreme Court, Mr. Bhadrakali Pokharel.

Similarly, I would like to express my sincere gratitude to the Honourable Justices of the Supreme Court for their invaluable contribution in every stages of drafting through active participation and providing valuable recommendation and feedbacks based on their specialized knowledge, experience, skill and competency as well as taking ownership to materialize the Plan. In addition, I would like to express thanks to Honourable members of the Judicial Council Mr. Padam Prasad Baidhik and Mr. Ram Prasad Sitaula for providing their important suggestions by participating in discussion and consultation programme in course of drafting of the Plan.

I would like to appreciate and thank Chief Registrar Mr. Nripa Dhwoj Niroula, Registrars Mr. Lal Bahadur Kunwar and Mr. Narayan Prasad Panthee of the Supreme Court for their roles in managing resources for drafting of the Plan and special contribution in overall management. Further, I would like to thank the then Registrar of the Supreme Court and present Honourable Judge of the High Court Mr. Mahendra Nath Upadhyaya, and Secretary of the Judicial Council Mr. Devendra Raj Dhakal for their support in drafting of the Plan.

I would like to thank all the Honourable judges of the High Courts and District Courts, Registrars, Shrestedars, Judgement Execution Officers and other employees for their active participation, opinion, suggestion and feedbacks.

Similarly, I would like to thank President of Nepal Bar Association, Supreme Bar Association, including various Bar units, Officials and Senior Advocates, Dean of Law Faculty of Tribhuvan University and Campus Chief of Nepal Law Campus, Public Prosecutors, Officers of Nepal Police and media person for

their active participation along with their views, suggestion and feedbacks in the consultation programmes organized in course of drafting of the Plan.

I would like to thank Honourable Judge of High Court Mr. Bipul Neupane and Honourable Judges of District Court; Mr. Narishwor Bhandari and Mr. Raju Khatiwada for their special suggestions in drafting stage of the Plan. Further, I would like to thank Honourable Judge of District Court Mr. Bidur Koirala for his significant contribution in linguistic amendment in the draft report of the Plan.

I would like to thank Joint Registrars; Mr. Narayan Prasad Regmi, Mr. Bhim Kumar Shrestha, Mr. Bimal Poudel, Mr. Netra Prakash Acharya, Mr. Hariraj Karki, Ms. Mamata Khanal and Mr. Shreelal Poudel and other employees of the Supreme Court for their support in providing suggestions and necessary details for the purpose of review in course of drafting of the Plan.

I would like to express special thanks to the experts on statistics, management and planning Experts, namely; Professor Dr. Shankar Khanal, Mr. Pratap Kumar Pathak and Mr. Bal Gobinda Bista for their views and suggestion in regard to the drafting methodology and structure, evaluation system, data analysis and presentation of the Strategic Plan. Similarly, I would like to thank Mr. Rajan Kumar K.C. for his contribution on projecting Budget for the Plan.

I would like to express thanks to the Experts in the field of Planning and Management; Dr. Shankar Sharma, Prof. Dr. Shreekrishna Shrestha, Dr. Dinesh Panta, Dr. Chandramani Adhikari, Mr. Keshari Raj Pandit, Mr. Yubaraj Bhusal and Mr. Balananda Poudel for their assistance in conceptualizing, determining methodology and procedure of the plan by providing their views regarding concept of Strategic Planning, Plan Formulation Methodology and Procedure.

I would like to acknowledge the contribution and thank Deputy Registrars of the Research and Planning Division of the Supreme Court Mr. Ashok Kumar Chhetri and Mr. Thakur Prasad Poudel and Section Officers Mr. Suman Pandey and Ms. Manisha Subedi, Linguist Mr. Ram Chandra Phuyal and Computer Operator Mr. Anjaya Kumar Pokharel for their logistic support as a secretariat to the Task Team.

Finally, this Plan has become a combined product of contribution of all of us. To attain the set Goal of this Plan implementation is very important. I am confident that the Plan will be successful and effectively implemented only through the sincere effort of all the stakeholders.

Thank you.

June 2019

Deepak Kumar Karki
Justice, Supreme Court
Coordinator
Plan Drafting Directive Committee



Commitment

The Fourth Five-Year Strategic Plan of the judiciary is coming into force from 2076.4.1 BS. (17 July 2019) as another series in the planned reform process that started from 2004 AD. with activeness and initiation of the Judiciary on its own. The Plan has been directed towards responsibilities created as a result of constitutional and legal changes in the country and making the Service delivery of the judiciary fair, impartial, qualitative and effective to make them in line with the developed international standards. Information Technology based Case Flow Management System, Access to Justice, Judicial Good Governance and enhancement of Public Trust and Faith towards judiciary are the current priorities of the Judiciary.

Though the support and coordination from the concerned stakeholders is required to attain Goals set by the Plan, the judiciary, being the major actor in adjudication process, should take the overall responsibility. In addition to the commitment from the judicial leadership there is a need of support and coordination from the stakeholders for the implementation of the Plan of the judiciary. For the effective implementation of Plan government should be committed to provide the required resources, develop and strengthen system, and prepare legal infrastructures. Equally important is the, strong commitment of human resources working for Courts and effective support and coordination of all stakeholders.

There can be no diverging opinion that the vision of the judiciary can be achieved only through the effective implementation of the Fourth Strategic Plan of the judiciary which is another milestone in continuity of the judicial

reform process. This Plan has institutionalized the achievements of the past Plans with continuation of reform process in line with the changed context. I am confident that the effective implementation of the present Plan will contribute towards establishment of the judicial system that will have trust and faith of all.

Lastly, I would like to express my commitment for the implementation of the Fourth Five-Year Strategic Plan of the judiciary with the vision “To ensure justice for all” and would request all human resources working in the Supreme Court, High Courts, District Courts and other Courts and tribunals and stakeholders for their active participation in this regard. Further, I would like to express my special gratitude to all those who have contributed through direct or indirect participation in different stages of the Plan drafting process.

June 2019

Nripa Dhwoj Niroula
Chief Registrar
Supreme Court

Executive Summary

Introduction

The Strategic Plan came into force from 2004 AD. with an objective of overall reform in the function and activities and organizational management of the judiciary in Nepal and till the date three Strategic Plans have already been implemented. The present Fourth Strategic Plan, 2019- 2024 has been drafted to give continuity to the reform process.

Plan Drafting Mechanisms

Two mechanisms, Plan Drafting Direction Committee and Plan Drafting Task Team (TT), had been formed by the decision of the Right Honourable Chief Justice on 17 January 2019 in order to draft the Fourth Strategic Plan. The Plan Drafting Direction Committee was formed under the chairpersonship of the senior most Honourable Justice of the Supreme Court Mr. Deepak Kumar Karki and the Plan Drafting Task Team (TT) was formed under the chairpersonship of the Honourable Judge Mr. Binod Sharma working as a Chief Judge at Biratnagar High Court, Dhankuta Bench.

Plan Drafting Methodology

SWOT Methodology has been adopted for the situation analysis in consideration of the past experiences in course of drafting of the Plan. The implementation of the Third Strategic Plan has been reviewed. Goals and Strategic Objectives in present Plan have been presented in Issue or Goal Based Model. In order to make the Plan more practical, implementable and participatory, feedbacks have been collected through questionnaire survey from all the Courts and judicial bodies, discussion in the Third National Conference of Judges and consultations with the stakeholders. Further, the consultations have been frequently done with concerned experts in drafting plans and management in various stages.

Structural form of the Plan

Chapter One of the Plan includes Plan drafting mechanisms, methodology, system and the subject matters of structure of the Plan.

Chapter Two with review of the Third Strategic Plan of the judiciary mentions the achievements of its implementation and situation of gaps in achievements, its reason and impact. The overall status of the progress and gap reflected from the review of the Third Plan is found to be as follows:

Total of Goals 1, 2, 3, 4 and Supporting Strategy

| Goals | Total work | Activities/ Indicator Number | Average work (Performed) | Gaps between Goal and Progress (%) |
|--|------------|------------------------------|--------------------------|------------------------------------|
| 1. To make adjudication function prompt and speedy | 68 | 100 | 65.57 | 34.43 |
| 2. To make judicial process predictable | 16 | 16 | 47.50 | 52.50 |
| 3. To make judicial system accessible | 50 | 54 | 90.74 | 9.26 |
| 4. To enhance public trust and faith towards judiciary | 23 | 35 | 85.14 | 14.86 |
| Total of Goals 1,2,3 and 4 | 157 | 205 | 72.24 | 27.76 |
| Total of Supporting Strategies | 237 | 277 | 72.42 | 27.58 |
| Overall progress and gap of Third Strategic Plan | 394 | 482 | 72.27 | 27.73 |

In addition, in course of drafting of the Fourth Strategic Plan attained suggestions are presented in this Chapter assimilated from questionnaire survey with various Courts and judicial bodies, discussion in the Third National Conference of Judges and recommendations given by stakeholders in various consultation programmes.

Chapter Three provides the analysis of the internal and external environment with identification of strength and weakness and opportunities and threats of the judiciary on the basis of SWOT Method in course of context analysis of the judiciary.

Chapter Four presents Vision, Mission and Fundamental Values of the Fourth Strategic Plan of the Judiciary as follows:

| | |
|----------------|---|
| Vision | To ensure justice for all |
| Mission | To provide fair and impartial justice on the basis of Constitution, Law and established principles of Justice |
| Values | <ul style="list-style-type: none"> • Allegiance to Constitution and Law • Independence, Impartiality and Competency • Autonomy • Responsibility and Accountability • Fairness and Equality • Quality • Good conduct • Representation and Inclusiveness • Ownership • Participation and Coordination |

Chapter Five presents the Goals of the Fourth Strategic Plan and Strategic Objectives related with those Goals. Five Goals, viz., to make the adjudication function prompt, speedy and qualitative, to enhance Access to Justice, to promote Judicial Good Governance, to strengthen court management and to enhance public trust and faith towards judiciary have been determined in this Plan. Total 23 strategic objectives have been projected in this plan, which includes, 5 under first goal – to make the adjudication function prompt, speedy and qualitative; 5 under second goal – to enhance Access to Justice; 4 under third goal – to promote Judicial Good Governance; 6 under fourth goal - to strengthen court management; 3 under fifth and final goal – to enhance public trust and faith towards judiciary.

Chapter Six presents the Operational Plan with the activities to be conducted in order to achieve Goals and Strategic objectives of the Plan. The work for making adjudication prompt, speedy, qualitative and predictable has been given priority in course of drafting of the Plan. Similarly, special programme for reduction of backlog cases in the Supreme Court and work load management have been focused. Initiatives have been taken to enhance Access to Justice, promote Judicial Good Governance and capacity development of physical and financial resources of the judiciary and human resources, making coordination and support among stakeholders effective

to make the Plan practical, subjective, result oriented and measurable to the extent possible. For this the Operational Plan specifies activities to be performed, performance indicator, time frame and responsible official in accordance with the Strategic Plan.

Chapter Seven presents the mechanisms of monitoring and evaluation of the Plan in the central level and various levels of Courts and reporting system and its Plan of Action. The former Plans have presented this matter as a part of primary operational plan. Realizing that the monitoring and evaluation system provides important contribution in a successful and effective implementation of the Plan, this matter is included in a separate Chapter.

Chapter Eight provides allocation of budget required for the implementation of the Plan. In accordance with it, the estimate for first year be Rs.10,32,81,71,000/-, Rs.8,78,41,23,000/- for second year, Rs.8,92,47,98,000/- for third year, Rs.9,86,11,18,000/- for fourth year and Rs.8,77,35,48,000/- for fifth year making a total estimate of Rs. 46,67,17,58,000/-.

The final **Chapter Nine** presents the analysis of the risks identified in former Plans and probable risks and a plan of action for mitigation of such risks. Some of the risks faced during the implementation of the earlier Plans are still relevant. As this Plan requires to address implementation of new Codes, implementation of Differentiated Case Management System and work load management in the Supreme Court which requires special intervention so that the Operational Plan has been presented by addressing potential risks and schedules are annexed at the end.

Chapter-One

Preliminary

1.1 Introduction

The planned development in Nepal started since 2013 BS. (1956 AD.). At present, Fourteenth National Plan is at the final stage of implementation in the country. The country is in a course of implementing Fifteenth National Plan from upcoming fiscal year. In light of the National Plans not being able to identify the need and priorities of the judiciary, the judiciary itself has been drafting and implementing periodic plans in order to manage its own work performances and make all the activities related to rendering justice prompt, effective, trustworthy and accessible since 2004/2005. After implementation of the Strategic Plans in the judiciary, the initiatives for reform have been institutionalized. The Courts have been carried out the planned activities. It is required that the judiciary should continue this reform process with institutionalization of the past achievements.

The term of the Fourteenth National Plan of the country and the Third Five-Year Strategic Plan of the Judiciary (2071-075) are going to be completed together at the end of this fiscal year. In a situation of fifteenth plan being drafted and prepared for the enforcement all over the country, the judiciary is also in a phase of drafting and enforcing fourth five year Strategic Plan of the judiciary for the next five years. The Approach Paper of the Fifteenth National Plan has taken initiatives to include goals, objectives, strategies and working policies relating to the judiciary.

In course of implementation of the Third Five-Year Strategic Plan of the judiciary, the country has been transformed into federal structure with enforcement of the new Constitution. The Constitution has changed States Directive Principles, Policies and Duties drastically. Although the form and level of judiciary remains the same, there have been wide changes in provincial location of the Courts, number of Courts and their jurisdiction. The functions of the Courts have been radically changed upon issuance of National codes and rules, procedural guidelines and standards for their implementation replacing The Country Code (Muluki Ain), 2020(1963) and other laws. Studies have been conducted to develop a Differentiated Case

Management System for the Improvement of Case Flow Management System.

In respect to this, it is the primary responsibility of the judiciary to maintain public trust and faith by making the service delivery speedy, qualitative, effective, economic and accessible to all. The factors like rapid development of information technology, globalization and increase of expectation, satisfaction of service recipient, and promotion of Judicial Good Governance that emerged in accordance with the changed time have created opportunities as well as challenges for the judiciary. In such a context, it appears that the judiciary has to continue planned reform to make it more active, dynamic, effective and well managed.

1.2 Need of Fourth Strategic Plan

The judiciary in Nepal had drafted and enforced Five-Year Strategic Plan of its own for the first time in South Asia in 2061 BS. (2004 AD.) before the concept of development of the Strategic Plan in other bodies of the State. At that time when general perception was that “whether the Court requires a Plan? The commitment for commission of judicial activities in a planned manner through the Strategic Plan has been established as a milestone in the area of the judicial reform. With learning from the achievements and shortcomings from the implementation of the First Five-Year Strategic Plan of the Judiciary, the planned development process has been institutionalized in the judiciary of Nepal with the enforcement of the later Plans. As a result of this, we are in a stage of discussing the outcome of reform programmes in respect of data. Now, there is no ambiguity in the matter of whether the Plan is required or not and the ownership of the Plan.

No country can move alone without being affected by globalization. Today, even in international level, it is an increasing trend to develop the governance indicators and accordingly publish grading of public institutions of each country on the basis of such indicators. Particularly, the United Nations and its specialized agencies and other international non-governmental organizations have foster such practices. The Sustainable Development Goals (SDG) adopted by the United Nations is one of the examples as such. In its Goal 16, in addition to other thing, it commits for establishing equal access of all to independent, effective and responsible

judicial system by the year 2030. As Nepal has also accepted that document in a position of a member of the United Nations, the reform activities of the judiciary should be oriented towards that goal. Similarly, the institutions like World Bank have also initiated reform in judicial sectors as the agenda for economic development. In addition to this, exchanging mutual experiences by judiciary of various countries, have established the institution like International Consortium for Court Excellence to standardize the judicial activities in order to continue the mission of reform. There is no alternative for the judiciary of Nepal besides adopting the effects and impacts of the globalization.

The Constitution of Nepal has envisioned for independent, impartial and competent judiciary. It has adopted the policy of making the judicial administration prompt, speedy, accessible, economic, impartial, effective and accountable. The judiciary should carry out its reform activities in line with that constitutional obligation. It is required to initiate reform activities with the primary objective of promoting Judicial Good Governance for enhancing faith upon the judiciary. This is why the present Plan has focused on judicial governance and accountability. There is no situation to move back from the way of the planned reform which was adopted by the judiciary 15 years ago. In other hand, reform is a continuous process. It is the present day need to make it wider, sustainable and reliable. The judiciary being used to the commission of the planned activities is also responsible to make its judicial activities more organized, reliable and effective in view of the changed context, people's aspirations and requirement of the organization in days to come as well. It is necessary to continue the planned reform of the judiciary to institutionalize the agenda for reform initiated at present through the impact of constitutional and legal changes, changed context and by the current leadership of the judiciary.

Therefore, it appears to draft the Fourth Five-Year Strategic Plan of the Judiciary as continuation of past plans considering the feedbacks of achievements and learning from shortcomings with the adoption of the good aspects in their implementation and identification of additional strategies and activities. It is equally important to have full ownership of the stakeholders and bodies for implementation of the Plan with improvement of the weakness reflected in the past. It is utmost important to cover the reform with identification of the institutional, policy and practical problems

in implementation of the Plans. Even for this, it is necessary to have a Strategic Plan of the judiciary for next five years.

1.3 Mechanism for drafting of Plan

It is required to have constitutional or legal authority or terms of reference for making Strategic Plan of any public organization. The Constitution of Nepal and laws related to judicial administration are the basis for carrying out judicial activities. The reform activities initiated by the present leadership at the judiciary to establish independent, competent and enhanced judicial system as envisioned by the Constitution remain as another important term of reference for the Fourth Plan. In such context, the Plan Drafting Direction Committee and the Plan Drafting Task Team (TT) for drafting Fourth Strategic Plan of the judiciary with the terms of reference as given below were formed by the Supreme Court on 22 January 2019 upon recommendation of the Research and Planning Committee of the Supreme Court on 17 January 2019 for continuation of the planned reform addressing the past experiences, received feedback in light of achievements and culture of commission of planned activities with the commencement of planned reform process in the judiciary and the contextual changes thereto.

Plan Drafting Direction Committee

| | |
|---|------------------|
| Honourable Deepak Kumar Karki, Judge, Supreme Court | Coordinator |
| Honourable Kedar Prasad Chalise, Judge, Supreme Court | Member |
| Honourable Mira Khadka, Judge, Supreme Court | Member |
| Honourable Harikrishna Karki, Judge, Supreme Court | Member |
| Honourable Bishowambhar Prasad Shrestha, Judge, Supreme Court | Member |
| Mr. Nripa Dhwoj Niroula, Chief Registrar, Supreme Court | Member-Secretary |

Plan Drafting Task Team (TT)

| | |
|--|------------------|
| Honourable Binod Sharma, Judge, High Court | Coordinator |
| Honourable Shreekanta Poudel, Judge, High Court | Member |
| Honourable Surya Prasad Parajuli, Judge, District Court | Member |
| Honourable Narayan Prasad Subedi, Judge, District Court | Member |
| Honourable Diwakar Bhatta, Judge, District Court | Member |
| Mr. Harisharan Pudasaini, Joint Secretary, Ministry of Finance | Member |
| Dr. Kiran Rupakheti, Joint Secretary, National Planning Commission | Member |
| Mr. Bhadrakali Pokharel, Joint Registrar, Supreme Court | Member-Secretary |

1.4 Method and Methodology of drafting of Plan

The Constitution of Nepal and laws related to judicial administration are the backbone for carrying out and management of the judicial activities. Article 51 (k) under Directive Principle, Policy and Obligation of the Constitution appears to have included the matters like to make judicial administration speedy, prompt, accessible, economic, effective, adoption of mediation and alternative measures for dispute settlement and to maintain Judicial Good Governance. Article 136 of the Constitution of Nepal has entrusted ultimate responsibility to the Chief Justice for making judicial administration of the Supreme Court and underlined Courts, specialized Courts and other judicial bodies effective. The judiciary of Nepal has initiated planned reform process in order to establish independent, competent and enhanced judicial system as envisioned by the Constitution.

