Journey Through Reform & Innovation

Supreme Court of Pakistan

SEPTEMBER 2026

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1. FOREWORD

This report presents a comprehensive account of the reform journey undertaken by the Supreme Court of Pakistan since November 2024. It not only captures a series of interventions, but a structured institutional transition-from a system plagued by abnormally high backlog and fragmented processes to one increasingly defined by organization, data, efficiency, and strategic direction.

The reform initiative was conceived in response to a clear institutional imperative: to address the rising pendency, restore predictability and consistency in judicial processes, and modernize the administrative and operational frameworks that support citizen-centric justice delivery.

What follows, therefore, is not a compilation of activities or isolated measures. It is a sequential and analytical account of how reforms were positioned, conceived, prioritized, structured, implemented, monitored, and institutionalized, with the objective of transforming the Supreme Court into a more efficient, accessible, predictable, and citizen-focused institution.

2. EXECUTIVE SUMMARY

This report reviews the institutional and judicial reforms undertaken by the Supreme Court of Pakistan from November 2024 to September 2026. The reform programme sought to reduce persistent case pendency, strengthen case-flow management, modernise judicial and administrative systems and improve access to court services. It combined targeted measures to improve disposal performance with structural reforms designed to sustain those gains.

The reporting period witnessed improved disposal performance, progress in long-pending case categories, expanded digital services and stronger coordination of national judicial reform initiatives. Defined responsibilities and regular leadership reviews supported implementation. The next phase will focus on completing outstanding measures, integrating systems and strengthening the staffing and data capabilities needed for sustained improvement.

2.1 Reform framework and implementation

An 86-point Reform Action Plan organised the programme around eight functional areas: (i) case management; (ii) judicial reforms; (iii) resource allocation; (iv) public financial management; (v) policy development; (vi) public access and transparency; (vii) training and development; and (viii) data management and alternative dispute resolution.

A Reform Core Team, a dedicated Reform Implementation Support Unit and 20 working groups provided the implementation structure. Ten review meetings chaired by the Hon'ble Chief Justice of Pakistan supported progress monitoring, identification of bottlenecks and assignment of responsibility for corrective action. Engagement with

the Bar, judicial institutions and academic partners provided stakeholder and technical input.

The September 2026 reform matrix records 64 actions as completed, 11 on track and 11 not yet on track. This represents substantial progress against the action plan, while identifying measures requiring further attention. Completion of individual actions remains distinct from full integration and effective operation of the wider systems they support.

2.2 Judicial performance and case management

Reported pendency declined from 60,304 cases in November 2024 to 31,927 in September 2026—a reduction of 28,377 cases, or approximately 47%. This change reflects both judicial disposals and the transfer of 22,213 cases to the Federal Constitutional Court following the constitutional amendment in November 2025. The reduction in reported pendency should therefore be assessed alongside disposal performance and the change in the Court's jurisdictional caseload.

Annual disposals increased from 16,620 in judicial year 2023–24 to 25,989 in 2024–25, an increase of approximately 56.4%. In 2025–26, 25,759 cases were disposed of, approximately 55.0% above the 2023–24 level. Disposals exceeded new institutions by 3,769 cases in 2024–25 and 3,229 in 2025–26, demonstrating improved capacity to address incoming cases and reduce existing pendency.

Targeted case management produced progress in older death appeals, bail matters, family litigation, rent disputes, taxation and service matters. Refined categorisation, prioritisation of urgent and time-sensitive cases, dedicated hearing arrangements and more structured fixation and Bench allocation helped direct judicial resources towards identified needs. These measures support continued backlog reduction and greater predictability in scheduling.

2.3 Digital and administrative modernization

The Supreme Court Rules, 2025 provided an updated procedural framework for electronic filing, digital records, virtual hearings and technology-enabled case management. Operational reforms advanced digitisation of judgments and case records, electronic processing of certified copies, case tracking and performance dashboards. Administrative measures addressed human resource planning and training, internal audit, procurement and financial management.

Further development and integration are required for advanced e-filing, enterprise-level software, infrastructure arrangements and inter-court access to electronic records. Consolidation of these components into dependable routine processes remains central to the next phase of modernisation.

2.4 National judicial reform and access to justice

The reform agenda extended beyond the Supreme Court through the National Judicial (Policy Making) Committee, in coordination with the Law and Justice Commission of

Pakistan and the High Courts. Major initiatives included model trial courts, prescribed disposal timelines for 17 prioritised case categories and performance monitoring through the National Judicial Analytics Dashboard.

Other initiatives advanced guidance on responsible use of artificial intelligence and development of the National Judicial Reform Framework, the National Rule of Law Index and the Judicial Reforms Tracker Portal. Alignment with the World Justice Project Rule of Law Index is intended to support a coherent framework for monitoring reform. Together, these measures seek to strengthen policy coordination and evidence-based assessment across the judicial system.

The proposed National Unified E-Filing and Electronic Judicial Record System received approval in principle, with a phased pilot for family cases spanning the judicial hierarchy. Standardised templates, interoperability and security arrangements are being developed to support implementation. International judicial cooperation supports these initiatives through technical exchanges, institutional learning and professional development.

Public access measures included the Public Facilitation Centre, the Overseas Litigants' Facilitation Cell and the Anti-Corruption Hotline. The Access to Justice Development Fund supported improvements in court and Bar facilities, including women-centric facilities, solar energy solutions, internet connectivity for e-libraries and provision of clean drinking water. Free Legal Advice Facility has been launched while establishment of Women Facilitation Centres is under way, subject to the relevant operational and funding arrangements.

2.5 Outstanding challenges and next priorities

The principal constraints identified in the report are shortages of specialised personnel, recruitment and administrative delays, incomplete integration of digital systems and uneven operational performance. Immediate priorities are therefore to complete digitisation and advanced e-filing, strengthen data analytics and validation, address staffing gaps and consolidate financial and procurement systems. Continued coordination with the High Courts is essential for interoperability and implementation of national initiatives.

The programme has established a stronger institutional basis for managing cases, monitoring performance and improving court services. Sustaining these gains requires embedding reforms in routine practice, completing outstanding systems and regularly assessing their results. Sustained success will be measured by timely disposal, reduced delays and reliable, accessible services for court users.

3. INITIAL STOCK-TAKE / NOVEMBER 2024

At the commencement of the reform journey in November 2024, the Supreme Court of Pakistan was operating under significant systemic constraints. Pendency stood at approximately 60,304 cases, reflecting a sustained upward trend over several years, essentially pointing to structural inefficiencies in disposal viz-à-viz inflows.

The absence of a structured case-flow management meant that prioritization was largely ad hoc, while case categorization remained rudimentary. This limited the Court's ability to identify and distinguish between urgent, complex, time-bound, and other categories of matters requiring special dispensation.

Fundamental administrative functions - including human resource management, financial planning, procurement, and more importantly data analytics - either did not exist or were used marginally in some non-essential elements like accounting and bookkeeping. Decision-making was predominantly experience-driven, with limited reliance on data, analytics, or measurable performance indicators.

Although certain digital tools were in place, they remained largely isolated and were not integrated into a coherent digital ecosystem. Public access mechanisms were similarly limited and never intended to support transparency, accessibility, or meaningful engagement meant to impact the court processes.

In essence, the institution was functional without being system-driven. The challenges were therefore not merely operational; they were structural and quite transformational in nature.

Recognizing that a light touch and piecemeal interventions would be inadequate to address deeply embedded challenges, a comprehensive, system-wide reform approach was adopted. The objective was not simply to resolve immediate operational needs, but to fundamentally rewrite the institutional architecture of the Court by permanently embedding accountability, institutionalizing data-driven decision-making, comprehensively structuring case-flow management, integrating technology, and reducing unnecessary interfaces.

4. REFORM FRAMEWORK AND MATRIX / NOVEMBER 2024

One of the initial steps towards ensuring long-term sustainability was deeper engagement with the existing operational teams of various branches of the principal seat and all outlying branches scattered in the country.

Based on areas of expertise, various Working Groups of staff were formed around different thematic areas. This resulted in not only robust input but also complete ownership of initiatives. They felt being part of the change and developed ownership. Based on key steps a Reform Action Plan (RAP), structured through a functional analytical framework was finally developed.

The agenda progressively improved upon identifying effectively operational needs, institutional gaps, priority interventions, effectively eliminating 'wish list' of reforms.

This also translated into operational realities at the functional level. The bottom-up approach remained a unique experience in the lives of human resource of the institution.

1. Case Management
2. Judicial Reforms
3. Resource Allocation
4. Public Financial Management
5. Policy Development
6. Public Access and Transparency
7. Training and Development
8. Data Management and ADR

Each reform action was assigned:

- **A defined timeline** (1 month, 3 months, 6 months, 12 months)
- **Responsible officers**
- **Measurable outputs**

This matrix became the central instrument for reform governance and monitoring. It provided a common reference point for all Wings staff, linking identified needs to defined actions, timelines, responsibilities, and measurable outputs.

5. ESTABLISHMENT OF REFORM GOVERNANCE STRUCTURE

To operationalize the reform agenda, a formal governance structure was set up. A Reform Core Team, brought together key experts from horde of practitioners having standing in judicial, administrative, and IT domains. This team functioned as the central coordination body, responsible for implementation oversight, inter-departmental alignment, and progress tracking.

