

DRAFT CONFERENCE AGENDA

Revised Draft 11-17-2026

Kingston, Jamaica | The Jamaica Pegasus Hotel | February 21–24, 2027

Planning draft — session titles, speakers, sponsors, room assignments and optional activities remain subject to confirmation.

Plenary	Workshop	Sponsor	Break / Meal	Optional / Social

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SUNDAY, FEBRUARY 21, 2027

10:00 a.m.–4:00 p.m.	**IACA Board of Directors Meeting** Legacy Suite By Invitation
2:00–5:00 p.m.	**Conference Registration** Jamaica Grande Suite Foyer
6:00–7:30 p.m.	**Welcome Reception** Talk of the Town, 17th Floor Welcome to Jamaica and informal networking for delegates, guests, speakers, sponsors and partners. *Welcoming Speakers: Pamela Q. Harris, President – International Association for Court Administration and The Honourable Mr. Justice Bryan Sykes, Chief Justice of the Supreme Court of Jamaica*

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MONDAY, FEBRUARY 22, 2027

8:00–8:30 a.m.

Registration / Continental Breakfast / Coffee & Tea

Jamaica Grande Suite Foyer

8:30–9:00 a.m.

Conference Opening Ceremony

Jamaica Grande Suite
Welcome from IACA President — Conference Overview and Opening Announcements
Welcome from Jamaican Host Representatives

9:00–10:15 a.m.

PLENARY SESSION 1 — Administering Justice in a Time of Global Transformation

Moderator: Pamela Q. Harris, President, International Association for Court Administration
Speakers: The Honourable Mr. Justice Bryan Sykes, Chief Justice of the Supreme Court of Jamaica
Mrs. Tricia Cameron-Anglin, CEO/Director, Court Administration Division, Supreme Court of Jamaica
Additional panelists to be confirmed

Session description: *[To be added]*
Learning objectives: *[To be added]*

10:15–10:45 a.m.

Morning Coffee & Tea Break

10:45–11:45 a.m.

WORKSHOP SET 1 — 60 Minutes

Workshop 1A — A More Collaborative, International Approach to Safeguarding Judicial Independence and Upholding the Rule of Law

Presenters: The Honourable Michael H. Tulloch; Marc A. Giroux
Chief Justice of Ontario and President, Court of Appeal for Ontario; Commissioner for Federal Judicial Affairs • Canada
Room: Talk of the Town

Session description: *Judicial systems worldwide face mounting pressures, from disinformation campaigns and political attacks to heavy workloads and dwindling resources. Drawing on decades of international judicial cooperation—including active partnerships across Africa and the Caribbean—Chief Justice Tulloch and Commissioner Giroux explore how cross-border collaboration can protect judicial independence and uphold the rule of law. Attendees will gain practical insights into strengthening global judicial networks, proactively defending institutional integrity, and educating the public and younger generations on the foundational role of an independent judiciary.*

Learning objectives: *Delegates will leave this session able to:*

- ***Identify shared global threats*** *to judicial independence, including disinformation campaigns, political pressures, and the impact of resource constraints on judicial well-being.*
- ***Leverage international judicial networks*** *and peer exchanges to build resilience, share best practices, and mount a unified response to systemic challenges.*
- ***Develop public outreach and civic education strategies****—particularly aimed at youth—to strengthen public trust and understanding of the rule of law.*

Workshop 1B — The Role of Judicial Communication in Promoting Transparency, Accountability and Public Trust

Presenter: Hon. Paul Ndemo

Deputy Chief Registrar of the Judiciary and Judiciary Spokesperson • Kenya

Room: Port Antonio Suite

Session description: *In a fast-paced media landscape, relying solely on court judgments leaves judiciaries vulnerable to misinformation and declining public trust. Drawing on firsthand experience, this session examines global judicial communication models, the role of dedicated judiciary spokespersons, and a real-world crisis communication case study. Delegates will explore how courts can adopt practical, right-sized communication strategies to boost transparency, safeguard institutional credibility, and effectively engage the public.*

