

INTERNATIONAL FRAMEWORK FOR COURT EXCELLENCE

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Framework Users –

Your feedback is requested

The Executive Committee is committed to ensuring the Framework and the associated tools, including the ICCE website, are as beneficial as possible for Consortium members and users. Consortium members or those who are interested in using the Framework can send any feedback they may have about the Framework and how we can improve the website by email to Liz Richardson at the ICCE Secretariat.

Want to know more about the Framework?

Interested in holding an IFCE Regional Forum in your region? These workshops give an:

- explanation of the Framework;
- overview of the self-assessment questionnaire;
- overview of how to interpret and analyse the results of an assessment; and
- an explanation of how to develop an action plan for improvement.

Please contact the ICCE Secretariat for further information.

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International Consortium for Court Excellence Newsletter Issue 9 – July 2017

What is the Framework?

The *International Framework for Court Excellence* (IFCE) is a resource for assessing the performance of a court against seven detailed areas of excellence and provides guidance to courts intending to improve their performance. The IFCE was first developed in 2008 and a Second Edition was published in 2013 by the International Consortium for Court Excellence (ICCE), consisting of organisations from Europe, Asia, Australia, and the United States. The IFCE uses the term 'court' for all bodies that are part of a country's formal judicial system including courts and tribunals of general, limited or specialised jurisdiction, as well as secular or religious courts.

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Consortium news

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International updates

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NACM-IACA Joint Educational Conference – Excellence on a Global Scale - Arlington, Washington DC, 9-13 July 2017

The Joint National Association for Court Management – International Association for Court Administration Conference was held in Washington DC, USA, at the Hyatt Regency Crystal City on 9-13 July 2017.

Professor Greg Reinhardt, Chairman of the ICCE Executive Committee, attended the conference and participated in a plenary session on 11 July with fellow ICCE Executive Committee member, Dan Hall, NCSC, along with Violaine Autheman and Matthew Kleiman of the NCSC, and Dr Pim Albers from Albers International Consulting. The session was entitled the 'International Framework for Court Excellence (IFCE) and the High Performance Court Framework (HPCF): Contrasts and Comparisons'. The papers from the session can be accessed here: <http://m8fetiw.attendify.io/#9Hrjv7WKJA1HfLvFNP>

A follow up session, also held on 11 July, discussed in more detail implementation strategies, tools and results from court executives, practitioners, and researchers that have implemented the IFCE and the HPCF. Participants in that session included Kevin Bowling from the Ottawa County Probate Court, Danielle Fox from the Montgomery County Circuit Court, Dan Hall, NCSC, Cristina Malai, Open Justice Project, and ICCE Executive Committee member Jennifer Marie, State Courts of Singapore.

Videos from the conference can be found here: <https://nacmnet.org/educational-opportunities/nacm-annual-conference-2017-videos.html>

Executive Committee update

The founding members of the Executive Committee of the ICCE are pleased to announce that the DIFC Courts have accepted the invitation from the ICCE to serve as a term member for two years on the Executive Committee. The DIFC Courts' term commenced in February 2017 and will run to February 2019, with the possibility of a further extension until February 2020. The DIFC Courts representative serving on the Committee is Ms Reem Al Shihhe, the Chief Operating Officer of the DIFC Courts.

Ms Al Shihhe joins two other term members, National Executive Judge Colin Doherty, representing the District Court of New Zealand and Chief Justice Carl Ingram, representing the Republic of Marshall Islands Judiciary, who both joined the Executive Committee in January 2016. A warm welcome to the DIFC Courts and Ms Al Shihhe.