Strategic Plan is one of the means of strategic management. Various mechanisms with particular terms of reference are designed for drafting of Strategic Plan of any organization. The mechanism so formed to draft the Plan prepares a draft of the Plan through adopting the method and process of analysis with review of past plans, interactions with stakeholders, consultations with experts and feedback collection, questionnaire survey, evaluation of internal capacity and shortcomings within the judiciary and assessment of opportunities and challenges available in the external environment and changed context. The draft Plan being approved by the concerned body is forwarded for the implementation process.

The situation analysis is considered as one of the important stage in the process of drafting of the Strategic Plan. The situation analysis provides basis for achieving determined Goals and objectives with identification of issues to be addressed strategically and assumption of the working policies and assessment of the internal and external working environment and working capacity, strong and weak aspects of the organization and identification of available opportunities and challenges thereto. The Strength, Weakness, Opportunity and Threat (SWOT) methodology has been adopted to analyze the situation in light of established organizational structure of the judiciary, defined work system and experiences of the past Plans. Strategic Issues or Goal Based Model has been adopted in the drafting of the Fourth Five-Year Strategic Plan.

1.5 Structure of Plan

The structure of the Fourth Five-Year Strategic Plan of the Judiciary is as follows:

- ◆ Chapter 1- Preliminary
- ◆ Chapter2- Review of Third Five-Year Strategic Plan of Judiciary
- ◆ Chapter 3- Context Analysis
- ◆ Chapter 4- Mission, Vision and Values
- ◆ Chapter 5- Setting Goals and Strategic Objectives for Achieving the Goals
- ◆ Chapter 6- Operational Plan for Goals and Strategic Objectives
- ◆ Chapter 7- Plan Monitoring and Evaluation
- ◆ Chapter8- Budget Allocation
- ◆ Chapter 9- Risk Analysis and Mitigation Plan



Chapter- Two :

Review of Third Five-Year Strategic Plan of Judiciary

2.1 Introduction

In course of the planned development in the judiciary, Strategic Plans have already been started and implemented as, first from the fiscal year 2061/62 (2004/2005), second from the fiscal year 2066/67(2009/2010) and the third from the fiscal year 2071/72 (2014/15). By institutionalizing the achievements of the previous Plans along with the review of the shortcomings, we need to continue reform activities through the Fourth Strategic Plan from the fiscal year 2076/77 (2019/20). The Third Plan had set out four Goals as to make adjudication function prompt and speedy, to make judicial process predictable, to make judicial system accessible and to enhance public trust and faith towards judiciary. A total of 26 strategies; 17 as primary strategies and 9 as supporting strategies related to management and policy work were determined as to meet these set Goals. The Plan had also included 482 activities and a work performance indicators relating to those strategies.

Though the term of the Third Plan is till the mid of June 2019, as the drafting of the Fourth Plan had started from February 2018, the Third Plan has been reviewed only on the basis of the activities performed till the January 2018. In this period of Third Plan, due to the constitutional change in the country, the then 16 Appellate Courts were quashed to form 7 High Courts and their 9 Benches and 2 temporary Benches. Similarly, the then 75 District Courts were changed to be 77 District Courts. Even the jurisdictions of the High Court and District Court have been altered in this Plan period. Even the District Courts has been entrusted jurisdiction to hear a case of appeal over the decision of some quasi- judicial bodies. Similarly, there has been changes in some indicators from the mid- term evaluation of the Third Strategic Plan. In respect of these various situations, the data of the result of the implementation of the Third Plan has been presented in an integrated manner.

2.2 Review of Goal, Strategy and Activities of the Plan

2.2.1 Situation of total work performance

In course of review of the Third Five-Year Strategic Plan, it appears to have average of 65.57 percent of progress on the basis of review against the performance indicators for the Goal 1- to make the adjudication function prompt and speedy under which 4 Strategies were determined to have 68 works in total for which 100 activities were determined. Similarly in Goal 2- to make judicial process predictable, 2 Strategies were determined under which 16 works were determined for which 16 activities were determined, average of 47.50 percent of progress was observed against the performance indicators thereto. In Goal 3- to make judicial system accessible, 6 Strategies were determined under which 50 works were determined for which 54 activities were determined, average of 90.74 percent of progress was observed against the performance indicators thereto. Again in Goal 4- to enhance public trust and faith towards judiciary, 5 Strategies were determined for which 23 works were determined under which 35 activities were determined, average of 85.34 percent of progress was observed against the performance indicators. Under 9 supporting Strategies, set for achievements of these Goals, 237 works and 277 activities were determined; average of 72.27 percent of progress has been achieved against the total performance indicators.

In totality, average of 72.27 percent of progress has been achieved against the review of the performance indicators within 4 Goals, 17 Strategies determined thereto and 9 supporting Strategies making 26 Strategies all together under which 394 major works and 482 activities were determined by the Plan. The overall progress of the Plan is presented in the table given below:

**Overall Average Performance
Table**

| Goals | Number of Strategies | Total work | Activities/ Indicator Number | Full Marks | Marks obtained | Average Percent Performance |
|--|----------------------|------------|------------------------------|------------|----------------|-----------------------------|
| 1. To make adjudication function prompt and speedy | 4 | 68 | 100 | | | 65.5 |
| 2. To make judicial process predictable | 2 | 16 | 16 | 80 | 38 | 47.50 |
| 3. To make judicial system accessible | 6 | 50 | 54 | 270 | 245 | 90.74 |
| 4. To enhance public trust and faith towards judiciary | 5 | 23 | 35 | 175 | 149 | 85.14 |
| 5. Supporting Strategies | 9 | 237 | 277 | 1385 | 1003 | 72.42 |
| Total | 26 | 394 | 482 | | | 72.42 |

2.2.2 Gaps between Goals and Progress of Plan

Among the Goals determined by the Third Strategic Plan, total of 65.57 percent of work has been performed under the Goal 1 which is related to the time limitation and productivity of the final adjudication of the cases in major priorities and it is found to have a gap of 34.43 percent between the Goal and the progress made. 47.50 percent of work has been performed under the Goal 2 which is related to the matter of making judicial process predictable and it is found to have a gap of 52.50 percent between the Goal and the progress made. Similarly, under the Goal 3 related to making the judicial system accessible, it is found to have 90.74 percent of work performed leaving the gap of 9.26 percent between the Goal and the progress made. Under the Goal-4 as to enhance public trust and faith towards judiciary, it is found to have 85.14 percent of work performed leaving the gap of 14.86 percent between the Goal and the progress made. It is found to have total of 72.42 percent of work performed in respect of the activities under 9 supporting Strategies determined to implement the major Strategies effectively which leaves the gap of 27.58 percent between the Goals and the progress made. With this, the total progress made in respect to four Goals and supporting Strategies amount to 72.27 percent and the gap between the Goals and progress made is found to be 27.73 percent. The overall details have been presented in the table below:

Overall Progress and Gaps between the Goals and Progress of the Plan Table

| Goals | Total work | Activities/ Number of Indicators | Average performance (%) | Gap between Goals and progress (%) |
|--|------------|----------------------------------|--------------------------|------------------------------------|
| 1. To make adjudication function prompt and speedy | 68 | 100 | 65.57 | 34.43 |
| 2. To make judicial process predictable | 16 | 16 | 47.50 | 52.50 |
| 3. To make judicial system accessible | 50 | 54 | 90.74 | 9.26 |
| 4. To enhance public trust and faith towards judiciary | 23 | 35 | 85.14 | 9.26 |
| Total of Goals 1,2,3 and 4 | 157 | 205 | 72.24 | 27.76 |

| Supporting Strategies | Total work | Activities/ Indicator Number | Full Marks | Weightage Number obtained | Average Work performance | Gap between Goal and progress (%) |
|---|------------|------------------------------|------------|---------------------------|--------------------------|-----------------------------------|
| 1. To make plan implementation system effective | 32 | 32 | 160 | 134 | 83.75 | 16.25 |
| 2. To improve case management system | 66 | 82 | 410 | 277 | 67.56 | 32.44 |
| 3. To make human resource management effective (policy level) | 30 | 30 | 150 | 117 | 78.00 | 22.00 |
| 4. To develop physical infrastructure of Courts for making them compatible with the modern standards (policy level) | 30 | 50 | 250 | 165 | 66.00 | 34.00 |

| Supporting Strategies | Total work | Activities/ Indicator Number | Full Marks | Weightage Number obtained | Average Work performance | Gap between Goal and progress (%) |
|---|------------|------------------------------|--------------|---------------------------|--------------------------|-----------------------------------|
| 5. To institutionalize the use of information and communication technology in court management | 18 | 20 | 100 | 82 | 82.00 | 18.00 |
| 6. To preserve values of judicial independence and autonomy (policy level) | 10 | 10 | 50 | 31 | 62.00 | 38.00 |
| 7. To increase judicial accountability and productivity (policy level) | 12 | 12 | 60 | 34 | 56.67 | 43.33 |
| 8. To enhance relation and coordination with the stakeholders of judicial sector | 22 | 22 | 110 | 98 | 89.09 | 10.91 |
| 9. To give continuity to study, research and publication related to law and justice and legal reform process (policy level) | 17 | 19 | 95 | 65 | 68.42 | 31.58 |
| Total of supporting Strategies | 237 | 277 | 1385 | 1003 | 72.42 | 27.58 |
| Average of overall progress of Third Strategic Plan and Gaps thereto | 394 | 482 | 72.27 | | | 27.73 |

2.3 Analysis of reason for gaps between Goals and Progress and Impact

With the classification of reasons between the Goals and Progress of the Plan and its impacts, the Courts and tribunals particularly affected by such gaps have been presented in the table given below:

**Reason for gaps between Goal and Progress and Impact
Table**

| Sector | Reason for gap between Goal and Progress | Impact | Courts particularly affected |
|--------------------------------------|---|---|---|
| Information Technology | no maximum utilization of information technology by associating case management to the information technology | lack of rendering judgements and preparation of judgements in accordance with the determined Goal | all Courts |
| Budget acquisition and allocation | Lack of necessary budget acquisition and allocation in all Courts to complete all programmes as devolved by the Strategic Plan | Lack of enhancement in Courts due to non- enforcement of programmes determined by the Plan | all Courts |
| Administrative autonomy | Lack of administrative autonomy for management of human resources of the courts in lack of separate Act for the employees of the Court | difficulty in management of necessary human resources in the Supreme Court and underlying Courts | all Courts |
| Judge appointment and Number | <ul style="list-style-type: none"> Less finalization of cases due to no timely appointment of judges in the Supreme Court in the Plan period Number of judges in the Supreme Court decided by the Constitution of Nepal | increment in number of backlog cases | Supreme Court |
| Working Environment (Natural reason) | Obstruction in function of the Supreme Court and the Courts in hilly districts due to destruction of the Court buildings as a result of the Earthquake in 2072 (2015) | No normal operation of functioning of the Courts | Supreme Court and Courts in mid- hill districts |

| Sector | Reason for gap between Goal and Progress | Impact | Courts particularly affected |
|--|--|---|--|
| Court's jurisdiction | <ul style="list-style-type: none"> Application for revision of the case, entry of disputes related to election and appointment, transfer, promotion and departmental action of employees in the Supreme Court through the writ jurisdiction Entry of cases having less punishment and valuation in the Supreme Court | Old cases are in arrears due to increase in work load in the Supreme Court and no time can be allocated for important cases | Supreme Court |
| Responsibility of Judges in other works beside judicial work | The judges of the Supreme Court have other responsibilities beside judicial work | Difficulties in time management for the commission of judicial work | Supreme Court |
| Specialized/ bench and cause list management | <p>The management of specialized/ bench in the Supreme Court</p> <p>The cases which cannot be tried in the Supreme Court be designated in the cause list of the concerned bench</p> <p>Postponement of the hearing from the daily causelist</p> | The cases are not settled as expected due to lack of specialized bench in the Supreme Court | Supreme Court |
| Bench timing/ pleading management | No proper management of timing of bench in the Supreme Court and other courts having heavy work load | Difficulties created in case disposal | Supreme Court and other Courts having heavy workload |

| Sector | Reason for gap between Goal and Progress | Impact | Courts particularly affected |
|---------------------------------------|---|---|--|
| Preparing Case Note and Issue framing | Not able to enforce case reporting system effectively in the Supreme Court | Not able to make the hearing and adjudication of the cases effective | Supreme Court |
| Human Resource Development | <p>No availability of required human resources</p> <p>Non- availability of monetary and non-monetary opportunities for career development of human resources</p> <p>on- acquisition of human resources as per demand as the judicial service is not made attractive</p> <p>Lack of trained human resources on judicial procedures</p> | <p>Work has been affected due to lack of human resources</p> <p>Diminishing interest of human resources over the work and decreasing productivity of work performance</p> <p>Decreasing quality in work performance due to lack of competent, dedicated and trained human resources</p> | All courts |
| Physical infrastructure | No adequate buildings and other physical infrastructures required for work in the Supreme Court and courts having high work load | Difficulties in work performance of the courts in lack of appropriate management of physical infrastructures | Supreme Court and Courts having high work load |
| Implementation of Strategic Plan | Lack of effective implementation system of Strategic Plan | Difficulties created in achievement of Goals set by the Third Strategic Plan and strengthening of Courts | All Courts |

| Sector | Reason for gap between Goal and Progress | Impact | Courts particularly affected |
|---|---|--|-----------------------------------|
| Human resource management proportional to work pressure | No management of judges and employees proportional to the work load at the Court | Difficulties created in disposal of cases, preparation of decision and other judicial work as Goal | All Courts |
| Predictable transfer or deputation | No application of calendar system in order to make transfer of judges and employees predictable | Difficulties in case settlement and other judicial work | High and district Courts |
| Lockout, strike and transition phase | Work of the Courts have been affected due to lockouts, strike from time to time in the Planning period | Difficulties in adjudication, case disposal and judgement execution | High and district Courts of Terai |
| Execution of calendar system | No automation of information technology mechanism of the Court for execution of calendar system and no capacity enhancement of human resources for that | Not possible to make judicial trend predictable by implementation of calendar system | All district Courts |
| Prioritization and management of physical infrastructures and other resources | No prioritization of required infrastructures and no management of physical resources for courts on the basis of geographical needs | Difficulties in work performance of Courts and decrease in quality of service | High and district Courts |

| Sector | Reason for gap between Goal and Progress | Impact | Courts particularly affected |
|---|---|---|------------------------------|
| Judgement Execution | No updates of record of judgements, no management of judicial police, no address being updated in accordance with the changed federal structure and lack of resources and human resources | Increase in cost of punishment and fine as a result of non- effective judgement execution | All district Courts |
| Lack of ownership of Plan and effective coordination between Stakeholders | No concurrence between Strategies and programmes determined by the Plan | No execution of result oriented and effective Plan | All Courts |



Chapter- Three

Context Analysis

3.1 Introduction

Strategic Plan is drafted with an objective to make service delivery qualitative, effective and trustworthy by improving overall aspects of the organization. The external environment of the organization shall be analyzed and opportunities and challenges should be assessed with defining vision and mission and setting values and norms in order to determine objectives, strategies and activities accordingly. Similarly, it is necessary to identify strong and weak aspects of internal life in the organization. In addition, analysis of political, financial, social, technical, environmental and legal aspects of the country is also required for drafting of the Plan. In this chapter, the contextual analysis of the judiciary has been made on the basis of major achievements of the past Plans of the judiciary, gaps between Goals and progress and sectors to be improved, recommendations collected from questionnaire survey, recommendations obtained from the National Conference of Judges, feedbacks from Consultation Programmes with the stakeholders held in various stages.

3.2 Method of Context Analysis

Various methods and approaches for context analysis are in practice. Methods like SWOT (Strength, Weakness, opportunity and Threat) analysis and also PESTLE (Political, Economic, Social, Technological, Legal Environment) are found to be in practice in other countries. In addition, Critical Analysis and Change Theory are also other popular methods for context analysis.

It appears that all three past Strategic Plan of the judiciary of Nepal had adopted SWOT Analysis method for context analysis. In particular, strong and weak aspects within the organization and opportunities and threats in external environment are identified and analyzed in SWOT Method. Even in course of drafting of the Fourth Strategic Plan of the judiciary, SWOT Analysis Method has been adopted considering appropriate methods.

3.3 Organizational Structure of Judiciary

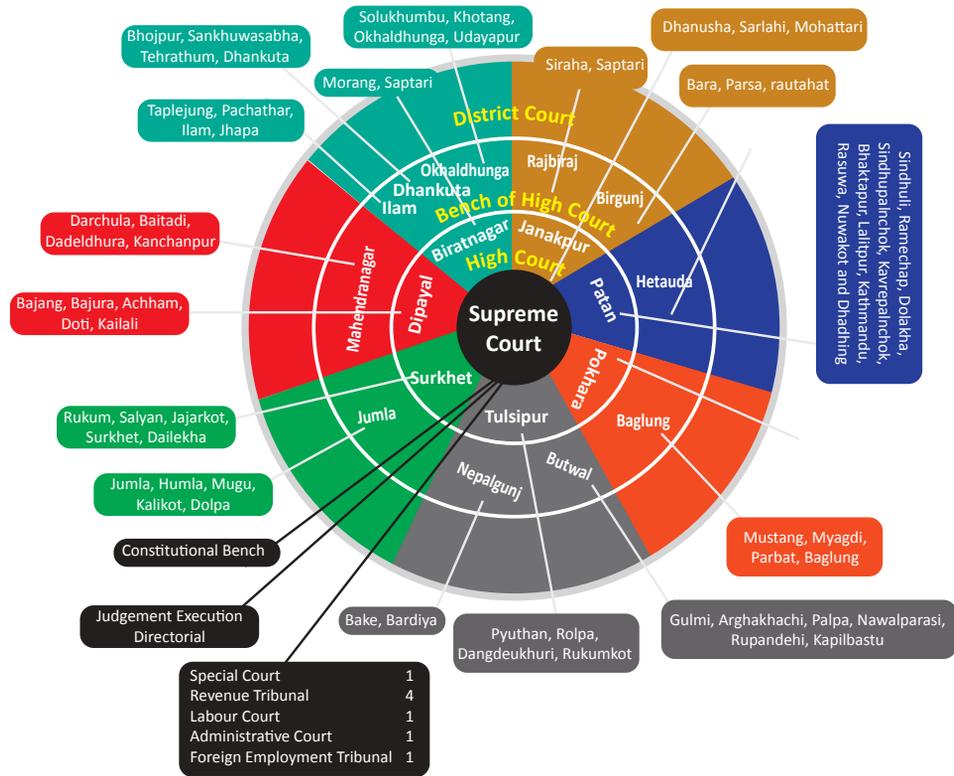
The Constitution of Nepal has entrusted judicial responsibility to the judiciary of Nepal. Similarly, the Constitution has guaranteed independent, competent and impartial judiciary. The Constitution has transformed the country from unitary to the federal structure. The judiciary in the unified form has been continued despite the adoption of the federalism.

