



INTERNATIONAL ASSOCIATION FOR  
COURT ADMINISTRATION

# IACA Newsletter

Volume 1, Issue 1

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## Important Dates to Remember

- Buenos Aires Regional Conference April 2013
- South African Regional Conference Late 2013
- Dubai Regional Conference Late 2013
- International Conference Sydney Australia October 2014

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## From the President

I am very pleased to write this column as the new President of IACA. To follow Markus Zimmer and Jeff Apperson is indeed a daunting task in itself, let alone the responsibilities that such an office brings.

I will do all that I can during my tenure to ensure that IACA moves closer to a well structured and highly respected organization.

We are an organization made up of volunteers from throughout the world with limited resources at our disposal. Progress might not be as fast as some would like, but progress there will be.

The structure of IACA with Regional Vice Presidents and an International Advisory Board means that communication will always be problematic for some. We probably would not, or could not, exist without the advent of modern information and communication technology.

There are a number of early tasks to be completed, including the establishment of a

proper membership record keeping system, an effective and up to date website and regular publications of our highly regarded Journal and Newsletter.



Richard Foster  
IACA President

I intend to conduct a member survey, the form of which is being developed as I write this column, to enable the Executive to be better informed as to how we can make IACA more relevant to you.

Over the past few years I have had the pleasure of meeting many of you at various conferences. I certainly trust that I will meet many more over the next few years.

Dialogue between members and conference participants goes a long way in developing a better understanding of the issues confronting court administration across all jurisdictions and to assist in providing solutions.

I would not have been able to accept this role without the support of the Chief Justice of the Family Court of Australia, Diana Bryant, and the Chief Federal Magistrate of the Federal Magistrates Court, John Pascoe. They are the Heads of Jurisdiction of the two courts to which I serve as Chief Executive Officer.

I must also recognize the significant support provided to me by Leisha Lister, my Executive Advisor. Together with their support and yours, I am confident that the next two years will be personally rewarding and will have a positive impact on IACA and its members and supporters.



## The Hague Conference

### Jeff Apperson, Chief Executive Officer

There are several past, present and future efforts to mention. We are currently undergoing an organizational transition, having had three planning meetings and one Vice President's meeting. Overall, President Richard Foster has set a course that includes increased inclusion of members, formalization of membership activities, and a reorgani-

zation of bylaws, among other things. We are all behind you Richard! Sheryl Loesch is now the Newsletter Editor, Cathy Hiuser is the new President-Elect, Norman Meyer the new Vice President for North America, Ian Gray the new Vice President for Southeast Asia and Suzanne Stinson will be the new Membership Chair. With the soon to be released membership survey,

the IACA Journal and conference planning, our momentum as an organization continues to move forward. My role will be to simply help facilitate our efforts.

I also wish to use this forum as a wrap up of the Hague conference. I can't believe it has been three months since many of us last met.

## The Hague Conference cont.



My intentions were that the conference be a transitional conference to new leadership as well as one that signified the status we have achieved together as a world class organization. I want to thank the International Tribunal for the Former Yugoslavia staff, the Carnegie Foundation, the mayor of The Hague, and all our sponsors for your support. In addition, Markus Zimmer, Alice Rose Thatch, Carlene Ameerili, Riaz Haulder, Linda Wade-Bahr, Philip Langbroek, Noel Doherty, Sheryl Loesch, and Leisha Lister were essential to the success of the conference. You made the conference a dream come true; not only for me, but for those governments and citizens we serve.

I believe the outcome of the learning and networking opportunities will be realized by improved justice systems worldwide and the resulting improved access to justice. There were several interviews conducted in The Hague by Cisco that are available on this link:

<http://blogs.cisco.com/government/connecting-judicial-leaders-at-the-international-peace-palace-final-thoughts/>

Hopefully, you will consider joining IACA, or renewing your membership. People ask me why they should join. While we now have several internationally recognized professional attributes such as the IACA Journal, our website, and net

working opportunities, I have always joined because I want to build something great together.

I have been in touch with several attending justices lately and benefit from their perspective of our efforts. The one common theme that transpires from our conversations is the need for strong civil authority supported by independent justice systems that are free from corruption and respected by the people. That justice breeds tolerance and reduces the need for alternative military or otherwise violent attempts at solutions. I believe we as an organization are part of the long journey to achieve these international goals. We must continue to dream and act on those dreams without fear. The impossible is possible.