Simultaneously, a dedicated **Reform Implementation Support Unit (RISU)** was established. The Unit assumed responsibility for:

- Tracking and consolidation of reform data
- Preparation of review reports
- Monitoring progress against timelines
- Supporting coordination with stakeholders

Each of the 20 Reform Working Groups constituted across functional areas, was tasked with specific reform actions within the broader agenda. These working groups served as the execution arm of the reform framework, ensuring focused implementation, technical input, and continuous follow-up at the operational level, thereby strengthening accountability and accelerating delivery across departments.

The reform architecture was further strengthened through institutional linkages with:

- Law & Justice Commission of Pakistan (LJCP)
- National Judicial (Policy Making) Committee (NJPMC)
- Federal Judicial Academy (FJA)
- Academic Institutions (including LUMS and GIKI)
- Pakistan Bar Council & Supreme Court Bar Association
- Provincial Bar Councils & Bar Associations

This ensured that reforms were not just confined to the Supreme Court alone, but aligned with broader justice sector transformation.

6. REFORM OVERSIGHT MECHANISM AND EXECUTION MODEL

A defining feature of the reform process was the institutionalization of regular Progress Review Meetings, chaired at the highest level.

Over the reporting period, **ten (10) Reform Action Plan Review Meetings** were conducted. Chaired by the Hon'ble Chief Justice of Pakistan, These sessions provided

sustained institutional impetus, enabled timely strategic realignment, and ensured the leadership and high-level support required during the transition.

- **Early Phase:** Status tracking and identification of gaps
- **Middle Phase:** Structured problem-solving and inter-departmental coordination
- **Follow-up Phase:** Enforcement of timelines and assignment of responsibility. Each meeting focused on:
    - Areas of delay and bottlenecks
    - Functional weaknesses (particularly in HR and IT execution)
    - Data-driven performance indicators
    - Alignment between policy decisions and operational realities

The Bar was taken on board at each relevant level of the reform process, providing an important stakeholder perspective on case-flow, access, procedural and service-related issues to ensure that reforms remained responsive to users of the justice system. This interactive process ensured that reforms remained dynamic, responsive, and continuously refined.

7. IMPLEMENTATION JOURNEY – PHASE-WISE EVOLUTION

7.1 Phase I: Foundation and Design (Nov 2024 – Feb 2025)

The initial months were dedicated to foundational work:

- Comprehensive stock-taking
- Development of Reform Matrix
- Identification of quick wins
- Initiation of data analysis frameworks

This phase established conceptual clarity and institutional direction.

7.2 Phase II: System Development (Mar 2025 – Aug 2025)

During this phase, reform transitioned from design to execution:

- Introduction of **case categorization frameworks**
- Launch of **E-filing mechanisms**
- Initiation of **certified copies digitization**
- Establishment of **public facilitation systems**
- Development of **internal audit and procurement structures**

Simultaneously, partnerships with academic institutions were leveraged to address capacity gaps.

Alongside operational measures, the reform process recognized the need to institutionalize change through an enabling legal and procedural framework. Accordingly, the decades-old Supreme Court Rules, 1980 were comprehensively revised through an extensive and multi- tiered consultative process, beginning with Sectional Heads and their teams followed by in-depth provision-wise review, rationale and impact of amendment proposals. Draft proposed amendments were then placed before a select committee of judges followed by wider circulation and consultation with all judges and representatives of the Bar and other stakeholders.

The Supreme Court Rules, 2025 were promulgated to provide a modern framework for electronic filing, digital records, virtual hearings and technology-enabled case management. The Rules were also conceived as a living framework, capable of continuous refinement in response to technological developments and the evolving needs of justice administration.

7.3 Phase III: Expansion and Integration (Sep 2025 – Dec 2025)

Reforms expanded both in scope and depth:

- Integration of **digital systems** (DMS, dashboards)
- Strengthening of **NJPMC-led policy coordination**
- Introduction of **case prioritization protocols**
- Establishment of **model courts to address backlog**

Importantly, several systems moved from pilot stage to operational deployment.

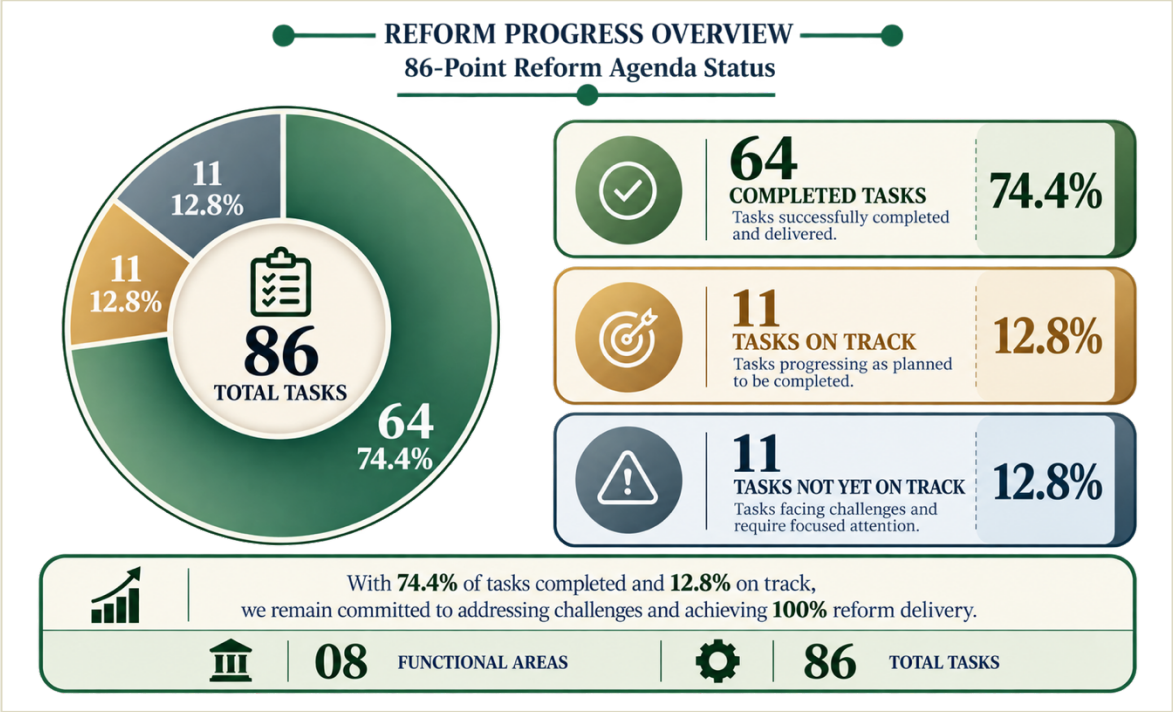
7.4 Phase IV: Enforcement & Accountability (Jan 2026 – September 2026)

By early 2026, the reform process entered a decisive phase characterized by:

- Strict timelines for completion of pending reforms
- Direct assignment of responsibility to specific officers
- Recognition of systemic bottlenecks (particularly HR constraints)
- Focus on operational efficiency and throughput

This phase marked the transition from reform design to enforced delivery.

8. REFORM ACHIEVEMENTS AGAINST AGENDA



Out of the 86-point reform agenda: A substantial part of identified actions has been completed in time or are on track. Remaining items are largely dependent on:

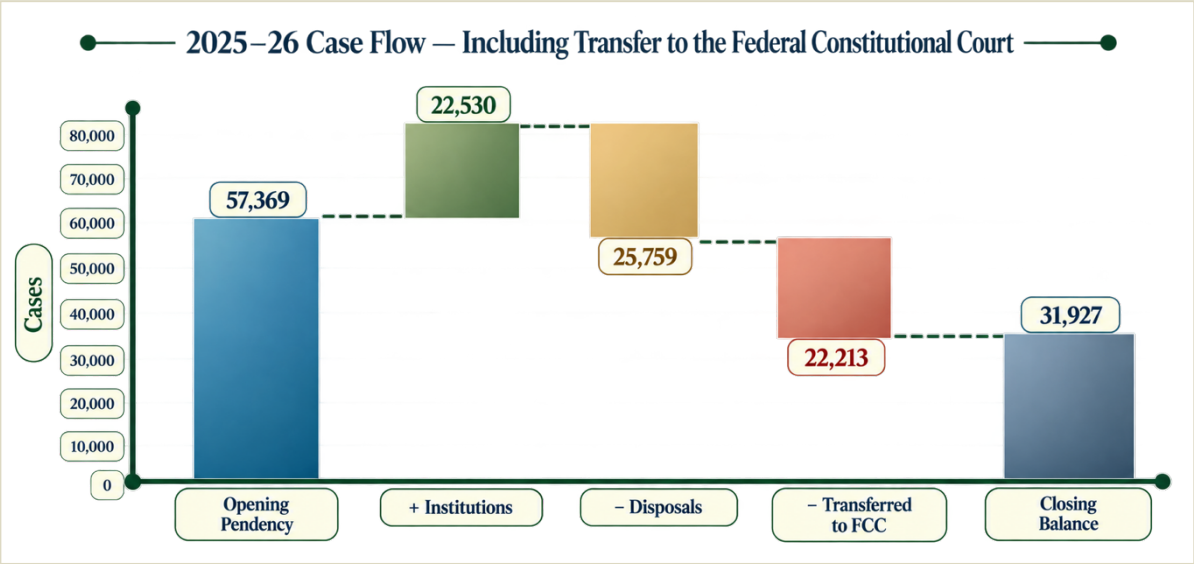
- HR capacity
- System integration
- inter-agency coordination