Article 127(1) of the Constitution of Nepal has outlined the regular structure of judiciary with three tiers of courts including Supreme Court, High Court and District Court. Article 137 provides for a separate Constitutional bench to be formed in the Supreme Court. Though Article 127(2) of the Constitution provides ample grounds for the formation of judicial bodies in local level in addition to the regular courts such bodies have not been formed yet. Article 152 provides that the specialized court, judicial body or tribunal to deal with and adjudicate the cases of special nature may be formed pursuant to the federal law.

Administration of Justice Act, 2073 (2017), Supreme Court Act, 2048 (1991), Special Court Act, 2059(2002) and other sectoral laws are in force to implement the constitutional provisions on formation of Courts and their jurisdiction as well as to make additional arrangement on such matter.

In accordance with the above mentioned constitutional and legal arrangements, there are total 104 judicial structures in force, including, 1 Supreme Court, 18 High Courts and benches, which includes, 7 High Courts, one in each province, 9 benches of High Court and 2 temporary benches, 77 district courts, 4 revenue tribunals, 1 special court, 1 administrative court, 1 labour court and 1 foreign employment tribunal. This type of strong and extensive structure of the judiciary is an important aspect for bearing responsibilities entrusted to the judiciary by the Constitution.

The organizational structure of the judiciary is provided as below:



3.4 Context Analysis

Context Analysis (Summary)

| Internal Work Environment | |
|---|--|
| Strength | Weakness |
| 1. Clear constitutional and legal mandate | 1. Reduction in practice of judicial independence and autonomy |
| 2. Permanent organizational structure | 2. Reduction in feeling of ownership of Strategic Plan and capacity of implementation |
| 3. Working system based on law | 3. No full use of modern Case Management System (CMS) |
| 4. Leadership committed on reform | 4. Lack of group dynamism in action |
| 5. Availability of experienced human resources | 5. No expected effectiveness obtained in judgement execution |
| 6. Provision of capacity development mechanism of judges and employees | 6. Question over the Judicial Good Governance, Quality and Productivity. |
| 7. Availability of resources and physical infrastructures | 7. Complexities in human resource management |
| 8. Use of information technology in works | 8. Lack of capacity for prioritization and expenditure of budget in accordance with Plan |
| 9. Provision regarding Expenditure of Supreme court to be chargeable on Consolidate Fund. | 9. No adequate provisions of physical infrastructures in accordance with increasing responsibilities |
| | 10.No establishment and operation of Automated Information Technology System |
| | 11.Inadequacy in service recipient friendly behavior and communication skills |
| | 12.No research based Institutional Development and institutionalization of management reform. |

| External Environment | |
|---|--|
| Opportunity | Threat |
| 1. Enhancement in trust and acceptability of judiciary | 1. Assurance of values and norms of judicial independence and autonomy |
| 2. Increment in expectation and role of judiciary in promotion of democracy, rule of law and federalism | 2. Addressing increasing expectation of stakeholders and service recipients |
| 3. Addressing Strategic Plan of judiciary into National Plan | 3. Expected coordination, support and ownership feeling of stakeholders |
| 4. Timely reform in law to make adjudication function effective | 4. Enhancement of public trust towards judiciary |
| 5. Coordination, trust and support of stakeholders | 5. Non-availability of budget in accordance with Plan |
| 6. Increment of support and expectation of civil society towards judiciary | 6. Problems in supply of appropriate human resources |
| 7. Positive impact of information network in adjudication function | 7. Relation with Communication Sector |
| 8. Opportunity of standardization of judiciary due to globalization and international context | 8. Challenges in Access to Justice |
| 9. Judicial system based on citizen empowerment and rights. | 9. Institutional arrangement of victim friendly judicial system and its effective implementation |
| | 10. Structural question of court and bench in accordance with constitutional provision |



Chapter- Four

Vision, Mission and Values

4.1 Introduction

Each Strategic Plan being drafted in course of institutional enhancement and reform should identify vision as the ultimate goal of the organization and mission as a means for acquiring such goal. Similarly, it is required to set values as guiding principles to attain such goals. Vision and mission are the matters having long term nature and are not changeable time and again. However, it is not that they cannot be timely amended or redefined. As the vision of the judiciary reflects the ultimate goal to be attained or ends or ideal situation desired to be achieved by the judiciary, the vision as defined in former Plans has been amended in general. The mission adopted by the former Plans as a means or medium to attain its ultimate goal by the judiciary has been maintained as it is in this Plan.

Responsibilities entrusted to the judiciary by the Constitution and law, Constitution, recognized principles of law and justice, commitment expressed by Nepal in international forums, principles propounded by the judiciary of Nepal through judicial interpretation, internationally accepted and established values and norms of judiciary and expectation of consumers of justice have been adopted as basis of values of the judiciary. Similarly, in changed context, accountability, participation and coordination have been established as additional values of the judiciary and the definition has been amended linguistically in general.

4.2 Vision

“To ensure justice for all”

4.3 Mission

“To provide fair and impartial justice on the basis of Constitution, Law and established principles of Justice”

4.4 Values

Allegiance to Constitution and Law: The judiciary shall be committed to

promote rule of law by providing speedy, easy, convenient, economic, impartial and effective justice in accordance with the Constitution and law.

Independence, Impartiality and Competency: The judiciary shall be committed to adjudication function in an independent and impartial manner through judicial competency.

Autonomy: The judiciary expects to have guarantee of administrative, financial and procedural autonomy in its judicial management.

Responsibility and Accountability: The judiciary shall be committed to maintain accountability and judicial good governance being responsible to the Constitution and law by maximum utilization of available resources.

Fairness and Equality: The judiciary shall be committed to enhance Access to Justice through guarantee of fairness, certainty and equality in judicial process on the basis of the Constitution, law and recognized principles of justice.

Quality: The judiciary shall be active to provide predictable and quality service through the competent human resources and effective management by maximum use of information technology.

Good conduct: The human resources at judiciary shall be committed to fully comply with code of conduct by maintaining morality, integrity and honesty in providing service.

Representation and Inclusiveness: The judiciary shall be active to institutionalize the principles of proportionality, inclusiveness and participatory representation while maintaining the quality of judicial activities.

Ownership: The efforts of the judiciary shall be targeted towards ensuring ownership towards the Plan by high evaluation of the contribution of the human resources committed towards judicial service.

Participation and Coordination: The judiciary shall try to enhance effectiveness of commission of judicial activities through constructive support and coordination by developing the ownership of stakeholders in the plan of judicial reform.

Chapter- Five

Determination of Goals and Strategic Objectives to attain the Goals

5.1 Introduction

The Third Strategic Plan of judiciary had taken four Goals, viz., to make adjudication function prompt and speedy, to make judicial process predictable, to make judicial system accessible, and to enhance public trust and faith towards judiciary. Some Goals have been changed in this Plan as it is necessary to review the Goals on the basis of changed context and strategic issues to be addressed in the course of drafting of the new Plan.

The message “Judicial Independence; Judicial Good Governance Our Commitment” adopted by the Third National Conference of Judges, 2018 has been accepted as the major theme of the Fourth Strategic Plan. This Strategic Plan has given continuity to the Goals relating to adjudication function, Access to Justice and public trust on judiciary set by the Third Strategic Plan. Similarly, Goal as to promote judicial good governance has been added in order to address the national and international context, expectation of service recipients, opinion of stakeholders and to increase accountability of judiciary. Likewise, adding another goal of strengthening court management as it is deemed necessary to make the judicial service more effective by enhancing overall court management, total 5 goals has been determined by fourth strategic plan of Nepalese Judiciary.

5.2 Goals and Strategic Objectives

Five goals have been determined in this Plan. Similarly, total 23 Strategic Objectives have been determined as a means to achieve these Goals. The Goals and strategic objectives have been presented as below:

| S.No. | Goals | Strategic Objectives |
|-------|---|---|
| 1 | To make adjudication function Prompt, speedy, and qualitative | 1.1 To dispose cases promptly 1.2 To reform Case Management System (CMS) 1.3 To enhance quality of judicial work procedure and Judgement. 1.4 To make use of Alternative Dispute Settlement Mechanism effective. 1.5 To make judgement execution effective |
| 2 | To enhance Access to Justice | 2.1 To address hindrances to Access to Justice within the working areas of the court 2.2 To make service provided by the court qualitative and effective 2.3 To make legal aid effective 2.4 To disseminate information on judicial process and system 2.5 To strengthen victim friendly justice system |
| 3 | To promote judicial good governance | 3.1 To promote judicial independence and autonomy 3.2 To enhance judicial responsibility and accountability 3.3 To reform working culture of Judicial Human Resources. 3.4 To make monitoring and supervision of work and procedure of the Court effective. |

| | | |
|---|---|---|
| 4 | To strengthen Court management | <p>4.1 To strengthen human resource management</p> <p>4.2 To improve physical and service infrastructures and to arrange fiscal management</p> <p>4.3 To make institutional strengthening of information technology and capacity enhancement.</p> <p>4.4 To make arrangement for result oriented and effective implementation of Codes</p> <p>4.5 To develop a system for judicial Study and Research</p> <p>4.6 To make plan implementation system effective</p> |
| 5 | To enhance public trust and faith towards Judiciary | <p>5.1 To enhance satisfaction of service recipients regarding the function and procedure of the Court.</p> <p>5.2 To improve system of judicial information, communication and education</p> <p>5.3 To enhance relation and Cooperation with concerned stakeholders of the Court.</p> |



Chapter- Six

Operational Plan for Goals and Strategic Objectives

6.1 Introduction

The Operational Plan for the implementation of Goals and strategic objectives mentioned in Chapter-Five has been presented in this chapter. In course of drafting of the Operational Plan, works related to prompt, speedy, quality and predictability in judicial activities have been given priority. Similarly, special programme has been determined for the reduction of the backlog cases in the Supreme Court and its work load management. It has been attempted to make it more practical, objective, result oriented and measurable by considering the existing physical and financial resources of the judiciary, capacity of human resources, coordination and support between stakeholders.

As judiciary is one of the major organs of the state, it is necessary to incorporate Operational Plan for judicial reform into the National Plan of the country. It is the state's obligation to manage necessary resources, financial arrangement and availability of infrastructures and legal arrangement for the effective implementation of the Plan. Similarly, it is expected to have adequate support, ownership and appropriate coordination of the concerned bodies for the successful implementation of the Plan.

6.2 Responsible Bodies for Implementation of Plan

All District Courts, High Courts and Benches, Special Court and other Tribunals and Supreme Court that fall under the organizational structure of judiciary shall implement the present Plan. All Courts and other judicial bodies shall prepare own Operational Plan subject to this Plan and conduct programmes accordingly. It shall be the major responsibility of the official designated in the Operational Plan to complete the assigned programmes within the specified time limit. Similarly, support will be acquired for implementation from the concerned bodies and officers.

The operation, periodic review, monitoring, evaluation and reporting system of overall Plan and annual plan of the concerned judicial bodies shall be conducted as determined in Chapter-Seven.

6.3 Operational Plan for Goals and Strategic Objectives

The implementation of present Plan shall commence from 17 July, 2019 and completed by the end of 16 July, 2024. The Operational Plan to achieve 5 Goals and 23 strategic objectives determined by this Plan is as follows:

Goal 1: To make adjudication function prompt, speedy and qualitative

Strategic Objective 1.1: To dispose cases promptly

a) District Courts:

(For cases and petitions filed before application of Differentiated Case Management System (DCM))

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|-----------------------|-----------------------|----------------|
| To dispose all the cases, petitions and appeals postponed from earlier years in current fiscal year | Final order/ Decision | (2019/20 and 2020/21) | Judge |
| To dispose at least 50% of cases, petitions and appeals registered in the current fiscal year | Final order/ Decision | (2019/20) | Judge |
| To dispose the petitions of special nature within 7 days from the date of registration for the cases not required to have examination of evidence and from the date of deposition of evidence for the cases that require to have examination of evidence | Final order/ Decision | (2019- 24) | Judge |
| To dispose reports within 1 months from the date of registration | Final Order | (2019-24) | Judge |

b) District Courts:(For cases under Differentiated Case Management System (DCM)¹)

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|-----------------------|-------------|----------------|
| To dispose the cases, petitions and appeal falling under Simple Track ² , within 6 months from the date of registration | Final order/ Decision | (2020-2024) | Judge |
| To dispose the cases, petitions and appeal falling under General Track, within 12 months from the date of registration | Final order/ Decision | (2020-2024) | Judge |
| To dispose the cases, petitions and appeal under Special Track, within 18 months from the date of registration | Final order/ Decision | (2020-2024) | Judge |

c) High Courts:

(For cases and all petitions filed before application of Differentiated Case Management System (DCM))

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|-----------------------|---------------------------|----------------|
| To dispose all the petitions, cases originally tried by High Court, appeals, reference for sanctions and application for arbitration postponed from earlier years in current fiscal year | Final order/ Decision | (2019/20- and (2020/2021) | Judge |
| To dispose at least 50% petitions, initial cases, appeals and reference for sanctions registered in this fiscal year | Final order/ Decision | (2019/20) | Judge |
| To dispose reports within 1 months from the date of registration | Final Order/ Decision | (2019/20-2023/24) | Judge |

¹ The full court of the Supreme Court decided to apply Differentiated Case Management System in District and High Courts from 2077/4/ 1 (16 July 2020) on 2075/11/15 (27 February 2019)

² Simple Track, General Track and Special Track have been determined in accordance with the Study Report on Case Management System Development, 2075 (2018)

d) High Courts:

For cases to be applied Differentiated Case Management System (DCM))

| Activity | Performance Indicator | Time (FY) | Responsibility | |
|---|---|--------------------------|--------------------------------|--------------------------------|
| To dispose the cases originally tried by the High Court, civil and criminal appeals and Writ petitions in Simple Track within 6 months from the date of registration | Decision/ Final order | (2020/21- 2023/24) | Judge | |
| To dispose the cases originally tried by the high court, civil and criminal appeals and writ petitions, that fall under General Track, within 12 months from the date of registration | Decision/ Final order | (2020/21- 2023/24) | Judge | |
| To dispose the appeals of State Party criminal case in Special Track, within 18 months from the date of registration | Decision | (2020/21- 2023/24) | Judge | |
| To dispose the petitions related to arbitration | petitions regarding appointment of an arbitrator within 60 days from the date of registration | Final order/ Decision | (2020/21- 2023/24) | Judge |
| | petitions regarding removal of an arbitrator within 45 days from the date of registration | Final order/ Decision | (2020/21- 2023/24) | Judge |
| | petitions regarding the jurisdiction of the arbitrator within 30 days from the date of registration | Final order/ Decision | (2020/21- 2023/24) | Judge |
| | petitions regarding invalidation of the decision by the arbitrator within 45 days from the date of registration | Final order/ Decision | (2020/21- 2023/24) | Judge |
| | petitions regarding implementation of Foreign Arbitral Award within 120 days from the date of registration | Final order/ Decision | (2020/21- 2023/24) Judge | (2020/21- 2023/24) Judge |

e) Supreme Court:

| Activity | | Performance Indicator | Time (FY) | Responsibility |
|---------------------|--|--------------------------|-----------|---------------------------|
| First year of Plan | To dispose all the writ petitions exceeding three years | Decision/ Final Order | (2019/20) | Chief Justice/ Justice |
| | To dispose all the Cases of original Jurisdiction of the Supreme Court and Appeals exceeding five years | | | |
| Second year of Plan | To dispose all the writ petitions exceeding two years | Decision/ Final Order | (2020/21) | Chief Justice/ Justice |
| | To dispose all the Cases of original Jurisdiction of the Supreme Court and Appeals exceeding three years | | | |
| Third year of Plan | To dispose all the writ petitions exceeding eighteen months | Decision/ Final Order | (2021/22) | Chief Justice/ Justice |
| | To dispose all the Cases of original Jurisdiction of the Supreme Court and Appeals exceeding two years | | | |

| Activity | | Performance Indicator | Time (FY) | Responsibility |
|---|---|--------------------------|-----------------|----------------------------|
| Fourth year of Plan | To dispose all the writ petitions exceeding one year | Decision/ Final Order | (2022/23) | Chief Justice/ Justice |
| | To dispose all the Cases of original Jurisdiction of the Supreme Court and Appeals exceeding eighteen months | | | |
| Fifth year of plan | To dispose the case and writ petitions within the timeframe determined by Differentiated Case Management System (DCM) | Decision/ Final Order | (2023/24) | Chief Justice/ Justice |
| To dispose all the writ petitions including the disputes under the jurisdiction of Constitutional Court within one year | | Decision/ Final Order | (2019- 2024) | Chief Justice/ Justice |
| To dispose within 1 year, all the cases involving detainees | | Decision | (2019- 2024) | Chief Justice/ Justice |
| To dispose cases regarding revision, review, petitions for permission and reference for sanction within 9 months. | | Decision/ Final Order | (2019- 2024) | Chief Justice/ Judge |
| To dispose at least 50% of the overall case and writ petitions from the annual record Decision | | Decision/ Final Order | (2019- 2024) | Chief Justice/ Justice |
| To dispose Reports within 3 months from the date of registration | | Order | (2019- 2024) | Chief Justice/ Justices |

f) Special Court and Tribunals:

| Body | Activity | Performance Indicator | Time (FY) | Responsibility |
|--|---|-----------------------|-------------|----------------|
| Special Court, Revenue Tribunal, Foreign Employment Tribunal, Administrative Court and Labor Court | To dispose all the cases registered in previous fiscal years | Decision | (2019-2024) | Judge |
| | To dispose at least 50% cases registered in the current fiscal year | | | |

g) Drafting and preparation of Judgement:

| Body | Activity | Performance Indicator | Time (FY) | Responsibility |
|---|--|--|----------------------|-----------------------|
| Supreme Court | Backlog Judgement /Final Order up to June 2019 should be drafted and prepared. | Certification of Decision/ Final Order | (till November 2019) | Justice/Bench Officer |
| All levels of Court and other judicial body | Preparation of Judgement / Final Order within limitation provided by law | Certification of Decision/ Final Order | (2019-2024) | Justice/Bench Officer |

Strategic Objective 1.2: To improve the Case Management System (CMS)**a) To make managerial arrangements for Implementation of Differentiated Case Management System (DCM).**