Membership update

The ICCE now has 34 members of the Consortium and interest continues to grow. The latest court to join, as an Associate Member, is the High Court of Bhutan. There are three categories of membership open to judicial institutions to reflect the different ways in which courts and tribunals and affiliated institutions utilise the Framework:

- Implementing Members
- Associate Members
- Affiliated Judicial Institutions

Judicial institutions wishing to become members must complete the application form and provide the Consortium with sufficient details supporting their application. The Executive Committee will consider each application based on the information provided. Full details about the membership policy and requirements for membership applications can be found on the Consortium website (link below) or contact the ICCE Secretariat for further information:

<http://www.courtexcellence.com/Members/Membership-Policy.aspx>

New Publications

There are two new publications of note from the ICCE including:

- A Research Paper from the ICCE Secretariat by Dr Liz Richardson entitled the *Use, Modification and Impact of the International Framework for Court Excellence* containing 14 court summaries and discussing the different ways in which different jurisdictions have approached the implementation of the IFCE. Thank you to the courts who contributed to the paper. The paper will provide a useful resource to jurisdictions implementing or thinking of implementing the Framework. It will also be used by the Consortium to inform future versions of the IFCE. Click here to access the paper: <http://www.courtexcellence.com/News.aspx>
- The Second Edition of the *Global Measures for Court Performance* is discussed over the page.

Second Edition of the Global Measures of Court Performance

Ingo Keilitz, Dan Hall and Laurie Glanfield

The second edition of the *Global Measures of Court Performance* was unveiled, in advance of its formal publication in August/September, at the joint conference of the International Association for Court Administration (IACA) and the National Association for Court Management (NACM) to be held 9 – 13 July 2017 in Washington. It replaces the first edition drafted four years ago in 2012. The *Global Measures* describes eleven focused, clear, and actionable core court performance measures that are aligned with the ten judicial values (e.g., equality under law, transparency, and certainty) and seven areas of court excellence (e.g., user satisfaction, and affordable and accessible court service) of the International Framework for Court Excellence. It is a guide for policy makers and practitioners - including judges, justice ministers, court administrators, academics, analysts, and researchers - who are committed to improving the performance of courts and justice systems.

Measurement means good management. The way we measure success drives the very success we achieve. Managers tend to manage what they can measure - a tendency supported both by research and common sense. Performance measurement enables successful court organizations as envisioned by the Consortium's IFCE by tapping into performance data in a rigorous way. Though progress has been made over the last two decades, practical advice and specific guidance as to how to do performance measurement and management in the justice sector is still today limited when compared to the voluminous commentary on identifying obstacles and challenges to its implementation. The *Global Measures*, an integral part of the IFCE, helps fill this gap.

The same eleven core measures (see box over page) included in the first edition appears in the second edition. However, these are now accompanied with substantially updated and expanded practical advice and specific guidance for how to undertake performance measurement in courts and justice systems. The second edition also expands the first edition's coverage of the 'discipline of performance measurement and management' (PMM), including its underlying values, principles, and concepts, as well as its challenges, opportunities, and risks.

The *Global Measures* deconstruct the key question "How are we performing?" by providing detailed answers to both strategic and practical follow-up questions:

- Why should we measure court performance?
- What should we measure?
- How should we measure it?
- How can we use the results to achieve court excellence?

While the assumptions, general concepts, principles, and ideas of PMM covered in Part 1 of the second edition – e.g., measurement drives behavior; and performance measurement should focus attention on outcomes that matter to ordinary citizens served by courts – likely will remain largely unchanged in future editions of the *Global Measures*, the detailed prescriptions of the eleven core measures in Part 2 will require regular updating. This is warranted as court systems and individual courts gain experience in implementing the *Global Measures* and as up-and-coming technologies and innovations in the operations and governance of courts, such as online dispute resolution (ODR) and artificial intelligence (AI) techniques including machine learning, enter the mainstream of court administration.

The Economist declared in a lead article in May 2017 that we are in a 'data economy' where data has replaced oil as the most valuable resource. Undoubtedly, as the value of data increases exponentially in the future, revisions and updates of the prescriptions of the *Global Measures* will need to be more extensive and more frequent. Please share your experiences, comments, suggestions, or questions about the *Global Measures* to:

- Ingo Keilitz ingokeilitz@courtmetrics.org
- Laurence Glanfield l.glanfield@hotmail.com
- Daniel ("Dan") J. Hall djhall@ncsc.org

Ingo Keilitz, Laurie Glanfield, and Daniel Hall prepared the second edition of the Global Measures and were instrumental to the development of the first edition as well as the IFCE. Laurie and Dan are founding members on the Executive Committee of the International Consortium for Court Excellence. Ingo is Principal of CourtMetrics; Research Associate, Institute for the Theory and Practice of International Relations, and Research Professor of Public Policy, College of William & Mary, Williamsburg, Virginia, United States. Laurie is Deputy President, Australasian Institute of Judicial Administration, Melbourne, Sydney, Australia; and Dan is Vice President, Court Consulting Services, National Center for State Courts, Denver, Colorado, United States.