9. PERFORMANCE OUTCOMES AND IMPACT

9.1 Reduction in Overall Pendency

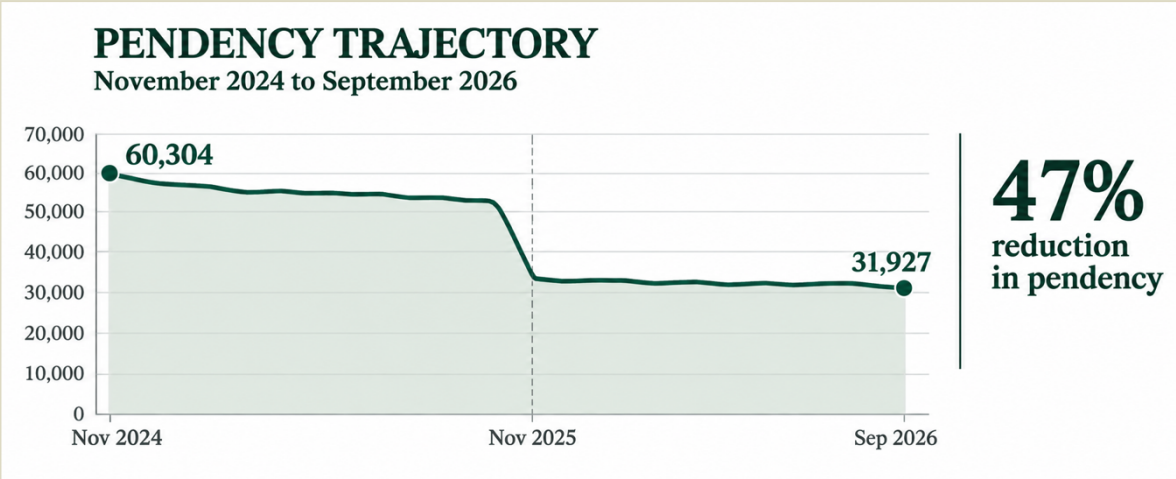
The reform process yielded measurable outcomes across multiple dimensions. Based on the updated monthly data for November 2024 to September 2026, the most significant measurable outcome is the reduction and subsequent stabilization of

reported pendency. Pendency declined from 60,304 cases in November 2024 to 31,927 cases in September 2026, a reduction of 28,377 cases, or approximately 47.05%.

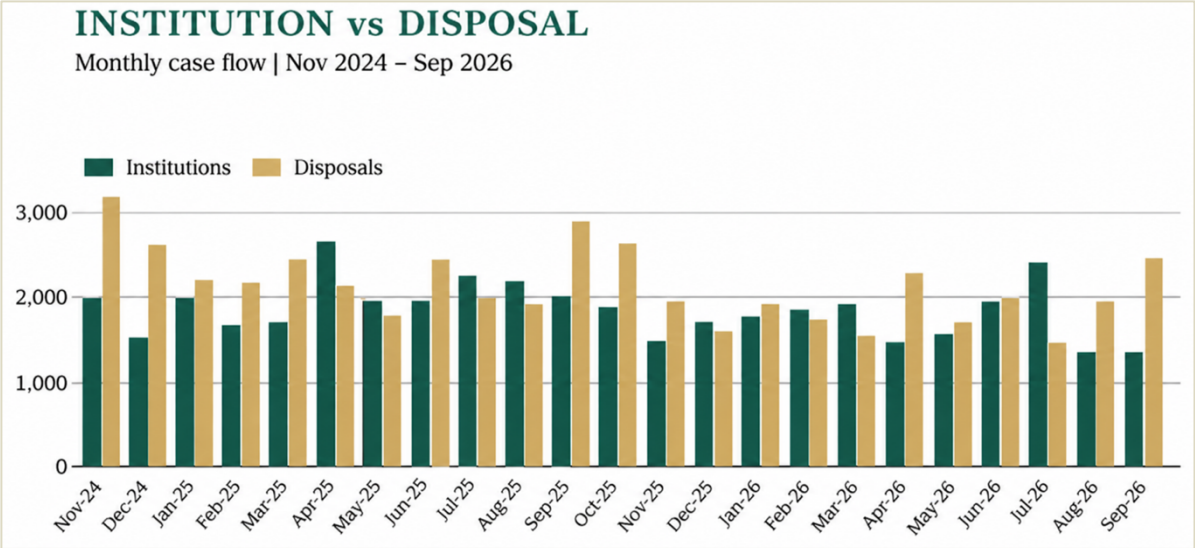


Judicial Year	Pendency at Start	Institutions	Disposals	Transferred to FCC	Closing Balance
2024–25	60,304	22,220	25,989	—	57,369
2025–26	57,369	22,530	25,759	22,213	31,927

The data shows a gradual downward movement through October 2025, followed by a visible step-change in November 2025. This sharp change was associated with transfer of 22,213 cases to the Federal Constitutional Court, following the Constitution (Twenty-Seventh Amendment) Act, 2025.



The reduction in pendency should also be viewed in the context of the consistently high level of case institution before the Court. The volume of new institution placed a continuing demand on the Court's disposal capacity, making sustained disposal performance necessary not only to address the existing backlog but also to absorb the continuing inflow of cases. Accordingly, the pendency figures should be assessed alongside the institution and disposal trends rather than in isolation.



The institution versus disposal trend provides important context for the movement in pendency during the period under review. From November 2024 to September 2026, 44,750 new cases were instituted against 51,748 disposals, producing a cumulative disposal surplus of 6,998 cases.

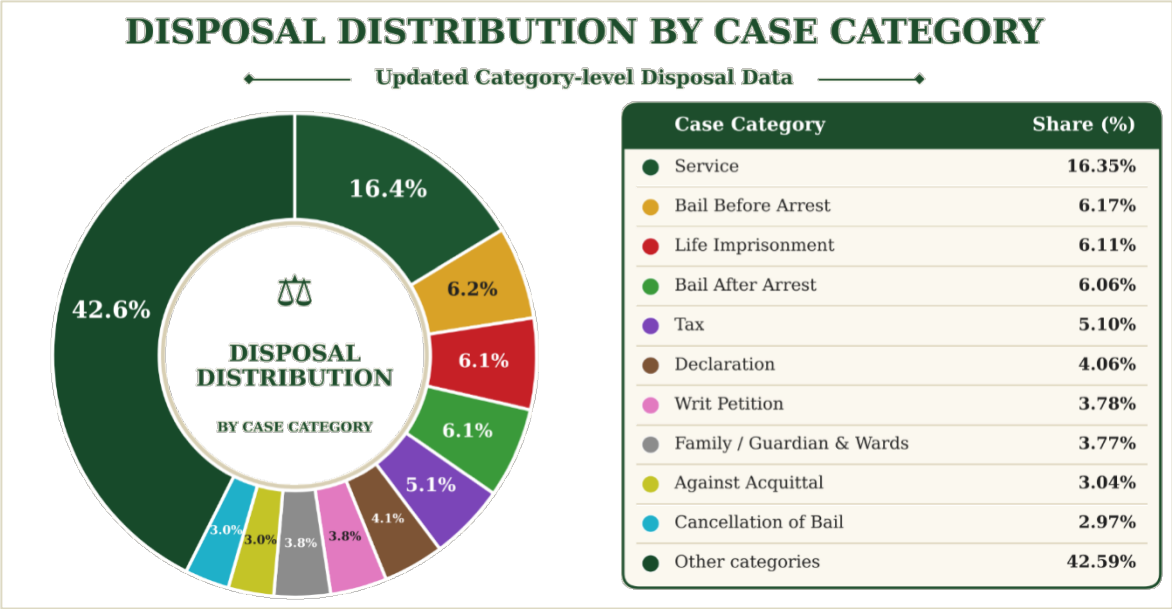
Disposals exceeded institutions in 15 of the 23 months, including November and December 2024, January–March and June 2025, September–November 2025, January 2026, and April–June and August–September 2026. The strongest disposal performance was recorded in November 2024 (3,168 cases), while September 2025 recorded 2,867 disposals and October 2025 recorded 2,620. There were also months in which institutions exceeded disposals, including April, May, July and August 2025, December 2025, February, March and July 2026.

Operational outputs reported through September 2026 included:

- Over 45,131 cases were e-filed
- More than 264,000 judgments were digitized
- Over 34,883 certified copies were issued through system-enabled processes
- Citizen engagement expanded significantly, with tens of thousands of queries handled through facilitation platforms.

The updated data reflect a broad-based disposal profile, with 48,397 cases disposed of across multiple categories. Service cases accounted for the largest share at 7,913 (16.35%), followed by Bail Before Arrest (2,985; 6.17%), Life Imprisonment (2,955; 6.11%), Bail After Arrest (2,932; 6.06%), and Tax matters (2,373; 5.1%).

Together, the ten leading categories contributed 27,785 disposals, representing 57.41% of the total, while all other categories accounted for the remaining 20,612 disposals (42.59%). This distribution highlights the range and volume of matters addressed during the period.



Collectively, these performance outcomes reflect a gradual but clear shift toward a more structured, responsive, and results-oriented institutional framework. While variations across categories and functions remain, the overall trajectory indicates improved alignment between inputs and outputs, stronger operational control, and enhanced system coherence.