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|-----------------------|---------------|--------------------------------|
| To form a Differentiated Case Management Steering Committee in Supreme Court | Decision | (August 2019) | Chief Justice/ Chief Registrar |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|--------------------------------|------------------|--|
| To establish Differentiated Case Management Secretariat in Supreme Court. | Decision | (August 2019) | Chief Justice/ Chief Registrar |
| To amend the regulation for implementing Differentiated Case Management System (DCM) | Amended Regulation | (September 2019) | Full Court/Chief Registrar |
| To draft Directive Manual on Differentiated Case Management System (DCM) | Directive Manual | (November 2019) | Different case management directive committee |
| To develop software for Differentiated Case Management System (DCM) | Software | (December 2019) | Information technology division |
| Testing of software | Test / Report | (January 2020) | Information technology division |
| To draft Directive Manual regarding the operation of the software | Directive Manual | (February 2020) | Information technology division |
| To orient Judges and Officers regarding Differentiated Case Management System (DCM) and software | Training program | (March 2020) | Human resource development division |
| To make decision on implementing Differentiated Case Management System (DCM) in district and high court from 16 July 2020 | Decision | (April 2020) | Chief Justice/ Chief Registrar |
| To make necessary preparation for the implementation of Differentiated Case Management System (DCM) in District Courts and High Courts | Coordination meeting/ Decision | (May 2020) | Chief Registrar/ Chief Judge/ Registrar/ District Judge/Registrar (District Court) |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|------------------------------|-----------------|--|
| To apply Differentiated Case Management System (DCM) in every district and High Courts | Record of Decision/ Software | (August 2020) | Concerned Chief Judge/ Registrar/ District Judge/ Registrar (District Court) |
| To monitor the implementation of Differentiated Case Management System (DCM) | Report/ Record | (2020-2024) | Differentiated case management Steering committee/ Chief Registrar/ Chief Judge/ Registrar/ District Judge/ Registrar (District Court) |
| To conduct impact evaluation of the implementation of Differentiated Case Management System (DCM) | Study report | (August 2022) | Chief Registrar |
| To study about the implementation of Differentiated Case Management System (DCM) in Supreme Court. | Study report | (November 2022) | Chief Registrar |

b) To improve Case Management System (CMS) of Supreme Court:

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|-----------------------|---------------|----------------|
| To apply panel system in hearing of cases | Decision | (August 2019) | Chief Justice |
| To categorize old cases in groups of civil, criminal, commercial and writ as per their nature | Decision | (August 2019) | Chief Justice |
| To designate a panel of judges and convening judge for hearing cases categorized in the Panel | Decision | (August 2019) | Chief Justice |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|--|---------------|---|
| To prepare Case Note of cases and writs, that are categorized into panels and are under consideration, with identification of facts and legal question to be decided | Note | (2019-2024) | Registrar/ Chief of Case Division |
| To prepare Case Note of new cases and writs at the time of registration with identification of facts and legal question to be decided | Note | (2019-2024) | Registrar/ Chief of Case Division |
| To make the prepared Case Note comprising facts to be decided and legal question/issues available to concerned Panel of judges before the Date of Hearing of the case | Availability of Note | (2019-2024) | Registrar/ Chief of Case Division |
| To determine the number of cases in a Panel, for the purpose of listing in the Date of Hearing | Decision/ Minute | (2019-2024) | Chief Justice/ Case Management Committee |
| To fix date of hearing only after verification that the case has matured for hearing. | Software/ Form for authenticating date of hearing | (2019-2024) | Chief of Case Division/ Section Chief |
| To form the Bench by managing hearing date by taking into consideration of the panel formed | Cause List | (2019-2024) | Chief Justice |
| To establish a different unit to deal with cases that involve dispute relating to National importance, Development, Tax and Revenue. | Decision | (August 2019) | Chief Registrar |
| To form a different Bench after determining the number of cases relating to the dispute of National importance, Development, Tax and Revenue | Cause List | (2019-2024) | Chief Justice |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|----------------------------------|-----------------|---|
| To form separate Benches to hear cases involving detainee, petition for revision and petition for interim order. | Cause List | (2019-2024) | Chief Justice |
| To make arrangements of publishing alternative cause list for hearing | Cause List | (2019-2024) | Chief Justice |
| To reduce old cases in Supreme Court by allocating additional time and by working even in holidays | Decision | (August 2019) | Chief Justice |
| Not to involve judges in other works affecting Bench hours. | Decision/ Minute | (August 2019) | Full Court/ Chief Justice |
| To regularly discuss and coordinate in the subject of certainty on case hearings, management of time of pleading, postponement of date of hearing with Bar Association and Office of the Attorney General | Decision/ Minute | (2019-2024) | Chief Justice/ Case Management Committee |
| To hear cases by determining the time of pleading on the basis of seriousness of the facts to be decided and the legal question/ issue of the case and writs | Determining the time of pleading | (2019-2024) | Concerned Bench |
| Cause to follow time allocated for pleading by use of time indicating device. | Use of time keeping device | (2019-2024) | Concerned Bench |
| To make the Case Management System (CMS) automated by linking it with Information Technology. | Software | (2020-2024) | Information technology committee/ Chief-Registrar |
| To make feasibility study on Pleading Through Video Conferencing and implementation thereof in Courts. | Study Report | (February 2020) | Information technology committee/ Chief-Registrar |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|-----------------------|-----------------|-----------------------------------|
| <p>To conduct study on the following subject regarding management of workload and jurisdiction of the Supreme Court with involvement of stakeholders and implement the feedbacks received</p> <ul style="list-style-type: none"> • Subject to be addressed through amendment of the constitution: (The working system and jurisdiction of Constitutional Bench, the number of judges in the Supreme Court, jurisdiction of the revision petition) • Subject to be addressed through amendment in the Acts: (The jurisdiction of writ related to terms and condition of employees, review of punishment and maximum claim amount of cases that have appeal jurisdiction in Supreme Court, review of the jurisdiction of Commercial and Foreign Employment cases, expansion of number and jurisdiction of High Court/Structure of Bench etc) • Subject to be addressed through amendment in Court Regulations: Differentiated Case Management System (DCM), involvement of judges in non-judicial works, etc). • Other areas that can be addressed through reform in internal management. • Subjects related to coordination and cooperation with other stakeholders | Study Report | (December 2019) | Chief Registrar/ Chief Justice |

c) Improving Case Management System (CMS)

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|-----------------------------|-------------|--|
| Filling and attaching personal details of party to the case in the case file | Personal Details | (2019-2024) | Registrar/ Registrar (District Court) |
| To prepare Case Management Manuals and Bench Book for Cases, Section and Bench | Manual/ Bench book | (2019-2024) | Chief Registrar/ Registrar/ Registrar (District Court) |
| To assign the date of appearance to the parties by considering the workload of the Court | Date of appearance/ Receipt | (2019-2024) | Fatwala/Supervisor |
| To assign the date of appearance to a party if the other party fails to be present at the determined time | Date of appearance/ Receipt | (2019-2024) | Fatwala/Supervisor |
| To assign date of appearance for hearing of report if the party so intends. | Date of appearance/ Receipt | (2019-2024) | Registrar/ Shrestedar |

d) To connect the proceedings of the case with Information technology.

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|-----------------------|-------------|-----------------------|
| To review the study report regarding the online payment and registration of cases and gradually implement it | Software | (2019-2024) | Chief Registrar |
| To assign single registration number for a case from its registration to disposal in all tiers of courts. | Software | (2019-2024) | Registrar/ Shrestedar |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|------------------------------|-------------|--------------------------|
| To give the User Id and password to the parties of the case and lawyers | Software | (2019-2024) | Registrar/ Shrestedar |
| To develop the system of generation of cause list and general Date of Appearance by the computer itself | Software | (2019-2024) | Registrar/ Shrestedar |
| To provide information of every activity of the case to the parties through SMS | Software | (2019-2024) | Registrar/ Shrestedar |
| To indicate the number of times a case gets continuance in cause list itself and publish it in the website | Cause List/ Software | (2019-2024) | Registrar/ Shrestedar |
| To develop a system where the Final order and judgement of a case can be downloaded from the website | Software/ website | (2019-2024) | Registrar/ Shrestedar |
| To use email in correspondences related to case file | Software/ Record of email | (2019-2024) | Registrar/ Shrestedar |
| To prepare and use digital case file except where original case file is required | Software/ E-File | (2019-2024) | Registrar/ Shrestedar |
| To implement the system where Date of Hearing is provided only after the preparation of electronic version of case note | Electronic copy | (2019-2024) | Chief of case division |

e) Internal inspection of case management process.

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|--|-------------|--|
| To establish a separate section in every court and tribunal to ensure the case is matured for hearing and designate an inspection officer | Decision/ Correspondence | (2019-2024) | Registrar/ Shrestedar |
| The inspection officer to regularly inspect current casefiles, provide instructions and make entry in Software. | Software | (2019-2024) | Inspection officer/Registrar/ Shrestedar |
| To make inspection of Cases, that have crossed or about to cross the time limit to perform tasks specified in the Track, in priority order as indicated by the Software. | Report of inspection | (2019-2024) | Inspection officer/Registrar/ Shrestedar |
| To verify that the case is matured for hearing to be listed in cause list | Software/ Form for authentication of date of hearing | (2019-2024) | Inspection Officer |
| The inspection officer to provide the casefile inspection report every 15 days to the concerned District Judge/Registrar | Report of inspection | (2019-2024) | Inspection Officer |
| To Provide instructions to the concerned officer on the basis of the received inspection report | Directive/ correspondence | (2019-2024) | Judge/Registrar |

f) Improving Management of Constitutional Bench of Supreme Court

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|--------------------------|---------------|--|
| Considering the possible workload of the Constitutional Bench, necessary studies should be done on the concerned subject for Proper functioning of the Bench <ul style="list-style-type: none"> • Constitutional and legal provision • Physical resource management • Human resource management • Service of experts | Study Report | (2019-2021) | Chief Justice/ Chief Registrar |
| To make provision for designating more than five judges for the continuous operation of Constitutional Bench | Decision/List of Judges | (August 2019) | Chief Justice |
| For the study and research of the cases in consideration in the Constitutional Bench, make a roaster of researcher and experts and form a committee | Decision/List of experts | (2019-2024) | Inspection officer/Registrar/ Registrar(District Court) |
| To allocate adequate and skilled human resource in Constitutional Bench | Decision | (August 2019) | Chief Registrar |
| To publish special journal containing decisions of Constitutional Bench | Law Journal | (2019-2024) | Publishing and editing Committee/ Chief Registrar |

g) Management of the preparation of Supreme Court's Verdict

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|-----------------------|-----------------|---|
| To develop a system of monitoring through Software about details and status of preparation of the Decision/ Final Order | Software | (2020-2024) | Information Technology Committee/ Chief Registrar |
| To appoint a senior officer in each Bench with responsibility to coordinate among Bench Officers | Decision | (2019-2024) | Chief Registrar |
| To determine the standard for number of cases per year to be prepared by each Bench Officer | Standard/ Decision | (December 2019) | Chief Registrar/ Chief of Bench Management Division |
| To give priority to the Bench Officer, on the basis of work performance, while distributing facilities and incentives and in the career development process. | Decision/ Letter | (2019-2024) | Chief Registrar |
| To make arrangement of additional incentive to the officer whose work performance is more than the set standards. | Decision/ Receipt | (2019-2024) | Chief Registrar |

Strategic Objective 1.3: To enhance Quality of Judicial work and Judgement

a) To make the judicial process predictable

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|-------------------------------|-------------|---|
| To generate a schedule of stages of case proceedings by use of software and affix it in case file. | Schedule | (2020-2024) | Registrar/ Registrar (District Court) |
| To make the schedule available when the parties to the case are present in Court | Schedule | (2020-2024) | Registrar/ Registrar (District Court) |
| To complete the specified work within the time determined in the schedule | Schedule | (2020-2024) | Registrar/ Registrar (District Court) |
| If the work cannot be completed as per the schedule or the Case Track has to be changed then by stating the reasons, amendment in the schedule/case track be made and the information be provided to the parties. | Amended Schedule/ Software | (2020-2024) | Registrar/ Registrar (District Court) |
| To monitor regularly whether the work is being done as per the schedule or not | Monitoring Report | (2020-2024) | Judge/ Registrar/ Registrar (District Court) |
| To develop a system where the parties to a case can get information of the progress of case and order/decision through website | Updated website | (2020-2024) | Registrar/ Registrar (District Court) |

b) To improve the quality of Order and Judgments

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|---------------------------|-------------|---|
| To appoint judges as per the spirit of Constitution and Law in an objective and transparent manner. | Decision | (2019/24) | Chief Justice/ Senior Justice |
| To carry out study by expert regarding the fundamental issue to be included in the order and Judgement given by the court and also regarding their quality | Study Report | (2019/20) | Chief Justice/ Chief Registrar |
| To prepare and implement the manual on the basis of the recommendation received from the study report containing the fundamental issues to be included in the order and judgement. | Decision/ Manual | (2019/20) | Chief Justice/ Chief Registrar |
| To train judicial human resource regarding quality of order and judgement writing. | Training Report | (2020-2023) | Chief Justice/ Chief Registrar |
| To develop a system of regular study by experts in regards to quality of the final order and judgement given by the court | Decision/ Study Report | (2019-2024) | Research and Planning Committee/ Chief Registrar |
| To publish landmark final order/ judgement of the court | Collection of Decision | (2019-2024) | Research and Planning Committee |
| While conducting the inspection of subordinate courts, the Judge of Superior Court who carries out inspection needs to inform the concerned Judge about the quality of various order/judgement made by the concerned Judge. | Decision/ Study Report | (2019-2024) | Observer Judge |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|---------------------------|-------------------|---|
| To present in the Full Court, the procedural differences in court functions and other aspects of reform to be made subordinate courts observed while hearing appeals and to inform the same to the concerned court and judge | Directive Letter | (2019-2024) | Full Court/Chief Justice |
| To make arrangements of subject wise training and higher studies to create expertise in Judges and higher level Officers of High court and District court | Decision/ Training Report | (2019-2024) | Chief Justice/ Chief Registrar |
| To make arrangements for capacity development program and remuneration for making the qualitative service provided by child psychologist and social service worker | Decision/ Training Report | (2019-2024) | Juvenile Justice Coordination Committee |
| To develop and implement a code of conduct for child psychologist and social worker | Decision | (2019/20-2022/23) | Juvenile Justice Coordination Committee |

c) To maintain quality of case file documents

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|-----------------------|-----------------|--|
| To set the standard of quality of the filing system, paper, ink (including toner) used by the Court | Report of standard | (December 2019) | Chief Registrar |
| To purchase and use file, paper, ink on the basis of set Standard. | Specification | (2019-2024) | Chief Registrar /Registrar/ Registrar (District Court) |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|-----------------------|-------------|--|
| <p>To make arrangements for effective management of case file for the protection of documents incorporated in case file</p> <ul style="list-style-type: none"> To update index (Tayadati Faram) To organize in sequential order. To make easily available at the time of need. Availability of all the documents that shall be in a case file. To preserve and treat regularly | Organized Case File | (2019-2024) | Chief Registrar /Registrar/ Registrar (District Court) |
| To develop an electronic copy of the important documents (that shall not be destroyed) of case file and upload in the software. | Software | (2019-2024) | Chief Registrar /Registrar/ Registrar (District Court) |

d) To strengthen and expand specialized judicial system

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|-----------------------|--------------|--------------------------------|
| To conduct feasibility study regarding establishment and expansion of specialized court including Civil/Criminal/ Commercial/Consumer/Cyber/ Family/ Juvenile Courts | Study Report | (March 2020) | Chief Justice/ Chief Registrar |
| To determine priority for the implementation of study report | Decision | (March 2020) | Chief Justice/ Chief Registrar |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|-------------------------|---------------|-----------------------------------|
| To prepare necessary infrastructure for the establishment of court/tribunal on the basis of the study report:- <ul style="list-style-type: none"> • Legal • Physical and commercial • Human Resource • Others | Infrastructure | (August 2021) | Chief Justice/ Chief Registrar |
| To make an effort for the establishment of specialized court/bench on the basis of prioritization | Specialized Court/Bench | (2022-024) | Chief Justice/ Chief Registrar |

Strategic Objective 1.4: To make use of alternative dispute settlement mechanisms effective

a) To strengthen the system of Judicial Mediation

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|-------------------------------------|--------------|------------------------------------|
| To study the effectiveness of Court-referred mediation system | Study Report | (March 2019) | Chief Registrar |
| To review previous studies on Judge Involved Dispute Resolution (JDR) system and to conduct feasibility study for its implementation | Study Report | (March 2019) | Chief Registrar |
| To make legal and other arrangements for the implementation of the study report | Amendment of Regulation /Decision | (March 2019) | Chief Registrar/ Full Court |
| To recommend for Mediation at least once for all disputes that can be settled through mediation | Decision/ Increment in Mediation | (2019-2024) | Judge/ Registrar/ Shrestedar |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|-----------------------------|-------------|------------------------------------|
| To establish mediation counseling centre in every Court | Mediation center | (2019-2024) | Registrar/ Shrestedar |
| To expand the mediation center in accordance with the workload of cases | additional mediation center | (2019-2024) | Registrar/ Shrestedar |
| To strengthen the mediation center in the Court | Improved Mediation Center | (2019-2024) | Registrar/ Shrestedar |
| To train the judicial human resource about mediation | Training Program | (2019-2024) | Chief Registrar |
| To prepare a roster of mediators having expertise in different field by the court. | List of mediators | (2019-2024) | Judge/ Registrar/ Shrestedar |
| To consult and coordinate among stakeholders of mediation. | Meeting/ Minute | (2019-2024) | Judge/ Registrar/ Shrestedar |
| To monitor mediation center and mediation process | Monitoring Report | (2019-2024) | Judge/ Registrar/ Shrestedar |

b) To promote alternative means of dispute resolution

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|-----------------------|--------------|-----------------|
| To conduct feasibility study of the implementation of alternative dispute resolution in the ongoing cases in the Courts | Study Report | (March 2021) | Chief Registrar |
| To train Judicial human resources about ADR methods. | Training Program | (April 2022) | Chief Registrar |

Strategic Objective 1.5: To make judgement execution effective.**a) To execute Judgement promptly**

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|--------------------------------|-------------|---|
| To dispose the application for the execution of decision of civil cases or finality of verdict ¹ , within 6 months from the day of presence of the parties to the case in the Court. | Order for process to be served | (2019-2024) | Judge/ Tahasildar (Judgement Execution Officer) |
| To dispose within 6 months from the date of registration the application regarding Final Personal Claim Amount ² and Compensation amount in criminal cases. | Report/ Record book | (2019-2024) | Judge/ Tahasildar (Judgement Execution Officer) |
| To recover in criminal cases, the finalized imprisonment, fine and government claimed amount, at least the amount equivalent to the record maintained in that year. | Report/ Record book | (2019-2024) | Judge/ Tahasildar (Judgement Execution Officer) |

b) To recover arrear penalties, fine and receivable government claim amount through special campaign