The Eleven Core Measures of the *Global Measures of Court Performance*

1. **Court User Satisfaction.** The percentage of court users who believe that the court provides procedural justice, i.e., accessible, fair, accurate, timely, knowledgeable, and courteous judicial services.
2. **Access Fees.** The average court fees paid in civil cases.
3. **Case Clearance Rate.** The number of outgoing cases as a proportion of the number incoming cases.
4. **On-Time Case Processing.** The percentage of cases disposed or otherwise resolved within established timeframes.
5. **Duration of Pre-Trial Custody.** The average elapsed time criminal defendants who have not been convicted of crime are detained awaiting trial.
6. **Court File Integrity.** The percentage of case files that can be located and retrieved in a timely manner and meet established standards of accuracy, organization and completeness.
7. **Case Backlog.** The proportion of cases in a court's inventory of pending cases that have exceeded established timeframes or time standards.
8. **Trial Date Certainty.** The certainty with which important case processing events occur when scheduled expressed as a proportion of trials that are held when first scheduled.
9. **Employee Engagement.** The percent of employee of a court who, as measured by a court-wide survey, are passionate about their job, committed to the mission of the court and, as a result, put discretionary effort into their work.
10. **Compliance with Court Orders.** The total amount of payments of monetary penalties (fines and fees) collected by a court or court system, expressed as a proportion of the total amount of monetary penalties ordered by a court in a given period of time.
11. **Cost Per Case.** The average cost of resolving a single court case, disaggregated by level and location of court, and by case type.

International updates

Indonesia

Report from the District Court Batulicin, Indonesia



Introduction

The District Court Batulicin is a court of first instance, located in the Tanah Bumbu district. The District Court Batulicin officially commenced operation on December 20, 2011 and was inaugurated by the Chief of the High Court of Banjarmasin in South Kalimantan, Indonesia.

The vision and mission of the District Court Batulicin is to:

- Deliver justice that is simple, fast, low cost and transparent.
- Improve the quality of judicial personnel in order to improve service to the community.
- Carry out supervision and development of effective and efficient training.
- Implement excellent administration and develop facilities and infrastructure according to applicable regulations.

Background and Objectives

The District Court Batulicin is of the view that the satisfaction and trust of citizens can only be obtained through the implementation of a court management system that is designed to respond and manage people's needs and expectations.

The implementation of quality management systems in the District Court Batulicin covers all management activities and main processes for regular court operation and other services in court legal. To strengthen the management system, the District Court Batulicin made a decision to adopt and implement the International Framework for Court Excellence.

This decision was based on the belief that the Framework will better ensure that the court is able to deliver best quality court services essential to fulfilling the court's critical role and function in society.

Public trust and confidence will result from providing accessibility, fairness, and accountable proceedings. It will be naturally enhanced by an effective and efficient court system. Confidence levels within the business community and therefore in business investment is likewise heightened. An excellent judicial system enables positive economic growth and healthy social development.



Through the Framework, the District Court Batulicin aims to provide better quality court services. Shortfalls and areas for improvement can be identified at the same time by assessing against the seven areas of court excellence outlined in the Framework. People within the organization are encouraged to share ideas and initiative to overcome shortfalls. The output is to improve performance in those areas, continuously.

Road Map of Court Excellence

Implementation of the Framework was divided into four phases shown in Figure One, on page 6.

Initial Self-Assessment, 2014 - Methodology

The self-assessment process involved:

- Conducting a review of the self-assessment checklist contained in the IFCE;
- Teams were divided into seven groups according in line with the areas of court excellence and the composition of each team was cross-functional;
- After each team conducted the assessment in relation to their respective area, the whole team gathered for a plenary session to discuss the results of the assessment;
- The results of the assessment were reviewed and approved by the Chairman of District Court Batulicin.