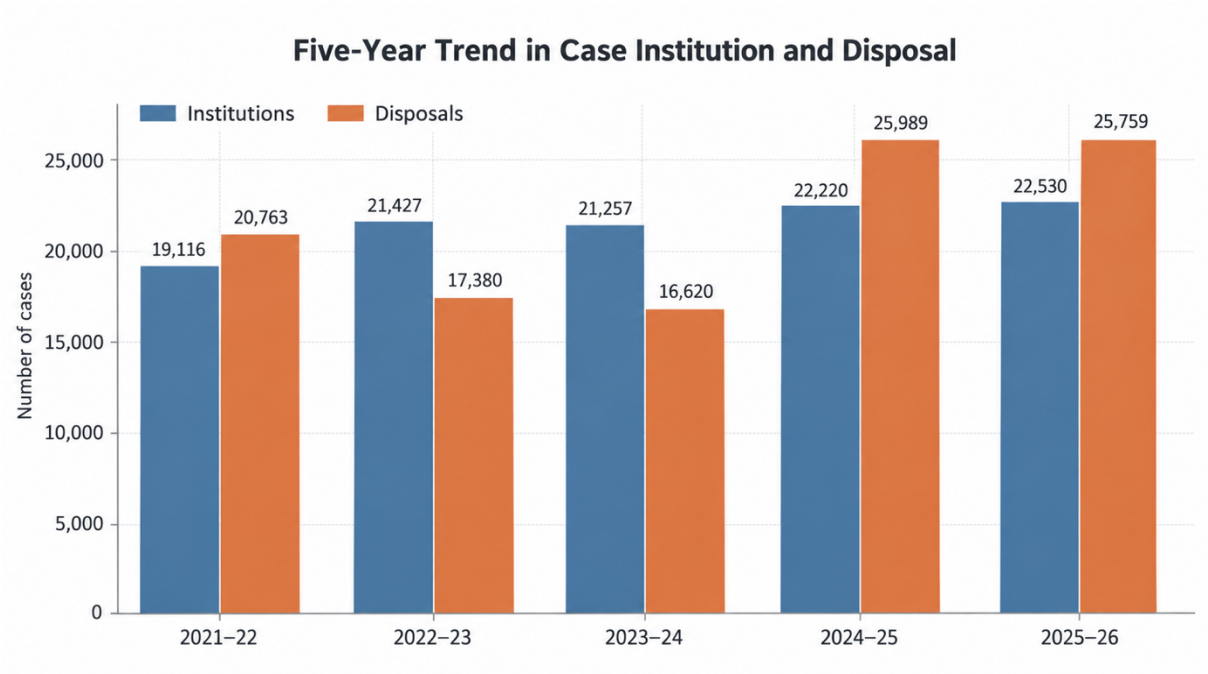
The impact is not limited to numerical improvements alone, but extends to the establishment of processes and mechanisms that support consistency, accountability, and sustained performance over time.

These gains also demonstrate the institution's growing capacity to identify bottlenecks, respond to emerging challenges, and adapt operational strategies in a timely manner. As a result, the reform process has begun to embed a culture of continuous improvement, laying the groundwork for long-term institutional stability and performance optimization.

9.2 Institution and Disposal Trends Analysis

The five-year trend in case institution and disposal provides important context for understanding the reduction in reported pendency. The data reflect a relatively consistent level of new case institution, alongside a clear strengthening of disposal performance during the reform period.

Annual institution remained within a relatively narrow range of 19,116 to 22,530 cases over the five-year period. Against this broadly consistent inflow, disposal performance strengthened markedly: disposals increased from 16,620 cases in 2023–24 to 25,989 in 2024–25—an increase of approximately 56.4%. In 2025–26, the Court continued to dispose of 25,759 cases, approximately 55% above the 2023–24 level.



CONSISTENT INFLOW	DISPOSAL UPLIFT	SUSTAINED CLEARANCE
19,116–22,530	**+56.4%**	**2 YEARS**
Annual institutions	2023–24 to 2024–25	Disposals exceeded institutions

The pattern is particularly noteworthy in 2024–25 and 2025–26, when disposals exceeded new institutions by 3,769 and 3,229 cases respectively. This sustained positive balance indicates that the Court was not merely absorbing the incoming caseload but was also generating a net clearance of pending cases.

The reduction in pendency should accordingly be viewed as the result of both the changed jurisdictional profile and strengthened institutional capacity to manage and dispose of cases. Taken together, these trends reflect a gradual shift from backlog accumulation towards sustained case clearance, supported by more structured case management, prioritisation, scheduling and monitoring.

9.3 Significant Reduction in Long-Pending Cases

The progress is particularly impressive in categories involving personal liberty, family rights, revenue litigation and rent disputes. The figures also demonstrate the value of sustained and targeted case management.

- **Death appeals:** The oldest pending cases being heard by the Court in October 2024 related to the year 2015. By 30th September, 2026 the Court had advanced to hearing cases instituted in 2026 - an eleven-year advancement. During this period, 639 death appeals were disposed of, reducing pendency to 37 appeals of 2026.

- **Bail before arrest matters:** The Court progressed from cases of 2016 in October 2024 to cases of 2026 by 30th September, 2026, thereby eliminating ten years of accumulated backlog. During this period, 3,008 bail before arrest petitions were disposed of, leaving only 135 petitions of 2026.

- **Bail after arrest matters:** The oldest pending cases had related to the year 2009 in October 2024. By 30th September, 2026, the Court had advanced to cases of the year 2026 representing a progression of 17 years in the age of cases being taken up for hearing. During this period, 2,983 bail after arrest petitions were decided, leaving 180 cases of 2026.

- **Family litigation:** Substantial progress has been witnessed where the Court advanced from hearing family cases of 2010 to cases of 2026. During this period, 1,754 family cases were decided, leaving a balance of 387 pending cases, of which 312 were instituted during the year 2026.

- **Taxation matters:** Focused case management and dedicated hearing schedules enabled the Court to progress from cases of 2011 to cases of 2021. During this period, 704 cases were decided, leaving a balance of 1082 cases, of which 868 were instituted in 2025 and 2026. This progress is important not only for reducing backlog but also for promoting greater commercial and fiscal certainty.

- **Long-pending rent litigation:** Witnessed a remarkable progress, the Court advanced from hearing rent cases of 2010 to cases of 2026, significantly reducing pendency to (140 total) 21 cases of the year 2025 and 118 of 2026.

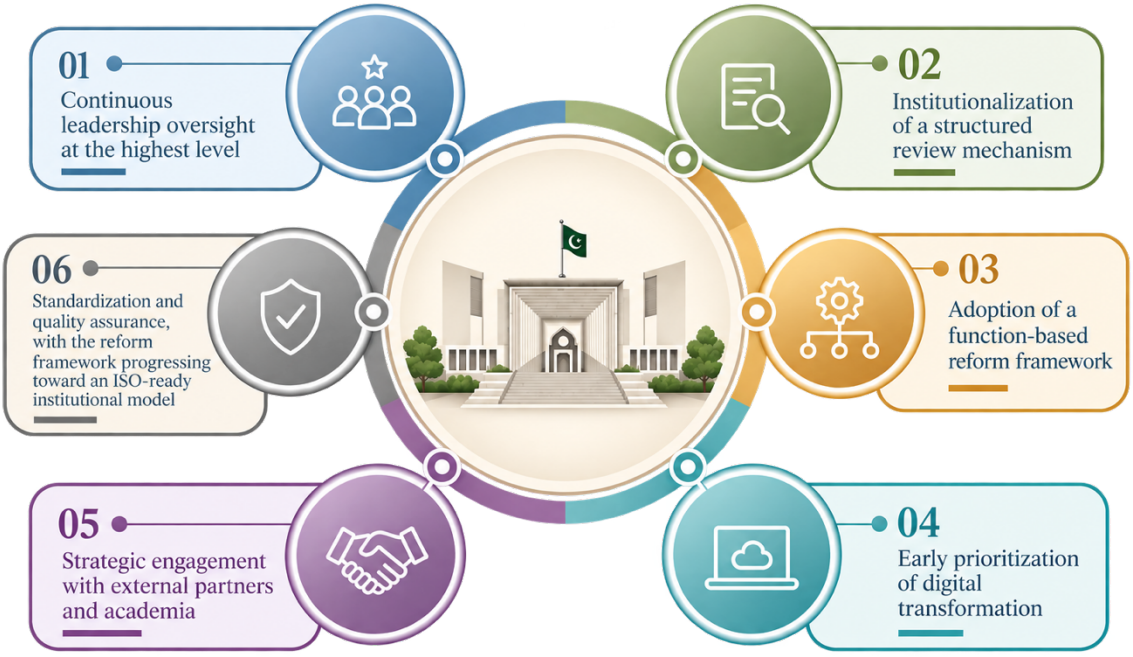
- **Service matters:** Focused case management and dedicated hearing schedules enabled the Court to progress from cases of 2009 to cases of 2019. During this period, 4,886 cases were decided, leaving a balance of 3,288 cases, of which 1,884 were instituted in 2025 and 2026.

LONG-PENDING CASES BROUGHT FORWARD

Years of delay reduced, justice brought closer

Category	Oct 2024	Sep 2026	Years advanced
Bail After Arrest	2009	2026	17 years
Family Litigation	2010	2026	16 years
Long-Pending Rent Litigation	2010	2026	16 years
Death Appeals	2015	2026	11 years
Bail Before Arrest	2016	2026	10 years
Taxation Matters	2011	2021	10 years
Service Matters	2009	2019	10 years

10. KEY ENABLERS OF SUCCESS



Several factors contributed to the progress achieved:

1. Continuous leadership commitment and close oversight at the highest level
2. Institutionalization of a structured review mechanism
3. Adoption of a function -based reform framework
4. Early prioritization of digital transformation
5. Strategic engagement with external partners and academia
6. Standardization and quality assurance, with the reform framework progressing toward an ISO- certification ready institutional model

10.1 International Collaborations

The Supreme Court of Pakistan has continued to pursue international judicial cooperation as part of its efforts to strengthen institutional capacity, facilitate the exchange of knowledge and expertise, and promote the adoption of contemporary practices in judicial administration.