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|--------------------------|-----------|---------------------------------------|
| In first year of the Plan, recover all arrear fines penalties and receivable government claim amount of up to 1978 AD. | Report/ register book | (2019/20) | Judge/ Judgement Execution Officer |

1 Except postponed according to Section 231 of the National Civil Procedure Code, 2074.

2 Except postponed according to Section 153 of the National Criminal Procedure Code, 2074.

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|--------------------------|-----------|---|
| In second year of plan, recover all arrear fines penalties and receivable government claim amount of up to 1988 AD. | Report/ register book | (2020/21) | Judge/ Judgement Execution Officer |
| In Third year of plan, recover all arrear fines penalties and receivable government claim amount of up to 1998 AD. | Report/ register book | (2021/22) | Judge/ Judgement Execution Officer |
| In fourth year of plan, recover all arrear fines penalties and receivable government claim amount of up to 2008 AD. | Report/ register book | (2022/23) | Judge/ Judgement Execution Officer |
| In fifth year of plan, recover all pending fines penalties and receivable government claim amount of up to 2018 AD. | Report/ register book | (2023/24) | Judge/ Judgement Execution Officer |

c) To execute the orders in writ petition

| Activity | | Performance Indicator | Time (FY) | Responsibility |
|--|---|-----------------------|-------------|--------------------------------|
| To execute orders issued in public interest litigation and other writ petition | If a time is mentioned in the order within that timeframe | Record Register | (2019-2024) | Director General/ Registrar |
| | Within 1 year if time is not mentioned in the order | Record Register | (2019-2024) | Director General/ Registrar |

d) To update the record of Penalty, Fine, Receivable Government Claim Amount and compensation

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|-----------------------|----------------|---|
| To keep updated record of penalty, compensation and receivable government claim amount, separately for executable final cases and cases not finalized yet. | Record Book | (2019-2024) | Judge/ Judgement Execution Officer |
| To update the address in the Record Book according to the changed structure of local level | Record Book | (2019/20) | Judge/ Judgement Execution Officer |
| To keep separate record of recoverable compensation amount as per the judgement and record of its settlement. | Record Book | (2019-2024) | Judge/ Judgement Execution Officer |
| To write off the record, that has to be voided pursuant to Section 160 of Criminal Procedure Code, from the original record book and maintaining its record separately. | Record Book | (2019-2024) | Judge/ Judgement Execution Officer |
| To make an integrated and automated software for the record of Penalty and Fine | Software | December 2019) | Information Technology Committee/ Director General of Judgement Execution |

e) To strengthen and institutionalization of the Judgement

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|---|-----------------------|--|
| To coordinate with Local level, state government, Nepal police and other stakeholders for the recovery of penalties and fine | Coordination meeting/ Correspondence | (2019/20- 2022/23) | Coordination committee of judicial sector /Director General of Judgement Execution Directorate/ Judge/ Shrestedar/ Judgement Execution Officer |
| To make execution of judgement a subject for consideration while Courts make inspection of subordinate Judicial/Quasi Judicial Bodies and also of Local Judicial Committees. | Inspection Report | (2019- 2024) | Judge |
| To publish in the court's website and through public communication media, the description of the individuals who by the final decision are subjected to penalties and fine | Website/ Communication media | (2019- 2024) | Director General/ Judgement Execution Officer |
| To send to public institutions the description of record of individuals who are liable to penalty or fine to bar them from availing public services. | Correspondence/ Coordination | (2019- 2024) | Director General/ Judgement Execution Officer |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|--|-------------|---|
| To make legal provision where incentive amount is made available immediately, whenever there is recovery of imprisonment and fine, by sanctioning amount under separate heading. | Amended Regulations/ Sanctioned Amount | (2019-2024) | Full Court/ Chief Registrar |
| To immediately make available the incentive amount for the recovery of penalties and fine. | Voucher/Receipt | (2019-2024) | Shrestedar/ Judgement Execution Officer |
| To make arrangements of Judicial police in District Court for execution of Judgement. | placement/ Decision/ Correspondence | (July 2019) | Chief Registrar/ Director General |
| To regularly assign a team for the execution of judgement along with the help of Notice Provider (Tamildar) and Police | Commission letter/Order | (2019-2024) | Judgement Execution Officer |
| To assign responsibility of Judgement Execution Officer to the senior most Officer after Shrestedar, from within Judicial Service, in the District Court. | Decision/Letter | (2019-2024) | Chief Registrar/ District Judge |
| District Court while formulating its annual budget should include program along with the estimated budget amount required for Judgement execution in the LMBIS. | Allocation of Resources | (2019-2024) | Chief Registrar |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|-----------------------|-------------|---|
| To coordinate and make arrangement with priority of human resources and other recourses as required for effective execution of Judgement. | Decision/ Meeting | (2019-2024) | Judge/ Shrestedar |
| To prepare courtwise and consolidated record of the old arrears penalties and fine, the records which are not recoverable due to unclear name, surname, address (the changed address) and details of three generation of defendant and carry out study to settle such records. | Study Report | (2019-2024) | Judge/Director General of Judgement Execution/ Shrestedar |
| To conduct feasibility study on whether the responsibility to recover penalties and fine be assigned to Federal/State/ Local Government/Police or to outsource or to establish other autonomous bodies. | Study Report | (July 2021) | Chief Registrar |

f) To manage cash and material evidence submitted as evidence (proof) in a case

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|-----------------------|-------------------|------------------------------------|
| To update record of the cash and material evidence submitted as evidence. | Record Book | (2019/20-2022/23) | Judge/ Judgement Execution Officer |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|--------------------------|-----------------------|---|
| To perform acts like return/handover/auction/destroy objects submitted as evidence within 3 months of remand order. | Order/ Correspondence | (2019/20- 2022/23) | Judge/ Registrar/ Shrestedar Judgement Execution Officer |

Goal 2. To enhance Access to Justice

Strategic Objective 2.1: To address the obstacles to Access to Justice within the scope of Court

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|--|--------------------|--|
| To conduct study for the identification of obstacles to Access to Justice | Study Report | (February 2019) | Access to Justice Commission/ Chief Registrar |
| To prioritize the recommendations of the study report and implement it in coordinated manner. | Order/ Correspondence | (2019- 2024) | Access to Justice Commission/ Chief Registrar |
| To coordinate and facilitate in regards to the reforms to be made in law to enhance Access to Justice | Coordination meeting/ Correspondence | (2019- 2024) | Access to Justice Commission/ Chief Registrar |
| To make service recipient friendly physical infrastructure of the court | Improved Infrastructure | (2019- 2024) | Court Management Committee/ Chief Registrar |
| To update record of language translator and Sign language translator and give continuity to service. | Updated list/ Record | (2019- 2024) | Judge/ Registrar/ Shrestedar |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|---|----------------|------------------------------------|
| To make an effort of making law to exempt court fees of economically destitute parties to a case | Meeting/ Correspondence | (2019-2024) | Chief Justice / Chief Registrar |
| To conduct study and make effort for changes in law where winning party to case can recover expenses incurred in case proceedings. | Study Report/ Decision/ Minute/ Correspondence | (January 2020) | Chief Justice / Chief Registrar |
| To conduct feasibility study on establishment of Judicial Bodies in local level as per the provision of the Constitution | Study Report | (2019-2024) | Chief Justice / Chief Registrar |
| To review and implement previous reports on Mobile Courts and operating courts in morning/evening shift. | Study Report/ Decision | (2019-2024)) | Chief Justice / Chief Registrar |

Strategic Objective 2.2: To make Court service qualitative and effective

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|------------------------------|-------------|--|
| To develop and implement directives on case procedures for the party representing on their own | Directive | (2019-2024) | Access to Justice Commission/ Chief Registrar |
| To revise, expand and make easy availability of the free of cost templates of various documents as per the provisions of the Codes. | Decision/ Template/Record | (2019-2024) | Access to Justice Commission/ Chief Registrar |
| To review scope and topics covered by 1 hour service and give continuity to it. | Study Report/ Decision | (2019-2024) | Research and Planning Division/ Chief Registrar |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|-----------------------|------------------------|--|
| To give orientation to the judicial human resource for the service recipient friendly behavior based on the slogan "Prompt and qualitative service: our commitment" | Training Report | (2019-2024) | Registrar/ Shrestedar |
| To strengthen service recipients counselling and help center in all Courts | Decision | 2076-080 (2019-023) | Registrar/ Shrestedar |
| To provide counselling service to the service recipients of the Court | Report | (2019-2024) | Registrar/ Shrestedar |
| To mobilize competent volunteers and interns to facilitate service recipients from the point of entry of Court itself | Decision | (2019-2024) | Registrar/ Shrestedar |
| To provide information of the proceedings of the case through Tele-inquiry, SMS, Mobile apps to the parties. | SMS/Telephone | (2019-2024) | Registrar/ Shrestedar |
| To expand and make effective the system of providing online date of presence to the parties through the Court that is accessible to them | Website | (2019-2024) | Information Technology Division/ Registrar/ Shrestedar |
| To make the system of periodic interaction between the service recipients and judges more effective and give continuity to it | Report | (2019-2024) | Judge/ Registrar/ Shrestedar |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|------------------------|-------------|---|
| To develop and implement Directive related to court visit by Public/Students | Directive | (2019-2024) | Chief Registrar, Judge/ Registrar/ Shrestedar |
| To develop an audio-visual material for court visitors containing general information of courts, its functions, and information of court room, and screen it in the observation room. | Audio-Visual Materials | (2019-2024) | Chief Registrar, Judge/ Registrar/ Shrestedar |

Strategic Objective 2.3: To make Legal Aid effective

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|-----------------------------|-------------|--|
| To review the Directive regarding the service provided by court appointed lawyer (Baitanik Wokil) and make it more effective | Report/ Decision | (2019-2024) | Judge/ Registrar/ Shrestedar |
| To implement Pro bono (voluntary) Free Legal Service Directives in coordination with Nepal Bar Association. | Coordination/ Meeting | (2019-2024) | Chief Registrar/ Registrar/ Shrestedar |
| To update the list of Legal professionals providing Probono (voluntary) legal service and publish it through electronic medium and on notice board of Court and Bar Association | Website/ Information Portal | (2019-2024) | Registrar/ Shrestedar |
| To disseminate the information regarding free legal aid through public communication portal, the notice issued by the court and websites. | Website/Notice of Process | (2019-2024) | Registrar/ Shrestedar |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|-----------------------------|-------------|-----------------------|
| To make an arrangement of more than one court appointed lawyer (Baitanik Wokil) in the courts with heavy work load | Decision/ Correspondence | (2019-2024) | Chief Registrar |
| To post in a place visible to everyone in the court premises and publish in website information regarding name and contact number of court appointed lawyer (Baitanik Wokil) of all courts and also about the service provided. | Information Details/Website | (2019-2024) | Registrar/ Shrestedar |

Strategic Objective 2.4: To disseminate information regarding judicial process and system

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|-----------------------|-------------|--|
| To inform service recipients through counselling and Help Desk of all Courts about the service provided, case process, cost etc. | Record | (2019-2024) | Registrar/ Shrestedar |
| To prepare a brochure with information of the service provided by the court, case proceedings, cost etc and make it available to the parties visiting Court for the very first time | Brochure | (2019-2024) | Registrar/ Shrestedar |
| To establish and upgrade waiting room with adequate infrastructure in all Courts | Waiting Room | (2019-2024) | Chief Registrar/ Registrar/ Shrestedar |
| To prepare audio visual material regarding judicial process and broadcast it in the display of the waiting room | Record | (2019-2024) | Registrar/ Shrestedar |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|-----------------------------|--------------|--|
| To collect service recipient's suggestion/advice regarding expectation/grievances and operate Hello Court program to address it. | Record | (2019-2024) | Chief Registrar/ Registrar/ Shrestedar |
| To update the current FAQs to include the service provided by court, proceedings of case, cost and frequently used legal terminologies. | Website | (2019-2024) | Research and Planning Division |
| To publish and broadcast information on judicial process through local communication media in local languages. | Program Record | (2019-2024)) | Registrar/ Shrestedar |
| To keep sign post/digital map with clear information about working rooms of Courts including Unit/Bench at entry point, Help Desk, places of frequent contact and also in the website. | Indicator Board/ Website | (2019-2024) | Registrar/ Shrestedar |
| To make provision of Court user's Charter within court premises displaying service provided by the court, judicial process and system, the cost for case proceedings etc. and also publish it in website | Citizen Charter/ Website | (2019-2024) | Registrar/ Shrestedar |
| To review the Directive prepared for interaction with different sectors of community regarding the service provided by court, judicial process and the cost for proceedings of the case | Modified Directive | (2019-2024) | Chief Registrar/ Registrar |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|---|-------------|--|
| To interact with different sectors of community regarding the service provided by court, judicial process and the cost for proceedings of the case | Program Report | (2019-2024) | Chief Registrar/ Judge/ Registrar/ Shrestedar |
| To make an arrangement of trained human resources in Support and Counseling Room (Help Desk) | Decision | (2019-2024) | Registrar/ Shrestedar |
| To make the service provided to the service recipients effective by equipping Support and Counselling Room (Help Desk) with resources. | Information/ Resources/ Record of service | (2019-2024) | Registrar/ Shrestedar |

Strategic Objective 2.5: To strengthen victim friendly judicial system

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|--|-----------------|---|
| To conduct study for the establishment and enhancement of victim friendly judicial system | Study Report | (February 2019) | Access to Justice Commission/ Research and Planning Division |
| To set the priority of the recommendations of the study report and implement them | Decision/ Correspondence | (2019-2024) | Access to Justice Commission/ Chief Registrar |
| To establish victim friendly room and arrange other infrastructure | Decision/ Budget Disbursement | (2019-2024) | Chief Registrar/ Registrar/ Shrestedar |
| To make arrangements of first aid treatment for the victim, psychological consultation and security in all courts. | Decision/ Correspondence/ Infrastructure | (2019-2024) | Registrar/ Shrestedar |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|---|--------------------|---|
| To coordinate and monitor the implementation of Orders made in favor of victim such as interim relief, protection and rehabilitation | Meeting/ Monitoring Report | (2019- 2024) | Access to Justice Commission/ Chief Registrar/ Judge/ Shrestedar |
| To provide free legal aid to the cases where victim is the plaintiff | Order/Letter | (2019- 2024) | Judge/ Registrar/ Shrestedar |
| To orient judicial human resources towards victim friendly behavior | Report | (2019- 2024) | Judge/ Registrar/ Shrestedar |
| To maintain the privacy of the victim's identity in the proceeding and decision of a case | Confidentiality Form of Party | (2019- 2024) | Judge/ Registrar/ Shrestedar |
| To provide information to the victim about the proceedings and order or judgement of the case | Decision/ Correspondence | (2019- 2024) | Judge/ Registrar/ Shrestedar |
| To coordinate and make effort for the implementation of legal provision of victim relief fund. | Meeting/ Decision/ Correspondence | (August 2019) | Access to Justice Commission/ Chief Registrar |
| To keep a separate record of the claimed amount and compensation to be received by the victim and implement it with priority. | Cost record | (August 2019) | Judge/ Tahasildar |
| To coordinate and facilitate with stakeholders/bodies including service providers for the enhancement of the victim friendly judicial system. | Meeting/ Decision/ Correspondence | (December 2020) | Access to Justice Commission/ Chief Registrar |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|-----------------------|-------------|------------------------------------|
| To collect feedback for ensuring victim friendly service in judicial functions. | Feedback Form/ Report | (2019-2024) | Judge/ Registrar/ Shrestedar |

Goal 3: To promote Judicial Good Governance

Strategic Objective 3.1: To promote judicial independence and autonomy

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|---------------------------------------|-------------|--------------------------|
| To conduct study to review the current structure of Judicial Council to ensure appointment of the Judges on the basis of qualification and competency as per the internationally recognized principle of independence of judiciary | Study Report | (2020/21) | Full Court/Chief Justice |
| To coordinate and make effort for the implementation of the study report | Meeting/ Correspondence | (2021-24) | Chief Justice |
| To develop a system to discourage the potential external intervention, undue pressure, influence and non-cooperation in the functioning of the Judiciary. | Policy/Decision/ Coordination Meeting | (2019-2024) | Full Court/Chief Justice |
| To refuse and discourage any kind of internal or external pressure and influence on judicial function. | Supervision Report | (2019-2024) | Concerned Judge |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|---|-------------|---------------------------|
| To review and implement previous study reports on security of Courts and Judges. | Security policy and Planning | (2019-2024) | Chief Registrar |
| To take initiative for the determination of Order of Precedence of Judges by taking into consideration the dignity, constitutional position, and national as well as international practice. | Order/ Coordination Meeting/ Correspondence | (2019) | Full Court/ Chief Justice |
| To take initiative to make expenditure for remuneration and facilities of District and High Court judges including the administrative expenses of the courts chargeable on federal consolidated fund. | Decision/ Correspondence | (2019-2024) | Full Court/ Chief Justice |
| To take initiative and coordinate for the allocation of budget on the basis of programs for the implementation of strategic plan of judiciary | Meeting/ Decision/ Correspondence | (2019-2024) | Full Court/ Chief Justice |
| To take initiative for autonomy whereby Supreme Court can make allocation and internal transfer of the budget allocated for Judiciary on the basis of priority. | Meeting/ Decision/ Correspondence | (2019-2024) | Chief Registrar |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|-----------------------------------|-------------|--------------------------|
| To take initiative to review the current laws to determine the remuneration, pension and facilities of judges and employees of the Court by forming an independent Judicial Pay Commission as per the international standard and implementing its recommendation. | Meeting/ Decision/ Correspondence | (2019-2024) | Full Court/Chief Justice |
| To provide additional incentive to Judges and Employees on the basis of work done in additional time and work performed as per the goal of the Plan. | Decision/ Salary Receipt | (2019-2024) | Full Court/Chief Justice |
| To coordinate and take initiative to draft a separate law relating to the remuneration, facilities and condition of service of the employees of the Federal Judicial Service as per article 155 of the Constitution. | Meeting/ Decision/ Correspondence | (2019-2024) | Full Court/Chief Justice |
| To take initiative for administrative autonomy for determining the necessary positions of employees for judiciary and management of employees as per workload | Meeting/ Decision/ Correspondence | (2019-2024) | Full Court/Chief Justice |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|-----------------------------------|-------------|--------------------------|
| To make an effort for a legal provision to give autonomy for necessary administrative as well as managerial work in order to carry out the final responsibility of making the judicial administration effective by the Chief Justice | Meeting/ Decision/ Correspondence | (2019-2024) | Full Court/Chief Justice |

Strategic Objective 3.2: To enhance judicial responsibility and accountability

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|-----------------------------------|-------------|--------------------------------|
| To develop and implement work performance standard of judges. | Meeting/ Decision/ Correspondence | (2019-2024) | Full Court/Chief Justice |
| To review and implement work performance standard of employees along with responsibility. | Work detail | (2019-2024) | Chief Registrar |
| To review the costume used by judges in Bench while taking into consideration the geographical conditions. | Amended Regulation | (2019-2024) | Full Court/Chief Justice |
| To effectively apply and regularly monitor the Code of Conduct for judges and employees | Monitoring Report | (2019-2024) | Chief Justice/ Chief Registrar |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|-----------------------------------|-------------|--|
| To discuss and coordinate with Judicial Council and concerned bodies for the effective implementation of the preventive and punitive ways for the control of probable corruption and irregularities in the Judiciary. | Discussion/ Decision | (2019-2024) | Chief Justice/ Senior Judge/ Chief Registrar |
| To conduct study for the establishment of necessary legal and organizational structure to Stop possible activities of intermediary in the court and take initiative to implement it. | Study Report | (2019/20) | Chief Justice/ Chief Registrar |
| To determine the priority of the suggestions provided by the report of previous studies on Distortion and Anomalies in Judiciary and implement it. | Meeting/ Decision/ Correspondence | (2019-2024) | Chief Justice/ Chief Registrar |

Strategic Objective 3.3: To reform work culture of Judicial Human Resources

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|----------------------------|-------------|--|
| To conduct study for Systemic reform in the behavior of judicial human resources towards service recipients | Study Report | (2019/20) | Chief Justice/ Chief Registrar |
| To implement research reports on the basis of priority as recommended by the report | Decision | (2019-2024) | Chief Justice/ Chief Registrar |
| To conduct orientation program regarding the behavior of judicial human resources towards service recipients | Orientation Program Report | (2019-2024) | Chief Registrar |
| To take judicial human resources on observation visit of public/private organization that are renowned for excellent management and service delivery. | Decision/Report | (2019-2024) | Chief Registrar/ Registrar/ Shrestedar |

Strategic Objective 3.4: To make monitoring and inspection effective in Judicial Function

(a) To inspect and monitor judicial function.