## The Hague Conference Sponsors

### Alice Rose Thatch

On behalf of the Officers and Board of IACA, we thank all the Sponsors who contributed to our conference held June 13 – 15, 2012 at the Peace Palace, Den Haag, Netherlands. We deeply appreciate the contribution you made to our efforts to improve court management and administration in court systems throughout the world. Our conference owes its success to your generous support.

We, together, met our goal of holding an international conference for judges, court managers, and others, providing methods of evaluation and improvement in their court and justice systems. We especially want to thank those Sponsors, who in addition to financial support donated the use of their time and resources to help facilitate awareness of our forum.

- Cisco - Connected Justice Connects Law Enforcement, Courts, and Corrections
- For The Record - Digital Technology Leading the Way in Court Recording
- High Criteria - Liberty Court Recording
- jAVS - Infinitely better systems
- JustPal - Justice sector peer-assisted learning network
- Tetrattech DPK - Technical, management, and advisory services
- The Hague Institute for Global Justice
- Vidyo - New Tool for Telejustice
- VIQ Solutions - Simple, sophisticated digital recording solutions for global justice
- University of Denver Sturm College of Law Master of Science in Legal Administration Program
- Polycom - UC Solutions for Telepresence, Videoconferencing and Voice
- Visionhall - interCOMM Court Case Management System



# The Hague Conference



Barbara Dillon Hillas

U. S. Department of State's Justice  
Sector Support Program for Afghanistan

On my way to Kabul this past June, I stopped at The Hague to attend IACA's fifth international conference on court administration, appropriately titled "The Challenge of Developing and Maintaining Strong and Just Courts in an Era of Uncertainty."

I first heard of IACA in 2005, when two of its co-founders, Markus Zimmer and Jeff Apperson, were "court administration" experts of a Prague-based World Bank-funded project, which I managed. Program participants hailed from Albania, Armenia, Bulgaria, Georgia, Kazakhstan, Kyrgyzstan, Macedonia, Moldova, Romania, and Serbia. The World Bank agreed to pay for the attendance of 14 of our participants to the second IACA conference in Verona, and as fate would have it, many of them became IACA members. I had the pleasure to reconnect with them again, after so many years, at this last conference.

In between all the discourses, presentations, colloquia, and festivities in magnificent settings, meeting old friends and colleagues and making new friends and contacts, I could not help but think that I was witnessing first-hand the significance and impact of creating an organization whose purposes include providing technical assistance and advice on improved court administration and facilitating communication between leaders of judicial systems throughout the world

The capacity of a government to administer justice depends on many elements. The most visible elements – those where the process of justice is most publicly showcased and subject to scrutiny – are the courts. In all the international Rule of Law projects that I have been involved in, there has always been a pragmatic and specific focus on the courts and how the adjudicative processes of justice, with which the citizens come into contact, are managed and administered.

What I have discovered and find compelling is how important it is to build on the professional relationships established at training workshops, courses, and seminars, to foster creation of a proactive network of justice sector managers. Progress in the field depends on the shared efforts of those who work in it, and establishing such a network encourages its members to advise each other and seek advice, share experiences, and circulate useful information and

sources. This is especially very important for those professionals who are working in post-conflict environments, re-building or mending broken or badly impaired justice systems.

It is difficult to measure progress in the Rule of Law area, especially in some of these post-conflict countries' challenging environments. It is important to capture the essence of doing business in such areas. While it is easier to quantify and enumerate trainers, advisors, mentors, participants, courses being taught and legislation being drafted, it is important to note the realities of implementing a Rule of Law program within that context.

More than a decade ago, the international community pooled efforts and resources to strengthen the Rule of Law in Afghanistan. At IACA's conference in The Hague, the Chief Justice of the Afghan Supreme Court was one of the panelists discussing "Maintaining Functional Court Systems and the Rule of Law in States Disrupted by Civil Conflict". Eight years ago, the Iraqi Chief Justice and Chairman, Higher Judicial Council, was leading a group of Iraqi judges to be exposed to international legal and human rights standards in Prague. This year, he was also one of IACA's featured speakers. Both addressed the realities of their respective justice systems and told the audience some sobering truths.