During the reporting period, Memoranda of Understanding (MoUs) were concluded with the Supreme People's Court of China and the Constitutional Court of Türkiye. Further collaborations are at various stages of finalisation, including:

- Collaboration with the Supreme Court of Korea, expected to be finalised by mid-October 2026;
- MoUs with the Supreme Court of Azerbaijan and the Court of Cassation of Türkiye, expected to be signed during the last week of November 2026; and

- Ongoing engagement and negotiations with the National Judges College and the Honourable Society of the Inner Temple, United Kingdom; the Supreme Court of the Russian Federation; the Supreme Courts of Singapore and Malaysia; the National Center for State Courts (NCSC), USA; and the Federal Judicial Center (FJC), USA.

The international judicial cooperation programme encompasses areas of strategic importance for the Supreme Court and High Courts, as well as capacity building within the District Judiciary.

i) Supreme Court and High Courts

- **Information Technology and Artificial Intelligence:** International exchanges have been undertaken to facilitate the sharing of knowledge and experience regarding the application of information technology and artificial intelligence in judicial administration and case management. In this regard, 4 technical officers visited Türkiye, while 5 technical officers undertook a study visit to China, with a focus on technological solutions and judicial automation.

- **Cybersecurity:** Cooperation with judicial institutions in China, Türkiye, Russia and Malaysia is being pursued to strengthen institutional capacity and exchange practices relating to cybersecurity, protection of judicial information systems and secure digital infrastructure.

- **Judicial Performance Evaluation:** International engagement has also provided an opportunity to examine different approaches to judicial performance evaluation, including mechanisms relating to institutional assessment and performance monitoring, with a view to strengthening existing practices.

ii) District Judiciary

International exposure and capacity-building opportunities have also been extended to judicial officers of the District Judiciary, with particular emphasis on case management and judgment writing.

In this regard, 12 and 6 judicial officers visited Türkiye and China respectively, while visit of 25 judicial officers is planned to China under international judicial exchange programmes. These engagements enabled participating judicial officers to observe judicial practices and institutional arrangements in other countries and to exchange experiences concerning case management, judicial efficiency and the preparation of well-reasoned judgments.

The Supreme Court's international judicial engagements therefore provide a structured platform for institutional learning, professional development, technological exchange and capacity building across different tiers of the judiciary, while facilitating exposure to relevant international practices and experiences.

10.2 Strengthening Case Management

The Supreme Court has undertaken a series of case-management reforms aimed at reducing delays, improving the predictability of hearings and ensuring that judicial time is utilised efficiently. The reforms seek to ensure that matters requiring urgent or specialised attention are identified and placed before the appropriate Benches through a timely and structured process.

40%	75	202
Old cases in fixation policy	**Cases fixed per day** during summer vacation	**Cases decided in one day** during summer vacation

i) Afternoon Benches for Early Hearing Matters

As part of the revised case-management strategy, Afternoon Benches have been introduced on a rotational basis to deal specifically with matters fixed for early hearing. The arrangement provides a dedicated judicial stream for cases seeking expedited consideration and facilitates more efficient management of early-hearing requests without disrupting the regular hearing schedule.

ii) Dedicated Bench for Time-Sensitive Cases

A dedicated Bench for time-sensitive matters has been constituted to ensure that matters requiring immediate judicial attention are identified and addressed promptly. The initiative strengthens the Court's ability to respond to urgent matters and helps ensure that the passage of time does not defeat the purpose of judicial intervention.

iii) Fixation of Applications for Early Hearing

The Court has introduced a more structured approach to the fixation of applications for early hearing. The fixation policy has been placed on the Court's website, while the system provides that 40% of the cases fixed should comprise old cases. All cases in which early hearing has been allowed are now fixed in accordance with the prescribed policy and through the designated mechanism. Discretion in out-of-turn fixation has also been curtailed through an oversight mechanism, with the objective of ensuring transparency, consistency and predictability.

iv) Structured Bench Allocation

A more structured Bench-allocation strategy has been adopted to ensure that cases are heard by Benches constituted in a manner that promotes focused attention, efficient scheduling and consistent progress in identified categories. The objective is to ensure that the case reaches the specialised Bench at the right time.

v) Dedicated Streams of Judicial Attention

The revised allocation strategy provides for dedicated judicial attention to time-sensitive matters, early-hearing matters, corporate and commercial litigation, civil

matters including inheritance and partition disputes, and service and labour cases. The approach is intended to support focused case management while retaining flexibility in the constitution and allocation of Benches.

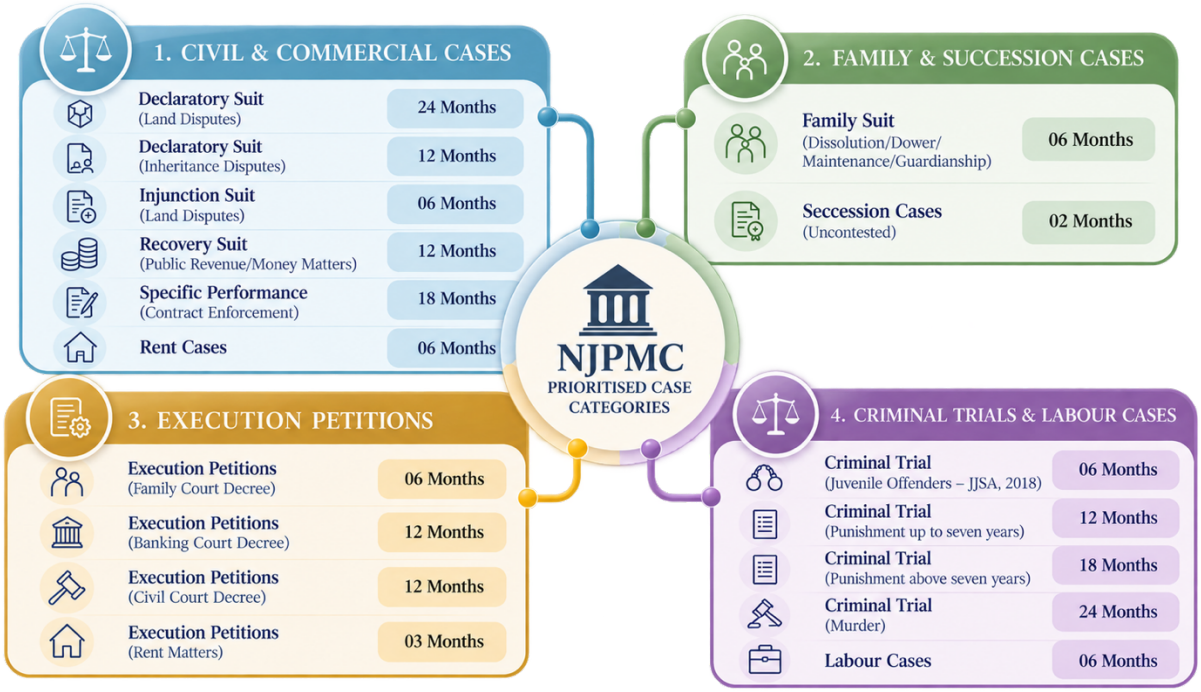
11. POLICY REFORM INITIATIVES

The National Judicial (Policy Making) Committee (NJPMC) has continued to translate national judicial policy into measurable institutional initiatives aimed at improving timeliness, consistency, transparency and technology-enabled administration of justice.

During the reporting period, particular emphasis was placed on time-bound disposal, specialised trial mechanisms, responsible use of emerging technologies, digital court processes and data-driven performance monitoring.

11.1 Timelines for Disposal of Prioritised Categories of Cases

The NJPMC introduced a structured time-bound disposal mechanism to address prioritised categories of cases, with measurable timelines for 17 categories ranging from two to 24 months. The prescribed timelines were also adopted as Key Performance Indicators for judicial performance evaluation and incorporated into the judicial performance monitoring mechanism.



The initiative has produced a substantial disposal response: between 1 September 2025 and 31 July 2026, the District Judiciary decided 1,467,675 time-bound cases against a reported pendency of 1,227,657 cases. The Committee has directed that the mechanism be institutionalised and sustained through regular performance reviews, with at least monthly briefings before the Chief Justices focusing on disposal, pendency and compliance with prescribed timelines.

11.2 Establishment of Model Trial Courts

The NJPMC advanced the establishment of Model Criminal and Civil Trial Courts as a focused mechanism for the expeditious disposal of old and chronic cases. Model Criminal Courts were assigned to take up older criminal cases in chronological order under a time-bound trial regime, while Model Civil Courts were similarly introduced for older civil cases.

91,071	**42,386**
Criminal Cases Decided	**Civil Cases Decided**
against 57,809 pending at the outset	*against 43,458 pending at the outset*

11.3 National Guidelines on Use of AI

Recognising the growing role of Artificial Intelligence in judicial administration, the NJPMC initiated the development of national guidelines to provide a coherent and responsible framework for the use of AI within judicial institutions.

The initiative progressed through review and finalisation of an AI Charter and ethical guidance, including consideration of an ethical code for the use of AI in judicial processes and the use of judicial data for AI-related research.