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|-----------------------|-----------|--|
| To revise the current Inspection Directives in order to make the inspection of Courts, Judicial and Quasi judicial bodies effective, fruitful, and economic also include the provision of inspection by District Courts and also to develop online inspection system. | Inspection Directive | (2019/20) | Chief Justice/ Monitoring and Inspection Division |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|-------------------------|-------------------|--|
| To monitor and inspect as per the revised directive. | Monitoring Report | (2019-2024) | Chief Justice/ Monitoring and Inspection Division |
| The court authorized to hear the appeal should inspect subordinate courts, other judicial bodies and prisons at least once annually | Inspection Report | (2019-2024) | Judge |
| To make effective the provision of assigning a judge for inspection of specified court at the beginning of fiscal year and making regular inspection of that particular court throughout the year. | Decision/ Report | (2019-2024) | Chief Justice/ Chief Judge/ Judge/ Monitoring and Inspection Division |
| To immediately give direction and to coordinate on the details observed during monitoring or on the matters to be improved | Direction/ Report | (2019-2024) | Inspecting Judge/ Monitoring and Inspection Division |
| To draft working procedure for urgent inspection, micro-monitoring, and regular observation in order to increase effectiveness of Court and to maintain Judicial Good Governance. | Procedure/ Directive | (November 2019) | Chief Justice/ Chief Registrar |
| To implement the report of urgent inspection, micro-monitoring and regular observation done as per the drafted Procedure. | Report/ Decision | (2019-2024) | Chief Justice |
| To make administrative inspection and monitoring of court and specialized court effective | Inspection Report | (2019/20-2022/23) | Chief Registrar/ Registrar/ Monitoring and Inspection Division |

(b) To monitor the service provided by Court

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|-------------------------------------|-------------|--|
| To develop a standard for monitoring the quality of service provided by the Court | Standard | (2019/20) | Chief Registrar |
| To regularly monitor whether or not the service is provided as per the standard and to give immediate direction for improvement. | Monitoring Report/ Decision | (2019-2024) | Chief Registrar/ Registrar/ Shrestedar |
| To award the employee who has excellent work performance and provides excellent service as per the standard and take disciplinary action against the employee who repeatedly has weak performance | Decision | (2019-2024) | Chief Registrar/ Registrar/ Shrestedar |
| To conduct cross monitoring and observation of courts by trained employee regarding service provided by the court and the matters to be improved | Decision/ Letter/ Monitoring Report | (2019-2024) | Chief Registrar/ Registrar |

(c) To make grievance handling mechanism effective

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|--------------------------|-------------|---------------------------------------|
| To strengthen the grievance handling mechanism, present in secretariats of the Chief Justice and Chief Judge, that takes and submits the complaints related to possible irregularities in Court. | Decision/ Correspondence | (2019-2024) | Chief Justice/ Chief Judge |
| To take action and decide on the grievance/complaint within 1 month and provide information to the complainant. | Decision/ Correspondence | (2019-2024) | Chief Justice/ Chief Judge/ Registrar |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|-----------------------|-------------|--|
| To make and implement an action plan that includes procedure, resources, responsible officer, time frame in order to address complaints on possible irregularities of Courts. | Action Plan | (2019-2024) | Chief Registrar/ Registrar/ Shrestedar |
| The service recipients can verbally or in written form complain/state grievances to judge regarding the activities of the Court | Record | (2019-2024) | Concerned Judge |

Goal 4: To strengthen Court Management

Strategic Objective 4.1: To strengthen human resource management

(a) To institutionalize and strengthen human resource

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|---|-----------|-----------------------------------|
| To establish a separate Human Resource Division in Supreme Court to perform all functions related to human resource development of employees of judiciary. | Decision | (2019/20) | Chief Justice/ Chief Registrar |
| To strengthen human resource division | Availability of Human and Infrastructural Resources | (2019/20) | Chief Justice/ Chief Registrar |

(b) To develop plans and policies for human resource of Judiciary.

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|---------------------------------------|-------------|--|
| To draft human resource policy | Policy | (2020/21) | Chief Registrar/ Chief of Human Resource Division |
| To develop human resource development plan | Plan | (2020/21) | Chief Registrar/ Chief of Human Resource Division |
| To conduct organization and management (O&M) survey on the basis of work load in the judiciary | Survey Report | (2023/24) | Chief Registrar/ Chief of Human Resource Division |
| To implement the training policy regarding the capacity development of the judicial human resources | Training Operation Report | (2019-2024) | Chief Registrar/ Chief of Human Resource Division |
| To coordinate with Universities, Ministry of Education, Ministry of General Administration, Public Service Commission and Related bodies to ensure regular recruitment of adequate and qualitative human resource in the judiciary. | Meeting/ Minute/ Correspondence | (2019-2024) | Chief Registrar/ Chief of Human Resource Division |
| To develop and implement policy for recruitment, motivation and retention of competent human resources of Information technology. | Meeting/ Minute/ Correspondence | (2019-2024) | Chief Registrar/ Chief of Human Resource Division |
| To implement the policy regarding transfer of judge and employee for the proper implementation of Plan. | | (2019-2024) | Chief Justice/ Senior Judge/ Chief Registrar |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|-----------------------|-------------|---|
| To develop work performance standard for Notice Provider (Tamildar) working in the field and to provide incentives and mobile recharge facility based on the standard. | Receipt | (2019-2024) | Chief Registrar/ Registrar/ Registrar (District Court) |

(c) To develop Capacity of human resources

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|---------------------------|-------------|--|
| To conduct training need assessment (TNA) on the basis of training policy. | Report | (2019/20) | Chief Registrar/ Chief of Human Resource Division |
| To determine the priority of trainings on the basis of training policy and TNA (training need assessment) and to conduct training in coordination with National Judicial Academy. | Training Operation Report | (2020-2024) | Chief Registrar/ Chief of Human Resource Division |
| For the capacity development of judicial human resources, to provide training to 3000 human resources annually on the following subject: <ul style="list-style-type: none"> • Civil and Criminal Code • Differentiated Case Management System (DCM) • Information Technology • Judgement writing • Induction/In-service/refreshment training • Micro-monitoring, Judicial good governance, and service delivery • Public Relations and communication skills • Leadership development • Specialization and other subject . | Training Operation Report | (2019-2024) | Chief Registrar/ Chief of Human Resource Division |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|-----------------------|-----------------------|--|
| To provide opportunity of higher education in the field of law and justice for 10 employees working in the court on annual basis in national universities. | Decision | (2019-2024) | Chief Justice/ Chief Registrar/ Chief of Human Resource Division |
| To provide opportunity of higher education, in the field of law and justice, for 5 judges and officers of court to study in foreign universities on annual basis. | Decision | (2019-2024) | Chief Justice/ Chief Registrar/ Chief of Human Resource Division |
| To provide opportunity of foreign training/study/ observation visit for 150 judges and employees annually. | Visit Report | (2019-2024) | Chief Justice/ Chief Registrar/ Chief of Human Resource Division |
| To evaluate the overall impact of the training provided to the human resources. | Impact Report | 2080/081 (2023/24) | Chief Registrar/ Chief of Human Resource Division |

Strategic Objective 4.2: To improve physical and service infrastructure and to arrange financial management

(a) To manage physical and service infrastructure

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|-----------------------|-----------|--|
| To review reports on standard of previous studies related to construction and development of physical infrastructures needed for Courts and Tribunal (including Court buildings and integrated quarter). | Modified Standard | (2019/20) | Court Management Committee/ Chief Registrar |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|-----------------------------------|-------------|---|
| To make coordinated effort to acquire the vacant buildings/ lands located in district headquarter of government offices that were quashed/ merged in local level in course of executing federalism, for the use of court. | Meeting/ Decision/ Correspondence | (2019-2024) | Court Management Committee/ Chief Registrar/ Judge/ Registrar/ Registrar (District Court) |
| <p>To acquire/extend lands for Court buildings, quarter and security buildings.</p> <ul style="list-style-type: none"> • District Court Building: A total of 11 including Ilam, Nawalpur, Rukum, Purba, Bajura, Udayapur, Lamjung, Parsa, Lalitpur, Syangja, Darchula, Bardiya, • High Court/ Bench Building: A total of 3 including Birgunj, Okhaldhunga, Tulsipur. • Tribunal complex/ Judgement Execution Directorate total 1. • Judge and employee quarter: A total of 16 including Siraha, Saptari, Sarlahi, Morang, Sunsari, Parsa, Nawalpur, Nawalparasi, Rupandehi, Birgunj, Dang, Banke, Biratnagar, Janakpur, Kailali, including Supreme Court. | Written/Land ownership document | (2019-2024) | Court Management Committee/ Chief Registrar |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|--|-------------|---|
| <p>To construct a new building as per standard and necessity and workload.</p> <ul style="list-style-type: none"> • Supreme Court Building: 1 • District Court Building: Bhaktapur, Makwanpur, Sunsari, Udayapur, Ilam, Nawalpur, Rukum purva, Bajura, Solukhumbhu, Bhojpur, Morang, Lamjung, Parsa, Okhaldhunga, Bardiya, Baitadi, Kanchanpur, Syangja , Kaski, Darchula, Nawalparasi -21 • High Court/Bench building: Rajviraj, Birgunj, Okhaldhunga, Butwal, Baglung, Dipayal, Surkhet, Tulsipur, Nepalgunj, Jumla -10 • Quarter for Supreme court Justices and Chief Registrar/ Registrar – 23 • High/District Court Judges Quarter – Siraha, Saptari, Mahhotari, Dhanusa, Sarlahi, Bara, Parsa, Rautahat, Morang, Sunsari, Nawalpur, Nawalparasi, Rupandehi, Dang, Banke, Dadeldhura, Doti, Chitwan, Jumla, Kalikot, Jajarkot, Mustang, Manang, Solukhumbhu, Okhaldhunga, Kavrepalanchowk, Ramechap, Biratnagar, Khotang, Pachthar, Sankhuwasabha, Dhankuta, Kaski, Janakpur, Birgunj, Nepalgunj, Dipayal – 37 | Report of construction completion/ certification | (2019-2024) | Court Management Committee/ Chief Registrar |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|---|-------------------|--|
| <ul style="list-style-type: none"> • Quarter for High Court Registrar and District Court Registrar and Employees – Siraha, Saptari, Mahottari, Dhanusa, Sarlahi, Bara, Parsa, Morang, Biratnagar, Sunsari, Rupandehi, Butwal, Kapilvastu, Banke, Nepalgunj, Kailali – 16 • Guest home – 10 • Security Barrack – 15 | | | |
| <p>To complete the construction work of court buildings and security barracks that are under construction.</p> <ul style="list-style-type: none"> • High Court: Patan Annex-1 • District Court: Baglung, Mahhotari, Sankhuwasabha, Dang, Bajhang, Pachthar -6 • Security Barrack: Rolpa, Pyuthan - 2 | Report of completion of construction/ Certificate | (2019/20) | Court Management Committee/ Chief Registrar |
| <p>To develop and enforce Standard for regular protection and maintenance of the court, quarter and security building that are newly built and in operation.</p> | Standard/ Budget Allocation | (2019-2024) | Chief Registrar/ Registrar/ Registrar (District Court) |
| <p>To do maintenance of 25 court buildings and quarters those are in use every year.</p> | Report of completion of construction | (2019-2024) | Court Management Committee/ Chief Registrar |
| <p>To expand/add as per necessity in the existing court building the following infrastructures:</p> <ul style="list-style-type: none"> • Conference room • Library/ E Library • Record room • Bank counter • Court appointed lawyer (Baitanik Wokil) room • Section for special applications/arrest warrant/ Call Detial | Expansion of structure/add | (2019/20-2022/23) | Court Management Committee/ Chief Registrar |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|-----------------------------|-------------|---|
| <p>To make the physical infrastructure Service-recipients friendly, the following construction work should be strengthen continuously.</p> <ul style="list-style-type: none"> • Waiting room with facility of WiFi and TV display • Canteen • Toilet (Female/ Male/ Differently abled person) • Drinking water • First aid room • Information and Help Desk • Witness victim protection room • Detention room • Lost and Found Room • Reconciliation room/ construction/ expansion • Pre-trial room • Necessary infrastructure for the differently abled • Audio Video Conference room • Counselling room • Child Bench • Child care /Child Nutrition Room • Others | Expansion of structure/ add | (2019-2024) | Court Management Committee/ Chief Registrar |

b) To manage physical infrastructures other than buildings.

| Activity | | Performance Indicator | Time (FY) | Responsibility |
|--|--|-----------------------------|-----------------|---|
| To prepare annual purchase plan for the Goods and Services to be bought in the court and implement it. | | Purchase Plan | Every Year | Chief Registrar/ Registrar/ Registrar (District court) |
| To determine the standard of vehicles, machinery, air conditioner, heavy duty scanner, furniture, and security equipment's that are necessary for the court. | | Decision/ Report | (2019/20) | Chief Registrar |
| On the basis of set standard the court should purchase and distribute following vehicle, machinery and furniture: | | Decision/ Inventory Book | (2019- 2024) | Chief Registrar |
| Vehicle | <ul style="list-style-type: none"> • Jeep – 70 (Supreme Court -20, High Court and District Court - 50) • Car/ Sport Utility Vehicle – 256 (newly appointed judge, senior officer and replacement of old) • Motorcycle (Officer/ Employee working in field/ Notice Provider) – 200 • Cycle (For Office helpers/ drivers) - 500 | | | |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|-----------------------|-----------|----------------|
| <ul style="list-style-type: none"> • Jeep – 70 (Supreme Court -20, High Court and District Court - 50) • Car/Sport Utility Vehicle – 256 (newly appointed judge, senior officer and replacement of old) • Motorcycle (Officer/ Employee working in field/ Notice Provider) – 200 • Cycle (For Office helpers/ drivers) - 500 | | | |
| <p>Computer and Machineries</p> <ul style="list-style-type: none"> • Laptop – 1015 • Computer – 2510 • UPS – 2510 • Printer – 1530 • Scanner – 1150 • E-Attendance machine -350 • Photocopy – 250 • Air Conditioner- 475 • CC Camera – 500 • Display Screen – 200 • Total Station Machine – 77 • Walk Through Machine – 50 • Fire Extinguisher – 500 • Other. | | | |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|-----------------------|------------|---|
| To purchase the necessary materials for court including furniture on the basis of set standard. | Decision | Every year | Chief Registrar/ Registrar/ Registrar (District court) |
| To purchase vehicle for the court at least Sport Utility Vehicle Standard by considering the geographical condition of the country until the standard is prepared. | Decision | Every year | Chief Registrar/ Registrar |
| To develop inventory for the vehicles, machineries and furniture in different level of court. | Decision | Every year | Chief Registrar/ Registrar |
| To auction the vehicle, machinery equipment and furniture that cannot be used. | Decision | Every year | Chief Registrar/ Registrar |

c) To Make financial management.