A few of the most basic elements crucial to access to justice are public accountability and trust; robust and enforceable ethics and disciplinary systems; transparent, accountable, and effective recordkeeping, case management, and court administration; and adherence to international human rights norms. Professional development and networking are another important component to access to justice. IACA is a conduit for members and non-members alike that, despite the diversity of the participants, offers a venue for the marketplace of ideas and experiences.

It is professional organizations like IACA that can play a special role in providing justice sector reformers and innovators the proper forum to emphasize the importance of connecting and establishing communications among their international counter-parts to share best-practices, lessons learned, and reflect on what works or may not work in justice sector capacity building.

*Mission Statement*  
*To promote*  
*professional court*  
*administration and*  
*management in*  
*emerging*  
*democracies and*  
*other countries*  
*pursuing the rule of*  
*law*

## News From the Regions

### National Court Management Conference—South African Department of Justice

Collins Ijoma, Vice President for Africa Region

The third National Court Management Conference sponsored by the South African Department of Justice was held from September 12 – 14, 2012 with the theme: “Excellence in Court Management – Strengthening and Empowering the Profession of Court Administration”. Jeffrey Apperson, Vice President of the National Center for State Courts International Division and IACA immediate past president was in attendance.

The conference featured a wide array of workshops and plenary sessions on court management, court administration, communication and professionalism.

On Thursday, the 13th I presented a session on the 10 Core Competencies via video link from Newark, New Jersey

The core competencies include:

1. Purposes and Responsibilities of Courts
2. Leadership
3. Caseflow Management
4. Information Technology Management
5. Court Community Communication

6. Human Resources Management
7. Resources, Budget, Finance
8. Education, Training, Development
9. Essential Components
10. Visioning and Strategic Planning

The Purposes and Responsibilities of Courts are at the center since many long time court employees have a difficult time articulating the reasons that courts exist in the first place.

Development of the core competencies document (*What court leaders should know and be able to do*) was a multi year project of the National Association for Court Management (NACM) and is still a work in progress. The presentation gave the participants an overview of tangible expectations of a court administrator in our emerging profession. Feedback on my video presentation was very positive

According to Jeff Apperson participants voted to form a national association for professional court managers in South Africa. The group also took a moment to discuss the proposed regional IACA

### Formation of a Professional Association for Court Management in Nigeria

Thomas G. Dibble

In mid-July during the annual conference of the National Association for Court Management, (NACM) in Orlando, Florida, the opportunity was seized by Collins Ijoma, Vice President for Africa, to convene members of the Nigerian delegation to discuss the formation of a Professional Association for Court Management. One of the IACA leadership initiatives for regional vice presidents is to help in the formation of in-country professional associations as much as possible. Ijoma also has an eye on the regional conference planned for South Africa next year. A strong Nigerian presence is anticipated.

As a result of doing extensive consulting work at all levels of the Nigerian court system, Ijoma sensed a need for a forum to collaborate on issues of mutual concern to court managers and judges concerning the administration of the courts. This was not a new idea and dates back to the NACM conference in Boston about three years ago when Hon. Justice Kutugi, GCON, and Hon Justice Katsina- Alu, GCON, both former Chief Justices of Nigeria, expressed their interests in the formation of an association similar to NACM to provide educational opportunities to Nigerian judges and staff to professionalize their services to the courts.

*Mission Statement*

*To sponsor international conferences, forums, and education and training programs on court administration and management.*

## Formation of a Professional Association for Court Management in Nigeria cont.

Professionalization of court administration in Nigeria had not been considered important due to the present appointment and progression system in the public service. The practice has always been that Chief Registrars, being in charge of administration, are usually left to carry the burden of administration alone, while many support staff cannot identify their relevance and importance to the court and dispensation of justice. The purpose of the meeting was therefore to start correcting this anomaly and improve court administration through improved professional personnel for better justice delivery services. It is considered that forming an association similar to NACM to provide educational training and direction on improving court services will be an ideal mechanism to improve the court.

This Association will also be a veritable platform for exchange of ideas, views and opinions on how common challenges can be solved, cross fertilization of ideas amongst Nigerian court administration to a higher professional status and relevance. By so doing a critical mass of court workers will be educated and trained on the best practices of court administration.