Development phase of IFCE District Court Batulicin

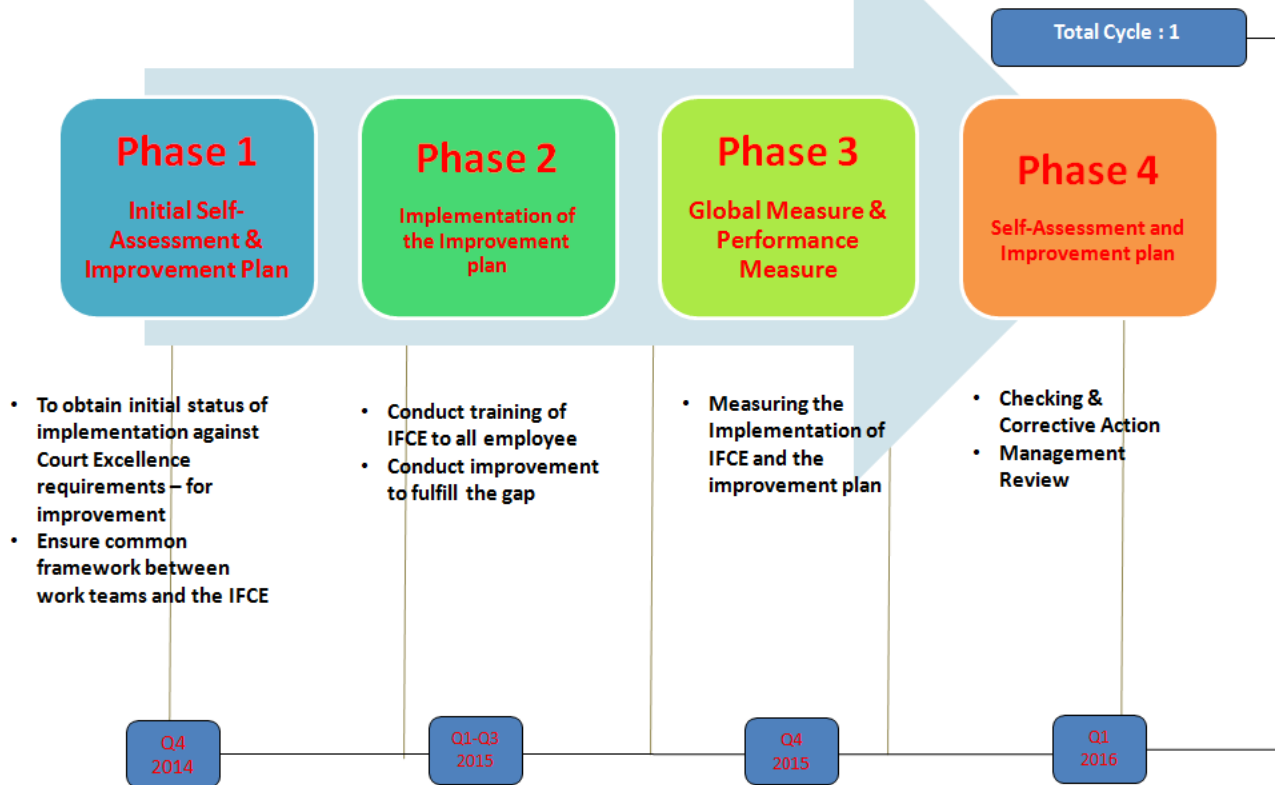


Figure 1: Court Excellence implementation phase

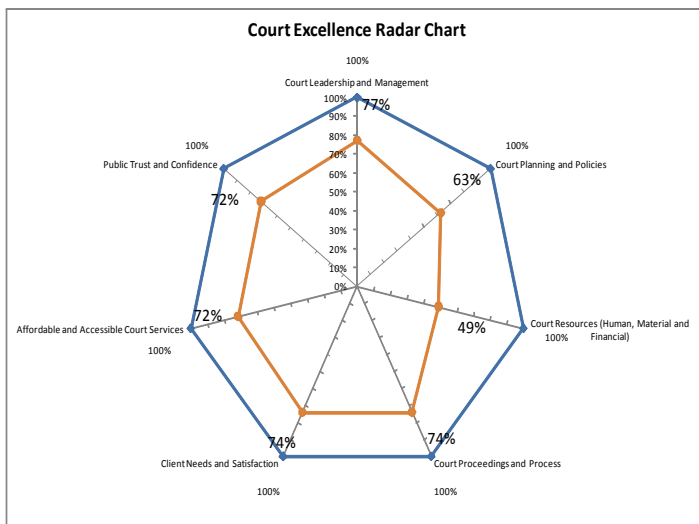


Figure 2: Initial Self-Assessment result

Conclusion

Leadership and court management, clear policies, human resources management and adequate infrastructure are the main requirements for providing services in courts that meet the needs and satisfaction of court users.

In the future, District Court Batulicin will prioritize case handling, information disclosure and providing maximum service to people. Court must further accelerate the court process, while delays still sometimes exist. Therefore, continuous improvement is definitely needed and plans are in place for the next steps in the journey under the leadership of Chief of the District Court Batulicin assisted by a working unit. The hard work undertaken so far by the District Court Batulicin will therefore continue.

Bangladesh

The Bangladeshi Judiciary’s Road to Excellence: Modernization, Accountability, and Backlog Reduction

Violaine Autheman, Sr Advisor & Program Manager, National Center for State Courts

In Bangladesh, the IFCE has been used as a **consensus-building** and **problem-prioritization /problem-solving** tool to shift discussion from the perceived uniqueness and overwhelming scale of challenges to recognize universal values and define manageable reforms that can start to effect change and demonstrate improvements in access, efficiency, accountability, etc. The first step was to recognize that excellence is a journey and that any court/judiciary is somewhere along the road to the same values. The second step was to focus on translating a negative perception into a positive action. Table One illustrates how key challenges affecting the ability of the Bangladeshi judiciary to implement its modernization reform agenda have been perceived before and after IFCE facilitated discussions.

While there is a strong impetus for judicial reform in Bangladesh and the current Chief Justice has been working to implement an ambitious modernization agenda, the reform environment is **data-poor** and characterized by **scarce resources** and **strong sense of uniqueness**. To offset the lack of data, the IFCE was used more to motivate and trigger problem-prioritization/problem-solving than to measure progress.