Learning objectives: *Delegates will leave this session able to:*

- ***Assess the risks of institutional silence*** *and understand how proactive communication counters misinformation and protects judicial credibility.*
- ***Compare global judicial communication models*** *and evaluate the role of dedicated spokespersons in promoting court transparency.*
- ***Apply lessons from a real-world crisis communication case study*** *to design a practical, right-sized communication strategy for their own court system.*

Workshop 1C — The Architecture of Justice: Evaluating Judicial Excellence in Azerbaijan

Presenter: Samad Jafarov

Chair, Commercial Chamber of the Baku Court of Appeal • Azerbaijan

Room: Legacy Suite

Session description: *Balancing judicial accountability with institutional independence requires transparent, fair, and well-structured performance evaluations. This session examines Azerbaijan's judicial evaluation framework, exploring how quantitative court data—such as clearance rates and electronic court compliance—is combined with qualitative reviews of legal reasoning, courtroom management, and ethics. Delegates will gain practical insights into designing evaluation systems that support targeted training, career progression, and procedural fairness while protecting judicial impartiality.*

Learning objectives: *Delegates will leave this session able to:*

- ***Analyze a balanced evaluation model*** *that integrates quantitative case metrics with qualitative assessments of legal reasoning, communication, and judicial ethics.*
- ***Identify key procedural safeguards****—including confidentiality, access to evaluation records, and the right to respond or appeal—that protect judicial independence during reviews.*
- ***Apply evaluation outcomes strategically*** *to guide targeted judicial training, fair career progression, and leadership accountability across different court levels.*

Sponsor Workshop 1D — Access to Justice at the Edge: A Practical Global Approach

Presenter: TBD – BIENCOURT Executive

Sponsor: BEINCOURT

Room: Negril Suite

Session description: *True access to justice requires that court users can understand proceedings, participate meaningfully, and move forward without unnecessary delay—even when courts face tight budgets. Drawing on BEINCOURT's courtroom modernization work and upcoming Canadian launch, this session explores how local, edge-processed AI can speed up translation, interpretation, and court record preparation while keeping data secure and reducing reliance on remote servers. Through a practical hearing scenario, delegates will examine how to balance AI efficiency with essential human oversight, data provenance, and budget constraints to build public trust.*

Learning objectives: *Delegates will leave this session able to:*

- ***Evaluate practical AI use cases****—such as translation, interpretation, and court record drafting—while defining where human review and qualified language professionals remain essential.*
- ***Assess the benefits of local, edge-processed AI*** *in strengthening data security, reducing external data transfers, and maintaining clear provenance between source recordings and final records.*
- ***Plan a scalable courtroom modernization roadmap*** *that starts with a focused pilot and expands responsibly within existing budget and infrastructure limits.*

11:45–11:55 a.m.

Transition

11:55 a.m.–12:55 p.m. **WORKSHOP SET 2 — 60 Minutes**

Workshop 2A — Rebuilding Judicial Integrity Under Pressure: Operational Resilience and Digital Vetting in Moldova and Ukraine

Presenter(s): Roman Sabodash and Ion Guzun

Ukraine / Moldova

Room: Talk of the Town

Session description: *Reforming and vetting a judiciary during wartime, hybrid threats, and EU accession demands both operational resilience and smart innovation. Bringing together perspectives from Moldova and Ukraine, this joint session explores two complementary approaches to strengthening judicial integrity under extreme pressure: managing severe judicial vacancies and court backlogs through targeted case prioritization in Moldova, alongside deploying automated, data-driven registry checks to streamline candidate vetting in Ukraine. Delegates will gain practical insights into sustaining court performance, safeguarding personal data, and balancing technological efficiency with human judgment during large-scale judicial renewal.*

