



# The Court Administrator

OFFICIAL PUBLICATION OF THE INTERNATIONAL ASSOCIATION FOR COURT ADMINISTRATION

**IACA INVITES YOU TO  
SAVE THE DATES!**

**OCTOBER 25, 26 & 27, 2023**

**IACA Conference at Buenos Aires, Argentina**

VOLUME 14; SPRING 2023

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## The President's Message



*Luis Maria Palma, IACA President*

Hello!

I am deeply honored to present the 14th edition of The Court Administrator (TCA).

In this new issue, you'll find the generous and fruitful contributions of experts from judicial systems around the world, and news about IACA's ongoing and upcoming activities.

My deepest appreciation to our outstanding Executive Editor Eileen Levine, the great team she leads, and the excellent authors who kindly participated, for such a fantastic achievement.

Now, I want to share with you some IACA's news that relate to ongoing and future online programs and sessions, publications, and the organization of an international conference.

By the beginning of this year, we started working on an initiative that is particularly moving for us, because of the tragic events that are taking place in Ukraine.

Since February 7, 2023, we have begun developing a program of virtual conferences jointly organized by IACA with the State Judicial Administration of Ukraine, the EU Project "Pravo-Justice," the USAID "Justice for All" Activity and the All-Ukrainian Association of Court Employees.

During the first three sessions of this program, international cooperation experts, judges, officers, members of the Ukrainian Judiciary and IACA experts addressed the subjects "Court Operation in Conditions of the War," "Court Safety and Security Planning," and "Establishing the System of Support to Vulnerable Groups of Court Users and Victims of War Crimes." Upcoming online conferences will be dedicated to "Justice Digitalization and Information Security Management in War Times and Beyond," and "Integration of the Gender Approach Policy in the Judiciary."

The repercussions of the program have been impressive thanks to the enthusiastic participation of a massive international audience, the feedback we've received, the admirable commitment to volunteer work of the Ukrainian people as a result of which IACA has granted 100 free annual memberships, and the continuous access to the recordings of the sessions in English and Ukrainian, available on the IACA website <https://www.iaca.ws/>.

The International Journal for Court Administration (IJCA) launched its new issue and, on April 18, held the online session "Judicial Integrity and Quality in a Challenging World", with presentations of articles and a book review by experts from Ireland, Kazakhstan, Kenya, Ukraine, and the United States, and the leading participation of managing editors from the UK and Australia. All the contents are available on the website <http://www.iacajournal.org/>.

On May 30, the Vice President and Regional Board of IACA in South & Latin America will offer the online conference (in Spanish). "The Impact of Teleworking on Justice Quality and the People who work in the Judiciary", with the participation of experts from Argentina, Brazil, Chile, Paraguay, and Peru.

The Vice President and Board of IACA in Europe are preparing an online conference program that will cover access to justice, judicial integrity, well-being of judges and judicial career developments.

We are working on the organization of the IACA International Conference in Buenos Aires, Argentina, scheduled for October 25, 26 and 27, 2023. The theme will be "Access to Justice, Administration, and Innovation In a Changing World," focusing on six areas: 1) access to justice, 2) court administration, 3) rule of law and judicial Independence, 4) information, transparency, and quality in the judiciary, 5) criminal justice, 6) innovation in the judiciary. These areas include, amongst other topics: access to justice for vulnerable groups, people-centered justice, community justice approaches, judicial government, new court models in developing countries, career profiles, open-source information management systems and co-development, disinformation threats and attacks to courts and justice systems, pretrial

*continued*

## The President's Message *continued*

detention management, restorative justice, criminal complex cases management, cybercrime and strategies to fight it effectively, artificial intelligence, gender perspective, plain language and public trust in the judiciary.

We have posted the Call for Presentations for the Conference on the IACA website <https://www.iaca.ws/>, inviting to prepare proposals in English, Spanish or Portuguese and send them to the address [callforpapers2023@iaca.ws](mailto:callforpapers2023@iaca.ws).

As always, your participation in IACA activities and your feedback are essential for us to connect with people, learn from different cultures and help improve the judiciaries around the world through dialogue, mutual understanding, empathy, and cooperation.

Looking forward to seeing you in Argentina!

Thank you so much!

*Luis Maria Palma*

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## EDITOR'S MESSAGE

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### Welcome to the 14th Edition of The Court Administrator!



*Eileen Levine  
Court Administrator*

*Eastern and Southern Districts of New York*

Welcome to the 14th Edition of The Court Administrator! I am energized and truly electrified by all your contributions and support as we work together on our new editions. President Luis Maria Palma and President-Elect Pamela Harris are inspirational for all of us with their ideas and

aspirations for IACA. I thank you all for your participation, encouragement, and excellent feedback.

Please join as we welcome incoming officers: Valerie Pompey, IACA Secretary, Suzanne Schneider, Chief Financial Officer (CFO) and Kenneth Isaac Komicho as Vice President-Africa to the IACA Board. Thank you, again, to past CFO Joseph Bobek, for all your hard work as a major champion for IACA since the beginning days of this association! I wish you continued success with your newest adventures, Joe!

We are so pleased to continue the great works of past and present IACA leadership as we embark on new online offerings for membership. IACA President, Luis Maria Palma and President-Elect, Pamela Harris, along with the IACA Officers and Board, continue to push IACA forward, advancing your goals and progress in the field of court administration. We are growing along with you, IACA membership! Together, we observe world situations and bring matters to your attention by bridging our connections.

In February 2023, IACA held an online conference broadcast entitled "Court Operation in Conditions of the War," and in March 2023, the online conference presentation was entitled "Court Safety and Security Planning in Ukraine." The April 2023 online program was entitled "Judicial Integrity & Quality in a Changing World." We congratulate the IACA Journal editors and authors on their latest edition and their online presentations. On May 30, IACA will hold a virtual conference in Spanish entitled "Teleworking and Virtual Hearings." You will not want to miss this presentation! I am so grateful to be involved in an association that takes the reins to bring difficult positions to front and center global views and I hope that you are as well.

Several of these programs have been audio and video recorded and are accessible at any time, in every time zone and at your personal convenience. The first two programs have been recorded in Ukrainian and in English. Please go

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## Editor's Message *continued*

to the Home Page of the IACA website to view materials and to watch the recordings of these conferences. We encourage you to share this vital information with your colleagues and associates. IACA is honored to present crucial programs for membership. We hope to continue these monthly online conferences. If you have any suggested topics and/or if you wish to participate in an online conference, please contact IACA President, Luis Maria Palma or for sponsorship opportunities, please contact Michele Oken Stuart.

In Edition #14, we are excited to introduce to you authors from seven countries, many of whom are first time contributors to *The Court Administrator*. Since IACA launched this publication in 2017, we have published over one hundred articles from over one hundred and ten authors in over thirty-six countries!

We are privileged to welcome and present articles written by members of the international Judiciary: Hon. Fausto Martin De Sanctis, a Federal Appellate Judge in Sao Paulo, Brazil, and Chief Judge of The Court of First Appeal in Buenos Aires, Argentina, Hon. Marcelo López Alfonsín. Judge López Alfonsín's article is co-authored by Mr. Francisco Quintana, the President of Council of the Magistracy of the Autonomous City of Buenos Aires.

Direct from continuing court operations in war torn Ukraine, we are proud to present two incredible articles for our readers. The first one is entitled, "Providing Safety as a Key Component of the Human-centered Court in the Context of War Against Ukraine" by Natalia Korol, Chief of Staff of Vinnytsia Court of Appeals and the next article is "Court Administrator in Wartime: Lessons learned and recommendations from Ukraine, The Resilience of Ukrainian Court Managers: How To Organize Uninterrupted Justice in Wartime" which has been written by Bogdan Kryklyvenko, Chief of Staff of the High Anti-Corruption Court of Ukraine.

Tatiana Veress, a Crime Prevention and Criminal Justice Officer at the United Nations Office on Drugs and Crime (UNODC), inspires us as she highlights our awareness of International Women's Judge's Day, an "important milestone in the global action to promote gender equality and the advancement of women's participation in public life."

In this edition, we also learn about "Professionalisation of The Singapore Court Administration," submitted by Juthika Ramanathan, The Chief Executive, Office of the Chief Justice, Supreme Court of Singapore. Nail Akhmetzakirov, Head of the Court Administration of the Republic of Kazakhstan, details and educates us on the new central state body, equated in status to the Government Apparatus, in his article "About Court Administration of Kazakhstan."

We are taken out of the courtroom and into the world of academia in "Court Decisions Between Transparency and Privacy: A Report from An Ongoing Swiss Research Project, by Andreas Lienhard and Daniel Kettiger. Professor Lienhard and Professor Kettiger have been conducting research on the judiciary for over twenty-five years and have co-authored several books on their judicial research findings.

These are just a few of the impressive topics and articles we present to our members from truly outstanding authors and contributors. Of course, we offer much more!

I personally invite you to continue to share your individual court programs, procedures, and methods with court administrators around the world. You all have a unique opportunity. Please take advantage of the chance to assist global courts with your best practices and methodologies. You are helping court administrators acquire and absorb new information and knowledge. You are in the position to help others to learn and to (hopefully) avoid issues and problems that your court may have encountered.

Our court worlds continue to evolve, you are all at the forefront to keep the momentum going. With the advent of technology and the ease and expectations of instant communication, we may sometimes forget the value of writing and of formal written communications. A text may be overlooked or quickly read and put behind your mind, shelved for another time. A mobile call is over in a matter of minutes. Details may be disregarded at the time as not especially relevant, although you may try to summon your recollections at a later time. In *The Court Administrator*, your suggestions, ideas, and recommendations can be shared forever.

## IACA Membership Updates

Adam Watson, IACA Membership Chair [membership@iaca.ws](mailto:membership@iaca.ws)

Membership in IACA allows you access to restricted content, including our conference presentations, information about previous conferences, and our membership directory. In addition, you'll be supporting IACA's publications, The Court Administrator, and the International Journal for Court Administration ([www.iacajournal.org](http://www.iacajournal.org)). You can become a member for just \$50 per year. We also encourage organizational memberships, in which you can get up to 10 registrations for \$400. Please share this with your friends and colleagues and encourage them to join.

As we look at the year ahead and set outreach and membership goals, please take a moment to reach out to your regional board through your Regional Vice President to find out how you can get involved. We want to see IACA building

momentum as we start planning for new events, conferences, and resources.

It was great to see so many of you in Helsinki, Finland. We hope you are all planning on attending the conference in Argentina in October 2023! After three years since our last conference, it was wonderful to reconnect and see so many new faces. The friendships I've made at IACA over the years have become meaningful and lasting relationships. I hope each of you takes the time to follow up with the connections you made. These relationships will undoubtedly be among your most valuable conference takeaways!

Stay in touch and feel free to reach out to me with any membership-related requests!

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## IACA Jobs Bulletin Board

*IACA Members – Please see the Jobs Bulletin Board for opportunities in the field of justice administration from all over the world! Remember to submit available positions from your courts to the Board and share this valuable information with your colleagues.*

To post a job on the IACA Jobs Bulletin Board send an email to [jobpostings@iaca.ws](mailto:jobpostings@iaca.ws).

### What we accept: Listing Criteria

- Employment needs, job listings, and volunteer opportunities are accepted.
- Indirect job listings (recruiters/third party) must be clearly noted.
- Limit job listings to project/program/portfolio management and related specialties.
- Job postings are removed after the closing date of the position.
- Jobs must be made available to qualified candidates regardless of age, race, gender, and sexual orientation.

### What we Do Not accept:

- Logos and graphics are not accepted due to space constraints and consistency.
- Ads are not permitted

### Important Information regarding Postings:

Postings are accepted from the following:

- Directly from individual courts.
- Court Administrative Offices.
- Non-Governmental Offices.

- Non-Profits.
- International Development Agencies.
- No fees are charged for posting your vacancy announcements.
- Application must be accessible and transparent.
- Information gathered in the application process should be shared carefully and never made available to 3rd parties.

### IACA Policy Statement

IACA's founding principles envision a global association of professionals collectively engaged in promoting the effective administration of justice. To this end, IACA's Jobs Bulletin Board is a service for job seekers and employers who want to fill both full-time and part-time positions in the field of justice administration. The intent of IACA's Jobs Bulletin Board is three-fold:

1. to provide job-seeking IACA members a valuable resource,
2. to provide employers a place to post job openings; and
3. to add value to IACA membership.

Listings are provided as a courtesy for paid members. IACA makes no guarantees and therefore accepts no liability for the listings.



## IACA Conference 2023 Sponsorship Opportunities

The International Association for Court Administration (IACA) will hold its 2023 conference in Buenos Aires, Argentina, October 25-27, 2023. Attendees will include judicial officers, court presidents, security advisors, policy makers, court administrators, court managers and registrars from around the world. Court professionals will come together to debate current topics, listen to plenary/workshop speakers and share court-related experiences.