Table One – Key challenges facing Bangladeshi judiciary

Challenge	Before IFCE-facilitated discussions	After IFCE-facilitated discussions
Perceived inability to effect change	“Our laws would have to change”	“We have rule-making authority within our sphere of oversight”
Perceived uniqueness	“Our system and procedures are different”	“Our values (aspirations) are the same”
Overwhelming caseload	“Our backlog is huge”	“If we mobilize collectively and apply new goals and standards we can achieve results”
Lack of resources to scale reforms to the size of the problem	“We do not have funds, equipment, conditions” (implied: like in the U.S.)	“We can start by addressing what is within the control of the individual judge”
Time limitations/Time available is finite	“We only have so much time in a day”	“We can start by making the most of that time/day” (And that starts with the enforcement of attendance)



We found that the motivational and solution-oriented approach was equally useful as a measurement approach. To offset the scarcity of resources to tackle reform challenges, we focused on prioritization. In the end, the starting point proved simple to find: enforce attendance. To mitigate the strong sense of uniqueness, we appealed to the strong regional/sub-regional identity. In this aspect, the leadership of Singapore within the IFCE was a valuable example to use.

Why use the IFCE in Bangladesh?

Three main characteristics made the IFCE a useful tool for judicial leadership and individual leaders to advance reforms in Bangladesh. First, the IFCE reflects ten core values that have a universal aspect that echoes aspirations of judiciaries and judges around the world. These values (equality before the law, fairness, impartiality, independent decision-making, competence, integrity, transparency, accessibility, timeliness, and certainty) were easily recognizable for the Bangladeshi judiciary. Second, IFCE is a process structured around a quality improvement cycle and not a set of principles, rules, or practices imposed from the outside. The self-assessment approach was adapted to a process of seminars and working groups focused thematically on areas of modernization in performance monitoring and management identified by judicial leadership. Third, Singapore, whose State Courts (formerly, Subordinate Courts) are a founding member of the IFCE, is a recognized standard for Bangladesh as in many Asian countries.

