



INTERNATIONAL ASSOCIATION FOR  
COURT ADMINISTRATION

# IACA Newsletter

Volume 1 Issue 2

February 2013

## Important Dates to Remember

- Buenos Aires Regional Conference May 2013
- Dubai Regional Conference December 2013
- International Conference Sydney Australia October 2014

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## From the President

Richard Foster  
IACA President



Happy New Year.

2013 looks certain to be a big year for IACA with a regional conference in Buenos Aires in May focussed on Court Administration in a Globalised World followed by a conference in Dubai in December under the auspices of His Highness Sheikh Maktoum Bin Mohammed Al Maktoum's Initiatives focussed on Court Excellence and Best Practice.

Late last year Kersti Fjorstad (Norway) was appointed as the new Vice President for the European Board of IACA in December 2012. Kertsi replaces Tina Breceli who will remain a member of the European

Board of IACA along with David Gladwell (United Kingdom);

Maria Cristina Manda Romania; Thomas Kappal, Germany and Sonja Prostran (Serbia). We thank Tina for her efforts and support of IACA over the years.

The Executive Committee is continuing its work on the establishment of the membership record keeping system. After the establishment of this system we will move to an active membership drive. As I mentioned in the previous newsletter, I intend to conduct a member survey at the completion of the membership drive in order to get a better understand-

ing of how we can make IACA more relevant to members.

Finally, on the IT front, Linda Wade continues to assist Melbourne IT to Improve the IACA website's functionality and the IACA Journal will move to a webshell Open Journal System which will assist IACA by hosting the Journal and by providing technical backup and an archive system.

## IACA History

By Noel Doherty

As many of you will know, the inaugural meeting of our Association took place in Ljubljana, Slovenia in September 2004. While math has never been my greatest strength, this means that we will be marking our first decade at our Sydney conference in 2014. As the newly appointed historian to IACA

(Thank you, guys!), I would like to produce a souvenir booklet to mark our 10th anniversary.

I should be most grateful to receive any photographs from previous conferences, including regional conferences, reminiscences or anecdotes for inclusion.

I would also intend to prepare a history for publication on our website. More news about that in later editions of our newsletter.

I look forward to hearing from you. My email address is: [noeladoharty@courts.ie](mailto:noeladoharty@courts.ie)

## National Association of Court Management (NACM) Committed to Excellence

By Pamela Harris, President, NACM

NACM is 28 years young and the largest organization of court management professionals in the world with members from all levels and types of courts. NACM provides court management professionals from around the world with the opportunity to increase their proficiency while working with colleagues to improve the administration of justice. Current membership consists of members in the United States, American Samoa, Guam, Northern Mariana Islands, Puerto Rico, Virgin Islands, Australia, Brazil, Canada, China, Mexico, Nigeria, Trinidad and Tobago. Undeniably, we are a diverse organization!

The purposes behind the organization are to: 1) develop and improve leadership in the judicial system and the leadership qualities of court managers; 2) promote the interdependence of court managers and judges; 3) promote and encourage the continuing education opportunities of court managers; 4) encourage fellowship, a network, and a sense of unity among members; 5) educate the public on the role and importance of courts; 6) enhance public access to the courts; 7) recognize the diversity of membership and encourage broad participation in governance and activities; and 8) enhance organizational vitality through a continuing review process and a focus on the future for courts.

Any court management association in the world can take the purposes outlined above to build a professional court management organization in their country or region. Indeed, improving the administration of justice worldwide cannot be accomplished without dedicated individuals working toward a greater good. "Courts exist to serve the public, not to serve judges, court managers, or lawyers. Everything that managers do are but means to an end and that end is service to the public." Edward B. McConnell, President Emeritus, National Center for State Courts.

Inherent in NACM's foundation is that the work in the courts is not stagnant and that court management professionals must continuously improve upon the administration of justice. "The ordinary administration of criminal and civil jus-

tice . . . contributes, more than any other circumstance, to impressing upon the minds of the people affection, esteem, and reverence towards the government." Alexander Hamilton, New York Delegate, *The Federalist*, No. 17. Hamilton recognized the importance of the trial courts and the role they play as the "great cement of society." NACM is committed to improving the administration of justice and promoting the interdependence of court managers and judges. NACM devotes its work exclusively to addressing court management issues within various levels of courts; publishes a quarterly magazine, *The Court Manager*, which includes useful and timely articles covering a variety of topics; distributes the *Court Express*, an electronic communication, providing up-to-date information on the latest trends and "nuts and bolts" court management projects, while keeping members informed of changes in the profession for members; publishes Mini Guides to assist court managers on relevant