The success of IACA's conferences is not possible without the sponsors/vendors who support it. Thank you for your continued support and we look forward to your participation and sponsorship for our upcoming conference!

Sponsorship/Vendor opportunities are outlined below:

### Platinum Sponsor

**Cost: \$17,500**

- 15-minute presentation by company principals (preceding plenary on second or third day) or Conference audio/visual or gala dinner
- Exhibit space in a premier location in the coffee/lunch break hall
- Four conference registrations (includes snacks, lunches)
- Four invitations to the president's reception
- Four invitations to the gala dinner
- Sponsor name and logo in the conference program with full page advertisement
- Sponsor name and logo on conference website
- Two-page ad in the next Court Administrator and International Journal for Court Administration publications

### Gold Sponsor

**Cost: \$10,500**

- Sponsorship of lunch on Tuesday or Wednesday
- Exhibit space in the coffee/lunch break hall
- Three conference registrations (includes snacks, lunches)
- Three invitations to the president's reception
- Three invitations to the gala dinner
- Sponsor name and logo in the conference program with full page advertisement

- Sponsor name and logo on conference website
- Two-page ad in the next Court Administrator and International Journal for Court Administration publications

### Silver sponsor

**Cost: \$5,500**

- Sponsorship of conference coffee break or tote bags
- Exhibit space in the coffee/lunch break hall
- Two conference registrations (includes snacks, lunches)
- Two invitations to the president's reception
- Two invitations to the gala dinner
- Sponsor name and logo in the conference program and conference website
- One-page ad in the next Court Administrator and International Journal for Court Administration publications

### Bronze sponsor

**Cost: \$3,500**

- Sponsorship of one of the following: program, lanyards/badges
- Exhibit space in the coffee/lunch break hall
- One conference registration (includes snacks, lunches)
- One invitation to the gala dinner
- Sponsor name and logo in the conference program and conference website
- Half-page ad in the next Court Administrator and International Journal for Court Administration publications

\*Conference registration does not include accommodations

If you have any questions and/or need additional information, please contact:

Michele Oken Stuart  
Vice President Corporate Sponsorships  
mokencsr@gmail.com  
(213) 760-0837



**CALL FOR PRESENTATION PROPOSALS**  
**IACA 25-27 OCTOBER 2023 CONFERENCE AT BUENOS AIRES, ARGENTINA**

The International Association for Court Administration (IACA) will host its 2023 international conference in Buenos Aires, Argentina, on 25-27 October 2023.

The conference theme will be ACCESS TO JUSTICE, ADMINISTRATION, AND INNOVATION IN A CHANGING WORLD, focusing on six broad topics areas:

1. ACCESS TO JUSTICE
2. COURT ADMINISTRATION
3. RULE OF LAW AND JUDICIAL INDEPENDENCE
4. INFORMATION, TRANSPARENCY AND QUALITY IN THE JUDICIARY
5. CRIMINAL JUSTICE
6. INNOVATION IN THE JUDICIARY

▪ Topics will include:

1. Access to Justice for Vulnerable Groups
2. People-Centered Justice and Community Justice Approaches
3. Supreme Courts, Councils of Magistracy, and other Judicial Government Models
4. Court Administration-based Models in Developing Countries. New Administrative and Judicial Career Profiles
5. Open-Source Information Management Systems and Co-Development
6. Quality Data Production and Management in Judicial Systems
7. Disinformation Threats and Attacks to Courts and Justice Systems
8. Pretrial Detention Management
9. Models of Restorative Justice
10. Management of Criminal Complex Cases of Corruption
11. Cybercrime and Strategies to Fight it Effectively
12. Artificial Intelligence, User-Friendly Apps and Self-help Services in the Judiciary
13. Gender Perspective in the Judiciary
14. Plain Language and Public Trust in the Judiciary

The Conference agenda will include presentations and discussions in Spanish, Portuguese and English selected by the Agenda Committee from two sources:

- Individuals invited for their expertise and experience
- Presentation proposals selected from those submitted in response to this call.

These will be 45-minute breakout sessions/discussions running simultaneously with others.



Presenters selected by Agenda Committee will be required to prepare PowerPoint slides to complement their oral presentations and for posting on the Conference Website.

To be considered, please complete the attached one-page form in Spanish, Portuguese, or English, and submit it no later than 31 July 2023 to this email address:

[callforpapers2023@iaca.ws](mailto:callforpapers2023@iaca.ws)

**Note**

**Selection by the Agenda Committee of a presentation proposal for the Buenos Aires Conference waives the registration fee but does not include payment of transportation, hotel, and meal costs.**

**IACA BUENOS AIRES CONFERENCE PRESENTATION PROPOSALS**  
**PLEASE COMPLETE THIS FORM AND SUBMIT NO LATER THAN 31 JULY 2023 TO**  
**EMAIL ADDRESS: [callforpapers2023@iaca.ws](mailto:callforpapers2023@iaca.ws)**

**PRESENTER NAME(S):** (WHERE MORE THAN ONE, PLEASE LIST THE LEAD PRESENTER FIRST)

- |          |          |
|----------|----------|
| 1. _____ | 2. _____ |
| 3. _____ | 4. _____ |

**LEAD PRESENTER EMAIL ADDRESS:** \_\_\_\_\_

**LEAD PRESENTER TITLE AND CURRENT EMPLOYER:**

\_\_\_\_\_

**LEAD PRESENTER COUNTRY OF ORIGIN:** \_\_\_\_\_

**SUMMARY OF PROPOSED PRESENTATION TOPIC:** (PLEASE LIMIT TO 250 WORDS)

**PROPOSED PRESENTATION FORMAT:**

- LECTURE FOLLOWED BY Q&A
- OPEN GUIDED GROUP DISCUSSION
- INTRODUCTION, SMALL GROUP DISCUSSIONS, SUMMARY REPORTS
- OTHER: DESCRIBE BRIEFLY

**POWERPOINT PRESENTATION SLIDES:**

- **IF MY/OUR PRESENTATION IS SELECTED BY THE AGENDA COMMITTEE, I/WE AGREE TO PREPARE A SERIES OF POWERPOINT SLIDES TO POST ON THE CONFERENCE WEBSITE AND TO COMPLEMENT THE ORAL PRESENTATION. APPLICANTS SHOULD NOT PREPARE SUCH SLIDES UNTIL AFTER THEY ARE NOTIFIED THEIR PRESENTATIONS HAVE BEEN SELECTED.**



**CONVOCATORIA PARA LA PRESENTACIÓN DE PROPUESTAS  
CONFERENCIA IACA EN BUENOS AIRES, ARGENTINA  
25-27 DE OCTUBRE DE 2023**

LA Asociación Internacional para la Administración de Cortes (International Association for Court Administration -IACA) celebrará su conferencia internacional 2023 en Buenos Aires, Argentina, del 25 al 27 de octubre de 2023.

El tema de la conferencia será ACCESO A JUSTICIA, ADMINISTRACIÓN E INNOVACIÓN EN UN MUNDO EN CAMBIO, centrándose en seis grandes áreas temáticas:

1. ACCESO A JUSTICIA
2. ADMINISTRACIÓN DE TRIBUNALES
3. ESTADO DE DERECHO E INDEPENDENCIA JUDICIAL
4. INFORMACIÓN, TRANSPARENCIA Y CALIDAD EN EL PODER JUDICIAL
5. JUSTICIA PENAL
6. INNOVACIÓN EN EL PODER JUDICIAL

• Los temas incluirán:

1. Acceso a la Justicia para Grupos Vulnerables
2. Justicia Centrada en las Personas y Enfoques de Justicia Comunitaria
3. Cortes Supremas, Consejos de la Magistratura y otros Modelos de Gobierno Judicial
4. Modelos basados en la Administración de Cortes en Países en Desarrollo. Nuevos Perfiles en la Carrera Administrativa y Judicial
5. Sistemas de Gestión de Información de Código Abierto y Co-Desarrollo
6. Producción y Gestión de Datos de Calidad en los Sistemas Judiciales
7. Amenazas de Desinformación y Ataques a Tribunales y Sistemas Judiciales
8. Gestión de la Prisión Preventiva
9. Modelos de Justicia Restaurativa
10. Gestión de Casos Complejos Penales de Corrupción
11. Ciberdelincuencia y Estrategias para Combatirla Eficazmente
12. Inteligencia Artificial, Aplicaciones Fáciles de Usar y Servicios de Autoayuda en el Poder Judicial
13. Perspectiva de Género en el Poder Judicial
14. Lenguaje Claro y Confianza Pública en el Poder Judicial

La agenda de la Conferencia incluirá presentaciones y discusiones en español, portugués e inglés seleccionadas por el Comité de Agenda a partir de dos fuentes:

- Personas invitadas por sus conocimientos y experiencia
- Propuestas de presentación seleccionadas entre las presentadas en respuesta a esta convocatoria.

Las presentaciones se realizarán durante sesiones de 45 minutos que se ejecutarán simultáneamente con otras.

Los expositores seleccionados por el Comité de Agenda deberán preparar diapositivas de PowerPoint para complementar sus presentaciones orales y para publicar en el sitio web de la Conferencia.

Para que su propuesta sea considerada, rogamos completar el formulario adjunto de una página en español, portugués o inglés, y enviarlo hasta el 31 de julio de 2023 a esta dirección de correo electrónico: [callforpapers2023@iaca.ws](mailto:callforpapers2023@iaca.ws)

**Nota**

**La selección por parte del Comité de Agenda de una propuesta de presentación para la Conferencia de Buenos Aires exime del pago de la cuota de inscripción, pero no incluye el pago de los gastos de transporte, hotel y comidas.**

**PROPUESTAS DE PRESENTACIÓN PARA LA CONFERENCIA IACA BUENOS AIRES**  
**POR FAVOR, COMPLETE ESTE FORMULARIO Y ENVÍELO HASTA EL 31 de JULIO de 2023 A**  
**DIRECCIÓN DE CORREO ELECTRÓNICO: [callforpapers2023@iaca.ws](mailto:callforpapers2023@iaca.ws)**

**NOMBRE DEL EXPOSITOR: (SI HAY MÁS DE UNO, ENUMERE PRIMERO AL EXPOSITOR PRINCIPAL)**

1. \_\_\_\_\_ 2. \_\_\_\_\_  
3. \_\_\_\_\_ 4. \_\_\_\_\_

**DIRECCIÓN ELECTRÓNICA DEL EXPOSITOR PRINCIPAL:**

\_\_\_\_\_

**TÍTULO DEL EXPOSITOR PRINCIPAL E INSTITUCIÓN QUE INTEGRA:**

\_\_\_\_\_

**PAÍS DE ORIGEN DEL EXPOSITOR PRINCIPAL:** \_\_\_\_\_

**RESUMEN DEL TEMA PROPUESTO: (POR FAVOR, LIMITAR A 250 PALABRAS)**

**FORMATO DE PRESENTACIÓN PROPUESTO:**

- CONFERENCIA SEGUIDA DE PREGUNTAS Y RESPUESTAS
- DISCUSIÓN GRUPAL GUIADA ABIERTA
- INTRODUCCIÓN, DISCUSIONES EN GRUPOS PEQUEÑOS, INFORMES RESUMIDOS
- OTRO: DESCRIBA BREVEMENTE

**DIAPOSITIVAS DE PRESENTACIÓN DE POWERPOINT:**

- **SI MI/NUESTRA PRESENTACIÓN ES SELECCIONADA POR EL COMITÉ DE AGENDA, YO/NOSOTROS ACEPTAMOS PREPARAR UNA SERIE DE DIAPOSITIVAS DE POWERPOINT PARA PUBLICAR EN EL SITIO WEB DE LA CONFERENCIA Y COMPLEMENTAR LA PRESENTACIÓN ORAL. LOS SOLICITANTES NO DEBEN PREPARAR DICHAS DIAPOSITIVAS HASTA DESPUÉS DE QUE SE LES NOTIFIQUE QUE SUS PRESENTACIONES HAN SIDO SELECCIONADAS.**





**CHAMADA PARA SUBMISSÃO  
CONFERÊNCIA DA IACA EM BUENOS AIRES, ARGENTINA  
25-27 OUTUBRO 2023**

A Associação Internacional de Administração de Tribunais (International Association for Court Administration -IACA) realizará sua conferência internacional de 2023 em Buenos Aires, Argentina, de 25 a 27 de outubro de 2023.