How was the IFCE Process used in Bangladesh?

The approach was to proceed incrementally with a first phase of sensitization (2013-2015) followed by a second phase of application (2015-present). During the first phase, the IFCE was used to open debate on what judges as individual adjudicators, courts as organizations, and the judiciary as an institution can

do to manage their caseload effectively and autonomously in compliance with the law and pursuant to standards and priorities established by the individual, organization, or institution for itself. The sensitization was done through individual consultations, group discussions, and training on the IFCE.

In 2015, assistance shifted from sensitization to application. By then, several concrete areas of reform had emerged as priorities at the leadership (institutional) level, creating incentives to act at the court (organizational) level and at the judge (individual) level. Seminars and working groups were convened to reflect on priority areas that included performance evaluation, case management, and procedural rules. In each seminar or working group, judges were called to participate actively in problem-solving, identifying weaknesses or gaps in the existing system or procedures and proposing solutions adapted to Bangladeshi judicial system's structure and resources.

What has been the impact of the IFCE in the Judicial Reform Process?

The impact of the IFCE's problem-solving methodology has been identified both at the level of the judiciary and at the level of courts and individual judges. The initiatives below illustrate how the Bangladeshi judicial leadership and/or individual judges have taken actions in line with IFCE elements:

1. **Court Management and Leadership:** Proactive management and leadership has been identified as a key element of the success of several courts that have demonstrated improvements in addressing the Bangladeshi judiciary's chief challenge: backlog.
2. **Court Policies:** The Supreme Court has embraced its own rule-making authority to address challenges in the subordinate courts. Through policies issued by the Supreme Court, priority challenges are being addressed: first, attendance (completed); then, performance evaluation and case management (in process). These three priorities identified for reform.
3. **Court Proceedings:** Case management is now being used at the individual (judge) level among judges that have been familiarized with the IFCE and have participated in problem-solving workshops. It is also being tackled at the institutional (leadership) level to reduce delays.
4. **User Satisfaction:** A number of courts are holding regular "legal aid client consultations" which elicited feedback from court users (in this case, legal aid recipients). Delays in case resolution were identified as their chief concern, echoing concerns about backlog and delays at the



institutional level. The identification of these concerns at the court level, for one group of users, prompted action to proactively seek to expedite these cases.

At the institutional (judiciary) level, one illustration of IFCE impact relates to addressing poor performance by judges. One of the first initiatives taken by the Supreme Court in its exercise of its rule-making authority was to issue a new directive mandating Sunday-Thursday attendance at post by judges. The directive did not introduce new rules but sought to enforcement of the Subordinate Courts' Rules and Orders, which were being disregarded by some judges. Since then, the Supreme Court has embarked on a broad and ambitious rule-making initiative to strengthen the criteria and process for the evaluation of performance of Subordinate Court judges.

At the organizational (court) and individual (judge) level, one illustration of IFCE impact has enabled those who have used it to start chipping away at the backlog of cases. In 2016, the Judicial Magistrates in Tangail District applied this methodology to tackle their backlog, disposing of more than 18,000 cases in one year despite three vacant judgeships. Utilizing best practices in case management that included prioritization of old cases for disposition, control of adjournments, early case review, and improved coordination with the police, the Judicial Magistrates

disposed more cases than they had in a decade and reduced backlog from 30,000 to 26,000 cases. Their effort did not go unnoticed and was subject to reporting in a national-circulation daily on January 29, 2017.

In Bangladesh, the IFCE proved a valuable tool to shift the conversation from the impossibility of impacting the breadth of challenges to the possibility of addressing defined weaknesses or gaps through small, incremental, concrete changes. Problem-solving discussions prompted by the IFCE methodology facilitated a shift of the conversation from “we cannot do anything” to “we cannot do everything” and, as prioritization progressed, “we can start with some things”. As the first new policies, guidelines, tools started emerging, the range of possibilities expanded and as problems get solved these possibilities will continue to expand.