The draft guidelines were shared with the High Courts for input and subsequently taken forward within a framework that preserves the institutional autonomy of each High Court to design micro-level operational arrangements, workflows and safeguards according to its institutional structure, capacity and regional requirements.

The initiative thus seeks to promote responsible innovation while maintaining appropriate institutional, ethical and operational safeguards.

11.4 Digital Transformation Roadmap – Launch of E-Filing of Cases

The NJPMC has placed E-filing at the centre of the national digital transformation of the justice sector, initially directing its implementation across District Courts as the first phase of the national e-Court project.

The initiative has progressed from rule-making and system-readiness measures towards a proposed National Unified E-Filing and Electronic Judicial Record System, designed around a digital case file and a Universal Case Identification Number (UCIN) that would remain with a case throughout its movement across the judicial hierarchy.

In its 62nd meeting, the Committee approved the proposed system in principle and directed a phased pilot for family cases at selected stations in each Province and the Islamabad Capital Territory, spanning the Family Court, District Court, High Court and Supreme Court. Standardised templates, interoperability, security and

cybersecurity arrangements are being developed as part of the implementation framework.

11.5 National Judicial Analytics Dashboard

The National Judicial Analytics Dashboard (NJAD) has emerged as a central instrument for data-driven judicial performance monitoring under the NJPMC. The Dashboard incorporates the 17 prioritised case categories and now provides district-wise and category-wise drill-down functionality, together with six-month trend graphs for monitoring pendency and performance.

Its governance framework, covering data validation, quality assurance, audits, integration, cybersecurity and stakeholder coordination, has been approved, while the latest directions place responsibility for data completeness and accuracy with the Registrars of the High Courts and periodic validation of District Judiciary data with the Member Inspection Teams.

The High Courts have also been directed to institutionalise monthly performance briefings of the Chief Justices based on NJAD analysis, with particular focus on disposal, pendency, backlog, category-wise performance and emerging trends requiring remedial action. In this manner, the Dashboard is evolving from a reporting tool into an institutional mechanism for continuous performance review and evidence-based decision-making.

11.6 National Rule of Law Index and Judicial Reforms Tracker Portal

The NJPMC has advanced the development of the National Rule of Law Index and Judicial Reforms Tracker Portal as a structured mechanism for monitoring judicial reform measures against a coherent national framework aligned with the World Justice Project Rule of Law Index. The Portal is being developed by the LJCP Secretariat in collaboration with the National Information Technology Board (NITB), with the proposed indicators and draft National Judicial Reform Framework to be reviewed by the High Courts before phased operationalisation.

The initiative also provides for comprehensive end-user training and a Master Trainers Programme, supported by strengthening of the dedicated technical capacity of NITB. The NJPMC has set 15th March 2027 as the target for making the Rule of Law Tracker fully operational across all tiers of the judicial hierarchy.

11.7 WFC: Advancing Gender-Responsive Access to Justice

The NJPMC has placed women-centred court facilities within the broader agenda of accessible, dignified and gender-responsive justice. During 2025–26, women-centric facilities were supported across the High Courts, with 398 reported locations comprising waiting areas, separate toilets, day-care and related facilities: 321 in Punjab, 24 in Sindh, 4 in Khyber Pakhtunkhwa, 40 in Balochistan and 9 in Islamabad Capital Territory.

The initiative is now being advanced further through the proposed establishment of State-of-the-Art Women Facilitation Centres, designed as one-window facilities bringing together essential services including waiting areas, water, biometric and copying facilities, reconciliation and mediation rooms, child-parent meeting spaces, separate toilets and day-care facilities.

For FY2026–27, the Access to Justice Development Fund Governing Body decided to initiate Women Facilitation Centre projects initially at two locations in each Province. The proposed centres are intended to provide a comprehensive, single-point interface for women within court premises.

Designs have been selected through a competition organised by the Architects Association of Pakistan, while implementation is subject to the proposed Federal Government grant of Rs. 2.4 billion, with an estimated cost of Rs. 300 million per centre.

12. OPTIMAL UTILIZATION OF AJDF

During 2025–26, the Access to Justice Development Fund supported a range of facilities aimed at improving the accessibility, functionality and service environment of judicial complexes and associated Bar facilities across the country.

The interventions included :

- Uninterrupted Power Supply/Solar Energy Solution
- Women-centric Facilities
- Internet Connectivity/E-libraries
- Clean Drinking Water

Jurisdiction-wise National Snapshot of Facilities

Jurisdiction	Women-centric projects / facilities	Solar installations / systems	E-libraries	R.O. plants	Water facilities	Air conditioners
Punjab	148 projects	133 4 KW 103 in Bars	130 115 Bar e-libraries	110	—	—
Sindh	50 facilities	125 in Courts 70 in Bars	141 including 47 in Bars	11	269 dispensers 239 coolers	526
Khyber Pakhtunkhwa	4 facilities	159	160	80	—	—
Balochistan	40 facilities	39	35	8	—	—
Islamabad Capital Territory	3 facilities	2	3	—	—	—

13. IMPROVING PUBLIC ACCESS TO COURTS

The Supreme Court of Pakistan is strengthening the public-facing dimension of justice delivery by improving the interface between the Court and citizens. The Public Facilitation Centre provides a centralised point of access and assistance for court users, while the Free Legal Advice/Free Legal Aid Call Centre extends this support beyond the physical court environment by providing accessible preliminary legal

guidance and referrals. Together, these initiatives are designed to make court-related information and assistance more accessible, understandable and responsive, particularly for persons who may face financial, geographical or informational barriers.

13.1 Public Facilitation Centre

The establishment of a centralised Public Facilitation Centre at the Supreme Court represents an important step towards creating a more accessible and citizen-oriented court interface. The Centre is intended to provide a single point through which members of the public and litigants can obtain court-related information and assistance, reducing the need to navigate institutional processes without guidance.

The reform is complemented by technology-enabled public engagement measures, including citizen feedback mechanisms, while further measures are being pursued to strengthen the Centre's operational effectiveness.

13.2 Free Legal Advice / Free Legal Aid Call Centre

To further extend access to justice, the Law and Justice Commission of Pakistan has formulated a Free Legal Advice Programme, with the expenditure to be met from the Access to Justice Development Fund.

The proposed Free Legal Advice/Free Legal Aid Call Centre, to be located at the Public Facilitation Centre of the Supreme Court of Pakistan, Islamabad, is designed to provide free preliminary legal advice and guidance to litigants and members of the public, particularly those unable to afford private legal services.

13.3 Overseas Litigants' Facilitation Cell

The Overseas Litigants Facilitation Cell (OLFC) was established on 19 March 2025 at the Principal Seat of the Supreme Court of Pakistan to provide overseas litigants with a dedicated mechanism for accessing information and assistance in matters before the Court. The Cell provides a direct point of contact through WhatsApp, as well as an online portal on the official Supreme Court website, through which overseas litigants may submit petitions, applications and grievances, seek case-related information and updates, request facilitation for early hearings, and seek assistance regarding certified copies of orders, subject to law and the applicable rules.

Between 19 March 2025 and 30 September 2026, the OLFC received 1,507 messages through its designated channels. Following scrutiny and examination, 29 matters were identified as requiring action and were addressed in accordance with the applicable rules, policies and procedures. The initiative reflects a practical, technology-enabled approach to ensuring that geographical distance does not become a barrier to engagement with the judicial process.

14. STRENGTHENING INSTITUTIONAL INTEGRITY

The Supreme Court of Pakistan established its Anti-Corruption Hotline on 19 March 2025 as a secure and confidential mechanism for receiving complaints concerning corruption, bribery, favoritism and other corrupt practices involving Court staff. The initiative provides citizens and litigants with accessible channels through WhatsApp and the Supreme Court's online portal, while maintaining confidentiality of complainants' identities and processing complaints in accordance with applicable rules, policies and procedures.

From 19 March 2025 to 30 September 2026, the designated digital channels received 59,766 messages/complaints. Upon scrutiny, 87 matters relating to judicial or case-related issues were identified and addressed, while two complaints specifically concerning anti-corruption matters were received and both were examined, with necessary action taken. The Hotline therefore provides an additional institutional avenue for reporting genuine concerns and reinforces the principles of transparency, accountability, merit and public confidence.

By combining confidentiality, accessible reporting channels and defined institutional scrutiny, the Hotline strengthens the Court's public-facing accountability architecture while providing a structured avenue for concerns to be examined through established procedures.

15. STRATEGIC POSITIONING – CURRENT STATUS

At the conclusion of this reporting period, the Supreme Court stands at a critical juncture.