O tema da conferência será **ACESSO À JUSTIÇA, ADMINISTRAÇÃO E INOVAÇÃO EM UM MUNDO EM MUDANÇA**, com foco em seis grandes áreas temáticas:

1. ACESSO À JUSTIÇA
2. ADMINISTRAÇÃO DE TRIBUNAIS
3. ESTADO DE DIREITO E INDEPENDÊNCIA JUDICIAL
4. INFORMAÇÃO, TRANSPARÊNCIA E QUALIDADE NO JUDICIÁRIO
5. JUSTIÇA CRIMINAL
6. INOVAÇÃO NO JUDICIÁRIO

• Os tópicos incluirão:

1. Acesso à Justiça para Grupos Vulneráveis
2. Justiça Centrada nas Pessoas e Abordagens de Justiça Comunitária
3. Tribunais Supremos, Conselhos da Magistratura e outros Modelos de Governo Judicial
4. Modelos baseados na Administração de Tribunais em Países em Desenvolvimento. Novos Perfis na Carreira Administrativa e Judiciária
5. Sistemas de Gestão da Informação Open Source e Co-Desenvolvimento
6. Produção e Gestão de Dados de Qualidade em Sistemas Judiciais
7. Ameaças de Desinformação e Ataques a Tribunais e Sistemas Judiciais
8. Gestão da Prisão Preventiva
9. Modelos de Justiça Restaurativa
10. Gestão de Casos Complexos de Corrupção Criminal
11. Cibercrime e Estratégias para Combatê-lo de Forma Eficaz
12. Inteligência Artificial, Aplicativos Amigáveis e Serviços de Autoajuda no Judiciário
13. Perspectiva de Gênero no Poder Judiciário
14. Linguagem clara e confiança pública no Judiciário

A agenda da Conferência incluirá apresentações e discussões em espanhol, português e inglês selecionadas pelo Comitê de Agenda a partir de duas fontes:

- Pessoas convidadas por seu conhecimento e experiência
- Propostas de apresentação selecionadas dentre as submetidas em resposta a esta chamada.

As apresentações serão feitas durante sessões de 45 minutos que acontecerão simultaneamente com outras.

Os apresentadores selecionados pelo Comitê de Agenda deverão preparar slides em PowerPoint para complementar suas apresentações orais e postar no site da Conferência.

Para que sua proposta seja considerada, preencha o formulário de uma página em anexo em espanhol, português ou inglês e envie-o até 31 de julho de 2023 para este endereço de e-mail: [callforpapers2023@iaca.ws](mailto:callforpapers2023@iaca.ws)

**Nota**

A seleção pelo Comitê de Agenda de uma proposta de apresentação para a Conferência de Buenos Aires isenta o pagamento da taxa de inscrição, mas não inclui o pagamento de despesas de transporte, hotel e alimentação.

**PROPOSTAS DE APRESENTAÇÃO PARA A CONFERÊNCIA IACA BUENOS AIRES**  
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**ENDEREÇO ELETRÔNICO DO EXPOSITOR PRINCIPAL:**

\_\_\_\_\_

**TÍTULO DO PRINCIPAL EXPOSITOR E INSTITUIÇÃO QUE INTEGRA:**

\_\_\_\_\_

**PAÍS DE ORIGEM DO EXPOSITOR PRINCIPAL:** \_\_\_\_\_

**RESUMO DO TÓPICO PROPOSTO: (LIMITE PARA 250 PALAVRAS)**

**FORMATO DE APRESENTAÇÃO PROPOSTO:**

- \_\_\_\_\_ CONFERÊNCIA SEGUIDA DE PERGUNTAS E RESPOSTAS
- \_\_\_\_\_ DISCUSSÃO EM GRUPO GUIADA ABERTA
- \_\_\_\_\_ INTRODUÇÃO, DISCUSSÕES EM PEQUENOS GRUPOS, RELATÓRIOS DE SÍNTESES
- \_\_\_\_\_ OUTROS: DESCREVA BREVEMENTE

**SLIDES DE APRESENTAÇÃO DO POWERPOINT:**

- \_\_\_\_\_ SE MINHA/NOSSA APRESENTAÇÃO FOR SELECIONADA PELO COMITÊ DE AGENDA, EU/NÓS CONCORDAMOS EM PREPARAR UMA SÉRIE DE SLIDES EM POWERPOINT PARA POSTAR NO SITE DA CONFERÊNCIA E COMPLEMENTAR A APRESENTAÇÃO ORAL. OS CANDIDATOS NÃO DEVEM PREPARAR ESSES SLIDES ATÉ QUE SEJAM NOTIFICADOS DE QUE SUAS APRESENTAÇÕES FORAM SELECIONADAS.

## Let's celebrate the International Day of Women Judges: March 10, every year!

*Tatiana Veress, United Nations Criminal Justice Officer*

*Tatiana Veress works as Crime Prevention and Criminal Justice Officer at the United Nations Office on Drugs and Crime (UNODC) where she coordinates the activities of UNODC's Global Judicial Integrity Network as a global platform aiming to promote experience-sharing among judges and judiciaries, facilitate access to existing resources and knowledge, and identify and address emerging challenges to judicial integrity.*

On March 10, 2023, the world marked International Day of Women Judges for the second time. Having been designated in 2021 by the UN General Assembly Resolution 75/274, this international day represents an important milestone in the global action to promote gender equality and the advancement of women's participation in public life. In this article, I would like to focus on why this international day is of importance and what it aims to achieve, as well as on some of the ways to join the cause.

### **Why the International Day of Women Judges?**

As with all other international days, the purpose of the International Day of Women Judges is to serve as an advocacy tool and help shine light on an important topic, celebrate the progress made and educate the public about the challenges faced. The Resolution 75/274 in its preamble explains the reasons behind this day, emphasizing that although *"the active participation of women, on equal terms with men, at all levels of decision-making is essential to the achievement of equality, sustainable development, peace and democracy"*, only *"a relatively small number of women have been judges, including at senior judicial leadership positions, at all levels"*. The International Day of Women Judges therefore aims to promote the full and equal participation of women at all levels of the judiciary.

Fair gender representation is important for many reasons. The judiciary needs to be representative of the society it serves in order to be inclusive, strong and trusted by the public. If the judiciary is perceived to perpetuate gender discrimination and stereotyping, women will be less likely to attempt to access its services. Conversely, higher numbers and visibility of female judges can increase the willingness of women to seek justice. Moreover, women judges bring different perspectives and experiences into decision-making, enrich the judiciary and expand its expertise and ability to respond to varied social and individual contexts.

Yet, women continue to be underrepresented in the judiciary and face obstacles in obtaining judicial positions due to deeply rooted gender discrimination, cultural and societal pressures, and corrupt or opaque appointment procedures. Even if appointed, many women judges continue to be confronted with challenges along their judicial journey, including undue criticism or scrutiny, harassment, assignments limited to "typically female" cases (such as family cases), or the inability to advance to senior or managerial positions.

By establishing the International Day of Women Judges, the UN Member States recognized these challenges and reaffirmed the need to promote full and equal participation of women in the judiciary. The Resolution calls for the "commitment to develop and implement appropriate and effective national strategies and plans for the advancement of women in judicial justice systems and institutions at the leadership, managerial and other levels".

### **The Global Judicial Integrity Network**

The adoption of the International Day of Women Judges is closely linked to the Global Judicial Integrity Network of the United Nations Office on Drugs and Crime (UNODC), as it was at the High-Level Meeting of the Network in 2020 when the Chief Justice of Qatar and the then-President of the International Association of Women Judges announced their intention to submit a proposal to the UN General Assembly recommending the proclamation of this international day, which as we know was a successful endeavour.

Equal gender representation in the judiciary and access to justice for all have been at the core of the Global Judicial Integrity Network's activities since its launch in 2018. As a platform for judges and judiciaries to join forces in strengthening judicial integrity worldwide, the Network creates opportunities for experience-sharing, facilitates access to resources and good practices, and develops new guidance materials and tools. Among other topics, the Network has been focusing on why and how to promote active participation of women in the justice system and remove gender discrimination, biases, and stereotyping. All information about this work can be found on the Network's



website ([www.unodc.org/ji](http://www.unodc.org/ji)), including in the dedicated Paper on Gender-Related Judicial Integrity Issues which analyzes the most common gender-related challenges and proposes recommendations on how to address them.

### **Taking Action**

On the occasion of this year's International Day of Women Judges, you can join the global community in the efforts to tackle the existing challenges as well as celebrate the many wonderful women judges around the world who serve justice with dedication, professionalism and integrity.

The Global Judicial Integrity Network provides a wealth of highly relevant resources for you to learn from and disseminate further, including the aforementioned issue paper, the judicial ethics training tools, opinion pieces, podcasts and webinars, and much more.

You can also join the wider campaign of UNODC "Women in Justice – Women for Justice" which promotes the advancement of women's representation and leadership in the broader justice sector. We encourage you to share success stories on social media or through other channels about women working for justice in your court, country or region. The campaign's website also provides access to a variety of additional resources developed by UNODC on related topics.

Every individual can play an active role in fighting against all forms of gender biases and discrimination and help raise awareness about the importance of women judges in the judiciary. Therefore, please mark 10 March 2024 in your calendars and join us in celebrating the third International Day of Women Judges!



## Moving On the Road To Improve The Levels Of Transparency Of Justice In The City Of Buenos Aires

By: Marcelo López Alfonsín & Francisco Quintana



*Marcelo López Alfonsín has been a Judge in the City of Buenos Aires, Argentina since 2013. He is the Chief Judge of a Court of First Appeal. This Court deals with all the judicial cases in which the government of Buenos Aires is involved. His Honor holds a PH. D. in Constitutional Law from the University of Buenos Aires Law School, Argentina, (2012) as well as a Master's Degree in Environmental Law from the University of Lomas de Zamora Law School, Argentina in 2001. Judge Marcelo López Alfonsín is a Member of the Argentinean Academy of Comparative Law and he is a member of the Argentinean Academy of Constitutional Law.*

*Francisco Quintana is a lawyer; his degree received with honors, from the Argentine Catholic University (UCA). Since 2023, Mr. Quintana has been President of the Council of the Magistracy of the Autonomous City of Buenos Aires by the legislature, having previously served as First Vice President. Mr. Quintana has also served as a legislator in the City of Buenos Aires.*

*For those readers who may wish to follow up with the authors, you may contact Chief Judge Alfonsin at [mlalfonsin@jusbaire.gob.ar](mailto:mlalfonsin@jusbaire.gob.ar)*



In March of 2013, I had the immense honor of being selected as judge of the City of Buenos Aires and to start from the beginning, the settlement of a new court. Knowing in advance that the rule of law and the principles of fundamental justice<sup>1</sup> must guide the performance of the court and its workers, I realized the importance of the role of the judge in the complex task of being in charge of a new teamwork.

To continue with the task of modernization and efficiency in the way of imparting justice I proposed, when I was elected chief judge of the court of first appeal during the year 2022, to work with the Magistracy Council for the certification of ISO\* standards 9001:201 to improve our levels of transparency in the assignment of judicial files.

It was in that instance where, with the support of the current President of the Council, Francisco Quintana, we began the process of standardization amplifying the view to the entire organization.

The certification of ISO Standards requires the design and implementation of a Quality Management System (QMS) whose objective is to manage the interrelation of the processes and record their continuous progress. The process we to choose to work on to improve our levels of transparency is the assignment of judicial files by a random drawing from the software that is used for the development of the files.

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<sup>1</sup> Argentinean National framework grants the due process of law in article 18 of the National Constitution and it incorporates international human rights treaties in which it is also possible to find legal provisions that protect the access to justice (Universal Declaration of Human Rights, Article 10; International Covenant on Civil and Political Rights, Article 14; American Convention on Human Rights, Articles 8&25).

Within the framework of the certification of the ISO Standards, a certain number of tasks must be carried out, among them the creation of a Quality Policy with commitments, specific objectives, and periodic evaluation of these.

### **Our Quality Policy establishes the following commitments:**

- Guarantee access to information and transparency of the organization.
- Promote the personal and professional development of its members.
- Strengthen the Comprehensive Plan for the Inclusion of People with Disabilities.
- Promote gender awareness and training.
- Make decisions based on evidence.

For every one of these commitments, we have some goals: guaranteed access to justice, adequately process the income of the demands, publicize the results of the assignment, making visible the distribution of the demands, promote the continuous development of work skills, comply with regulations, and continuously improve stakeholder satisfaction.

We also evaluated the management of the risks that could result in the implementation. Our final goal is to develop clear

processes and improve the flow of information at all stages of management, as well as optimize the decision-making process, provide solutions to specific problems, and accelerate the administrative procedures of the Court.

We are currently in the process of audits for the certification. We have already advanced in the first stage. During all this time we have also put into practice all the modifications and improvements in the process that we identify to make it more efficient and have the elements to determine if we are going the right way.

The realization of all these challenges is part of my commitment to achieve a justice that grants greater speed in its processes, greater transparency and achieve the objectives that technology and modernization poses in this new century, knowing that the access to justice and the due process of law cannot be fully satisfied without a good service of justice.