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|-------------------------|-----------------------|--|
| To determine the standard of budget expenditure for conduction of training, workshop, seminar, meeting and other activity in the judiciary | Standard | (August 2019) | Chief Registrar/ Registrar/ Chief of finance administration section |
| To prepare an estimated preliminary budget on current and capital expenditure for the next fiscal year on the basis of Programmes of Strategic Plan by all courts | Estimated budget detail | Every year (December) | Chief Registrar/ Registrar/ Shrestedar/ Chief of finance administration section |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|-----------------------------------|-----------------------|--|
| To send the final estimated budget to the Research and Planning Division of Supreme Court including annual purchase plan by consulting and coordinating with concerned court's plan implementation committee. | Estimated budget detail | Every year (December) | Registrar/ Shrestedar |
| To make a total budget projection of judiciary on the basis of the estimated budget including programs received from the Courts. | Estimated budget detail | Every year (January) | Research and Planning division/ Chief of finance administration section |
| To discuss and finalize total budget of judiciary along with programs. | Estimated budget detail | Every year (January) | Chief Registrar/ Registrar |
| To discuss about the determination of budget ceiling by forwarding total projected budget of judiciary to National Planning Commission and Ministry of Finance | Correspondence/ Meeting/ Decision | Every year (February) | Chief Registrar/ Research and Planning Division/Chief of finance administration section |
| On the basis of workload, number of human resource, infrastructure, need and priority, court wise ceiling and allocation will be prepared and submitted after receiving the budget ceiling. | Correspondence/ Meeting/ Decision | Every year (February) | Chief Registrar/ Research and Planning division/ Chief of finance administration section |
| To enter budget on LMBIS on the basis of determined ceiling and also prioritizing annual programs | LMBIS Record | Every Year | Registrar/ Shrestedar/ Chief of Financial Administration Section |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|---|-------------|---|
| To send to Ministry of Finance the final budget after examining whether the budget program entered into LMBIS by the Courts is based on rationality and necessity. | LMBIS Record | Every Year | Chief Registrar/ Registrar/ Research and Planning division/ Chief of finance |
| To operate the programs in the plan on the basis of economic, transparent and effective way by discussing in the Full Court and staff meeting to implement the stated activity in the concerned courts budget LMBIS | Decision/ Physical and Economic Report | Every Year | Chief Registrar/ Registrar/ Registrar (District Court) |
| To dispose irregularities/arrear as per the annual set goal and to maintain zero arrear in the future day. | Settlement of irregularities Arrear Report | Every Year | Chief Registrar/ Registrar/ Registrar (District Court) |
| To make arrangement of payment through bank the amounts such as court fees, charges, deposits payable by service recipients in Courts with heavy case load | Receipt | (2019-2024) | Chief Registrar/ Registrar/ Registrar (District Court) |

d) To manage Records

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|-----------------------|----------------|---|
| To review and implement Standard on Record Management. | Standard/ Decision | (January 2020) | Chief Registrar/ Chief of Research and Monitoring Division |
| To review the previous study on double security system for casefile documents and integrating it with concerned court and central system. | Report | (January 2020) | Chief Registrar/ Chief of Research and Monitoring Division |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|-----------------------|--------------|---|
| To develop and implement directives on record management on the basis of the developed Standards. | Record Directive | (April 2020) | Chief Registrar/ Chief of Research and Monitoring Division |
| To prepare digital copy of main documents of casefile and upload it with Central Record System through Software. | Software/Record | (2019-2024) | Information Technology Division/ Chief of Research and Monitoring Division |
| To scan all final case files, upload in software and protect it continuously. | Software/Record | (2019-2024) | Information Technology Division/Chief of Research and Monitoring Division / Registrar/ Shrestedar |
| To shred/destroy/preserve case file documents as per the existing law. | Record | (2019-2024) | Registrar/ Shrestedar |

e) To manage Library

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|-----------------------|----------------|--|
| To review previous Studies on Library management, develop Standards and implement it. | Standard | (January 2020) | Library Committee/ Chief Registrar |
| To expand and reform the library of Supreme Court and other Subordinate courts. | Book Record | (2019-2024) | Library Committee/ Registrar/ Shrestedar |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|----------------------------|-----------------|---|
| Intra-networking among libraries of all Courts through a Software. | Software | (2020/21) | Chief Registrar/ Information Technology Division |
| To make arrangement of mini library, in every Bench of Court, with law books and materials that are required daily. | Library | (2020/21) | Chief Registrar/ Library Committee/ Registrar/ Shrestedar |
| To develop and implement Software for library to search the books easily. | Software | (2020/21) | Chief Registrar/ Information Technology Division |
| To perform the following actions in order to increase access to foreign court judgements, law books, and law journal. <ul style="list-style-type: none"> To establish relation with international organizations in the field of law and justice To get associated with libraries of law universities and research organization through coordination and cooperation. | Email/ Correspondence | (2019- 2024) | Chief Registrar/ Information Technology Division |
| To develop E-library by purchasing/receiving electronic materials and resources in the field of law and Justice. | Software | (2019- 2024) | Chief Registrar/ Information Technology Division |
| To procure books and other reading materials required for judicial function after identification of need. | Purchase Decision/ Book | (2019- 2024) | Library Committee/ Registrar/ Registrar (District Court) |

f) To establish and develop Judicial Museum

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|-----------------------|-------------|--|
| To implement, on the basis of priority, the study report regarding establishment and operation of Judicial Museum. | Decision | (2019-2024) | Chief Registrar |
| To make arrangement of separate room in Supreme Court along with human resources for judicial Museum. | Decision | (2019-2024) | Chief Registrar |
| To search, identify and list archeological objects reflecting Nepal's judicial history and custom. | List/Record | (2019-2024) | Registrar/ Chief of Bench and cause list management division |
| To safely collect, purchase, manage, conserve and exhibition the identified judicial materials | Record | (2019-2024) | Chief Registrar/ Chief of Bench and cause list management division |
| To give opportunity to law students as well as public for observation visit in judicial museum | Visit Registrar | (2019-2024) | Museum Chief |
| To conduct feasibility study on extension of Judicial Museum to High Court level. | Report | (2019-2024) | Chief Registrar |

Strategic Objective 4.3: To have institutional strengthening of Information Technology and Capacity enhancement.

a) To develop plan and policies regarding information technology

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|-----------------------|-------------|--|
| To conduct system audit regarding the effectiveness and appropriateness of current information and communication technology system. | Report | (2019/20) | Information Technology Committee/ Chief Registrar |
| To conduct mid-term review of the current master plan addressing the long-term needs related to Information and communication technology. | Report | (2019/22) | Information Technology Committee/ Chief Registrar |
| To set priority and implement the subject matter specified by the master plan on information and communication technology of judiciary (2072-082) | Decision | (2019-2024) | Information Technology Committee/ Chief Registrar/ Information Technology Division |
| To make arrangement of equipment on the basis of one printer, one room and one computer for each employee. | Decision | (2019-2024) | Chief Registrar/ Information Technology Division |

b) To develop and improve software

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|-----------------------|-------------|--|
| <p>To develop, operate, integrate and update software on following subjects.</p> <ul style="list-style-type: none"> • Case/ Differentiated Case Management System (DCM) • Execution of judgement • Record management • E-library operation • Court management (Employee/ Physical/ Office Operation / Account/ Store/ Inventory/ Monitoring) • Online pleading and witness/ expert examination • Judgement Search, Court Room Technology • Barcode application • Other | Modified Software | (2019-2024) | Information Technology Committee/ Chief Registrar/ Information Technology Division |

c) To expand Infrastructures related to Information Technology.

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|----------------------------------|-------------|---|
| To arrange following infrastructure for the implementation of Master Plan on Information and Communication Technology of Judiciary: | | | |
| DR/ DC Upgradation/ replacement Court room technology Video Conference Surveillance System Security appliances/ Antivirus Bandwidth (Internet/ Intranet) Hardware management and maintenance center IT Training room Biometric devices Barcode device Licensing (firewall, SSL, Operating system, Server, Oracle, Office package, Security audit software etc.) | Procurement Order Inventory Book | (2019-2024) | Chief Registrar/ Public Procurement unit/ Communication Technology Division |

Strategic Objective 4.4: To make arrangement for result-oriented and effective implementation of Codes

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|--------------------------|-------------|---|
| To resolve any difficulties related to Court Procedure that arise during the implementation of Codes. | Decision/ Correspondence | (2019-2024) | Full Court/ Mechanism of resolving deadlock |
| Until there is environment for smooth implementation of Civil and Criminal Codes, to establish Code Implementation Mechanism at central level for effective implementation, facilitation, management and coordination. | Decision | (2019/20) | Chief Justice |
| To conduct High Court level biannual review program, with participation of subordinate Courts, in relation to experience sharing, existing problems in order to maintain uniformity in implementation of codes, and report it to the Central Mechanism. | Review Program | (2019-2024) | Chief Judge/ Registrar |
| To address the problems on the implementation of the code, effort should be made to develop/coordinate a system for law amendment/ revision. | Decision/ Correspondence | (2019-2024) | Code Implementation Mechanism |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|-----------------------|-------------|------------------------|
| To conduct interaction program among judicial human resources, in order to implement the codes effectively on matters related to Rules, Manual, Directives, Sentence Determination Standard, amendment in Codes, and difficulties that arise in implementation of Codes. | Review Program | (2019-2024) | Chief Judge/ Registrar |
| <p>To make available additional budget and resources necessary for the implementation of code:</p> <ul style="list-style-type: none"> • To print, distribute, and disseminate Act, Rules, Directive, Manual and Resource Materials • Publish due date (myad) information • Print Form, Certificates, Registration Book, Record Register • Expansion of physical infrastructure • Equipment related to Information Technology • Capacity development of human resources in relation to Codes. • Performing work in additional time (Arrest warrant/ Call detail/ Judgement preparation etc.) • Coordination and Cooperation • Other | Budget transfer order | (2019-2024) | Chief Judge/ Registrar |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|--------------------------|-------------|---|
| To coordinate and take an initiative for establishment of necessary infrastructures to bring into practice Child Reform Center, Safe House, Reformatory Punishment, and Victim Relief Fund. | Decision/ Correspondence | (2019-2024) | Juvenile Justice Committee/ Chief Registrar |
| To develop and implement necessary Directive/ Manual on matters of Counter Claim, examination of electronic evidence, use of audio visual communication, compensation in civil case and judgement execution | Directive/ Manual | (2019-2024) | Full Court/ Code implementation mechanism |
| To monitor whether the action is in accordance to sentence determination standard. | Report | (2019-2024) | Chief Justice/ Chief Judge/ Chief Registrar |

Strategic Objective 4.5: To develop system of Judicial Study and Research

a) To conduct study and research on Judicial Process

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|--------------------------|-------------------|---------------------------------|
| Conduct study and develop policy for determination of sectors of judicial study and research, and identification of priority area. | Report | (2019/20) | Research and Planning Committee |
| To coordinate and cooperate with Research Institutions and Experts. | Decision/ Correspondence | (2019-2024) | Research Division |
| To conduct and cause to conduct study and research, in identified sectors and areas, by internal and external expert. | Study Report | (2019/20-2022/23) | Research Division |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|----------------------------|-------------------|---|
| To prepare digital archive of previous studies and keep securely in e-portal. | Record | (2019-2024) | Research Division/ Information Technology Division |
| To provide access to the digital archive of study reports to judicial human resources through e-portal. | Password | (2019-2024) | Research Division/ Information Technology Division |
| To prepare an archive after collecting all of the previous study/research reports on court management. | Record | (2019/20) | Research Division |
| To implement after identifying the action to be taken on the basis of recommendation provided by the collection of study/research reports. | Implementation Plan | (2020-24) | Chief Justice/ Chief Registrar/ Research Division |
| To cooperate with law universities and faculties, in relation to the research studies conducted by them, and have access to research reports. | Meeting/ Correspondence | (2019-2024) | Research Division / Information Technology Division |
| To provide financial aid to the outstanding researchers doing academic work including doctorate/research and preparing thesis in the following topics that are relevant to the Judiciary: <ul style="list-style-type: none"> • Case management • Court management • Access to Justice • Public faith towards Judiciary • Quality of the judicial service delivery • Judicial good governance • Contemporary topics related to Judiciary | Study Report | (2019/20-2022/23) | Research Division |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|-----------------------|-----------|-------------------|
| To study the effectiveness of programs like Judicial Outreach, Meet the Judge, Press Meeting. | Study Report | (2023/24) | Research Division |

b) To expand and continue judicial publications

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|-----------------------|-------------------|-----------------------------------|
| To increase the number of judgements published in Nepal Kanoon Patrika. | Publication Number | (2019- 2024) | Editing and Publication Committee |
| To give continuity to publication of subject wise judgements of Supreme Court | Publication | (2023-24) | Editing and Publication Committee |
| To give continuity to publication of landmark judgements by Supreme Court in English language | English Publication | (2019- 2024) | Editing and Publication Committee |
| To collect and publish quality and landmark Judgements of High Courts. | Publication | (2019- 2024) | Editing and Publication Committee |
| To collect and publish quality and landmark Judgement of District Courts. | Publication | (2019- 2024) | Editing and Publication Committee |
| To publish separate periodical publications including important informative activities other than regular Judgement and order of the Court. | Publication | (2019- 2024) | Editing and Publication Committee |
| To publish compilation of important research reports conducted by the Court | Publication | (2019/20-2022/23) | Editing and Publication Committee |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|------------------------|--------------|--|
| To develop the electronic system for easy access to the judgement rendered by the Court through the website for public at large. | Software | (2019/20) | Editing and Publication Committee/ Information Technology Division |
| To revise and publish legal dictionary to maintain accuracy and consistency of the language used in judicial proceedings. | Legal Dictionary | (2020/21) | Editing and Publication Committee |
| To develop an application based on dictionary and grammar, for use in every computer of Courts to maintain legal accuracy and consistency in Judgement and Orders. | Software | (2019- 2024) | Editing and Publication Committee/ Information Technology Division |
| To publish E-magazine in order to provide information about the landmark order/ decision by the Supreme Court | E-magazine Publication | (2019- 2024) | Editing and Publication Committee |

c) To conduct periodic programs for reform in Judicial System

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|-----------------------|-----------------------|--------------------------------|
| To organize National Conference of Judges. | Decision | (2021/022) | Chief Justice/ Chief Registrar |
| To organize Conference of Judges at State level. | Decision | (2020/21 and 2023/24) | Chief Justice/ Chief Registrar |
| To organize National Conference of Registrar and Shrestedar. | Decision | (2019- 2024) | Chief Registrar |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|-----------------------------|--------------|--------------------------------------|
| To organize National Conference of Judgement Execution Officers. | Decision | (2019- 2024) | Chief Registrar/ Director General |
| To reform the Judicial system on the basis of recommendation received from the Conferences. | Decision/ Correspondence | (2019- 2024) | Chief Justice/ Chief Registrar |

Strategic Objective 4.6: To make Plan Implementation System effective

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|-----------------------|---------------|-----------------------------------|
| To establish a High Level Plan Direction Committee | Decision | (August 2019) | Chief Justice/ Chief Registrar |
| To strengthen Research and Plan Committee and related Divisions, and the sections/ units handling the research related works in other courts and tribunals. <ul style="list-style-type: none"> Establishment and operation To manage Physical resources Management of human resources and capacity building Expert service | Decision | (August 2019) | Chief Justice/ Chief Registrar |
| To publish and disseminate Fourth Strategic Plan and distribute among the judicial human resources and concerned stakeholders | Program/ Receipt | (August 2019) | Chief Registrar/ Registrar |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|---|--|--|
| To orient the judicial human resources and skill transformation relating to strategic plan | Program | (August 2019) | Chief Registrar/ Registrar |
| To develop system for formulation, implementation, review, internal periodic evaluation of annual action plan and reporting the progress as provided by strategic plan of Judiciary for each court. | Sample annual implementation plan/ format/ circular | (August 2019) | Research and Planning Committee |
| To draft the annual action plan by all individual courts/ tribunals under the Strategic Plan, get approval from the individual courts and finally submit it to the High Level Plan Directive Committee in case of Supreme Court and to the research and planning committee for other Courts and Tribunals. | Implementation Plan | Every year within (July) 15 | Research and Planning Committee/ Formulation of plan and implementation committee |
| To direct for implementation after the review of action plan as per necessity | Direction | Within the month of (August) Within Fiscal Year | High level planning direction committee/ Research and planning committee |
| To implement approved work plan by every court and carry out monthly internal review of the work progress | Review Meeting/ Minute | First day of each month | Research and planning committee/ Formulation of plan and implementation committee |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|---------------------------|---------------------------------------|--|
| To submit the monthly work progress by all courts to the research and planning committee | Work Progress | Within fifth day of each month | Registrar/ Shrestedar |
| To quarterly review the work progress in all High court/ Bench level of itself and courts under it | Review Meeting/ Minute | Within fifth day of each month | Registrar/ Shrestedar |
| To conduct half yearly review of the work progress of High Court/Benches/Tribunals and District Courts in State Level by the Supreme Court | Review Meeting/ Minute | Within (February) 30 of every year | Research and Planning Committee |
| To conduct annual review of the work progress of High Court/ Bench/ Tribunals in the Supreme Court | Review Meeting/ Minute | Within (July) 15 of every year | Research and Planning Committee |
| The Research and Planning Committee shall present the work plan of the activities to be done annually to the high level plan direction committee | Work Plan | Every year within the month of (July) | Chairperson of Research and Planning Committee |
| To present summary report of the annual work plan of all courts to the high level plan direction committee | Report | Every year within the month of (July) | Chairperson of Research and Planning Committee |
| To make work plan in order to address the problems seen in court regarding plan implementation and present before high level plan direction committee for solutions. | Work Plan Report | Through the period of plan | Chairman of Research and Planning Committee |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|-----------------------|---------------------------------------|---|
| To present periodic work progress report of every courts before the high level plan direction committee. | Report | Quarterly | Chairman of Research and Planning Committee |
| To give necessary direction to all courts for the implementation of the plan. <ul style="list-style-type: none"> • Annual action plan formulation process • Determination of annual and monthly Goal • Projection of resources • Progress Report System • Others | Direction/ Circular | Every year within the month of (July) | Research and Planning Committee |
| To publish names of the courts with high work performance in Supreme Court's website. | Website | (2019- 21) | Chief Registrar |
| To make midterm and final evaluation of plan. | Report | (2021/22 and 2023/24) | High Level Directive Committee/ Research and Planning Committee |
| To prepare for the upcoming plan. | Decision | (2023 December) | High Level Directive Committee/ Research and Planning Committee |
| Conduct coordination meeting between various committees in Supreme Court | Decision/ Minute | trimester | Chief Justice/ Chief Registrar |
| The committees in Supreme Court shall submit their work progress to the Chief Justice | Report | Monthly/ Annually | Chairperson of the Committee |

Goal 5: To enhance public trust and faith towards judiciary**Strategic Goal 5.1: To enhance satisfaction of service recipients regarding the function and procedure of the Court**

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|-----------------------|----------------------------------|--------------------------------|
| To determine standard for measuring satisfaction of service recipients regarding function and procedure of the Court ¹ | Standard | (2019/20) | Research and Planning Division |
| To develop the directives for the measurement of satisfaction of service recipient. | Directives | (2019/20) | Research and Planning Division |
| To conduct a baseline survey on the basis of determined standard for measuring satisfaction of service recipients | Report | (2020/21) | Research and Planning Division |
| To survey the service recipients' satisfaction level periodically in every Court | Report | Every Year (June) and (December) | Registrar/ Shrestedar |
| To review the level of satisfaction of service recipients to identify the issues for reform and address it during the midterm review of plan, | Report | Midterm of plan | Research and Planning Division |
| At the end of plan, publicize the report by conducting the survey of the level of service recipient satisfaction | Report | (2023/24) | Research and Planning Division |

1 Global Measure of Court Performance, 2nd ed.2018: International Framework of Court Excellence. The Istanbul Declaration on Transparency in the Judicial Process and the Draft Implementation Measures, Ankara 2018.

