

**Roundtable to discuss the Strategy for the Development of
Court Administration in the Republic of Kazakhstan
Presentation of the President of IACA, Prof. Dr. Luis María Palma
Astana, Kazakhstan, October 4th, 2024**

Dear colleagues, ladies and gentlemen,

We have gathered today at a turning point for judicial systems around the world. Progress and innovation require us to rethink the way justice is administered. The International Association for Court Administration (IACA) has always strived to be at the forefront of these changes, playing a key role in improving court management and ensuring the independence of the judiciary.

Court administration is not just organizational work. It is the foundation of an independent, impartial, and fair judicial system that serves as the guarantor of human rights and freedoms. We see that countries around the world, including Kazakhstan, increasingly recognize the importance of effective court management for sustainable justice. The implementation of advanced models of court administration and reform of judicial systems requires a comprehensive approach and a strategic vision.

World experience shows that successful court administration is closely linked to the integration of innovative technologies. For example, Kazakhstan has demonstrated significant progress in the digitalization of judicial processes, which has allowed the country to take a leading position in international rankings. High achievements in the field of electronic judicial systems confirm that innovation is not just a trend, but a necessity that improves access to justice, makes it more transparent, and speeds up the process of considering cases.

The key objective of IACA is to promote the strengthening of international cooperation in the field of judicial administration. This is especially important, since effective justice is a global goal. Regardless of which country we are in, we face the same challenges: how to make justice more accessible, how to increase citizens' trust in the judicial system, and how to protect its independence from external interference.

In this regard, I would like to express my opinion on the draft Strategy for the Development of Judicial Administration in Kazakhstan for 2025–2029. The document reflects a deep understanding that an independent and effective judiciary should be built on transparent management processes. The vision presented in the Strategy covers both traditional aspects of the courts' work and key areas such as digitalization and integration of new technologies. It is very important that the Strategy pays attention to the modernization of personnel management, the development of international cooperation, and, of course, the

strengthening of the independence of the courts. The approach described in the Strategy is modern and aligned with global trends in court management.

I am convinced that the proposed measures will make a significant contribution to strengthening citizens' trust in the judicial system. The expected improvements in the quality of justice administration and increased openness of the courts will allow Kazakhstan not only to consolidate, but also to improve its position in international rankings. The estimated results in increasing the level of public trust, the efficiency of judicial proceedings, and the independence of judges create a solid foundation for the sustainable development of the judicial system. The Kazakh model, as proposed in the Strategy, could become an example for many countries seeking similar reforms.

I would like to draw your attention to three key areas that will shape the future of court administration.

First, change management. Judicial systems must be flexible and quickly adapt to new challenges. Progressive reforms already being implemented in Kazakhstan and other countries show that the use of advanced management solutions, process automation, and support for judges through artificial intelligence can increase the system's efficiency and reduce the burden on courts.

Second, digital transformation. Digitization is an integral part of modern justice. Judicial systems using elements of artificial intelligence and automation, such as automatic drafting of judicial acts, are already showing high results. These systems relieve judges from routine tasks, allowing them to focus on more complex cases. But digitization is not just about automation; it is also about creating a secure environment to protect the data of the parties involved and ensure the uninterrupted functioning of all justice systems.

Third, sustainable development and conscience of interdependence. Judicial systems cannot develop in isolation. They must consider the interests of society, the economy, and the international community. We see that countries that actively promote the principles of the rule of law and accessible justice become more attractive to investors and develop a sustainable socio-economic system. Thus, effective court administration directly influences a state's competitiveness on the global stage.

The success of judicial systems depends not only on their reforms but, above all, on the people who work in them, both delivering justice and contributing to its deliverance.

Successful court administration is closely tied to the integration of innovation and technology. And the effective use of these developments requires of an appropriate training of those who will utilize them.

The most important factor is the people, who must be at the center both to deliver and receive a sustainable justice and to provide and receive a well-organized administration: People-centered administration.

Therefore, uniting my two previous comments, I consider of the greatest importance the administrative staff training, for which the establishing of an Academia of Judicial Administration would be a cornerstone. This, to develop person-to-person, distance learning and blended learning formats.

While considering the perspectives, I'd like to stress that:

The implementation of the Strategy can contribute to make a significant impact by strengthening public trust in the judiciary, more efficient legal proceedings, and enhanced judicial independence, creating a solid foundation for the sustainable development of the judiciary.

The Kazakh model, as proposed in the Strategy, could serve as an example for many countries pursuing similar reforms.

Going back to the beginning, IACA is committed to serve to judicial systems so they can rely on advanced management practices and innovations while preserving its unique characteristics and traditions. We are looking forward to continuing working with you in promoting court administration standards that will serve as guarantees of judicial independence and justice for all.

Thank you so, very much.

Prof. Dr. Luis María Palma

President of IACA