*Editor's note: The International Organization for Standardization, commonly referred to as ISO Standards, is a worldwide federation of national standards bodies. ISO is a nongovernmental organization that comprises standards from more than 160 countries. ISO develops standards for businesses around the world so that they may operate using a uniform set of best practices. International credibility may be gained by implementing and complying with high standard practices.*





# Professionalisation Of The Singapore Court Administration<sup>1</sup>

By Juthika Ramanathan, Chief Executive, Office of the Chief Justice, Supreme Court of Singapore



*Juthika Ramanathan currently serves as the Regional Vice-President for South Asia & Australia for the International Association for Court Administration (IACA). As the Chief Executive, Office of the Chief Justice, Supreme Court of Singapore, Ms. Ramanathan is responsible for the administration and operations of the Singapore Courts.*

*Ms. Ramanathan holds a Bachelor of Laws degree from the National University of Singapore and she practised as a commercial solicitor before joining the public sector. Prior to Ms Ramanathan's current appointment, she was the Chief Executive of the Accounting and Corporate Regulatory Authority of Singapore.*

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## Abstract of Article:

The foundation for the professionalisation of Court Administrators in the Singapore Judiciary traces back to 2013 with the creation of the Judiciary Administration and Operations arm that came under the oversight of the Chief Executive, Office of the Chief Justice. The development of general and job-family specific competency frameworks for Singapore Court Administrators in recent years set the stage for launching a series of learning and development initiatives aimed at equipping them with the necessary capabilities and deep skillsets to better meet the needs and expectations of users of the courts' dispute resolution services. Methods to measure success and identify gaps are being developed to enable continual improvement of the professionalisation efforts.

## The Courts as a Service

The traditional notion of a court is a place at which parties physically attend to submit their case to a representative of the state for a decision. The modern view shifts the emphasis away from the physical location and instead conceptualises the court as a dispute resolution service delivered to users. A

key element in this evolution is the change from an inward-looking mindset, focused on the court and the judge, to an outward-looking one, focused on the users of the service.

Court users stand at the very centre of modern justice administration.

## A Separate Court Administration Arm

Court Administrators ("CAs") play a vital role in delivering such user-centred justice and must be professionally prepared to carry out this function effectively. The journey of professionalising Singapore's CAs began in 2013, when Chief Justice Sundaresh Menon established the office of the Chief Executive to manage the administration and operations of the Supreme Court.<sup>2</sup> Before this, those functions were discharged by the Registrar of the Supreme Court,<sup>3</sup> with the assistance of the Deputy Registrar, Senior Assistant Registrars, and Assistant Registrars (collectively known as "Judicial Officers"). The Registrar oversaw this portfolio concurrently with his judicial responsibilities in overseeing the Registry, which is concerned with the management of the cases that come to the Supreme Court.<sup>4</sup> The administration and operations of the two other courts in Singapore – the Family Justice Courts and

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<sup>1</sup>This article is adapted from a speech originally delivered by Ms Juthika Ramanathan (Regional Vice-President for South Asia & Australia, International Association for Court Administration, and Chief Executive, Office of the Chief Justice, Supreme Court of Singapore) on 18 October 2022 at the International Association for Court Administration Conference 2022 held in Helsinki, Finland.

<sup>2</sup>Sundaresh Menon CJ, Speech at the 16th Conference of Chief Justices of Asia & the Pacific (8 November 2015) at [1].

<sup>3</sup>Sundaresh Menon CJ, Speech at the 16th Conference of Chief Justices of Asia & the Pacific (8 November 2015) at [2].

<sup>4</sup>Sundaresh Menon CJ, Speech at the 16th Conference of Chief Justices of Asia & the Pacific (8 November 2015) at [2].

the State Courts – were integrated with those of the Supreme Court, under the oversight of the Chief Executive, in recent years.

With the division of the court administration functions into a separate arm under the oversight of the Chief Executive, the judicial and court administration domains are operated by their respective specialists. This allows Singapore CAs to develop skills and expertise specific to court administration, oiling the wheels of justice and enabling the Singapore Judiciary to serve court users effectively and efficiently. It is this which typifies the Singapore court administration as a profession – professions being, in essence, the pursuit of a learned art in the spirit of public service.<sup>5</sup>

The Judicial Officers received similar opportunities when the Judicial Service Commission (“JSC”), headed by the Chief Justice, was set up in January 2022. Prior to this, the training and development of Judicial Officers were jointly overseen with the training and development of Legal Service Officers in the Attorney-General’s Chambers and the Legal Departments/Units in Government agencies. The set up of the JSC marks a very significant milestone in the history of the Singapore Judiciary as it heralds a wider move to transform the Judiciary. This structural change positions the Singapore Judiciary to meet the growing demands of an increasingly complex and rapidly evolving landscape. The Chief Justice’s vision for the Singapore Judiciary is to progress from being a body of adjudicators to becoming an institution entrusted with the administration of justice. With the increasing complexity and volume of cases being resolved by the Singapore Judiciary as well as the myriad of different alternative dispute resolution channels, there is a need for the Singapore Judiciary to deepen its specialisation, strengthen its institutions and evolve its practices to meet the increasing demands to grow as an institution entrusted with the effective administration of justice.

### **Transformation vis-à-vis User-centricity**

In line with the Singapore Judiciary’s strategic direction to embrace user-centricity as its core focus, the transformation within the Singapore court system was spurred by its commitment to meeting the needs of those it serves, the court users.

Indeed, an Access to Justice Programme Director was appointed in October 2022 to conceptualise and develop the

Singapore Judiciary’s Access to Justice Framework. An Access to Justice Programme Office is being set up to coordinate access to justice efforts across the Singapore Judiciary, review existing citizen-facing services and processes, and embark on new projects to improve the experience of court users. For a start, some areas of focus for the Programme Office will include enhancing accessibility to information, integrating services for the greater convenience of court users, and improving the overall end-to-end service experience.

### **The Profile of the Modern Court User**

Key to identifying the needs of these users is an understanding of the profile of the court user. Court users are now better educated, they are plugged into the various social media platforms, and they are able to engage with the Judiciary on a more equal footing. Court users are also more engaged with civic groups, which have also become more active and vocal in Singapore. All these translate into more pressing expectations with respect to access to justice.

There is also a trend of growing the digital literacy in Singapore and, indeed, even digital nativeness. This trend predates the pandemic, and the Singapore Judiciary had already embarked on getting Singapore CAs to pick up the relevant skills to respond to this. Since the onset of the COVID-19 pandemic, however, the pace of this trend has seen a meteoric rise as physical interactions were restricted and movement controls were put in place in Singapore.

### **Applying Acquired Skills to New Environments**

Singapore CAs were able to apply the skills they had already acquired into the new environment, implementing remote and hybrid hearings, and operating Zoom rooms – all to ensure that justice remained accessible during the public health crisis.

### **Locking in Gains in Familiarity and Attitudes Towards Remote Modalities**

As the Singapore Government shifted its posture and moved towards a new endemic COVID-19 norm, the Singapore Judiciary locked in the gains that it reaped during the pandemic in increased familiarity with, and changed attitudes towards, remote modes of interfacing with the justice system. For example, remote hearings have become an increasingly common feature in the Singapore justice system.

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<sup>5</sup> Roscoe Pound, *The Lawyer from Antiquity to Modern Times* (West Publishing Company, 1953).

## Profile of CAs in Singapore

CAs are a vital force and resource in delivering excellent court services and access to justice. Together with Judges and Judicial Officers, they play a critical role in the journey towards professionalising the Singapore Judiciary.

The Singapore Judiciary currently employs approximately 860 CAs. Unlike some other courts in the world, where the court administration is distinct from the public service, Singapore CAs are all members of the Singapore Public Service.

## Pursuit of a Learned Art

To meet rising expectations, there is a real need for Singapore CAs to grow and develop deep skill sets and competencies. The terms “profession” and “professionalisation” involve elements of formal qualification, prolonged training, and competencies and skills.

## Ground-up Survey of Skills

To identify the skills and to set out the paths for Singapore CAs to acquire those skills, a Whole-of-Judiciary survey was conducted in 2020. The objective of this survey was to find out from Singapore CAs themselves the types of skills and competencies they needed on the ground to perform. The skillsets which 84% of Singapore CAs considered to be of top priority to ensure that the Singapore Judiciary remained ready for the future were:

- a. **Digital skills:** These include digital communication and working from home skills, which facilitate the delivery of court services remotely over a digital medium. The identification of this skillset recognises that the skills needed to work from the court building and those needed to work from home were different and needed to be separately developed with remote work being a permanent feature of the new normal;
- b. **Communication with empathy in both the physical and digital setting:** This skillset includes having a healthy emotional quotient, so as to enable the CA to create an environment that is conducive to empathetic communication with the court user;
- c. **Court user experience and design thinking:** The focus here is on the approach to problem-solving that is orientated around the needs of users. An example of such an approach at work resulted in the introduction

of the Supreme Court Service Hub. The Service Hub consolidates all the common service touch points for unrepresented litigants into a single space and was born out of a recognition that the user journey had previously been fragmented and confusing; and

- d. **Mental Resilience and Social Wellness:** This skillset centres on personal self-mastery. It involves three aspects: (1) emotional resilience at work, (2) effective anger, stress, and anxiety management, and (3) team building and cohesion across multiple and mixed settings.

This ground-up survey, that was based on the lived experiences of Singapore CAs themselves, proved to be a useful starting point for charting out the pathway for their professionalisation.

To reinforce our commitment for continuous improvement and excellence, the Singapore Judiciary plans to implement the International Framework for Court Excellence (“IFCE”), a quality management system, at the whole-of-judiciary level to better assess and identify gaps and better measure court performance, in particular the performance of Singapore CAs under the area of Court Workforce in the IFCE.

## Development in a phased approach

The development of Singapore CAs is taking place in three main phases. Phase I involved the development and implementation of competency frameworks for all the job families within the Singapore Court Administration. Phase II is focused on the establishment of the learning and development opportunities for Singapore CAs. Phase III will focus on establishing means of measuring the success of the professionalisation efforts in an objective and reliable manner.

## Phase I – Development of Competency Frameworks

### Competency-based system

To equip Singapore Public Officers with the relevant skillset in an increasingly complex and rapidly evolving operating environment, the Singapore Public Service have shifted towards a competency-based human resource system to identify the competencies that are required of officers to perform at different levels of their job. Singapore CAs are part of the wider Singapore Public Service. They are expected to exhibit two broad types of competencies: Core Competencies and Functional Competencies.

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## Core Competencies

The Core Competencies are common to all officers in the Singapore Public Service. Whether an officer works in the Singapore Judiciary, or any other Singapore public sector agency, these are the Core Competencies that they must develop and demonstrate. These competencies are used for discussing performance and potential in a more objective manner, decide who the best persons for the job are, guide the development of officers, identify potential leaders, and determine who to recruit and how to benchmark the remuneration for these officers.

## Functional Competencies

The Functional Competencies are job family-specific, and it enables Singapore CAs to establish the level of competencies required for their role and chart their training and development to plug any identified gap in proficiency levels. Collectively, there are 15 different job families within the Singapore Court Administration. The Singapore Judiciary has also developed customised competency frameworks for two key job families: Interpreters and Case Management Officers. These customised competency frameworks were launched in 2018 and 2019 respectively and were revised to ensure alignment with the Whole-of-Government competency-based system when it was implemented in 2020.

## Competency Frameworks Enable Ownership and Planning

The development and adoption of the competency frameworks form a good foundation for developing court administration as a profession. These frameworks allow Singapore CAs to take ownership in planning their growth and development as a professional CA. It also enables their supervisors to better appreciate the level at which they are performing, in order to work with them to plan their training and development to move on to the next levels.

## Phase II – Learning and Development

Phase II focuses on the learning and development of Singapore CAs, and is fundamentally a self-actualisation phase, leveraging on the foundation of the competency frameworks. It is concerned with the levelling up and promotion of professionalism and continuing professional development.

## Budgets and Targets

Singapore CAs are allocated an annual training budget that they can tap on to support their training and professional development needs. At the organisation-level, a target of 90 training hours is set to encourage and cultivate a learning mindset. A target on the minimum number of hours each CA should be spending on learning and development each year sets the tone across the Judiciary that continuous learning is a key priority and not a peripheral goal.

## Partnerships with Education Providers

The Singapore Judiciary has established partnerships with accredited organisations and professional education providers to offer tailored executive programmes in legal skills and in data analytics. Additional relevant accredited programmes are continuously being identified.

## Other Continuous Learning Initiatives

Other initiatives in recent years to encourage continuous learning include participation in and learning through international engagements, job rotation exercises, and scholarships and sponsorships for the pursuit of further formal education. As members of the wider Public Service, Singapore CAs can also take part in Whole-of-Government initiatives such as:

- a. the Short Term Immersion Programme, which exposes officers to work in other Government agencies between 1 day and 4 weeks;
- b. the Gig Work Initiative, which allows officers to contribute their expertise and experience in cross-agency Public Service projects; and
- c. the Structured Job Rotation and Talent Attachment Programmes, which provide job attachments within the public and private sectors respectively.

## Court Administrator Conference

One major initiative instituted is the annual Court Administrator Conference. This serves as a platform for Singapore CAs from across the Singapore Judiciary to share with and learn from each other. The programme for each Conference consists of panel sessions, group discussions, and workshops tailored to the specific needs of CAs. The first two Conferences were in December 2021 and December 2022 respectively. The longer-term goal is to grow this

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into a regional conference, where emerging themes in case management and judiciary administration and operations – including those concerning court technology, architecture, infrastructure – are discussed and showcased with like-minded CAs.