As the work of our nation's trial courts becomes more and more complex, court managers and managing judges must keep abreast of modern management techniques and practices NACM provides education and training on pertinent subject matters. "We need to promote the concept of management in the courts as a noble calling. Both the art and the science of management are essential ingredients in ensuring the administration of justice." Sandra Day O'Connor, Associate Justice, United States Supreme Court. NACM is dedicated to providing members the opportunity for the finest continuing education available. The annual conference brings together the best professionals in the world to conduct training programs for members and the regional conferences offer first-class national education programs without the cost of extensive travel. NACM helps state and local associations conduct in-state programs that have reach thousands of court managers and managing judges and the NACM Core Competencies are nationally and internationally renowned. Voluminous information regarding court management is available on NACM's website at [nacmnet.org](http://nacmnet.org).

## **Recent Changes to the Membership of IACA's Advisory Council**

**By Markus Zimmer, Chair**

IACA's Advisory Council was formed shortly after IACA was founded in 2004. The Council advises and supports IACA's leadership in its efforts to formulate and implement policies and practices to promote the effective administration of justice on a global scale. IACA does so by advancing migration worldwide toward modern and well-managed courts based on best practices, research in court and justice administration, and the intelligent deployment of technology. It also proactively supports progress toward institutional independence in court system governance. Members serve three-year terms and are selected from the ranks of outstanding judicial and court system leaders.

With the New Year, IACA's leadership wishes to thank five distinguished Advisory Council members whose terms have expired for their service.

- ◆ Honorable Paul Magnuson, Senior U.S. District Judge, U.S. District Court for the District of Minnesota, former Advisory Council Chair, and former Chair of the U.S. Judicial Conference Committee on International Judicial Relations
- ◆ Honorable Aleš Zalar, former Minister of Justice of the Republic of Slovenia, former President of the District Court in Ljubljana, Slovenia and Founding Member of IACA
- ◆ Honorable Irina Valentinovna Reshetnikova, President, Commercial Court of the Sverdlovsk Region of the Russian Federation and Founding Member of IACA
- ◆ Honorable Charles Case, U.S. Bankruptcy Judge, U.S. Bankruptcy Court for the District of Arizona
- ◆ Honorable Judith Chirlin, Judge Ret'd of the Los Angeles Superior Court, California, U.S.A., and former Chair of the Board of the American Judicature Society

IACA's Advisory Council and Executive Board extend their sincere gratitude to these five members, particularly to Judge Magnuson who served as the Council's first Chair.

In their place, invitations have been extended to and accepted by several new members. They include the following:

- ◆ Honorable Delia M. Carrizo de Martinez, Magistrate (Justice) Tribunalo Superior del Segundo Distrito Judicial – Penoné Provincia de Coclé, Republic of Panamá
- ◆ Honorable Maja Tratnik, Justice, Supreme Court, Republic of Slovenia, and former President, International Judges Association
- ◆ Honorable Johannes Reidel, President, Oberlandsgericht, Cologne, Federal Republic of Germany

Additional appointments are in process and will be announced in the next issue of IACA's Newsletter.

# News From the Regions

## Justice on Target: An Evidence-Based Approach to Effective Criminal Courts

By Susan Kyle, Executive Director

Submitted by Cathy Hiuser

The overriding objective of any criminal justice system is the fair and timely disposition of every case that comes before it. Justice on Target (JOT) is the ongoing strategy of the Ministry of the Attorney General in Ontario, Canada to address criminal court delay by increasing the efficiency and effectiveness of the criminal justice system.

### The issue:

When the strategy was launched, criminal court delay had been steadily increasing for nearly two decades. From 1992 to 2007, the average time to complete a criminal charge in Ontario had grown from 115 days to 205 days and the average number of appearances grew from 4.3 to 9.2.

Simply put, it was taking twice as long to reach the same result. The many court adjournments were not only unproductive but a significant drain on the justice system's finite resources.

Previous initiatives, pilots and studies aimed at tackling the problem encountered various significant obstacles, including:

*Scope:* There are approximately 600,000 new criminal charges entering the system every year – the most of any jurisdiction in Canada

*Constitutional independence:* Justice participants have guaranteed independent decision making discretion in an operationally interdependent system

*Diverse landscape:* Ontario is Canada's second-largest province, with 120 court sites including satellite and fly-in courts spread over more than one million square kilometers. Each site is unique with different processes, challenges and experiences.