The use of the IFCE in Bangladesh was made possible through the USAID Justice for All Program, a six-year access to justice and judicial reform program implemented by the National Center for State Courts. Ms. Autheman is a former Chief of Party of the Program and currently serves as NCSC's home office Program Manager overseeing programming in South Asia, North Africa, and the Balkans.



Report on the Innovation and Excellence in Courts Conference 2017

Supreme Court of Victoria, Melbourne, Victoria Australia

Michael Vallance, Manager IFCE, Supreme Court of Victoria



The Hon. Marilyn Warren, Chief Justice of the Supreme Court of Victoria opens the conference

The Supreme Court of Victoria and the Australasian Institute of Judicial Administration hosted a two day conference on 27 and 28 March 2017 in Melbourne, Australia.

The objective of the conference was to create an opportunity for judicial officers, tribunal members and court/tribunal administrators to consider the operational dexterity of their organisations into the future and to provide real, practical examples of innovation and excellence that are transforming and reforming the service delivery of courts and tribunals in Australasia, and internationally.

Over the two days a total of 170 delegates from courts, tribunals, statutory authorities and government departments in Australia, New Zealand, Singapore and Canada were treated to six keynote speakers plus 21 sessions presented by a wide array of senior judicial officers, subject matter experts and practitioners.

By way of example, the diversity of the conference sessions included:

- Koori Court: Children's Court presented by Judge Amanda Chambers, President Children's Court of Victoria
- Work of the Victorian Institute of Forensic Medicine and How it Relates to Courts presented by Professor Noel Woodford, Director Victorian Institute of Forensic Medicine
- A Diverse Profession - The Court's Role presented by Fiona McLeod SC, President Law Council of Australia
- In Pursuit of Excellence presented by Ms Clara Goh, Deputy Chief Executive, Supreme Court of Singapore
- The Global Measures of Court Performance in Victoria presented by Mike Vallance, Manager IFCE, Supreme Court of Victoria



Mr Ian Govey AM, former Australian Government Solicitor

Mr Ian Govey AM, former Australian Government Solicitor presented on Operational Dexterity - a Government Perspective. Mr Govey referred to the need for Executive Government and the Courts to operate effectively together in a way that best enables the Courts to discharge their functions, while being conscious of their different roles and constraints.

Mr Govey explained to conference delegates: "In preparing for my talk, I spoke with a number of current and former public servants, judicial administrators and judges. I was struck by how we all had very much the same view as to the key to a successful relationship. It is not rocket science to conclude that it is all about frank and regular communication and having a close and productive relationship. It very much requires a collaborative process and indeed a partnership. Even if this conclusion is an obvious one, I think it is

nevertheless one that is worth making. It does require a deal of effort on both sides and to some extent the practical reality may be that the Courts need to take the lead in making it work”.

Mr Govey emphasised that the view of those he spoke with, and his own experience is that on the whole in an Australian context the Courts meet the challenges of interacting with Executive Government very well.



Professor Dan Hunter, Foundation Dean, Swinburne Law School, Victoria, Australia

Professor Dan Hunter presenting on ‘Operational Dexterity – A Community Perspective’ put forward a number of most challenging views with regard to courts of the future. He suggested the “legal profession” needed to regard itself more as the “legal services market”. He spoke of the impact that artificial intelligence would have in the legal sphere; and much, much sooner than we might think. He raised issues such as “virtualisation”, “technological offshoring” and “digital legislation”.

Mr Donald Speagle, Deputy Secretary Civil Justice, Department of Justice and Regulation, Victoria, Australia presented on A Practical Access to Justice. Mr Speagle spoke of Victoria’s recent Access to Justice Review that was conducted by his department. The Review concluded that the quest for access to justice challenges the justice system to put the community member, or the court or tribunal user, at the centre of its design. Through that lens, Mr Speagle explored the practical, operational steps that Courts and Tribunals, together with Executive Government, can take to improve access to justice.

Lunch each day and the gala dinner were extra highlights of the conference, primarily because of the chosen venues. As shown in the pictures below, lunch was held in the magnificent Law Library of Victoria; a centre-piece of the heritage-listed Supreme Court of Victoria building which is a fine example of the classical renaissance revival style. The gala dinner took place in the spectacular Queens Hall within Victoria’s Parliament House, which is listed on the Victorian Heritage Register. Amongst other things, Queen’s Hall is routinely used for formal receptions and banquets.