### **Learn@Judiciary E-learning Platform**

Another initiative aimed at inculcating a learning mindset in Singapore CAs is Learn@Judiciary. This is an interactive e-learning platform which allows Singapore CAs to learn “on the move”, at anytime, from anywhere. The Learn@Judiciary app was built within a broader environment that was developed at the Singapore Public Service-level, and hosts specifically Judiciary-related training materials. The Singapore Judiciary is looking at introducing more Judiciary specific training modules on the Learn@Judiciary app.

### **Reset Day**

Innovation is key to the Singapore Judiciary’s continued success. Its antithesis is inertia, or a “that’s how we’ve always done it” mindset. To address this, a day was set aside in September 2021 to encourage all officers in the Singapore Judiciary to reset their thinking and approach to their work.

### **Phase III – Measuring success**

It is important to develop tools that could be used to measure success in the efforts to professionalise Singapore CAs. The purpose is to identify gaps and allow the continual improvement of the strategies deployed. Three such tools that are being explored are:

- a. Key Performance Indicators to help measure and track the professionalisation of Singapore CAs over time;
- b. integrated surveys to obtain feedback from stakeholders and partners, members of the public, court users, and court employees; and
- c. questions in the annual employee engagement survey aimed at determining the best way to meet and enhance the learning and training needs of Singapore CAs.

### **Future-ready CAs**

The essence of a profession is a pursuit, and the road towards the professionalisation of the Singapore Court Administration is a continuing one. It is walked in the spirit of public service, and with court users as the focal point. In that posture, the competencies required have been identified and initiatives have been instituted to equip Singapore CAs with the necessary capabilities to better meet the needs of court users and to be future-ready.



## Court Decisions between Transparency and Privacy: a Report from an ongoing Swiss Research Project

By: Andreas Lienhard and Daniel Kettiger



*Andreas Lienhard is a full professor at the Institute of Constitutional and Administrative Law and at the Centre for Public Management of the University of Bern. Mr. Lienhard has been conducting research on the Judiciary for over twenty-five (25) years (mostly together with Daniel Kettiger). Currently at this time, he is the Head of the research project “Open Justice vs. Privacy” in the frame of the Swiss National Research Programme “Digital Transformation”. He is also a Member of the Editorial Executive Committee of the International Journal for Court Administration, IJCA. Mr. Lienhard may be contacted at [andreas.lienhard@kpm.unibe.ch](mailto:andreas.lienhard@kpm.unibe.ch).*

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The judiciary should provide access to court decisions, while – at least in continental Europe – protecting individual privacy by anonymizing personal information or by other means. However, these two claims, based on fundamental rights, are to a certain extent mutually exclusive. A Swiss research project aims to determine how both requirements can be met. The article gives an overview of the project and shows first results.

### The Background

Today the justice systems all over the world are challenged by the antagonism between the public interest for transparency (specifically the right to access to court decisions) and the human right to privacy (in particular the right to be forgotten). This antagonism raises fundamental questions regarding access in an interconnected information society with respect to two groups of stakeholders: how freely should people outside the judiciary (extra judiciary) be able

to access judgments and how should those working within the judiciary (intra judiciary) be able to access former court decisions through electronic archiving?

In Switzerland many courts already publish their rulings on the Internet. The federal courts have to publish their decisions based on legal regulations. For the courts in many of the 26 Swiss cantons the publication of court decisions is still in development. In Switzerland as well as in most other countries of continental Europe the court decisions published on the internet must be anonymized; this is required either by data protection law (rather implicit as explicit) or by organizational law. Parting from this information, it is astonishing that the European Court of Human Rights publishes its rulings fully open on the Internet without any anonymization of the names of persons involved. Up to now there was never any research on how much privacy people

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actually expect concerning court decisions and whether anonymizing court decisions is done by the only reason that law requires it or to fulfil a real need of wide parts of the population.

Currently in Switzerland projects have been launched that aim to create a unified system of *electronic court files*. As a consequence, the Swiss authorities in charge will have to determine in the near future who is granted access to the electronic court files and who can get what sort of information and what data from court files and court decisions.

The human right to privacy is challenged by the *opportunities opened up by data mining techniques* or other techniques supported by artificial intelligence (AI) on one hand. On the other hand, AI-techniques may also help to better anonymizing, considering that in most of the Swiss court the anonymization of court decisions is done either manually or with rather simple tools in Microsoft-Word-documents. At time, nobody knows the risks of de-anonymization of the published court decisions.

### The Research Project

The research project “Open Justice vs. Privacy” deals with the anonymization of court decisions in an interdisciplinary way. It is part of the National Research Programme “Digital Transformation” (NRP 77) by the Swiss National Science Foundation (SNFS) and conducted by several institutes of the University of Bern.

In a first module, we aim to *clarify the legal situation* regarding the electronic publication of court decisions. In a doctoral thesis in law there will be an analysis focusing on the relevant *frame of the constitutional and international law* (working with classic legal methods, such as interpretation of the relevant rules and comparative law). The result will be an overview of all conflict zones between data mining technologies and fundamental rights in the field of judiciary, especially concerning the publication of court decisions. In addition there is a Master thesis on the subject of civil responsibility for lacking anonymization of published court decisions.

Secondly, there is work in *Computer Science* to analyse court decisions and determine how artificial intelligence can generate information from disidentified decisions. For this purpose, there was created a dataset containing several

hundreds of thousand Swiss court decisions. There is a lot of research ongoing on Natural Language Procession (NLP) and using NLP. The research includes *attempts for de-anonymization*.

Thirdly, we want to assess the positions of the various actors in the judicial system, i.e. courts, lawyers, litigants, media, society, and investigate the *opinions of experts and the public regarding transparency and privacy*. Currently a survey will be conducted involving a representative number of experts from different disciplines and professions like law, ethics, economics, psychology, ICT, judges, court managers, and the media. In order to know the interests and needs of the general public, the opinion of Swiss people on transparency and privacy in the judiciary will be investigated in a representative survey in summer 2023. Finally, there will be an expert seminar with inputs from representatives of each of the aforementioned disciplines and professions.

### First Results

As the research project is still ongoing, the results available at time are but fragments or – to say it in an affirmative way – mosaic stones.

A study of comparative law showed that there is a big difference of the practice concerning anonymizing court decisions between Common Law and Civil Law models. In Civil law model there is either legal or traditional obligation to publish anonymized decisions. This practice can be seen because of – on the one hand – historical traditions of general clauses in implemented laws and, on the other hand current strict data protection law of the European Union. In Common law models (especially in England and Wales) the principle of transparency is of higher relevancy and also judicial trials are – in the eyes of society – rather a public than private matter. It results in publication of judicial decisions, which are not anonymized (with few exceptions). Interesting is also practice of Scots courts, as Scottish model is seen as a “mixed jurisdiction” between Common law and Civil law. Scottish courts tend to publish their decision without prior anonymization but also allow more exceptions to protect privacy.

A Master thesis showed that an insufficient anonymization of court decisions – not in compliance to the law and other rules – in the internet in some cases can lead to state liability. But if there is only pecuniary damage, this cannot be subject

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to civil responsibility. As long as the damage caused by insufficient anonymization can be linked to human action or omission – this is the case as well for manual anonymization as partially automated anonymization using conventional means or AI – it does not change dogmatic aspects of state liability. As soon as AI is used autonomously, the legal situation is unclear and cannot be conclusively assessed.

Up to now the research work in Computer Science showed, that it is not possible to build a general de-anonymization-tool with reasonable financial means. This is very encouraging, because it reveals that the general risk of de-anonymization seems to be low. Some specific attempts of de-anonymization in determined fields as public procurement showed, that de-

anonymization can partially be possible. One gateway to de-anonymization is register numbers like case number, numbers of court-files, license plates or postal codes (zip codes) as identifiers. For the readers of published court decisions such register numbers mostly are not relevant and could easily be skipped.

### **Outlook**

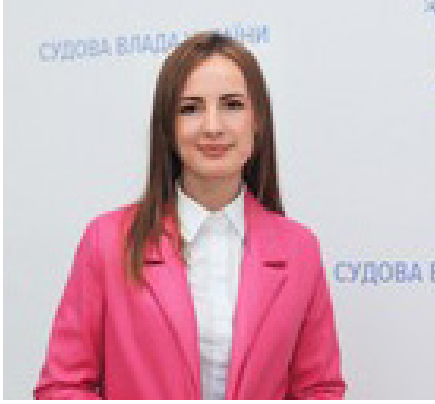
The research project will end in May 2024. Only then we will have the whole of the picture and be able to make final interdisciplinary conclusions (intended to be published in IJCA). And only then the results of the project will show, if there have to be changes made in the practice of anonymizing court decisions by Swiss courts.





## Providing Safety as a Key Component of the Human-Centered Court in the Context of War Against Ukraine

By: Natalia Korol, Chief of Staff of Vinnytsia Court of Appeals (Ukraine)



*Natalia Korol, is a graduate of the USAID Michigan State University Judicial Administration Certificate Program. She serves a trainer at the National School of Judges of Ukraine, and she a certified trainer on working with the vulnerable categories of court users under Model Courts Initiative of the EU Pravo-Justice Project. Ms. Korol holds a Master of Public Management and Administration, National Academy for Public Administration under the President of Ukraine; Master of Law, Yaroslav Mudryi National Law University. Ms. Korol has been working in the court system as an administrator since 2012, coordinating the work on providing judicial services. She has designed and successfully implemented a program at the court to provide services to vulnerable court users through engaging law school students-volunteers.*

One of the key goals of modern judicial administration is the formation of a court system that is user-friendly and focused on providing high-quality court services. The courts' reputation becomes much better when a citizen, as the main and target user, feels satisfied with the quality of the services provided. Attributing first priority to the function of providing court services is the key principle on which all work on the management and evaluation of court activities is built, as well as the main professional task for court administrators. They are responsible for making sure that the culture of good service delivery becomes an integral part of all aspects of the court staff's daily work.

Today, the court administrators of Ukraine, alongside the aforementioned functions, are responsible for finding completely new ways of organizing the work of courts in the conditions of a full-scale military invasion.

Even in the conditions of martial law, a person's constitutional right to judicial protection shall not be limited. Therefore, the measures that are currently being implemented are aimed at facilitating court case consideration without putting at danger the lives and well-being of the participants in the court process.

The main task of the court has become striking the right balance between the safety of judges, staff members, and

participants in the cases, and the observance of the rights of participants to a case and the basic principles of judicial proceedings.

The chaotic decision-making context, affected by the lack of either instructions or time for experiments, requires the leaders to make strategic decisions. The core of such decision-making shall be grounded on some basic values and "policy" of judicial administration of a court.

Security and safety are the main value on which the Vinnytsia Appellate Court's policy of administrative decision-making is based in terms of giving access to justice during wartime, especially for vulnerable users of court services, in particular:

- safety of people (court employees, participants to court cases, volunteers).
- security of databases, including personal data of court employees, documents, and court case files.
- security of communication channels (internal and external).
- security of the court building and property.
- security of materials and databases of other courts.

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## **Safety of people**

Preserving human lives is the primary task of a human-centered court in the conditions of war. Therefore, since the beginning of the war, a shelter has been equipped in the Vinnytsia Appellate Court – part of the basement arranged as envisaged by the Plan for ensuring the continuous operation of the court. The premises have two exits, in the event of danger, and a life support system: lighting (including alternative), ventilation, gas masks in the event of a chemical attack, drinking water, hygiene products, and medicines.

In order to minimize risks and threats to the life and well-being of employees, the circulation of court couriers has been suspended and the minimum number of employees who shall ensure the work of the court during the working day has been determined. The judges' security has been enhanced by providing them with special personal protection means.

## **Security of databases**

The security of personal data and the database of the court's automated document management system is ensured in stages, depending on urgency and existing threats. First of all, material carriers of secret information, which have no practical significance or value anymore, were destroyed. There is no access to personal data of employees or other sensitive information on the Vinnytsia Appellate Court's official website during the period of martial law.

At the same time, personal data of court employees, seals and stamps of the court, a copy of the database of the court's server have been moved to the shelter. Information about the judges' and court employees' careers has been digitized and uploaded to the web portal of the Pension Fund of Ukraine as an additional data storage mechanism.

For the purposes of eventual evacuation of the court, information on the number of cases pending before the court is updated every day. Responsible persons are provided with means for their safe removal outside the court. The content of the Vinnytsia Appellate Court's server is copied daily to portable media.

An alternative workplace has been created in the shelter for the registration and automated distribution, during the air alert, of court cases that, pursuant to existing legislation, shall be considered with no delay in order to prevent the violation of the constitutional rights of citizens (for example, making decision on custody as a preventive measure; extending the

terms of custody). The issue of organizing an alternative courtroom to address such procedural issues in the event of a long-term air alert is being agreed.