JOT was designed to enable local leaders to overcome these obstacles and bring sustainable change to Ontario's criminal courts from the ground-up.

### The solution:

In its initial phase, JOT took a bold approach by engaging local leaders in every criminal court and setting aggressive provincial targets to reduce delay.

At each court, local and regional leadership teams were formed and included Judges, Justices of the Peace, Crown Attorneys, defense counsel, police, court staff, corrections, Legal Aid Ontario and other organizations.

These local leaders were brought together to identify local issues and develop new and more effective processes to address those issues, including:

- Providing more information to accused persons sooner so that more is accomplished at the first appearance
- Making better use of technology
- Coordinating the schedules and practices of various justice participants in order to make more effective use of court time.

The strategy also brought the first ever evidence-based approach to Ontario's criminal courts, including a four-year target to reduce by 30%, both the provincial average number of appearances and days to complete a criminal charge. As local court leaders worked toward achieving these aggressive targets, they were supported and informed by criminal court statistics gathered and analyzed by the central JOT Team.

As a result, for the first time in two decades, both the provincial average number of appearances and days needed to complete a criminal charge went down instead of up (reductions of 8.1% and 6.6% respectively) as of June 2012.

Ontario's criminal courts are now consistently completing more charges than are coming into the system every year – with more than half of all charges being completed within 120 days.

## Justice on Target: An Evidence-Based Approach to Effective Criminal Courts cont.

### The future:

Now in a new phase, JOT has not only identified new areas of focus but has refined how progress is measured. A Bail Experts Table has been established to review and recommend improvements to bail processes in the province.

The strategy is also moving from across-the-board reduction targets to benchmarks that establish a general number of appearances and days for most cases, taking complexity into account. For example, five appearances and 90 days for less complex cases, and ten appearances and 240 days for more complex cases. Using

benchmarks as a “yardstick” to measure the impact of change, every court will have its own goal for a percentage of cases to meet the benchmarks.

Ontario is the first jurisdiction in Canada to use this approach. There is no end target date because the objective is to promote continuous, year-over-year improvement.

The Justice on Target strategy has resulted in unprecedented collaboration and innovation among justice participants and has significantly reduced the long-standing issue of criminal court delay in Ontario. The strategy continues to help ensure that Ontario’s criminal courts operate efficiently and effectively, all while respecting important principles of justice and the independence of its participants.

More information is available on the Ministry of the Attorney General’s website at: <http://http://www.attorneygeneral.jus.gov.on.ca/english/jot/default.asp>



Former Attorney General Chris Bentley launches *Justice on Target* in Ontario on June 3, 2008.

A *Justice on Target* meeting in progress.



## International Recognition for Justice on Target

The Justice on Target (JOT) strategy has been nationally recognized nationally and internationally for its positive impact on public service.

In November 2010, JOT received the Gold 2010 IPAC/Deloitte Public Sector Leadership Award. In 2012, and again in 2013, the Institute of Public Administration of Canada has nominated JOT for a United Nations Award in view of the strategy's impact on improved public service delivery.



Left to Right: Mark Langdon; Kelly Donaher; Lori Montague; Ken Anthony; former Deputy Attorney General, Murray Segal; Assistant Deputy Attorney General, Court Services, Lynne Wagner; Stephen Rhodes

The Ministry of the Attorney General has also shared its experiences in leading the strategy with other provinces in Canada and with several countries, including: Bangladesh, Barbados, Mexico and Finland.

## E-Process in Brazil

**By Vladimir Passos de Freitas , Vice-Presidente to Latin-America**

If 20 years ago someone talked about electronic filing process, certainly he would be regarded suspiciously and considered a dreamer with no sense of reality. Process meant paper and all of us used to keep up those solemn acts and words, very often in Latin. In 2002, the Federal Court of Appeals of the 4th Region took the first initiative for the introduction of electronic filing in the Federal Small Clean Courts. This fact, at the time, arose much resistance inside and outside the Judiciary.