Strategic Objective 5.2: To reform system of judicial information, communication and education

a) To disseminate Judicial Information

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|-----------------------|------------|--------------------------------|
| Develop policy regarding dissemination of judicial information | Policy Decision | (2019/20) | Chief Registrar |
| <p>To produce and broadcast audio visual materials and information book related to the judicial function and procedure.</p> <ul style="list-style-type: none"> Information of the function and procedure of the court and available service. Enter into court and norms to be followed Registration of case and notice submission (Myad Tameli) Process of recovering the limitation (myad), date of appearance (tarikh) and date of hearing (pesi) Mediation Process/ Examination of witness and presentation of evidence Hearing of the case, Judgement and appeal Arrest warrant and detention, authority of detaining, bail, guarantee Right of victim : Interim Relief and Compensation Other related subjects | Materials/ Program | (2019- 24) | Research and Planning Division |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|-----------------------|------------|-----------------|
| To publish and broadcast the information related to the judicial process through information and communication media. | Record | (2019- 24) | Chief Registrar |

b) To make Court-Media Relationship effective

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|--------------------------|------------|---|
| To formulate and implement the communication policy to make balanced and effective relationship between communication sector and court | Communication Policy | (2019/20) | Chief Registrar |
| To establish information and communication desk and assign a responsible officer in Supreme Court and High Courts, for dissemination of court's information | Decision | (2019/20) | Chief Registrar |
| To inform the general public regarding truthfulness and authenticity of the news published in regard to the work and procedure of the court | Information | (2019- 21) | Chief Registrar/ Speaker |
| To interact with journalists regularly by the Supreme Court. | Minute/ Press Conference | (2019- 24) | Chief Registrar/ Speaker |
| To conduct periodic interaction with journalists by District Court, High Court and Tribunals. | Minute/ Press Conference | (2019- 24) | Registrar/ Registrar (District Court) |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|-----------------------|------------|--|
| To conduct orientation for journalists on the legal language used in court and judicial process by the Supreme Court | Orientation | (2019- 24) | Chief Registrar |
| To orient the human resource of the court regarding the behavior towards the communication sector and the method of information dissemination as well as connection to social media | Orientation | (2019- 24) | Chief Registrar/ Registrar/ Shrestedar |

c) To promote legal education

| Activity | Performance Indicator | Time (FY) | Responsibility |
|---|-----------------------------------|------------|--------------------------|
| To coordinate and make an effort for legal education as per the requirement of the Judiciary | Coordination Meeting/ Decision | (2019/20) | Chief Registrar |
| To provide opportunity to the law students to do internship in the courts on the basis of approved directive | Decision/ Correspondence | (2019- 24) | Chief Registrar |
| To coordinate and make an effort for inclusion of basic legal education in the school level curriculum. | Meeting/ Correspondence | (2019- 24) | Chief Registrar |
| To provide an opportunity to the students of school and universities to observe the Judicial function and court process.. | Record | (2019- 24) | Registrar/ Shrestedar |
| To deliver lectures by judges and judicial officers to the school and university students regarding judicial process and system | Speech Program | (2019- 24) | Judge/ Officer |

Strategic Objective 5.3: To strengthen relationship and cooperation with concerned stakeholders of the Court

a) To promote the relationship and coordination with the concerned stakeholders of the Court

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|---|------------|---|
| To inform the concerned stakeholders about the strategic plan of the judiciary | Correspondence/ Minute | (2019- 24) | Chief Registrar/ Judge/ Registrar/ Shrestedar |
| To motivate the concerned stakeholders to conduct reform programs through the formulation of strategic plan | Correspondence/ Minute | (2019- 24) | Chief Registrar/ Judge/ Registrar/ Shrestedar |
| To initiate inter institution coordination and cooperation with concerned stakeholders on cross cutting issues relating to the Judicial function and procedures included in the plan of concerned stakeholders which are conducting reform programs through strategic plan | Correspondence/ Minute | (2019- 24) | Judge/ Registrar/ Shrestedar |
| To coordinate with the concerned bodies like Federal Parliament, National Planning Commission, Ministry of Law, Ministry of Finance for the assurance of necessary budget and resources to implement the Plan of Judiciary | Periodic meeting/ Dialogue/ Decision / Correspondence | (2019- 24) | Chief Justice/ Chief Registrar |

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|---|------------|---|
| To coordinate with Federal Parliament and Nepal Government through Ministry of Law for amendment of constitution and law in the matters including determination of the number of judges as per the ratio of work load in the Supreme Court, review of the jurisdiction and work operation of Constitutional Bench | Periodic meeting/ Dialogue/ Decision / Correspondence | (2019- 24) | Chief Justice/ Chief Registrar |
| To review and update directive for operation of judicial sector coordination committees to make judicial function and procedure more effective. <ul style="list-style-type: none"> • Identify additional sector/ work for coordination. • Address the identified sector/work. • Conduct meeting periodically. • Periodic Report. • Ensure resources to committee. | Updated Directive | (2019- 21) | Central Justice Sector Coordination Committee |
| To regularly communicate and coordinate with bodies directly concerned with judicial function and procedure including (Bar Association, Office of the Attorney General, Police, body relating to forensic science and experts) | Periodic meeting/ Dialogue/ Decision/ Correspondence | (2019- 24) | Justice Sector Coordination Committees |

b) To coordinate and cooperate with local level Judicial Committees

| Activity | Performance Indicator | Time (FY) | Responsibility |
|--|--|------------|---|
| To identify the sectors for coordination and cooperation with court and local level judicial committees | Study Report | (2020/21) | Chief Registrar/ Research and Planning Division |
| To conduct orientation in coordination with local level for the members and employees of the judicial committees regarding judicial process, mediation and judicial inspection | Orientation Program | (2019- 24) | Judge/ Registrar/ Shrestedar |
| To coordinate with local levels regarding the cooperation to be done by the local level in matters like serving notice, execution of judgement, land mapping and measurement related works, muchulka (deed) etc. | Periodic meeting/ Dialogue/ Decision/ Correspondence | (2019- 21) | District Justice Sector Coordination Committees |
| To cooperate for the preparation of informative materials regarding the work procedure and jurisdiction of the local level judicial committees and templates of documents used in judicial procedure | Materials | (2019- 21) | District Justice Sector Coordination Committees |



Chapter -Seven

Plan Monitoring and Evaluation

7.1 Mechanism for Plan Implementation, Monitoring and Evaluation

For the implementation, monitoring and evaluation of the fourth Five Year Strategic Plan of the judiciary following systems are arranged:

a) High Level Plan Direction Committee

The Strategic Plan of the judiciary will be implemented on the leadership of Chief Justice of Nepal. For that, under the chairpersonship of Chief Justice, there shall be a High Level Plan Direction Committee comprising of Supreme Court Justice assigned by Chief Justice as per necessity as Member and Chief Registrar as Member Secretary. On the basis of the periodic report submitted by the research and planning committee, the High Level Direction Committee may consult and discuss with other Supreme Court Justices and high level officials, give necessary policy approval for overall reform of judiciary including strategic plan of judiciary and give necessary and appropriate direction for effective implementation.

b) Research and Planning Committee

The Research and Planning Committee under the chairpersonship of justice of the Supreme Court shall formulate strategic plan of judiciary and facilitate, inspect, evaluate, review, supervise, direct and co-ordinate the implementation of strategic plan in Supreme Court, subordinate courts and tribunals as well. Similarly, this committee shall present the annual action plan, evaluation report, and periodic progress reports of the strategic Plan to the high level plan direction committee.

c) Plan Formulation and Implementation Committee

The Plan Formulation and Implementation committee in high courts, district courts and tribunals shall, within the limitation of strategic plan of judiciary, formulate and implement the annual action plans, conduct

their periodic review for the respective courts by doing necessary work for implementation of plan and present its report to the research and planning committee.

7.2 Monitoring and Evaluation of the Implementation of Plan

The following procedures shall be adopted in monitoring and evaluation of the Strategic Plan of the judiciary:

- a) **Periodic Review:** Courts shall review the implementation status of plan monthly, quarterly, half-yearly and annually.
- b) **Midterm Evaluation:** Midterm evaluation shall be conducted after the completion of half period of the plan and on the basis of evaluation report set out the further activities and resource projection for the remaining period of the plan.
- c) **Final Evaluation:** In the final year of plan implementation, strategic plan shall be evaluated in its entirety. Final evaluation report of the plan shall be foundation for formulating further strategic plan of judiciary. Similarly, after the final evaluation of the plan, the entire plan shall be audited.

7.3 Reporting Methodology of Implementation of Plan

All courts, tribunals and judicial bodies shall report regarding monitoring, evaluation, periodical review of implementation of plan on the set basis and predetermined format prepared by Research and Planning Committee. Likewise, any additional subject matter relating to reporting and descriptive formats shall be determined and sent to the respective courts and tribunals by research and planning committee.



Chapter – Eight

Budget Allocation

8.1 Introduction

For the implementation of reform programs stated in the Fourth Strategic Plan of the judiciary, required budget is necessary. With priority, the Government of Nepal will appropriate the necessary budget for the implementation of the Strategic Plan of the judiciary in accordance with the provision of the Constitution of Nepal. For every Goal of the Strategic Plan, strategic objectives under it and every activity to be conducted from the first fiscal year of the Plan to the final year, required budget is allocated annually. While allocating the budget, effort has been made to make it objective in consideration of the economic condition of the country and even the capacity of the judiciary to spend the budget, the determination of necessary amount for every activity is calculated as much as possible in a balanced, practical and realistic manner.

8.2 Estimated Budget

As per the aforementioned basis for the implementation of Fourth Strategic Plan of the judiciary, total of Rs. 46,67,17,57,000 /- has been estimated for the Five Fiscal years. The summary of the annual estimate of the budget is given below. The unified detail of the allocation of budget is presented in the given table.

Estimated Budget of the 4th Five year strategic plan of judiciary (Summary)

| S.N | Detail | Fiscal Year | | | | | Total Amount (In Rs. Thousand) |
|-------------------------|--|----------------|----------------|----------------|----------------|----------------|--------------------------------------|
| | | 076-77 | 077-78 | 078-79 | 079-80 | 080-81 | |
| Goal 1: | Adjudication function prompt and speedy | | | | | | |
| Strategic objective 1.1 | To dispose cases immediately | - | - | - | - | - | - |
| Strategic objective 1.2 | To Reform the Case Management System | 197,790 | 8,305 | 35,655 | 41,550 | 5,880 | 289,180 |
| Strategic objective 1.3 | To enhance the quality of judicial work procedure and judgement of cases | 28,871 | 21,496 | 31,496 | 31,496 | 31,496 | 144,855 |
| Strategic objective 1.4 | To make the use of Alternative Dispute Settlement Mechanism effective | 15,450 | 9,500 | 9,500 | 9,500 | 9,500 | 53,450 |
| Strategic objective 1.5 | To make Judgement execution effective | 120,310 | 119,050 | 119,050 | 119,050 | 119,050 | 596,510 |
| | Total of Goal 1 | 362,421 | 158,351 | 195,701 | 201,596 | 165,926 | 1,083,995 |

| S.N | Detail | Fiscal Year | | | | | Total Amount (In Rs. Thousand) |
|-------------------------|---|---------------|---------------|---------------|---------------|---------------|--------------------------------|
| | | 076-77 | 077-78 | 078-79 | 079-80 | 080-81 | |
| Goal 2: | Enhance Access to Justice | | | | | | |
| Strategic objective 2.1 | To address the hindrance to Access to Justice within the scope of work of the court | 2,200 | - | - | - | - | 2,200 |
| Strategic objective 2.2 | To make the service given by court qualitative and effective | 7,725 | 2,850 | 2,850 | 2,850 | 2,850 | 19,125 |
| Strategic objective 2.3 | To make legal aid effective | 20,465 | 20,240 | 20,240 | 20,240 | 20,240 | 101,425 |
| Strategic objective 2.4 | To disseminate information about judicial process and system | 20,450 | 20,225 | 20,225 | 20,225 | 20,225 | 101,350 |
| Strategic objective 2.5 | To enhance victim friendly justice system | 3,290 | 2,660 | 2,660 | 2,660 | 2,660 | 13,930 |
| | Total of Goal 2 | 54,130 | 45,975 | 45,975 | 45,975 | 45,975 | 238,030 |
| Goal 3: | Promote Judicial Good Governance | | | | | | |
| Strategic objective 3.1 | To Promote Judicial autonomy and independence | 17,755 | 16,550 | 16,550 | 16,550 | 16,550 | 83,955 |

| S.N | Detail | Fiscal Year | | | | | Total Amount (In Rs. Thousand) |
|-------------------------|---|---------------|---------------|---------------|---------------|---------------|--------------------------------|
| | | 076-77 | 077-78 | 078-79 | 079-80 | 080-81 | |
| Strategic objective 3.2 | To enhance judicial accountability and responsibility | 12,255 | 10,020 | 10,020 | 10,020 | 10,020 | 52,335 |
| Strategic objective 3.3 | To reform the working culture of judicial human resources | 1,890 | 1,260 | 1,260 | 1,260 | 1,260 | 6,930 |
| Strategic objective 3.4 | To make the monitoring of the work and procedure of the Court effective | 6,425 | 5,100 | 5,100 | 5,100 | 5,100 | 23,825 |
| | Total of Goal 3 | 38,325 | 32,930 | 32,930 | 32,930 | 32,930 | 170,045 |
| Goal 4: | Strengthen Court Management | | | | | | |
| Strategic objective 4.1 | To strengthen human resource management | 147,038 | 141,688 | 139,213 | 139,213 | 151,438 | 718,590 |
| Strategic objective 4.2 | To improve physical and service infrastructure and to arrange fiscal management | 7,069,375 | 5,824,075 | 5,874,650 | 6,874,075 | 5,724,075 | 31,366,250 |

| S.N | Detail | Fiscal Year | | | | | Total Amount (In Rs. Thousand) |
|-------------------------|---|------------------|------------------|------------------|------------------|------------------|--------------------------------|
| | | 076-77 | 077-78 | 078-79 | 079-80 | 080-81 | |
| Strategic objective 4.3 | To have institutional enhancement of Information Technology and Capacity Development. | 2,273,650 | 2,274,925 | 2,273,650 | 2,273,650 | 2,273,650 | 11,369,525 |
| Strategic objective 4.4 | To make arrangement for effective and result oriented implementation of the Codes | 204,408 | 193,950 | 193,950 | 193,950 | 193,950 | 980,208 |
| Strategic objective 4.5 | To develop system of judicial study and research | 9,420 | 15,375 | 63,050 | 9,050 | 68,950 | 165,645 |
| Strategic objective 4.6 | To make mechanism of Plan implementation effective | 129,150 | 52,950 | 67,950 | 52,950 | 72,950 | 375,950 |
| Strategic objective 5.1 | To enhance the satisfaction of service recipients regarding the work and procedure of court | 650 | 6,175 | - | - | 6,175 | 13,000 |
| | Total of Goal 4 | 9,833,041 | 8,502,963 | 8,612,463 | 9,542,888 | 8,484,813 | 44,976,168 |

| S.N | Detail | Fiscal Year | | | | Total Amount (In Rs. Thousand) |
|-------------------------|--|-------------------|------------------|------------------|------------------|--------------------------------------|
| | | 076-77 | 077-78 | 078-79 | 079-80 | |
| Strategic objective 5.2 | To improve the system of judicial information, communication and education. | 21,654 | 20,379 | 20,379 | 20,379 | 103,169 |
| Strategic objective 5.3 | To enhance the relation and cooperation with concerned stakeholders of the court | 17,950 | 17,350 | 17,350 | 17,350 | 87,350 |
| | Total of Goal 5: | 40254 | 43,904 | 37,729 | 37,729 | 203,519 |
| | Total of Goal 1 to 5: | 10,328,171 | 8,784,123 | 8,924,798 | 9,861,118 | 46,671,757 |



Chapter Nine

Risk Analysis and Mitigation Plan

9.1. Introduction

Strategic Plan is an effective means to operate reform programs of any organization. Risks of varying nature can arise during execution of the plan. Such risks can arise from internal or external factors. Therefore, it is necessary to analyze such possible risks and propose mitigation plans during formulation of strategic plans.

9.2. Risk Analysis of Previous Plan

Identification of risks that can arise at the time of execution of plan, and plan of action to mitigate such risks was also presented in the previous Plans of the judiciary. It is seen that efforts were made to the greatest extent to mitigate the risks during the period of the Plan. Mostly, it is found that regular correspondence and meetings have been conducted with officials of the National Planning Commission and Ministry of Finance for availability of budget and resources. Likewise, Civil and Criminal Codes, designed to bring fundamental changes in judicial system,, have been formulated and are in force as a result of continuous effort of legal reform. Rules of Court have been amended in line with the changed context. Further, settlement of cases has increased as a result of fulfillment of additional sanctioned Positions in the judicial human resource. It is seen that the judicial works and processes were affected because of closures, protests, disruptions, etc. that occurred in the country during the period of the Third Plan. In Courts located in areas that were more affected by closures, the effect in settlement of older cases is still prevalent. At this backdrop, it is required to Identify risks that can arise in the execution of current Plan and formulate the mitigation plan.

9.3 Possible Risks in Fourth Strategic Plan

The following has been identified as the possible risks that can arise in execution of the Fourth Five-Years Strategic Plan of the judiciary:

- ◆ Budget as per the programs projected in the Plan.
- ◆ Recruitment of judicial human resources, career development and motivation,
- ◆ Use of Information Technology
- ◆ Coordination and cooperation with stakeholders
- ◆ Constitutional and legal reform
- ◆ Culture of resisting changes

9.4 Risk Mitigation Plan

Accomplishment of plan will be assured by mitigating adverse effects and risks that can arise during execution of strategic plan. The following risk mitigation plan has been prepared for risk mitigation along with action required, period, and responsible official.

| S.N. | Possible Risks | Actions required to mitigate risk | Period | Responsibility |
|------|---|---|------------|---|
| 1. | Non-availability of budget as per the programs Projected in the plan | Have dialogue and meeting with concerned official of National Planning Commission and Ministry of Finance | Each year | Chief Justice/ Chief-registrar |
| 2. | Recruitment of judicial human resource, Career development and motivation | <ul style="list-style-type: none"> • Coordination and consultation with Public Service Commission and Law Schools to make changes in curriculum for Recruitment of competent human resource required in judiciary. | Continuous | Chief Justice/ Central Judiciary Coordination Committee/ Chief Registrar/ Shrestedar |

| S.N. | Possible Risks | Actions required to mitigate risk | Period | Responsibility |
|------|-------------------------------|--|------------|--|
| | | <ul style="list-style-type: none"> • Formulation of Human Resource Policy and Human Resource Development Plan to make judicial service attractive, and Coordinate with concerned agencies for enforcement of such policies and plans. • Identify and implement the techniques of increasing motivation and morale in order to retain the Human Resources of Judiciary. • Discuss and coordinate with Judicial Council and concerned bodies for transparent and objective appointment of Judges, and ensure career development | | |
| 3. | Use of Information Technology | <ul style="list-style-type: none"> • Development and improvement of hardware and software required for information and technology • Capacity development of human resources to use Information Technology. | Continuous | Chief Justice/ Chief Registrar/ Shrestedar |

| S.N. | Possible Risks | Actions required to mitigate risk | Period | Responsibility |
|------|--|---|------------|---|
| 4. | Coordination and cooperation with stakeholders | <ul style="list-style-type: none"> • Coordination and increased cooperation with stakeholders for effective execution of programs determined in the plan • Identification and expansion of areas of coordination and cooperation | Continuous | Chief Justice/ Justice/ Chief Registrar/ <i>Shrestedar</i> / Justice Sector Coordination Committee/ Registrar |
| 5. | Constitutional and legal reform | <ul style="list-style-type: none"> • Take initiative for constitutional and legal reform with regards to constitutional bench and jurisdiction of Supreme Court and implementation • Take initiative for legal reform regarding structure of High Court | Continuous | Chief Justice/ Chief Registrar/ Registrar |

| S.N. | Possible Risks | Actions required to mitigate risk | Period | Responsibility |
|------|--|---|------------|---|
| 6. | <p>Culture of resisting changes</p> <ul style="list-style-type: none"> • Enforcement of Code • Differentiated Case Management System (CMS) • Execution and ownership of plan • Reduction of backlog cases in Supreme Court | <ul style="list-style-type: none"> • Conduct orientation and other program for capacity development of judicial human resource • Gradual internalization of changed provisions • Development a culture of Team Work in judicial human resource • Motivation of judicial human resources • Creation of feeling of ownership on the plan • Increase availability of required resource and means • Increase use of Information Technology | Continuous | Chief Justice/ Justice/Chief Registrar/ Registrar |