Learning objectives: *Delegates will leave this session able to:*

- ***Identify operational and staffing risks*** *triggered by large-scale judicial vetting, recruitment bottlenecks, and external geopolitical pressures.*
- ***Apply practical court-management measures****—such as targeted case prioritization, temporary judicial transfers, and monitored backlog-reduction plans—to sustain adjudication rates during institutional renewal.*
- ***Evaluate how automated data integration*** *across state registers can accelerate integrity vetting while protecting data privacy, interpretability, and essential human oversight.*

Workshop 2B — From Individual Precautions to Institutional Responsibility: A Court Administration Framework for Responding to Online Threats Against Judicial Officers

Presenter(s): His Worship William Fashole Luke, Justice of the Peace

Ontario Court of Justice • Canada

Room: Port Antonio Suite

Session description: *Rising online hostility, doxxing, and AI-manipulated media against judicial officers pose serious threats to personal safety and independent decision-making. Drawing on comparative guidance across five common law jurisdictions—Canada, Jamaica, England and Wales, Malaysia, and Australia—this session outlines an institutional framework for coordinated threat reporting, evidence preservation, and family protection. Through a practical doxxing scenario, delegates will explore how court administrations can respond proportionately to digital risks while upholding open justice and judicial independence.*

Learning objectives: *Delegates will leave this session able to:*

- ***Identify the threshold*** *at which online hostility, doxxing, or digital misrepresentation requires a formal institutional security response.*
- ***Define clear administrative responsibilities*** *for assessing threats, preserving digital evidence, and supporting judicial officers and their families.*
- ***Adapt proportionate protection protocols*** *to their local court structures and resources while safeguarding open justice, judicial independence, and public accountability.*

Workshop 2C — Journey to ISO Certification

Presenter(s): Jamaica Speaker TBD — placeholder: Ms. Marsha Grant, Senior Director

Supreme Court of Jamaica • Jamaica

Room: Legacy Suite

Session description: *[To be added]*

Learning objectives: *[To be added]*

Sponsor Workshop 2D — From Paper Bundles to Trusted Digital Evidence: A Practical Framework for Faster, Fairer Hearings

Presenter: TBD

Sponsor: Thomson Reuters

Room: Negril Suite

Session description: *Relying on paper bundles, USB drives, and email attachments to manage today's surge in digital media leads to adjourned hearings, lost exhibits, and barriers for self-represented litigants. Drawing on the Joint Technology Committee's framework and global lessons from Canada, South Africa, Trinidad and Tobago, the U.S. and the U.K., this session offers a practical roadmap to modernize the full digital evidence lifecycle. Through a live hearing scenario and a hands-on maturity self-assessment, delegates will explore how secure cloud workspaces protect chain of custody while ensuring accessible, equitable participation for all court users.*

Learning objectives: *Delegates will leave this session able to:*

- ***Map current evidence workflows*** *across policy, process, and technology to identify bottlenecks and chain-of-custody vulnerabilities.*
- ***Specify essential security and governance controls****—including role-based permissions, encryption, preserved originals, and audit trails—to protect evidentiary integrity and public trust.*
- ***Design an inclusive digital evidence rollout*** *that enables self-represented litigants, remote participants, and people with disabilities to submit and view evidence without new barriers.*

12:55–1:55 p.m.

Lunch

1:55–2:55 p.m.

WORKSHOP SET 3 — 60 Minutes

Workshop 3A — Digital Inclusion: Lessons from Kenya's Tribunal Digital Hubs

Presenter(s): Ann Asugah, Registrar
Tribunals, Judiciary of Kenya • Kenya

Room: Talk of the Town

Session description: *As justice systems transition to online filings and virtual hearings, court users without reliable internet, devices, or digital literacy risk being left behind. Drawing on the operation of Kenya's Tribunal Digital Hubs, this session explores how dedicated spaces, equipment, and trained registry staff bridge the digital divide while respecting the boundary between practical support and legal advice. Through a real-world user scenario, delegates will examine how to organize accessible, privacy-conscious human assistance that keeps online justice inclusive for marginalized and self-represented court users.*