The reform journey has successfully established:

- A stronger stakeholder engagement framework, including structured engagement with the Bar at relevant levels
- A standardization and quality assurance framework progressed to an ISO-Certification ready stage
- A structured institutional framework
- Core digital systems
- Policy and coordination mechanisms

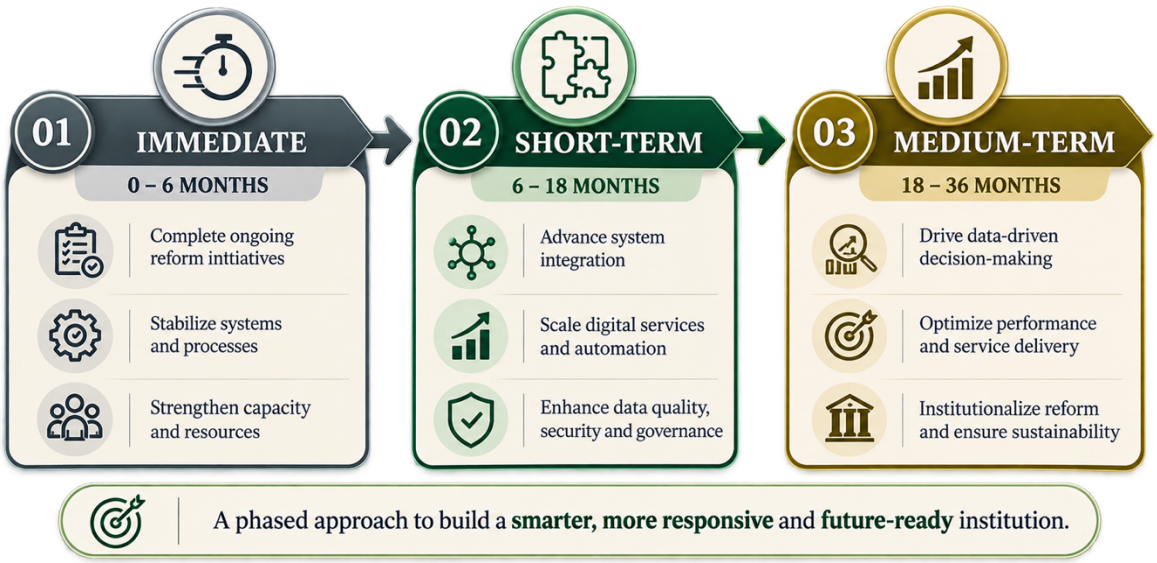
However, the focus must now shift toward:

Consolidation, Scaling, and Performance optimization.

16. WAY FORWARD

The next phase of reforms intends to prioritize:

- Institutionalization of reform through necessary rules, procedures, and standardized operating frameworks



Immediate Priorities

- Complete digitization (scanning, DMS integration)
- Strengthen data analytics function
- Close HR gaps urgently

Short-Term

- Integrate systems across High Courts
- Improve case (throughput) efficiency
- Operationalize AI and advanced analytics

Medium-Term

- Accelerate pendency reduction
- Move toward predictive judicial management
- Institutionalize reform culture

17. CONCLUSION

The reform journey initiated in November 2024 represents a significant and comprehensive institutional transformation effort undertaken by the Supreme Court of Pakistan. What distinguishes this effort is not merely the breadth of initiatives undertaken, but the deliberate shift from fragmented, reactive functioning to a coordinated, system-driven approach anchored in data, accountability, and continuous oversight.

Through the establishment of a formal reform architecture, the operationalization of

a robust monitoring framework, and the institutionalization of regular high-level review mechanisms, the Court has been able to translate policy intent into measurable outcomes. The process was also informed by feedback from all sections, engagement with the Bar at relevant levels, and a structured sequence of ten core review meetings, creating a feedback loop between institutional needs, implementation, and accountability.

The results of this transformation are evident across multiple dimensions. The sustained downward trend in pendency, supported by periods where disposals consistently exceeded institutions, reflects improved alignment between inflows and outputs. Targeted interventions in priority categories have yielded accelerated backlog reduction, while digital initiatives and process improvements have significantly expanded operational capacity and public confidence. At the same time, the reform process has brought into sharper focus the structural constraints that continue to shape system performance, particularly in high-volume categories and capacity-limited domains.

While challenges remain particularly in relation to human resource capacity, administrative processes, and system integration, the direction of reform is unwavering. The institution has demonstrated its ability to self-diagnose constraints, mobilize internal structures, and deliver tangible improvements within a compressed timeframe. The next phase of reform will be critical in determining whether these gains can be consolidated and scaled. This will require a sustained focus on operational efficiency, deeper integration of digital systems, and continued emphasis on performance optimization.

In conclusion, the reform initiative has laid a strong and credible foundation for long-term institutional transformation. The Supreme Court of Pakistan now stands at a pivotal juncture: having successfully initiated structural change, it must now transition toward consolidation, scalability, and sustained performance. The groundwork has been firmly established; the task ahead is to build upon it with consistency, discipline, and strategic clarity to ensure that the gains achieved translate into enduring improvements in justice delivery.

Annexure 1: *Reform Matrix - September, 2026*

SUMMARY				
Function Areas	**Total Tasks**	**Completed Tasks**	**Tasks On Track**	**Tasks Not Yet on Track**
08	86	64	11	11

S#	TASK	DESCRIPTION	STATUS
1.	**FUNCTION: CASE MANAGEMENT**		
1.	Issuance of Certified Copies	Enable online authentication and automated certification to deliver copies via a secure portal, thereby eliminating the need for physical visits.	**COMPLETED**
2.	Development of Policies for Digital Transformation	Establish foundational policies to ensure secure, efficient, and sustainable digital transformation within the institution.	**COMPLETED**
3.	Capacity Building of IT Support Functions	Conduct training sessions focused on advanced data management, cybersecurity, and system troubleshooting to strengthen IT support capacity.	**COMPLETED**
4.	Self-Service Dashboard with Enhanced Data Drill-Down Goal	Increase data transparency and accessibility through an advanced dashboard with enhanced drill-down capabilities for detailed analysis.	**COMPLETED**
5.	Development of Enterprise Level Requirement Documentation	Finalize a comprehensive requirements document to define the detailed scope and functionality of the enterprise-level IT system.	**COMPLETED**
6.	Prioritization/Flagging-Based on complexity and Urgency/time bound cases	Establish mechanisms to prioritize and flag cases based on complexity, urgency, and time-bound nature to improve case management efficiency.	**COMPLETED**

7.	Foundational Analysis and Data Utilization: Data-Driven Insights for Case	Conduct a comprehensive analysis of existing case data to identify patterns and prioritize case disposal based on age, category, type, sector, and complexity.	**COMPLETED**
8.	Data-Driven Insights for Case	Develop automated case lists categorized by age, type, and complexity to facilitate efficient prioritization and handling of pending cases.	**COMPLETED**
9.	Issuance of Certified Copies from branch registries	The module for preparation and issuance of certified copies has been deployed across all branch registries and is being used effectively.	**COMPLETED**
10.	E-Affidavit and Scanning of Judgments at Branch Registries	Modules for E-affidavit and scanning of judgments have been deployed across all branch registries and are functioning successfully.	**COMPLETED**
11.	NADRA Integration	Establish connectivity with the NADRA database to capture and verify the particulars of petitioners, respondents, and other stakeholders.	**COMPLETED**
12.	E-Filing	Enable transmission of soft copies of orders and judgments through available email addresses for improved accessibility.	**COMPLETED**
13.	Embedding of QR Codes on Judgements	Create automatic QR codes for every pending case and develop a dedicated landing page on the website containing complete case and judgment information.	**COMPLETED**
14.	Hardware/Software-Provision of Hardware Development and Deployment of Software	Procure hardware including computers, printers, barcode scanners, and other IT equipment to support digital transformation initiatives.	**COMPLETED**

15.	CFMS for Case Tracking-Upscaling and Integration with E-Filing Interface	Develop and integrate the case tracking system with biometric data and the E-filing interface for improved case lifecycle management.	**COMPLETED**
16.	Procurement of cloud services to support digitization efforts (advanced E-filing, disaster recovery, etc.)	Procure cloud services from suitable providers to establish a disaster recovery site and support future digitization initiatives.	**COMPLETED**
17.	Scanning/Digitization of Case Files	It has been decided that scanning at the Islamabad Registry will be completed within the current month, while scanning at the Lahore and Peshawar registries will be completed by 15 March. Each floor will be equipped with dedicated scanners, and scanning will be carried out by Supreme Court staff.	**COMPLETED**
18.	Online E-filing	Enables lawyers and litigants to electronically submit soft copies of case files and related documents through the digital filing system. The submitted documents are integrated into the case management system for efficient processing, storage, retrieval, and judicial access.	**ON TRACK**
19.	E-Filing	Facilitate submission of digital copies of cases in Islamabad and across all branch registries through the E-filing system.	**ON TRACK**
20.	Procurement of Cloud-Based and On-Premises Infrastructure Services	Hosting of the data center on an overseas cloud will not be pursued. Engagement will instead be initiated with local (in-country) government data centers such as NADRA	**NOT YET ON TRACK**

		and NTC.	
21.	Provision of Soft Copies of Case Records	As a first step, the availability of scanned records at the High Courts will be assessed to enable retrieval. As a second step, modalities for handling such data will be identified, including the source of scanned data, its storage, custodianship, and whether it will be hosted on SCP servers or accessed through direct or shared mechanisms.	**NOT YET ON TRACK**
22.	Advanced E-Filing	Approximately 70% of the frontend view has been completed, while internal work remains pending. A total of four weeks are required, including two weeks for IT to complete the platform and two weeks for internal consultation for rule amendments.	**NOT YET ON TRACK**
23.	Enterprise-Level Software Development	Consultative meeting with the Standardization Team and the Director IT has been held. Following this, a consolidated proposal and presentation will be prepared and presented in the next meeting.	**NOT YET ON TRACK**
24.	Procurement of Cloud-Based and On-Premises Infrastructure Services	A proposal for establishing a combined and centralized data center for SCP, FCC, and FSC is currently under consideration, with the objective of optimizing costs and resource utilization.	**NOT YET ON TRACK**
2.	**FUNCTION: JUDICIAL REFORMS**		
25.	Categorization of Cases	Transition case categorization from broad classifications to refined niche categories and sub-categories for better case	**COMPLETED**

		management.	
26.	Barcoding of Case Files	Implement a barcode system in judicial branches to improve tracking, identification, and management of case files.	COMPLETED
27.	Criminal Cases – Death Sentence Appeals	Fix three death sentence cases per day before each bench dealing with criminal appeals to ensure timely disposal within 45 days.	COMPLETED
28.	Delisting of Cases	Redistribute delisted cases among available benches within defined timelines to ensure efficient case flow management.	COMPLETED
29.	Standarisation & Quality Assurance	The audit is to be completed by August 2026 as part of the quality assurance and standardization framework.	ON TRACK
3.	**FUNCTION: RESOURCE ALLOCATION**		
30.	Human Resource Management	Convene the FJA Board of Governors and National Judicial Education Committee for harmonization and coordination.	COMPLETED
31.	Human Resource Management	Develop job descriptions for all SCP wings and sections aligned with institutional functions.	COMPLETED
32.	Human Resource Management	Establish the Reform Implementation Support Unit (RISU) and mobilize the team for reform execution.	COMPLETED
33.	Human Resource Management	Conduct training needs assessment (TNA) for SCP staff.	COMPLETED
34.	Human Resource Management	Facilitate training of SCP staff based on the TNA through FJA.	COMPLETED