In my capacity as Federal Chief Judge of the Court of Appeals 4th. Region, on 11.3.2004 I enacted Resolution 13, making it mandatory, in the Federal Small Clean Courts, to file suits electronically. A lawyer of Porto Alegre, Rio Grande do Sul, applied for an Injunction, stating that he was not supposed to obey an administrative decision, but only the law. The dilemma was inevitable: demanding everyone's adaptation to the new system, including elderly people, or making exceptions which would make the system incomplete. The court decided through Court injunction 2004.04.01.036333-0/RS, on 29.9.2005, that everyone had to adapt to the digital system, and dismissed the case.

From then on, step by step, the electronic filing process system developed. At present, it is implemented in the Federal Courts, and in the 4th. Region there are no more paper case files. In the State Justice it advances systematically, having already reached 21 of 27 states. On 25 July, 2012 the Court of Justice of Rio Grande do Sul State had its first judgment without the physical presence of the judges.

It has been a positive change. Now, lawyers will have access to all notifications and to each phase of the case on the screen of their computer, anywhere in the world. The court officers have before them the possibility of working at home, going to the Court only one or two days in the week. From the environmental point of view, paper is saved. Thousands of trees are saved. There is also economy of money, since there is no need to buy hundreds of boxes of paper, clips and staplers. The time for deciding the cases is reduced and Justice is speeded up.

But, since nothing is perfect, some problems do exist. The first one is the adaptation to this new world, mainly for those who had their initiation in the ancient typewriters. Still, the reading is more tiring on the screen than on paper. There is also the risk of physical problems. Judges and officers must practice ergonomic exercises to avoid acquiring work-related diseases (v.g., repetitive strain injuries).

Another difficult aspect is the existence of different softwares. Actually, they are developed, very often, on account of individual initiatives and may be different in each state, in the Federal Justice or in the State Justice. The National Council of Justice is trying to standardize the digital process in the whole country.

In short, the electronic process came to stay and in Brazil it is quite developed. Improving its use is the next step and to reach this aim it is necessary that all the people involved show their difficulties and make suggestions.

## Disaster Preparedness

By Collins E. Ijoma and Giuseppe M. Fazari

In late October 2012, Hurricane Sandy devastated a significant portion of the northeastern United States. The storm was the largest, Atlantic hurricane on record with winds spanning 1,100 miles (1,800 km) and with speeds measuring 110 mph (175 km/h). Apart from the sustained high winds, the storm surge was unprecedented causing catastrophic damage to the east coast by obliterating entire towns and neighborhoods. As one can imagine, the courts were not spared by the deluge of rain and high force winds that completely demolished the large swaths of infrastructure.

Judiciaries around the world are dedicated to providing vital services to the public even in the face of natural and manmade disasters, which can occur with little to no warning. The three phases when dealing with disasters include preparation, response and recovery. Priorities include saving lives, saving property and equipment, saving records, and continuation of court operations. Steps in advanced planning can be taken by the court to mitigate the disruptions caused by these disasters while enabling the court to continue its vital operations for the public.

Experience by court administrators who have managed their courts through a disaster reveals that a continuity of operations plan (COOP) represents more of a loose framework because of unexpected changes than can occur in its execution. The response and continuing recovery from Hurricane Sandy proved no different. The New Jersey judiciary has a comprehensive COOP for its districts, which establishes a series of alternate locations – some of them court facilities in neighboring counties – in the event of a shutdown.

This is acceptable under typical emergencies in which circumstances cause one court (or a part of that court) to relocate. Where does one go, however, in an emergency that affects travel and communication for the entire region? The administrator must wait until emergency responders advise that it is safe for the courts' emergency personnel to begin assessing the damage and strategizing a plan to resume operations.

The COOP can serve as a pre-planning tool to help initiate assessment and recovery operations by providing the basic framework needed for prioritizing issues based on their relative importance to court operations. Key areas to address in the plan include: communication, assessment meetings, staffing, information technology, infrastructure, and court records.

**Communication:** Notification updates to judges and staff is critical. This can be difficult when there are power outages and network failures. For instance, many judges and staff could not check voicemail and had no information on the status of the court. Cell phone communication can be inconsistent because of call volume and cell tower connections. Failures in communication should be anticipated in planning efforts. On-site meetings involving appropriate stakeholders should be arranged by supplying emergency travel passes to ensure authorization to travel on roadways. This will enable them to stay in contact with other agencies and other judicial headquarters supporting recovery efforts.

**Assessment Meetings:** Frequent assessment and planning meetings are critical to ensure that all of the relevant agencies have consistent, accurate information. In person meetings should be supplemented with telephone conference calls if needed.