Learning objectives: *Delegates will leave this session able to:*

- ***Pinpoint common digital barriers*** *that prevent self-represented, marginalized, or disabled court users from completing online filings and virtual hearings.*
- ***Organize practical, staff-assisted support*** *that protects user privacy, ensures accessibility, and maintains clear boundaries between administrative help and legal advice.*
- ***Evaluate the effectiveness of physical digital hubs*** *in helping courts retain essential human support as justice services move online.*

Workshop 3B — From Isolation to Collaboration: Building Resilient Tribal Courts Through Peer Networks, Cross Court Learning, and Practical Administration

Presenter(s): Jennifer Leal, M.A., Washoe/Mono Lake Paiute
Tribal Court Administrator/Consultant • United States

Room: Port Antonio Suite

Session description: *Tribal courts often navigate resource constraints and evolving administrative demands within distinct sovereign and cultural frameworks. Drawing on nearly two decades of tribal court leadership, this session explores how peer networks, cross-court educational exchanges, and tailored administrative manuals can build workforce capacity*

and institutional continuity. Delegates will discover practical strategies for fostering cross-jurisdictional partnerships that strengthen court governance while honoring tribal sovereignty and unique legal traditions.

Learning objectives: *Delegates will leave this session able to:*

- ***Build sustainable peer networks*** *among court administrators and clerks to reduce professional isolation and share practical solutions.*
- ***Develop cross-court educational partnerships****—such as tribal, state, and federal exchanges—that promote mutual learning while respecting jurisdictional sovereignty.*
- ***Adapt practical administrative resources*** *to reflect the unique governance structures, workforce roles, and priorities of their own courts.*

Workshop 3C — Impartiality by Design: Oral Proceedings, Transparency, and Access to Justice in Oran, Salta

Presenter(s): Lia Del Valle Veronica Rodriguez Silva; Hon. Francisco Jose Oyarzu

Argentine Business Administration Professional; Argentine Jurist • Argentina

Room: Legacy Suite

Session description: *Demonstrating judicial impartiality requires transparent, accountable court structures rather than mere proclamation. Drawing on the pilot transition to oral criminal proceedings in Orán, Salta, this session explores how shifting from rigid vertical hierarchies to horizontal, interdisciplinary court administration strengthens random case assignment, hearing traceability, and public trust. Delegates will examine how thoughtful organizational design improves the clarity of oral rulings while expanding access to justice for vulnerable groups, particularly in regions facing high rates of gender-based violence.*

Learning objectives: *Delegates will leave this session able to:*

- ***Design transparent administrative workflows****—including random judicial assignment and traceable hearing management—that visibly reinforce judicial impartiality.*
- ***Transition from hierarchical to horizontal working models*** *to streamline court operations and support effective oral proceedings.*
- ***Evaluate how oral proceedings enhance access to justice*** *by improving the clarity of judicial rulings and giving voice to vulnerable court users, including victims of gender-based violence.*

Sponsor Workshop 3D — Modernizing Court Administration: Building Trust, Resilience, and Access Through Technology

Presenter: TBD

Sponsor: FTR (For The Record)

Room: Negril Suite

Session description: *Growing caseloads and workforce pressures are pushing courts to rethink how proceedings are recorded, managed, and shared—even when connectivity is disrupted or resources are tight. Drawing on experience supporting courts across more than 80 countries, the For The Record team explores how connected audio, video, and speech-to-text tools strengthen caseflow management and protect the integrity of the authoritative court record. Delegates will gain practical insights into implementing adaptable, people-centered modernization strategies and responsible AI governance that support—rather than replace—human judgment.*

Learning objectives: *Delegates will leave this session able to:*

- ***Assess connected recording technologies****—including audio, video, and speech-to-text—to streamline court workflows and safeguard the integrity of the authoritative record.*
- ***Establish responsible AI governance frameworks*** *that enhance staff efficiency while preserving human judgment, security, and institutional trust.*
- ***Plan adaptable courtroom modernization strategies*** *tailored to local infrastructure, workforce readiness, and operational continuity across diverse court environments.*

2:55–3:25 p.m.