In closing the conference, Chief Justice Warren spoke of the wealth of innovative ideas that had been presented over the two days and invited delegates to take even one of those ideas back to their jurisdictions for implementation.

Feedback from one senior judicial officer was especially complimentary when she wrote: “I want to congratulate you on a wonderful, and interesting conference. It was a real pleasure to be able to attend”.



Regional forums

Training on the “International Framework for Court Excellence” from April to June 2017 in Cambodia, Laos, Myanmar and Vietnam

Contributed by District Judge Tan Boon Heng Executive Director, Singapore Judicial College and State Courts of Singapore

The Singapore Judicial College (SJC) continued to conduct 4-day workshops on the IFCE for judges and officials from Cambodia, Myanmar, Laos and Vietnam. These workshops were funded by the Singapore Cooperation Programme between April and June 2017. Unlike 2015 and 2016 wherein the participants used the IFCE “**Checklist**” for all 7 categories, for the 2017 workshops, participants were exposed to the use of the “**Questionnaire**” which requires them to self-assess the extent of the “**Approach and Deployment**” separately from the “**Results**” attained.

This year a State Courts representative was involved in each of the four workshops in Phnom Penh, Yangon, Vientiane and Hanoi to share with the participants the State Courts’ experience in its drive to achieve Court Excellence and the State Courts Model of the IFCE which was officially launched in January 2017. More than a hundred participants benefitted from these four workshops on the IFCE from April to June 2017.

In the workshop in Phnom Penh, His Excellency Mr Chan Malin, the Under Secretary of the Ministry of Justice (“Mr Chan”) was a participant. Mr Chan heads a task force to spearhead judicial reform nation-wide in the Kingdom of Cambodia. One of the initiatives he has in mind is to implement a pilot project for all courts in Cambodia to self-assess its state of effectiveness. Mr Chan’s plan is to adopt all 7 categories of the IFCE in the inaugural self-assessment. He has set a timeframe of 100 days for every court in Cambodia to complete the first round of assessment.

To make this happen, the participants who have attended the SJC IFCE workshops will be trainers to train the representatives of the respective courts in Cambodia who have yet to receive training on the IFCE. At the appropriate time, Mr Chan also hopes to seek the approval for the Cambodian Ministry of Justice to apply for membership with the ICCE. Here is wishing Cambodia the best in the journey towards court excellence.



IFCE 4-day Workshop in **Yangon** from 25 – 28 April 2017 conducted by District Judge Tan Boon Heng (Executive Director, SJC) with District Judge Seah Chi-Ling (State Courts, Singapore)



IFCE 4-day Workshop in **Vientiane** from 16 – 19 May 2017 conducted by District Judge Tan Boon Heng (Executive Director, SJC) with District Judge Victor Yeo (State Courts, Singapore)



IFCE 4-day Workshop in **Yangon** from 30 May – 2 June 2017 conducted by District Judge Tan Boon Heng (Executive Director, SJC) with District Judge Seah Chi-Ling (State Courts, Singapore)



IFCE 4-day Workshop in **Phnom Penh** from 20 – 23 June 2017 conducted by District Judge Tan Boon Heng (Executive Director, SJC) with District Judge Jasbendar Kaur (State Courts, Singapore)

Other news

Conferences

May 2018 – ‘Forces of Change – Defining Future Justice’ Conference

The AIJA will be holding its major annual conference in May 2018 entitled ‘Forces of Change – Defining Future Justice’ in Brisbane, Australia. Details will be posted on the AIJA website as they become available. www.aija.org.au

October/November 2018

The DIFC Courts are planning a major conference in October/November 2018 which will incorporate sessions on the IFCE. Further details will follow on the ICCE website www.courtexcellence.com

Next newsletter

The next ICCE newsletter will be published in December 2017/January 2018. Those members wishing to submit articles to the ICCE Newsletter for consideration by the Secretariat on their experiences implementing the Framework are invited to contact Liz Richardson.

Want to know more?

For enquiries about the Framework please contact Liz Richardson at the ICCE Secretariat:

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