## Disaster Preparedness cont.

By Collins E. Ijoma and Giuseppe M. Fazari

**Staff Shortages:** The COOP should specify how many staff members need to come to work, their location, and priority tasks to accomplish; therefore, planning should be made for cross training.

In areas where power loss was not extensive, or did not affect the court, fallen trees and downed power lines precluded numerous court staff from reporting to work.

**Information Technology:** It is beneficial if the court has the capability of controlling the information technology (IT) network remotely because, among other reasons, it eliminated the need to be on-site to assess the system and enabled IT to shut the system down to protect it from an electrical surge. The IT administrator should be trained in remote operations and backup procedures should be tested and applied on a regular basis.

**Infrastructure:** Access to damaged buildings and areas must be monitored and controlled to prevent injury. The court should anticipate frustration among personnel who cannot retrieve personal belongings, court files, and other material and so proper planning concerning restricted access must be coordinated among the affected stakeholders. The use of “go bags” is also important for the courts to include in planning so that they can operate essential functions from an alternate location. Recommended contents, which should be stored in electronic and paper format and periodically checked and updated including the following: COOP plan, judge and employee database, essential forms, protocols, policies, and procedures, directories, maps, reference materials, lap-

top computer equipped with all the necessary capabilities and accessories (portable printer and flash drive), cellular phone and accessories, digital recording devices, court seal/stamp, flashlight and extra batteries, office supplies, first aid kit, crank Court

**Records:** Although buildings and equipment can be replaced, court records and case files may not be salvageable following a major disaster. Until all records are stored electronically, the best planning is to establish a sound records management program including an inventory of files so that recovery efforts are focused and prioritized, a protocol which synchronizes manual, automated information, and records systems to ensure timely, accurate data entry and filing of documents in the event back-up systems need to be used on an interim basis, a records retention schedule to ensure that only the minimum quantity of records are retained, developing and adhering to purging criteria to eliminate unneeded documents from case files, and implementation of records storage standards with built in safeguards that protect against the most common disasters that jeopardize court records such as fire and flooding.

Apart from these key points, there were two vital lessons learned from managing through the disaster. First, there must be a manual system that can serve as an alternative when the more technological options are not feasible. Second, enough cannot be said of the importance of partnerships with other agencies at all levels of government. The collaboration the court experienced with other government officials was essential to ensuring that the decision to close or open the court was not delayed any more than necessary.

## The Exciting World of International Judicial Reform Work

By Markus Zimmer

Over the past 21 years, my international work with court and judicial systems in some 30 countries worldwide has been a succession of interesting adventures. The most recent occurred this January in Indonesia, one of the world's most complex, anthropologically diverse, and fascinating countries.

Early on the morning of 17 January 2013, I awoke in my hotel room in downtown Jakarta to the drum of heavy rain on the windows, the darkness eerily punctuated by stark flashes of white lightning. January in Indonesia is the peak of the seasonal monsoon, and an unprecedented succession of storms by mid-month had already dumped more rain onto Jakarta's streets than all of January 2012. I had scheduled an interview at 8:00 am that morning with the Director General of the Indonesia's nearly 400 general jurisdiction courts. The ten-minute walk through undulating sheets of rain, whipped by gusts, from the hotel to our office on



the 34th floor of UOB Plaza, notwithstanding an umbrella, drenched my suit. Four of us – me and three local project staff – crowded into a compact cab for the 15 kilometer drive to the Badilum. By now, Jakarta's streets were flooding, taking us through troughs of water 12 inches deep, inciting fear that the small vehicle would stall.

After a friendly but intense 90-minute interview, we searched for a cab to take us back, finally locating one on the street near a local market. The driver told us we'd have to take a circuitous route on the elevated highways because so many local streets were flooded, some in Northern Jakarta with up to three meters. We crawled along at three miles per hour for three and a half hours. The shoulders of the highway were littered with cars stopped because they ran out of gas or because passengers needed to relieve themselves or survey the flooding. Our driver dropped us off a quarter mile from the office. Halfway there on foot, the streets were flooded, so we removed our shoes, rolled up our trousers, and sloshed through knee-deep dirty and trash-laden flood waters laced with raw sewage. The lobby of our office building, a modern skyscraper in the financial center, was inundated with three feet of water. The fast-flowing waters surged unimpeded into the basement and underground parking areas, slamming vehicles into each other and the concrete pillars, eventually submerging the entire substructure. Two custodial staff were trapped and lost their lives. Power to the elevators, lights, office equipment and air-circulation system flickered and died.