Afternoon Coffee & Tea Break

3:25–4:40 p.m.	**PLENARY SESSION 2 — Public Trust and Institutional Responsibility in Justice Services** Jamaica Grande Suite Moderator: Dr. Elena Alina Ontanu, Professor of Law, Tilburg University Law School • Netherlands Speakers: Davide Carnevali; Marco Velicogna **Session description:** *Lawful rulings and efficient administration alone cannot sustain public trust if court users face fragmented procedures or unreliable legal guidance. Drawing on comparative perspectives from Davide Carnevali, Alina Ontanu, and Marco Velicogna, this panel explores how justice institutions must take practical responsibility for the human experience of court proceedings and the accuracy of public-facing information, including guidance generated by AI. Delegates will examine how person-centered service design, inter-agency cooperation, and clear institutional accountability can bridge the gap between formal legal guarantees and people's lived experience of justice.* **Learning objectives:** *Delegates will leave this session able to:* • ***Identify the trust gap*** *created when rigid formalism and fragmented justice services prioritize procedural compliance over the lived experience of court users.* • ***Design person-centered justice workflows*** *that foster structural cooperation across public agencies and consider the real-world consequences of judicial decisions.* • ***Establish institutional accountability standards*** *for public legal information and generative AI tools, distinguishing legitimate boundaries on legal advice from improper disclaimers of accuracy.*
4:40 p.m.	**Monday Educational Program Concludes**
6:00 p.m.	**REGGAE NIGHT** Optional evening event celebrating Jamaica's internationally recognized music and culture. Venue, entertainment, transportation and registration details to be announced.

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TUESDAY, FEBRUARY 23, 2027

8:00–9:00 a.m.

Continental Breakfast / Coffee & Tea

9:00–10:15 a.m.

PLENARY SESSION 3 — Managing Change: Data and AI Governance

Jamaica Grande Suite

Moderator: Diane Robinson, PhD, Principal Court Research Associate, TRI/NCSC AI Policy Consortium for Law and Courts • United States

Speakers to be added

Session description: *Adopting artificial intelligence in justice organizations requires far more than selecting the right software; it demands disciplined change management and reliable data foundations. This session introduces a practical five-step approach to organizational change—spanning communication, planning, implementation, cultural integration, and ongoing evaluation—paired with core data governance principles. Delegates will explore how linking data quality and clear accountability with AI governance helps courts manage risk, build public trust, and sustain long-term innovation.*

Learning objectives: *Delegates will leave this session able to:*

- ***Apply a five-step change management framework**—communicate, plan, implement, embed in culture, and evaluate—to guide sustainable AI adoption across justice organizations.*
- ***Establish foundational data governance standards** by defining clear roles, accountability, and data quality benchmarks that support responsible technology use.*
- ***Align data governance and AI governance frameworks** to mitigate operational risks, strengthen institutional trust, and achieve strategic court goals.*

10:15–10:45 a.m.

Morning Coffee & Tea Break

10:45–11:45 a.m.

WORKSHOP SET 4 — 60 Minutes

Workshop 4A — Tethering the Tech Triad to the Scales of Justice: A High-Performance TQM Framework for Ecosystem Evolution, Algorithmic Risk and Data Resilience with Insights from Trinidad and Tobago

Presenter(s): Ms. Jamie Philbert, Court Executive Administrator

Judiciary of Trinidad and Tobago • Trinidad and Tobago

Room: Talk of the Town

Session description: *Prioritizing technical speed without structural quality controls risks undermining due process, record accuracy, and judicial independence. Drawing on real-world digital initiatives from the Judiciary of Trinidad and Tobago—including mandatory e-filing, automated case management, and e-payments—this session introduces an integrated Digital Quality Management framework that aligns Total Quality Management principles with modern court excellence standards. Delegates will explore a three-pillar roadmap to standardize court workflows before digitizing, deploy AI analytics strictly for administrative quality monitoring, and treat cybersecurity as essential service-defect prevention.*