35.	Human Resource Management	Convene NJPMC meetings for harmonization and coordination of judicial policies.	COMPLETED
36.	Human Resource Management	Provide documentation to academic partners for development of HR policy and strategy.	COMPLETED
37.	Human Resource Management	Validate the draft strategic plan with key stakeholders.	COMPLETED
38.	Hiring of IT Resource Persons (Staff & Interns)	Vacant IT positions were advertised, resulting in the receipt and scrutiny of 796 applications. A written practical test is scheduled; however, no concrete outcomes have been finalized so far.	COMPLETED
39.	Human Resource Management	Develop a draft reforms strategic plan to guide institutional transformation.	ON TRACK
40.	Human Resource Management	Outsource screening and short-listing to local universities through partnerships and MoUs.	NOT YET ON TRACK
41.	Develop, harmonize and implement a unified HR Strategy	Validate the draft strategic plan with key stakeholders, coordinate and harmonize the development of HR policy and strategy at the country-wide level, establish a nationwide harmonized human resource management system, and undertake strategy review, lessons learned, and consolidation of the HR management strategy.	NOT YET ON TRACK
4.	**FUNCTION: PUBLIC FINANCIAL MANAGEMENT**		
42.	Public Financial Management	Establish an independent Internal Audit Unit to strengthen financial oversight.	COMPLETED
43.	Public Financial	Conduct compliance and	COMPLETED

	Management	financial audit through the Auditor General of Pakistan.	
44.	Public Financial Management	Review delegation of powers to improve governance and financial control.	**COMPLETED**
45.	Public Financial Management	Conduct risk-based, performance, and security audits to ensure financial integrity.	**COMPLETED**
46.	Public Financial Management	Implement an integrated planning system through an online billing system.	**COMPLETED**
47.	Public Financial Management	Develop a medium-term budget plan aligned with the strategic plan of the Supreme Court.	**COMPLETED**
48.	Public Financial Management	Establish a procurement unit and implement an e-procurement system in line with budget planning.	**COMPLETED**
49.	E payments/Online Billing System	The system is operational; however, the vendor number creation process is still underway, which is a critical prerequisite. Phase 2 has identified 30 heads, and approximately four weeks are required to fully execute the online billing system.	**ON TRACK**
50.	Establishment of Procurement Unit	The Procurement Plan for 2026–2027 has been submitted for approval. Training sessions and staff hierarchy are yet to be finalized following internal consultation.	**ON TRACK**
51.	Digitization of Receipts	Phase I of digitalization will cover Review Petition fees (G-11217) and Certified True Copies (CTC). No charges will be borne by the Supreme Court; instead, service charges will be borne by the depositor.	**ON TRACK**

5.	FUNCTION: POLICY DEVELOPMENT		
52.	Litigants Facilities-Using relevant window of AJDF	Provide funds to High Courts for development of litigant facilities in subordinate courts.	COMPLETED
53.	Litigants Facilities-Using relevant window of AJDF	Develop court essentials baseline and funding proposal templates under AJDF.	COMPLETED
54.	Legal Empowerment/Legal Aid	Coordinate with LJCP to strengthen legal aid mechanisms across High Courts.	COMPLETED
55.	Legal Empowerment/Legal Aid	Revise templates for DLECs and JDF to improve financial planning and transparency.	COMPLETED
56.	Rational Work Allocation-Cause List Management	Develop case timelines under NJPMC direction to improve case flow and reduce backlog.	COMPLETED
57.	Improving Accessibility	Develop infrastructure in underserved regions to improve access to justice.	COMPLETED
58.	Legal Empowerment/Legal Aid	Establish monitoring mechanisms with High Courts for legal aid delivery.	COMPLETED
59.	Development of KPIs for all Courts-Using NJPMC Mandate	Develop KPIs through structured surveys, consultations, and alignment with global indices.	COMPLETED
60.	Specialized Benches-Efficient Management of HR	Establish specialized benches through consultation and NJPMC validation.	COMPLETED
61.	Establishing clear policies and procedures for judicial processes	Develop CFMS improvements, mediation systems, and litigation corridors.	COMPLETED
62.	Regularly Review-Updating these policies to reflect best practices	Establish review mechanisms and generate periodic policy review reports.	COMPLETED
63.	Performance Evaluation against KPIs-Judicial	Implement performance evaluation mechanisms	COMPLETED

	Commission Secretariat	based on KPIs.	
64.	Performance Dashboards	Develop real-time dashboards for monitoring case status and staff productivity.	COMPLETED
65.	Public Feedback Mechanisms	Develop citizen feedback platforms for judicial services	COMPLETED
66.	Collaborating with law enforcement, probation services, and social services.	Coordination is being undertaken with High Courts for institutional support and harmonization of policies, with the District Judiciary for data collection to support informed decision-making, and with development partners for technical assistance and adoption of global best practices.	ON TRACK
6.	**FUNCTION: PUBLIC ACCESS AND TRANSPARENCY**		
67.	Communication: Ensuring that court information is accessible to the public	Conduct stock take of existing public access and transparency resources.	COMPLETED
68.	Communication: Establish the Public Facilitation Centre	Establish a centralized Public Facilitation Centre for improved citizen interface.	COMPLETED
69.	Communication: Utilizing technology to facilitate transparency and public engagement	Develop and implement an online litigant feedback system.	COMPLETED
70.	Communication: Public Facilitation Center Operational	It has been noted that appropriate measures will be taken to strengthen public access mechanisms. The Registrar will review the matter and ensure compliance within the stipulated timeframe.	ON TRACK
71.	Public Access & Transparency through Call Centre	A Public Facilitation Centre account will be opened within one month, and a customized kiosk machine will be procured through PITB to enhance service delivery.	NOT YET ON TRACK

7.	FUNCTION: TRAINING AND DEVELOPMENT		
72.	Training - Providing ongoing training for judges and court staff to enhance skills and knowledge	Implement Federal Judicial Education Program and specialized training courses.	COMPLETED
73.	TNA/Gap Analysis-For curriculum Design	Conduct training needs assessment and regular feedback analysis for curriculum development.	COMPLETED
74.	Continuing Judicial Education-Linked with Career Progression	Implement graded training and link training outcomes with career progression.	COMPLETED
75.	Training Impact Study	Evaluate training outcomes to improve content and methodology.	COMPLETED
76.	Human Resource Management / Development Encouraging professional development opportunities	Facilitate international exposure and academic collaborations.	COMPLETED
77.	Specialized Skill Sets-Team Building through Engagement/Conflict Management/Work-Life Balance/Auxiliary Management	Conduct leadership and management training programs to build specialized skills.	COMPLETED
78.	Data Management & Analysis	Staff identification and scheduling are to be completed, after which the training program will commence post-Eid, starting from 1 April and continuing until November.	COMPLETED
79.	Judicial Training & Professional Development	Leadership and Management Course and Executive Leadership Program are being rolled out in a structured manner, including batch-wise and cadre-wise implementation to ensure comprehensive professional development.	ON TRACK

8.	FUNCTION: DATA MANAGEMENT AND ADR		
80.	Collecting and analyzing data on case outcomes and judicial performance	Identify and shortlist suitable candidates for data analytics roles.	COMPLETED
81.	Promoting mediation and arbitration to resolve disputes outside of traditional court settings	Develop mediation systems, training programs, and district-level ADR facilities.	COMPLETED
82.	Commercial Litigation Corridor-Regional Appellate Courts/High Courts/SCP	Establish commercial litigation corridors and specialized benches for fast-track resolution of commercial disputes.	COMPLETED
83.	Alternate Dispute Resolution	The UNDP Rule of Law Programme has been engaged and has committed to initiating renovation work before May. The project is funded by the European Union.	ON TRACK
84.	AI-Enabled Systems Development	The team requires two dedicated AI servers for training and deployment. Currently, the tool is hosted on a local PC and is in the process of being shared with Research Officers through the network.	NOT YET ON TRACK
85.	Collecting and analyzing data on case outcomes and judicial performance.	Staff identification and scheduling will be completed, and the training program will commence after Eid, starting from 1 April and continuing until November.	NOT YET ON TRACK
86.	Using data to inform policy decisions and improve court processes.	The system required to support this function is yet to be developed.	NOT YET ON TRACK