Because entry to the building was forbidden, a kind soul from the office walked down 34 flights in a dark stairwell where breathing was difficult because of oxygen depletion, carrying our laptops. Once we had them in hand, a local colleague and I set out for the hotel. This time we kept on our shoes. Within seconds of entering the churning waters, we were in up to our thighs. Halfway to the hotel, we dropped down onto the street, the swirling current now up past my waist. The hotel itself, perched on a rise, was dry but surrounded like an island by a fast-moving river of floodwater on all sides. Fortunately for me, the power had not been interrupted and after a shower, I was able to work. The widespread flooding didn't spare Indonesia's President whose Presidential Palace was inundated by 12 inches of water. As is their nature, the Indonesians took it all philosophically and with their typical positive outlook.

Friday the office was closed. Emergency crews worked all weekend to restore the building, but on Monday there still was no power and water from the substructure was still being pumped out.





By Richard Foster

The Commonwealth Courts Portal ([www.comcourts.gov.au](http://www.comcourts.gov.au)) is a joint initiative of the Family Court of Australia, the Federal Court of Australia and the Federal Magistrates Court of Australia.

The Portal was created to reduce the operating costs of the courts and improve service by encouraging self-service for lawyers and litigants and thereby reducing phone calls to the courts and attendances at court registries. It was technically possible because all jurisdictions shared the same electronic case management system (the infrastructure upon which the Portal is based).

The Portal went live in 2007 and there are now almost 100,000 registered users including 8000 lawyers. In August 2008 eFiling of supplementary documents commenced and since then almost 250,000 documents have been eFiled. The site now averages over 62,000 hits per month.

The Portal has made electronic filing of court documents possible. Over 91,862 documents were eFiled in the Family Court and Federal Magistrates Court during 2011–12. eFiled Supplementary documents (e.g. affidavits) now make up 25 per cent of all filings and efiled divorce applications make up about 20 per cent of all divorce filings.

One lawyer recently referred to the Portal in glowing terms as “The best innovation in 30 years of practice”.

After registering, lawyers and litigants can keep track of their cases, identify documents that have been filed and view outcomes, orders made and future court dates. Users can also:

- ◆ efile applications for divorce and party to select a suitable hearing date
- ◆ efile family law supplementary documents, initiating applications and response to initiating applications
- ◆ search for relevant information held by the three courts
- ◆ access case information from the convenience of their own office
- ◆ control and administer this access by the law firm in which they work
- ◆ customized their homepage to be able to see what has changed since their last log on
- ◆ receive an email when something changes on one of their files e.g. a document is filed, an event is listed or an order/judgment given
- ◆ view information about subpoenas (outcome of application, has material been produced, where is it stored) and
- ◆ view a global list of all documents on a file with ability to print off list and open and view efiled documents.

The Portal is continually updated and improved. On 2 February 2013 a new function – eCourt Forum – will be implemented. This is a virtual courtroom convened by a judicial officer whereby parties will be able to attend through a chat room type facility but not in real time. Judges of the Appeal Court are very keen to begin using this system for giving directions at the commencement of an appeal hearing. This approach will also be useful in avoiding travel costs for parties in rural and remote locations.

Screen shots of the Portal Home page and the Available Files page are set out below.

For more information about the Portal, contact Phil Hocking, Chief Information Officer at [phil.hocking@familycourt.gov.au](mailto:phil.hocking@familycourt.gov.au)

Family Court of Australia | Federal Court of Australia | Federal Magistrates Court of Australia



# Commonwealth Courts Portal

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Home
Available Files
Court Diary

Search for file  Search

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Welcome Isaac Williams


### Your files




**Family Law eFiling**  
[Start a new file](#)  
[Electronically file on an existing Family Law file](#)



**Federal Law eLodgment**  
 Electronically file on an existing Federal Law matter or start a new one



**Available Files**  
 These are files that you can currently access.



**Court Diary**  
 The diary allows you to query case listings for your available files.



**Federal Law Search**  
 Search for Federal Law Cases, including custom searches for Admiralty, Bankruptcy and Native Title cases.