Along with Ijoma, Pamela Harris, President of NACM, was also in attendance. She pledged the support and assistance of NACM to the Nigerian association in any way needed.

Progress was made at the meeting including a vision for the organization:

- A) Professionalism in Court Management
- B) Education and Training
- C) Networking
- D) Inclusion of all court jurisdictions

The final name for the association will be determined in the near future – those under consideration include Court Management Association of Nigeria (CMAN) and Nigerian Court Management Association (NCMA).

Initial committees were agreed upon as follows: By-laws and Operating procedures; Membership and; Publicity (publications and web site).

An interim executive board was established: Hon Justice Lawan Gummi, OFR. Chief Judge, High Court of the Federal Capital Territory, Abuja; Hon Justice Auta, OFR. Chief Judge, the Federal High Court of Nigeria; Hon Justice Cudjoe Chief Judge, Kaduna State High Court; Hon Chairman Dr. Nnenna A Orji. Chairman, Investments & Securities Tribunal, Abuja. The Interim Board of Patrons will communicate with other Heads of Court for the indispensable guidance, support and cooperation.

The following were directed to constitute the interim officers to manage the Association in its formative stages: President, Mrs Olowatoyin Musa Yahaya, Chief Registrar High Court of the Federal Capital Territory; Vice President Mrs Rosemary Oghoghorie, Acting Chief Registrar, Federal High Court of Nigeria; Secretary/ Treasurer Mr Abiola Fola-Bolumole, Investments & Securities Tribunal, Abuja. The interim officers were mandated to ensure speedy registration of the Association with the Corporate Affairs Commission. To assist in doing this, the Interim President was given copies of By Laws of National Association For Court Management (NACM) and that of the Mid-Atlantic Association for Court Management, to derive ideas for drafting of By-laws for the proposed Association.

It was also agreed that the President-elect of NACM Pamela Harris can assist by writing to indicate interest of the Association in the establishment of the similar organization in Nigeria while agreeing to give all needed support for its success.

Those present agreed that the launching of the Association should be between October and November, 2012.

## IACA North American Regional Board

Norman Meyer

The North American Regional Board recently met by conference call. Chaired by Norman Meyer, the members include: Victor Castro Borbon, Claudia Fernandes, Gregory Girard, John Horner, Wendy Lewis, Marcus Reinkensmeyer, Oleg Shakov and Suzanne Stinson

This is an impressive group of very experienced members who represent many different constituencies (countries, type of job, type of court, expertise areas, etc.) See description at the end of this article.

The group reviewed goals and actions, which include: promote IACA, recruit members, provide input to the Executive Officers and Board, develop ideas/authors/articles for the IACA Journal, and develop ideas/topics/speakers for upcoming conferences. Each member was asked to think about specific actions the North American Regional Board might take in achieving each goal. Possible actions suggested include the use of the International Organization for Judicial Training (IOJT) as a source of relations, judicial security, and access to justice by minority groups and an upcoming World Conference of Justice being held in Brazil next year. The group will consider their own constituencies / memberships as possible models to adopt. (NACM, NCBC, MASJE, etc.)

The group will have regular meetings by conference call and will also stay in touch via email in between scheduled meetings.

**Victor Castro Borbón** – Chief of the International Section, Electoral Supreme Court (Mexico)

**Claudia Fernandes** – Senior Education Specialist, Admin. Office of the California Courts; Past President of the National Association of State Judicial Educators and chair of NASJE's International Committee (USA)

**Gregory Girard** – Executive Administrator, Eastern Caribbean Supreme Court; ongoing member of IACA's North American Board (St. Lucia, W.I.)