## **Security of communication channels**

The security of communication channels is of key importance in conditions of unstable communication and constant cyber threats from the aggressor state. The system of data transmission security measures preserved intact the internal and external communication of the court, as well as the court's databases. In the first days of the war, the court set up an alternative channel for receiving correspondence by e-mail. For effective communication, additional addresses of secure e-mail boxes of district public prosecutor's offices in the region have been obtained. In cooperation with the cyber police, an algorithm of actions was defined in case of receipt of suspicious files to the mailbox of the court; an additional virus detection program has been installed.

The pre-trial detention facility in the city of Vinnytsia has been provided with hardware and court software for holding court hearings in criminal proceedings in real time, which facilitated the speedy handling of urgent criminal cases (taking into custody; extension of custody).

Daily communication with the presidents of local courts of the Vinnytsia region has been maintained through the corporate group in Telegram, which was created for the purpose of rapid information exchange.

Communication has been established with the Court Security Service employees and employees of the court apparatus to help with logistical issues that may arise due to the suspension of public transport during the air alert.

Google forms have been created for the systematization and daily updating of HR records in respect of the court staff and judges.

Communication with participants in court proceedings is exercised through all available channels: telephone and electronic communication, official website of the court, Facebook social media, Telegram channel, or messengers (WhatsApp, Viber, Telegram).

## **Security of the court building and property**

To prevent possible damage to the building or property, access control to the court premises has been strengthened. For this purpose, the integrated front desk of the court,

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provided to the court within the framework of the Initiative of the Pravo-Justice Project “Model Courts. Platform of Good Practices” was vacated to be used by employees of the Court Security Service and equipped with a 24-hour video surveillance system.

A plan of measures in the event of evacuation has been approved, which coordinates actions of the responsible persons for the preservation of the court’s material values.

### **Security of materials and databases of other courts**

The fact that the court is located in controlled territory allowed securing court cases, personal data, and databases of courts from the zones of active hostilities. Thus, the Vinnytsia Appellate Court secured almost three hundred volumes of criminal cases of two courts of appeals, one of which suffered devastating destruction due to missile strikes. Personal data of

our colleagues has been saved. The operation of their server has been ensured, which supports smooth functioning of the court’s automated document management system, reducing the risks and threats of losing valuable information.

New challenges related to damage to Ukraine’s power system require an expansion of the range of security measures, namely: installation of stabilizers, generators of electricity to prevent damage to the hardware and facilitate uninterrupted operation of the court.

Despite the existing risks and challenges, Ukrainian courts, including the Vinnytsia Appellate Court, continue to actively administer justice.

Security measures that are currently being implemented ensure the possibility of hearing court cases and create conditions for preserving the life and well-being of the participants in the court process.



## About Court Administration of Kazakhstan

*By: Nail Akhmetzakirov, Head of the Court Administration of the Republic of Kazakhstan*



*Mr. Akhmetzakirov holds a Master's degree in Law.*

*He began his career in 2004 in the District Prosecutor's Office. From 2015 to 2018, he held various senior positions in the General Prosecutor's Office. He is an honorary professor at the Academy of Law Enforcement Agencies under the General Prosecutor's Office of the Republic of Kazakhstan.*

*Currently, Mr. Akhmetzakirov heads the Judicial Administration of the Republic of Kazakhstan.*

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By Decree of the Head of State of September 8, 2022, the Department for Ensuring the Activity of Courts under the Supreme Court of the Republic of Kazakhstan was transformed into the Court Administration of the Republic of Kazakhstan.

In fact, a new central state body has been created, equated in status to the Government Apparatus.

Its tasks are defined as:

- 1) formation of state policy in the sphere of court administration;
- 2) creation of necessary and sufficient conditions for the independent administration of justice;
- 3) development of systemic reforms aimed at improving the judicial system and the operation of courts.

At the level of the Constitutional Law, in addition to organizational and logistical support, the Court Administration is also responsible for legal and informational-analytical support of the activities of the courts.

These are functions such as participation in the development of normative legal acts (NLAs) on court proceedings and court administration, legal expertise of NLAs draft, analysis and generalization of judicial practice, development of drafts of the Supreme Court normative decisions, etc.

At the same time court chairs, who are first of all judges, are released from non-relevant administrative functions, which will allow them to concentrate on administration of justice.

Interaction of courts of all instances with individuals and legal entities is now carried out only in procedural order within the framework of consideration of specific legal cases.

Non-procedural interaction of courts with state authorities, organizations and citizens is carried out through the Court Administration and its territorial divisions.

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The financing of the judicial system is one of the key issues in many countries of the world, as it is the cornerstone of ensuring the independence of the courts.

Until 2023, the right to form the budget of the judicial system belonged to the Government and Parliament, which decided what projects to finance and what not, what the annual budget would be.

At any stage, it was possible to sequester funding. There was no guarantee that next year's budget would be better. Allocating additional amounts in excess of the established limit was problematic.

In such conditions of economic uncertainty, genuine independence of the courts was out of the question.

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To solve this problem, a completely new model of financing the judicial system has been introduced.

Exclusively for the judicial branch of authority at the legislative level there is a minimum threshold of 6.5% of the expenditures of all state bodies.

The distribution of the budget of the judiciary by levels and areas of expenditure is approved by the body of judicial self-government - the expanded plenary session of the Supreme Court. In addition to the judges of the Supreme Court, it includes delegates from regional and district courts of all regions.

Previously, the salaries of judges were determined by the Government. Now this power has been delegated to the expanded plenary session of the Supreme Court.

No doubt, such financial autonomy will have a positive impact on the independence of the judiciary from the other branches of government.

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Infrastructural development of courts and digitalization are guarantee of service orientation, as well as high trust of citizens in the judicial system.

In this regard, the Court Administration is working systematically to create comfortable conditions for court visitors and ensure the quality of court services.

There are front offices that operate in the courts. Taking into account modern standards of accessible services, they have spacious halls with an information center, zone of incoming correspondence and self-service area, separate offices for mediators and attorneys, and offices for familiarizing with the materials of case.

With the help of electronic registration, depending on the purpose of the visit to the court, the e-system directs the visitor to a specialist or to the courtroom by the number of the ticket.

To provide conditions for people with disabilities in the court buildings, ramps and elevators, tactile navigation, sound alerts at the entrance to the courthouse, marking of glass doors with bright yellow circles for orientation of the visually impaired, naming of offices, courtrooms, and other functional areas in Braille, etc. were installed.

Since 2014, a single electronic window of access to the courts has been functioning.

Through the “e-Court Office,” which is also available in the mobile version, users, without leaving their home or office, can apply to the court electronically.

QR-code technology has been introduced, enabling authorization, and signing of documents via Face ID and Touch ID.

While in 2015 only 5% of claims were filed electronically, today this figure has reached 94%.

At the same time, the remaining 6% of paper filings are scanned and further processed according to e-court algorithms.

The information system of judicial bodies is integrated with thirty-two databases of state bodies and organizations. This facilitates the work of judges - now there is no need to make written requests, the information required by the court has become available in one click.

The “Judge’s Diary” module processes information on pending cases and provides up-to-date information on scheduled and conducted hearings, case schedules, and forms a calendar of court sessions. Depending on the categories of cases, summaries of court practice are automatically linked to them.

This saves judges time in organizing proceedings and familiarizing themselves with current judiciary practice.

If necessary, judges may study specific judicial acts of all instances on the types of disputes of interest. In order to facilitate their search, there has been implemented the “Text Mining” technology in the Judicial Practice service, which makes it possible to search the key words in the text of judicial acts.

A special module helps judges when drafting verdicts. The system itself shows legislative requirements and restrictions on specific types of criminal offenses.

Now judges do not need to spend time searching for specific norms of both material and procedural legislation, and the probability of incorrect assignment of punishment (main and additional) is minimized.

In addition to punishment, the module provides tips on the type of correctional facility, recidivism and cumulative criminal offenses, the amount of forced payment to the Victim Compensation Fund, the possibility of reconciliation and probation, as well as the calculation of cumulative sentences.

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The electronic notification of participants of legal proceedings works effectively, which is carried out by means of SMS-messages, e-mail, and online services.

With its introduction the number of complaints about late informing has significantly decreased. Now people have much more time to prepare for participation in the process.

All courtrooms are equipped with modern audio and video recording systems (AVRS). This allowed a number of issues to be resolved.

First, AVRS makes it possible to objectively examine the course of the process, including the behavior and statements of the parties and the judge.

Secondly, the very fact of recording what is happening at a court session disciplines all participants of the process.

Thirdly, work of a secretary of court session is facilitated – he or she only prints summary protocol, prepared by the system, and attaches audio- and video-records to it.

AVRS data storing is centralized, and both higher court judges and process participants have an opportunity to get acquainted with audio-video recordings on a certain case remotely by means of electronic services.

The AVRS system also allows court sessions to be held remotely via videoconference.

Under the COVID-19 pandemic, when many countries suspended trials, this allowed the smooth operation of Kazakhstan's courts and the realization of the constitutional right to judicial protection without the physical presence of the parties in the courtroom.

There were created 1,176 electronic courtrooms across the country. Participants in the process have their own automated workspaces, so claims and other documents are filed electronically and are automatically attached to the case.

The system, "Digital Analysis of Judicial Practice," has been put into trial operation; due to the elements of artificial intelligence, it will assist in forming a unified judicial practice. At the moment, the system is being tested for compliance with information security requirements, for further putting it into commercial operation.

The computer analyzes millions of judicial acts in one click at lightning speed. In addition to searching by keywords, the service is able to produce analytics on the situation. That is, the program is trained to understand the gist of court decisions, compare them with each other, identify anomalies, and predict the outcome of a civil case.

The process of sanctioning decisions of private bailiffs on restricting travel abroad, issuance of court orders for the recovery of alimony for minor children was robotized.

A special service was implemented on the SmartBridge platform, which provided the IT community with an opportunity to get access to current court acts. The main purpose of providing this information: to expand the potential IT products and development of LegalTech.

There are anticipated products, such as full-text search of court information, case outcome prediction, data analytics, counterparty verification and many other products.

A crowdsourcing platform has been implemented - a mobile application that allows to report facts of corruption in the judicial system.

The "Video Analytics" system has been put into operation, which is designed to automate video surveillance through artificial intelligence, which allows collecting and analyzing all events (fire, mass gathering of people, non-procedural contacts of judges with participants in trials, potential threats) occurring in courts.

In general, the level of digitalization of justice is highly appreciated not only within the country, but also abroad.

With the status of observer in the European Commission for the Efficiency of Justice (CEPEJ), Kazakhstan participates in the Review of the Judicial Systems of the Member States of the Council of Europe. In the CEPEJ 2020 and 2022 surveys on the use of IT technologies by courts, Kazakhstan ranks fourth place among forty-seven countries.

The activities of the Court Administration will continue to focus on strengthening the independence of the judicial system, ensuring appropriate conditions for the administration of justice, improving the efficiency of court administration and the quality of judicial services.

# Court Administrator in Wartime: Lessons learned and recommendations from Ukraine

## The Resilience of Ukrainian Court Managers: How To Organize Uninterrupted Justice in Wartime

By: Bogdan Kryklyvenko, Chief of Staff of the High Anti-Corruption Court of Ukraine.



*Mr. Kryklyvenko has a master's degree in law and a master's degree in finance and public administration. He began his career in 2005 in the Ministry of Justice of Ukraine, where he worked in the Secretariat of the Government Commissioner for the European Court of Human Rights. During that time, Mr. Kryklyvenko coordinated the implementation of the decisions of the European Court of Human Rights.*

*From 2012 through 2018, Mr. Kryklyvenko was the Head of the Secretariat of the National Human Rights Institution (Ombudsman of Ukraine). Mr. Kryklyvenko is a human rights expert of the Council of Europe, the Organization for Security and Co-Operation in Europe (OSCE), and other international organizations engaged in the protection and promotion of human rights and fundamental freedoms.*

February 24, 2022, began a new story of Ukrainians on the heroic struggle against aggression and survival in the conditions of the constant bombing of civilian infrastructure.

In regard to the occupation of part of the territory of Ukraine more than 20% of courts have stopped their work. At the same time, the Marshal Law requires the uninterrupted operation of the judicial and law enforcement systems. In March 2022, the occupation line was 20 km from Kyiv, the Capital of Ukraine where located highest judicial authorities, and the High Anti-Corruption Court (HACC).

In February and March 2022, we operated under the threat of capture of Kyiv. Tension was growing in the city and battles were taking place on the outskirts. Approximately 90% of the cases of the High Anti-Corruption Court relate to criminal justice. These cases are characterized by a number of short procedural terms, such as urgent requests from the prosecutors and pre-trial investigation bodies, which did not allow to "pause" the work of the court under any conditions.