**Your profile**  
 Make changes to your details, including requesting access to files

### File access

Recent activity on starred files  
[More recent activities](#)

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[Application for Divorce training](#)  
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Court: **Federal Magistrates Court - Family Law, Adelaide**  
 Number: **ADC1956/2011**  
 Title: **Williams C J & P v M**  
 Filing Date: **24-May-2011**  
 Finalised Date:

**Additional options for this file**

- [File a new application](#)   
 [List of documents](#)   
 [Subpoenaed items](#)

**Existing applications**

Application	Filed	Status	Finalised
<b>FCOA FINAL ORDERS APPLICATION filed by <del>MR NELSON, RONITA MARIE</del> on 21-SEP-2012</b>	21-Sep-2012	Open	

- Add Document   
 File a Response   
 Notify me by email of activity on this application

**Court Events and Orders**

**Documents Filed**

Date Filed	Document Title	Filed By	
31-Oct-2012	Financial Statement	Mr Cameron John Nelson	
31-Oct-2012	Response to Final Orders	Mr Cameron John Nelson	
31-Oct-2012	Affidavit	Mr Cameron John Nelson	
23-Oct-2012	Attend by Electronic Communication	Ms Ronita Marie Nelson	
21-Sep-2012	Affidavit	Ms Ronita Marie Nelson	
21-Sep-2012	Financial Statement	Mr Cameron John Nelson	
21-Sep-2012	Application for Final Orders	Ms Ronita Marie Nelson	

## **Improving the Judiciary's Budget Development in Serbia**

**By Pat Wujcik, Chief of Party**

### **USAID Separation of Powers Program**

Financial autonomy is an important part of judicial independence. USAID-Serbia's Separation of Powers Program (SPP), implemented by East-West Management Institute, Inc., is helping Serbia's High Court Council take greater control over judicial finances. As part of this process, SPP championed a new budget development process for the judiciary, moving towards needs-based budgeting and away from the old practice of developing budgets based on the prior year's costs plus inflation. With SPP's guidance and training, Serbia's High Court Council now issues preliminary budget instructions to the courts; the courts electronically submit draft budgets and budget justifications to the Council based on their needs; the Council aggregates and analyzes these budget submissions and makes preliminary budget allocations for the courts; and budget allocations are adjusted after the Ministry of Finance issues formal budget instructions. The new process will help ensure that the judiciary's funding goes where most needed. "This methodology made it possible to get insight into the realistic needs of each court in a simplified way, based on the size, workload, number of staff, state of infrastructure, and other parameters that influence the efficiency and success of the work of the courts," noted Milena Lacic, Head of the High Court Council's budget department.

EWMI and SPP also provided the High Court Council with automated tools to support the new budgeting process that can be used to conduct comparative analyses of budget submissions, analyze and prioritize budget requests, and track and analyze actual expenditures versus budgeted funds. Budget planning software, courtesy of SPP, supports budget development with or without predetermined budget targets, as well as program budgeting to which Serbia will soon transition. The software also automates the routine collection of court budget information and frees Council staff to perform more sophisticated budget analysis. A court profile database built into the software allows the Council to conduct comparative analyses of budget submissions, determine appropriate allocations, and analyze and prioritize budget requests. Ultimately the database can be used to develop court standards in areas such as the ratio of support staff to judges, IT equipment and software, and equipment replacement schedules. Status of funds reports highlight which courts are overspending and under-spending their funds, thereby allowing the Council to assess and act on requests for line item reprogramming, supplemental budget requests, and the annual rebalancing of court budgets. Summarizing these steps forward, Branka Tomasevic, Assistant Secretary of the High Court Council, remarked that, "Cooperation with USAID's Separation of Powers Program has yielded excellent results, primarily through the introduction of new, contemporary methods of work and through automation of the budget process. We are convinced that these novelties in judicial budget planning will contribute to the better financial status of Serbian courts in the future."



INTERNATIONAL ASSOCIATION FOR  
COURT ADMINISTRATION

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[www.iaca.ws](http://www.iaca.ws)

IACA was created in 2004 by court system executives and managers. Its founding principles envision a global association of professionals collectively engaged in promoting the effective administration of justice. We do so by endeavoring to build and sustain well-managed, independently governed, effectively administered, and publicly accessible court systems.

We welcome your interest in IACA and urge you to consider joining us through one of our categories of membership and participating in our conferences. We also encourage all current and future members to actively involve themselves in IACA's future development and expansion through taking on leadership roles at the regional and national levels. We are a dynamic organization and perpetually interested in ideas and suggestions as to how we might improve and expand the services we provide.

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