**John Horner** – Clerk of Court, U.S. Bankruptcy Court, Western District of Pennsylvania; and President of the National Conference of Bankruptcy Clerks (USA)

**Wendy Lewis** – Deputy Court Executive Administrator at Caribbean Court of Justice, (Trinidad and Tobago)

**Norman Meyer** – Clerk of Court, U.S. Bankruptcy Court, District of New Mexico; Past President of the National Association for Court Management (NACM); ongoing member of IACA's North American Board (USA)

**Marcus Reinkensmeyer** – Director, Court Services Division, Administrative Office of the Courts, Arizona Supreme Court; Past President of NACM (USA)

**Oleg Shakov** – Director, International Programs at Federal Judicial Affairs Canada

**Suzanne Stinson** – Court Administrator, 26th Judicial Court, Louisiana; Past President of NACM (USA)

### Mission Statement

*To serve as a resource for judges, court administrators and managers, and other government officials in search of ways in which to evaluate and improve court and justice systems*

## First Regional Conference for Latin America

Vladimir Freitas

IACA is organizing the First Regional Conference for Latin America, April 10 -12, 2012, in Buenos Aires, Argentina, under the coordination of the Regional Director Luis Maria Palma, and the support of the Regional Vice-President Vladimir Passos de Freitas. The conference will take place at the Law School of the University of Buenos Aires –UBA, with the participation of Judicial Branches of Latin America, Supreme Court Justices, Chief Judges, Court Administrators, Judges, Prosecutors, Public Defenders, Public Officials, Academics, Journalists, Civil Society Representatives. The main topics to be discussed in the conference are: Court Administration in a globalized world, Cybercrime, Trafficking in persons –TIP, Protection of high profile witnesses, New models of judicial organizations.

## Separation of Powers Program—Serbia

Sonya Prostran

The Separation of Powers Program (SPP) in Serbia is funded by the United States Agency for International Development through a five-year contract with East-West Management Institute (EWM) that ends in August 2013. SPP is designed to help Serbia move closer to European Union accession by strengthening the division of power and authority more equitably among Serbia's three branches of government. SPP's work is structured around three tasks:

**Judicial branch financial independence:** Increasing the capacity of the Serbian judiciary to allocate, acquire, and manage its budgetary resources;

**Improved court administration:** Assisting the Serbian judiciary in making the administration of justice more efficient and responsive to the needs of users by helping to create a position of court administrator; training judges and court administrators on the effective management of judicial institutions; and assisting courts in improving case management by reducing case backlogs and delays; and

**Legislative branch financial independence:** Building the capacity of the National Assembly to create and manage its own budget and resources by helping to create an improved budget office with greater capacity for long-term planning.

As part of its efforts to improve court administration, SPP is working closely with ten partner courts – the Basic Courts in Cacak, Nis,

Sremska Mitrovica, Subotica, Utice, Vranje, and Vrsac, and the Higher Courts in Belgrade, Novi Pazar, and Subotica – to reduce their backlog of cases and improve case processing efficiency. The courts are using various backlog reduction and prevention measures to achieve these goals. The most successful techniques and subsequent results achieved by the courts are summarized in a Best Practices Guide.

The guide is structured to facilitate improvements in other courts. General backlog reduction and prevention measures are presented first. Specific measures are then provided for criminal and civil cases. In each case, key problems are identified and potential solutions given, followed by a description of the experiences of SPP's partner courts in implementing such solutions, results achieved (in terms of decreasing backlogs and increasing court performance) and a reference to relevant legal provisions.

SPP recognizes and congratulates its partner courts for their commitment to delivering justice to Serbia's citizens in a more timely and efficient manner. This Best Practices Guide chronicles their many successes in reducing backlogs and improving case processing efficiency, and also provides practical guidance to other Serbian courts. The Guide is available at [www.ewmispp.org](http://www.ewmispp.org). (Due to the size of this document, it might take a few minutes to load.)

## The Australasian Institute of Judicial Administration (AIJA)

The AIJA is a research and educational institute associated with Monash University. It is funded by the Standing Council on Law and Justice (SCLJ) and also from subscription income from its membership. Its principal objectives include research into judicial administration and the development and conduct of educational programs for judicial officers, court administrators and members of the legal profession in relation to court administration and judicial systems. The AIJA has approximately 1000 members, including judges, magistrates, tribunal members, court administrators, members of the practicing legal profession and academic lawyers, court librarians, and others with an interest in judicial administration.

### ALERT

There is an upcoming conference, featuring speakers from drug courts around Australia. Retired Californian Judge Peggy Hora will give an address on "Evidence-based best practice" for drug courts and will also speak about U. S. drunk driving courts. For more information:

<http://www.aija.org.au/DrugCrt2012/prog&reg.pdf>

# The Hague Conference Memories



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.

**Join IACA** <http://www.iaca.ws/join-iaca.html>