After such experience now we can summarize the following critical points of the court manager's work in conditions of war or state of emergency:

### 1. Evacuation to safer regions

When your city is under capture threat you should find an immediate solution for placing a backup location of the court. For continuing operation, we should ensure the holding of court hearings in the remote mode of video conferencing using online platforms. Carrying to protect families, a number of judges and court employees were forced to leave Kyiv. After emergency negotiations, the Transcarpathian Court of Appeals, located in the westernmost city of Ukraine, just five kilometers from the border with the European Union, agreed to ensure the placement of HACC in case of evacuation. But it leaves as a plan B, we continued to work in Kyiv.

### 2. Storage of information

Court documents must be digitized and ready for backup, including to secure cloud services. Paper case files must be clearly measured to assess the possibility of their evacuation. As practice has shown, when the "enemy is at the gate" we should not count on logistics companies that could even have been contracted early. You may simply not be provided with transportation services, so it is very important to realistically assess your own strength and resources.

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### 3. Material and technical base in case of reorientation of the state budget to military needs

The lack of resources and funding is an everyday task for court management to prioritize the expenditures. The court management shall ensure the existence of a strategic reserve of all resources. In wartime, the state budget is turning on the total economy of any funds except military needs. Thus, constant direct international cooperation helps institutions to survive. After numerous bombing of electricity infrastructure, the 6-8 hours of absence of power in buildings became a new challenge. In particular, the court was equipped with a powerful autonomous diesel generator of electricity, which ensures uninterrupted operation of the court, independent internet terminals as Starlink secured our stable connections, and many other basic for operations things were provided to the courts all over Ukraine by international partners as such as USAID Program “Justice for All”, EU Project Pravo-Justice and EU Anti-Corruption Initiative.

### 4. Providing protective ammunition and knowledge for court employees

The staff of the court is should also be protected as it was and continues to be dangerous to move around the city. There were requests for first-aid kits, bulletproof vests, helmets, and personal weapons for judges and staff for self-defense. The critically important work of a court team responsible for the military duties of court employees as citizens in the military reserve. It is necessary to ensure that employees are ready to continue civil service in the court in wartime, without staff it will be impossible to secure the work of the court. It’s also necessary to provide operational training in tactical medicine, provision of first aid and response in case of rocket fire in the city.

### Conclusions

Having overcome the above-mentioned challenges, I would like to say thank you to each and every one of my colleagues who steadfastly continue to endure the hardships and horrors of war, and fulfilled the functions of our Justice system!





## COURTS ACCOUNTABILITY IN ADMINISTRATION DELIVERY

By: Judge Fausto Martin De Sanctis



*Fausto MARTIN DE SANCTIS is a Federal Appeals Judge at the Federal Court of Appeals for the 3rd Region in São Paulo, Brazil. Previously, he was a São Paulo State Judge and he also served as a Public Prosecutor of the Municipality of São Paulo, and as a Public Prosecutor of the State of São Paulo, in the area of the Public Defender's Office. Judge MARTIN DE SANCTIS was a Professor at São Judas Tadeu University for 12 years.*

*From January 4 through April 20 2023, he was a Visiting Scholar at Syracuse University in Syracuse, New York, USA.*

*Fausto Martin De Sanctis has been a General Ombudsman of the Federal Court of Appeals for the 3rd Region since 2022. He was also the Supervisor of the Monitoring Group of the Federal Penitentiary System between 2017 and 2019.*

*As the head of the 6th Criminal Court in São Paulo for twenty years, he specialized in money laundering and financial crimes, judging complex cases.*

*Judge MARTIN DE SANCTIS holds a PhD in Criminal Law from São Paulo University – USP and Specialist in Civil Procedure from Brasília University – UnB. In 2012, Judge MARTIN DE SANCTIS served as a Fellow at the U.S. Federal Judicial Center, (FJC) a body linked to the United States Supreme Court. While at the FJC, the Judge performed research and delivered lectures, and also had extensive contact with American judicial authorities.*

*Judge MARTIN DE SANCTIS is currently a member of the Advisory Council of the International Association for Court Administration. An accomplished author, the Judge has over 49 works published in Brazil and abroad.*

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### Abstract

*This article deals with the need for the courts to consecrate their Judicial Ombudsman as a space for social participation, collaborating with the implementation of the rule of law. With the aim of enabling the exercise of citizenship rights, stimulating social participation, helping institutional transparency, promoting the quality of public service, and also the effectiveness of human rights, new challenges and socially relevant rights must deserve new treatment. This has already been adopted by the Federal Court of Appeals for the Third Region – TRF3, especially with regard to data privacy and enshrined rights for women, vulnerable groups, and diversity (LGBTQIPN+). The article also deals with the need to enable, among others, channels of communication of the practice of illicit acts, for their due treatment and eventual containment of crimes within the scope of the Courts of Appeals themselves.*

### 1. Introduction.

A relevant role for the appellate Courts has been revealed by the work of the Judicial Ombudsman, specifically in Brazil.

The Judicial Ombudsman has the primary attribution of enabling the participation of the citizen, as a subject of rights, in the functioning of the institutions that make up the Judiciary Branch or that are related to it.

As an instrument of mediation between the population and the bodies of the Judiciary, the Judicial Ombudsmen have the duty to maintain a harmonious, sensitive, reliable, aggregating, impartial bond and focused on the collective.

The Federal Appellate Court for the Third Region – TRF3, for instance, is responsible for the processing and judgment of a large part of the cases of federal jurisdiction distributed among the six regions of Brazil, thus, in view of the exacerbated volume of cases in progress, it is necessary to adapt the General Ombudsman's Office to the demands of

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users and the use of technology in order to provide an agile, efficient and safe service to citizens.

This article aims, in addition to presenting information related to the structure and functioning of the General Ombudsman of the Federal Appellate Court for the Third Region – TRF3, which covers, in addition to the court itself, all branches of the Federal Justice of the first degree. It seeks to identify the activities now developed, point out innovations about service, procedures, and alternatives to bring citizens closer to the Federal Judiciary.

## 2. Justice Ombudsman.

- The Public Ombudsman gained prominence after the modernization and democratization of Brazil State and play an important role in the exercise of citizenship.

The creation of the Public Ombudsman allowed the user to obtain information from public bodies and exercise citizenship, a fundamental right enshrined in article 5, item XIV, of the Brazilian Constitution of 1988.

There has been a strengthening of society's participatory process and an increase in the principle of transparency with the creation of direct channels between users and public institutions.

Constitutional Amendment No. 19, dated June 04th, 1998, which modified the regime and provided for principles and norms of Public Administration, civil servants, and political agents, in its article 37, § 3, included the importance of disciplining user participation in public administration direct and indirect, acting as a precursor to the installation of Public Ombudsman in Brazil.

The milestone for the Judiciary, however, came with Constitutional Amendment No. 45, of December 30th, 2004, which determined the creation of Ombudsman Offices in the Courts and in the Public Prosecutor's Office, an order enshrined in Article 103-B, § 7 (The Federal Government, including in the Federal District and in the Territories, will create ombudsman offices, competent to receive complaints and denouncements from any interested party against members or bodies of the Judiciary Power, or against its auxiliary services, directly representing the National Council of Justice).

Other legal diplomas corroborate the relevant role played by the Ombudsman, among them, Law No. 12,527, of

November 18th, 2011 (Access to Information Law), which regulates access to information provided for in item XXXIII of article 5, in item II of § 3 of article 37 and paragraph 2 of article 216 of the Brazilian Constitution, and Law No. 13,460, of July 26th, 2017, which provides for the participation, protection and defense of the rights of users of public services of the public administration.

The General Ombudsman of the Federal Appeals Court for the Third Region – TRF3 (it has jurisdiction over Sao Paulo and Mato Grosso do Sul states) was established by its Presidency through Resolution No. 181, of September 01th, 2008, later amended by Resolutions No. 503, of March 31th, 2015, No. 42, of July 26th, 2017, No. 106, of June 24th, 2020 and, finally, by Resolution No. 154, of July 13th, 2022, amended by Resolution No. 160, of November 22th, 2022, all of Board of Directors of the TRF3, which discipline and delimit the powers of the General Ombudsman.

According to Resolution nº 154/2022, the Ombudsman General of the TRF3 is an autonomous body, part of the High Administration and essential to the administration of Justice and its mission is to serve as a channel of direct communication between the citizen and the Federal Judiciary, with a view to guiding, transmitting information and collaborating in the improvement of the activities carried out, enabling the exercise of citizenship rights, acting in defense of ethics, transparency and efficiency in the provision of public service, as well as meeting other demands internal.

The normative also establishes that the General Ombudsman and his substitute will be elected by the Special Session of the TRF3, among its federal appeals judges in activity, for a term of 2 (two) years, re-election being permitted.

## 3. Purpose and Operation.

In compliance with Resolution No. 432, of October 27th, 2021, of the National Council of Justice – CNJ, which provides for the attributions, organization, and operation of the Ombudsman of the courts, the Presidency of the TRF3 edited Resolution CATRF3R No. 154 /2022, with amendments to Resolution CATRF3R No. 160/2022. According to its article 3, the attributions of the General Ombudsman, among others that are compatible with its purpose:

*I – function as a space for social participation, collaborating with the implementation of the Rule of Law;*

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*II – enable the exercise of citizenship rights and foster social participation, helping institutional transparency and promoting the quality of the public service, being able, for this purpose, to allow knowledge of the work of the Federal Justice of the 3rd Region, through in-person or online visitation;*

*III – promote the effectiveness of human rights by listening, recognizing, and qualifying the manifestations presented by citizens;*

*IV – act in defense of ethics, transparency, and efficiency in the provision of public service;*

*V – encourage users' awareness of the right to receive a quality public service and act in the search for solutions to the problems presented;*

*VI – propose the adoption of measures for the defense of user rights;*

*VII – promote the adoption of mediation and conciliation between the user and the bodies of the Federal Justice for the 3rd Region, acting in the sense of building peaceful solutions;*

*VIII – receive and handle complaints about deficiencies in the provision of services, abuses and errors committed by civil servants, magistrates, collaborators and/or third parties, denunciations, criticisms, queries, suggestions, and compliments about the activities of the Federal Justice of the 3rd Region and forward them to the competent sectors;*

*IX – work with the competent administrative sectors to obtain information and clarifications, informing the interested party, if applicable;*

*X – promote interaction with the other bodies of the Court with a view to meeting the demands received and improving the services provided, based on information, suggestions, complaints, denunciations, criticisms and praise;*

*XI – make monthly statistical data available on the Court's website on the World Wide Web regarding the manifestations received, the measures taken, and the results achieved by the General Ombudsman's Office;*

*XII – assess the satisfaction of users with the services provided by the General Ombudsman;*

*XIII – submit an annual report on the activities carried out by the Ombudsman to the President of the Court;*

*XIV – perform the Citizen Information Service (SIC) with the Federal Court for the 3rd Region, provided for in Law No. 12,527/2011, in compliance with the provisions of Law No. 13,709/2018.*

Resolution CATRF3R No. 154/2022, like the previous regulation, provided for the prohibition of the General Ombudsman receiving queries, information, suggestions, complaints, or compliments that are not related to services allocated to the Federal Judiciary for the Third Region.

In the wake of Normative Instruction OUVI No. 4979401, of 08.01.2019, and Resolution CATRF3R No. 154/2022, amended by Resolution CATRF3R No. 160/2022, it authorized, in its article 7, the receipt of manifestations containing news of facts that constitute crimes or infractions administrative, provided that they are related to the services of the Federal Appeals Court for the Third Region, which must be communicated to the author of the alleged infraction, allowing the sending of clarifications within a period of five working days, after which the General Ombudsman will decide on the referral to public bodies, external or internal, competent for the due investigation, being the interested party informed about the adopted measures.

The General Ombudsman, observing the constitutional and infra-legal norms, as well as studies and debates to give adequate treatment to the manifestations of public agents and/or users of the federal public service of the Third Region, edited Normative Instruction OUVI No. 01, of July 20th, 2022, current OUVI Ordinance No. 02, of November 29th, 2022.

#### **4. Independence and Innovation in the Courts of Justice.**

OUVI Ordinance No. 02, of November 29th, 2022, among other initiatives:

1. Repealed all previous acts, reaffirming the autonomy of the General Ombudsman of the Third Region, its essential feature in the administration of Justice, its belonging to the “high” administration of the Court, the duty to clarify the public service user, avoiding the dissemination of fake news or fake news, and the need for structure, staff, corresponding training, as well as bonuses necessary for the full exercise of their attributions;
2. It pointed out the duty of the responsible sector of the Court to promote the necessary cyber security for the protection and protection of data of the General Ombudsman.
3. It made considerations regarding the way in which the administrative units of the Federal Public Service for the

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Third Region act in light of the General Data Protection Law – LGPD;

4. At the discretion of the competent correctional body, it considered the possibility of mediation and/or conciliation between the offended and the author of the fact in the case of moral harassment;

5. It dealt with the receipt of anonymous complaints of criminal or administrative infractions, notably moral and sexual harassment, with the possibility of receiving information on private corruption and the creation of a communication channel for whistleblowers;

6. It innovated with face-to-face service on the ground floor of the TRF3 headquarters (at Avenida Paulista nº 1842, São Paulo - SP), upon request, in addition to a specific floor, aiming at serving people with visual impairments or with reduced mobility;

7. It created the Special Ombudsman, taking care of victims of racial discrimination, women, diversity (LGBTQIAPN+) and vulnerable (homeless people, immigrants, migrants, refugees, people with disabilities, Indigenous peoples, or other traditional populations), with the possibility of the demonstrator requests assistance from a person of the same gender;

8. It established the so-called Open Data Policy and the need for Active Listening, which can be defined to make dialogues more efficient. Based on full dedication to listening and understanding what the user has to say, allowing the listener to actually absorb the content of the interlocutor's speech;

9. It improved the TRF3 of Open Doors: For a Citizen's Vision Program, with the creation of virtual visits and face-to-face visits in cultural modalities, on the one hand, and academic, historical, and journalistic, on the other.

OUVI Ordinance No. 02, of November 29th, 2022, established the procedures to be observed. It established that the messages received must be classified as follows: I – Consultations; II – Information; III – Suggestions; IV – Complaints; V – Reports; and VI – Compliments (article 6).

The rule created two new forms of user service, namely: Virtual Service and Chatbot, thus adapting to the provisions of article 7, paragraph 4, of Resolution No. 432/2021, of the National Council of Justice – CNJ: The Ombudsman may use any applications or technological tools that are appropriate

for the service, and should prioritize the Virtual Counter, provided for in CNJ Resolution No. 372/2021.

The General Ombudsman for the Federal Appellate for the Third Region provides assistance through: *I – Face-to-face assistance at Paulista Avenue nº 1842, on a defined floor, except in the case of people with visual impairments or reduced mobility, who will be assisted, at request, on the ground floor; II – Physical or electronic correspondence; III – Telephone Center (11) 3012-1583; IV – WhatsApp (Chatbot); V – Electronic form available at the website of the Federal Appellate Court for the 3rd Region; VI – Virtual Service.*

Since taking office, the present author of this article, as General Ombudsman, has prioritized the elaboration of a rule, with the objective of consolidating in a single normative act the internal activities under the responsibility of the General Ombudsman and the entire spectrum of attributions inherent to it, which were regulated in sparse normative acts, issued in the years 2018 and 2019.

The edition of Ordinance OUVI No. 02/2022 observed the constitutional and bylaws norms, as well as studies and debates, to provide adequate treatment to the manifestations of public agents and/or users of the federal public service for the Third Region, backed by the constitutional attribution conferred on the Justice Ombudsman (art. 103-B, § 7, of the CF), in the Federal Laws that touch on the issues under their responsibility and in the bylaws acts related to the subject, which are compiled in the “considerations” that preface the aforementioned Ordinance .

Thus, in addition to establishing the procedures that should guide the service provided by this body, the above-mentioned normative dealt diligently and specifically with sensitive social issues, especially regarding the processing of personal data (LGPD), structural racism, women, those who identify as Diversity (LGBTQIAPN+), and the vulnerable, welcoming those who are homeless, immigrants, migrants, refugees, people with disabilities, indigenous peoples or other traditional populations.

It is worth highlighting the most relevant innovative aspects dealt with by OUVI Ordinance No. 02/2022, with regard to each topic:

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**• Manifestations in the face of the General Data Protection Law - LGPD (arts. 14 to 17)**

It is up to the General Ombudsman to receive a statement about the violation of personal data, in which case it will forward it to the competent sector.

It remained established that personal data will only be forwarded without the express consent of the holder if necessary for the performance of the task and/or compliance with legal obligations required by the user (plaintiff).

It also provided that the user must be informed that their personal data will be processed and/or forwarded within the limits of carrying out the task or complying with legal obligations. In all referrals, the unit receiving the personal data (demand sectors) is informed that its use will only take place within the limits of the execution of the task or the fulfillment of legal obligations.

**• Creation of the so-called Special Ombudsman Racial Discrimination, Women, Diversity (or LGBTQIAPN+) and Vulnerable People (arts. 18 to 21)**

OUVI Ordinance No. 02/2022 provided for priority assistance to protesters who report racial discrimination, especially in cases of moral or sexual harassment.

With regard to women and diversity, when requested, the demonstrator will be assisted by a person of the same gender in order to enable or facilitate complaints of moral or sexual harassment, except in case of momentary impossibility.

In this case, the General Ombudsman’s Office may indicate, as a matter of priority, a federal appeals judge, federal judge, or civil servant to assist in case of absence of a substitute or the latter not having the required qualification.

As for the vulnerable, face-to-face and priority assistance is ensured, and it is forbidden to condition any appointment, in order to provide broad access to Justice in a quick and simplified way. The purpose of the treatment is to contribute to overcoming the barriers resulting from multiple economic and social vulnerabilities, as well as the precarious situation and/or lack of housing or documents. The General Ombudsman’s Office was also authorized to act in conjunction with the other powers to guarantee the effectiveness of human rights.

To make the public aware of the Special Ombudsman, the General Ombudsman decided to create posters to be posted in places accessible to the public, such as elevators and on the

Court floors, as well as in places of great circulation in the Judiciary Sections of São Paulo and Mato Grosso do Sul.



**• Communication of Criminal and/or Administrative Infractions and Anonymous Complaint (arts. 22 to 24)**

Manifestations (complaints) that contain news of facts that constitute a crime or administrative infraction, provided that they are related to the services of the Federal Judiciary for the Third Region, it will be communicated to the author of the alleged infraction, allowing the sending of clarifications within 5 days, after which the General Ombudsman will decide on the referral to public bodies, external or internal, competent for the due verification, being the interested party informed about the measures adopted.

OUVI Ordinance No. 02/2022, in the sole paragraph of Article 22, provides that in the event that the nature of the content of the statement alone requires secrecy, the application of the provisions of the caput will require prior assessment by the General Ombudsman.

The regulation, in an unprecedented way, disciplined the figure of the whistleblower, who may report crimes against the Public Administration committed within the scope of the Federal Judiciary Service for the Third Region, administrative offenses or any conduct harmful to the public interest on the

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part of the members of the TRF3, its servants and outsourced workers.

Manifestations of this type must be treated with confidentiality, including preservation of the identity of the protester (plaintiff), and forwarded to the Federal Prosecutor's Office and/or the Federal Police and/or the competent authority for the purpose of recognizing the reward of up to 5% of the amount recovered, provided that the information enables the recovery of the proceeds of crime, in accordance with the provisions of articles 4-A, 4-B and 4-C of Law No. 13,608, of January 10th, 2018.

In cases of request for identity preservation, the manifestations must be forwarded to the competent sectors with the due omission of personal data. The disclosure of data will only take place in cases of relevant public interest or concrete interest for the investigation of the facts, however, prior communication to the informant and their formal agreement is required.

#### • **Denouncements of Moral or Sexual Harassment (arts. 25 to 30)**

The complaint of moral or sexual harassment can be made by any person, witness or victim of an act that may configure such crimes, if they are committed within the scope of the Federal Judiciary for the Third Region and in the work environment. It is necessary to indicate the minimum data that can qualify the victim and the offender, as well as a detailed description of the facts.

The public agent, witness, or victim of moral or sexual harassment is allowed, despite not falling within the concept of user of the public service, provided for in Article 2, I, of Law No. 13,460, of June 26, 2017, to reveal facts due to the inherent importance of a healthy work environment. The General Ombudsman is called to follow up the complaint with the competent correctional body, for the purposes of recording statistical data (art. 14, I and II, of Law No. 13,460/2017) and to comply with the duty of reporting to the Commission for Prevention and Confrontation of the TRF3 (art. 22, §§ 1 and 2, of PRES Resolution No. 521, of May 24th, 2022).

OUVI Ordinance No. 02/2022 also provides, in the case of moral harassment, at the discretion of the competent correctional body, the possibility for the General Ombudsman to promote mediation and/or conciliation between the

victim and the author of the fact. In the event of success in the composition between the parties, the result within the scope of the General Ombudsman will be communicated to the competent correctional body with the aim of finalizing the received complaint. If the composition is not possible, the processing of the complaint must be conducted by the competent correctional body, which must communicate the result to the General Ombudsman for statistical purposes and so that the complaint can be concluded in this body.

The complaint of sexual harassment received in the General Ombudsman's Office must be forwarded, in addition to the competent internal body, also to the Federal Prosecutor's Office, regardless of any objection from the interested party, for the purposes of a healthy working environment.

#### • **Manifestations regarding Private Corruption (art. 31)**

The regulation authorizes the communication of the practice of unlawful acts of private corruption by individuals and/or legal entities, even if there is no direct or indirect relationship with entering or hiring the federal public service for the Third Region, for the purpose of instructing procedures for appointment to positions in "commission" (of trust) or contracting with the Public Administration (Procurements), its possible revision or contractual termination, and possible communication to international organizations responsible for combating private corruption with a view to sharing information, studies and developing common statistics.

#### • **Open Data Policy (art. 32 and 33)**

In compliance with the Open Data Policy, which allows access to produced and accumulated data on which there is no express prohibition, it is the duty of the General Ombudsman:

- Make available on the Court's website the standardized and qualified monthly statistical data referring to the manifestations (complaints) received, the measures eventually adopted and the results achieved;

- Submit an annual report on the activities carried out by the Ombudsman's Office to the Presidency of the Court, possibly with recommendations for improving the Open Data Policy.

It is also the duty of this body to keep specific statistical records regarding complaints that report the perpetration of crimes or moral or sexual harassment.

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## • Creation of Cultural and Virtual Visits (arts. 34 to 41)

The action *TRF3 of Open Doors: For a Citizen's Vision* also deserved the attention of the General Ombudsman in search of its improvement and modernization.

The use of technology led to the innovation brought about by Ordinance OUVI No. 02/2022: the virtual visit. However, the possibility of face-to-face visits was not ruled out, which may be carried out for cultural or academic, historical, and journalistic purposes.

The face-to-face visit for cultural purposes will be briefer and will allow the participant to get to know the Memory Center of the Federal Appellate Court for the Third Region, the Plenary room, chambers, and will be accompanied by a brief explanation.

The face-to-face modality for purposes other than cultural ones will be broader, including visitation to the first level of jurisdiction (trial courts), the exhibition of institutional videos and the trial hearings and/or sessions, which, depending on the schedule. So, it is possible to be accompanied in real time.

The detailed itinerary with the adaptations required at the time of the visit will be forwarded to the participants in advance.

The virtual visit will be offered through a link available on the General Ombudsman's page, allowing people who do not reside in the capital of São Paulo or who do not have time available to get to know the Federal Judiciary for the Third Region in person.

This type of visit will be presented in modules, divided as follows (art. 39, §2):

*I – information on the jurisdiction, structure and functioning of the respective bodies, by judges and/or civil servants;*

*II – video of hearings held by the first instance of the Federal Trial Courts, including the Federal Small Claims Courts;*

*III – video of trial sessions held by the Panels or Sections that make up the Federal Appellate Court, as well as of trial sessions held by the Appellate Panels.*

Like the face-to-face visit, in the virtual form it will also be possible to obtain a certificate of participation, which in the case of the latter modality will be issued after the exhibition of all modules.

After approval of the script by the General Ombudsman, the Social Communication Office produced videos about the work carried out by the TRF3.

## 5. Conclusion.

Since the Federal Appellate Court for the Third Region – TRF3 is responsible for the processing and judgment of a large part of the cases of federal competence distributed among the six regions of Brazil, the General Ombudsman faces the continuous challenge of providing an excellent service to users (plaintiffs) and at the same time contributing to reduce the demand for manifestations (complaints) addressed to other bodies and sectors, in particular, to the processing bodies, allowing the delivery of the jurisdictional provision to be fulfilled as quickly as possible.

With the purpose of equating the binomial efficiency/urgency, the General Ombudsman initially paid attention to the need to simplify the work of the General Ombudsman and edited Normative Instruction OUVI No. 01/2022, current Ordinance No. 02/2022, which condensed into a single normative act the internal activities under the responsibility of the unit and the entire spectrum of attributions inherent to them.

The year 2022 was marked by the expansion of access to the General Ombudsman, as two new communication channels were made available for users, namely, Virtual Service and Chatbot.

It is also worth mentioning the implementation of virtual visits, as part of the project *TRF3 of Open Doors: For a Citizen's Vision*, which has been available since the beginning of 2023 and which intended to present the work of the Federal Judiciary of the Third Region to an unlimited number of people.

It is also worth mentioning other innovative initiatives, such as, the processing of personal data, the vulnerable, the physically limited and the LGBTQIPN+ group, now qualified as diversity, in the face of the challenges of a new time, and it can be said that the TRF3, through the General Ombudsman, continues to pursue the objective of increasingly improving the services provided to citizens and the best way to deliver judicial protection.