Learning objectives: *Delegates will leave this session able to:*

- ***Standardize and map core court workflows** prior to digital migration so new technologies enhance accessibility and due process rather than automating inefficient legacy processes.*
- ***Apply an algorithmic quality loop** that uses AI analytics to monitor caseflow friction and predict backlogs while keeping human judicial reasoning completely independent.*
- ***Integrate cybersecurity into core service quality** by treating data breaches and system outages as critical service failures that require end-to-end protection to safeguard evidence integrity and public trust.*

Workshop 4B — Caseflow Management is a Workforce Question: Clearing 57% of a Magistrates' Court Backlog in Belize

Presenter(s): Krystal K. Thompson, International Lawyer/Global Empowerment Direct, Netherlands; Magistrate Deborah Rogers, Chief Magistrate of Belize

Room: Port Antonio Suite

Session description: *In 2022, Belize's Magistrates' Courts cleared 57.5% of nearly 50,000 backlogged criminal cases—surpassing their 50% target despite severe staff shortages and displacement from Hurricane Lisa. Co-presented by Belize's Chief Magistrate and a former criminal justice advisor, this session examines how data reconciliation, strict adjournment policies, CourTools reporting, and monthly backlog committees drive lasting results when paired with smart workforce planning. Through comparative insights from South Africa, The Gambia, Liberia, and Lebanon alongside an applied exercise, delegates will explore how to reduce court delays using existing resources while protecting vulnerable court users who wait longest when cases stall.*

Learning objectives: *Delegates will leave this session able to:*

- ***Identify transferable caseflow strategies****—such as data reconciliation, adjournment policies, and CourTools reporting—that reduce backlogs using existing court resources.*
- ***Assess the impact of backlog-reduction initiatives*** *on staff workload, retention, and organizational resilience during operational disruptions.*
- ***Integrate low-cost staffing and workload plans*** *into caseflow reforms while prioritizing stalled matters affecting vulnerable groups, including women and children.*

Workshop 4C — Bringing Justice Closer to the Child: Malaysia's Mobile Court for Children as a Model for Child-Centered Court Administration

Presenter(s): Zuhair Bin Rosli, Judicial and Legal Officer

Office of Chief Registrar, Federal Court of Malaysia • Malaysia

Room: Legacy Suite

Session description: *Conventional courtroom environments and long travel distances often create intimidating barriers for vulnerable child witnesses. Drawing on Malaysia's Mobile Court for Children initiative—and its three-part framework featuring a mobile remote-testimony facility near a child's home—this session explores how mobility, technology, and trained witness-support personnel can redesign court services around user needs. Delegates will examine practical operational safeguards, stakeholder coordination, and adaptable principles for delivering child-centered justice across varying institutional capacities and resource levels.*

Learning objectives: *Delegates will leave this session able to:*

- ***Analyze a three-part mobile court model*** *that combines remote witness facilities, technology-enabled testimony, and child-sensitive support to reduce participation barriers.*
- ***Identify essential operational safeguards and stakeholder roles****—including witness-support personnel and remote courtroom protocols—needed to protect vulnerable witnesses during live proceedings.*
- ***Adapt child-centered service design principles*** *to local court structures and budgets without needing to replicate identical physical infrastructure.*

Sponsor Workshop 4D — Protecting the Court Record: Building Resilient, Accessible, and Court-Controlled Systems for Capturing Proceedings and Managing Evidence

Presenter: Mona Datt, CEO

Sponsor: Loom Analytics

Room: Negril Suite

Session description: *A reliable court record underpins every appeal and enforcement action, yet fragmented tools and external vendor storage often leave exhibits, recordings, and transcripts vulnerable to loss or disruption. Treating the court record as a single unified lifecycle, this session introduces a vendor-neutral framework covering secure evidence intake, AI-assisted transcription with human oversight, offline continuity during outages, and accessible formats for all court users. Through a mid-trial connectivity-loss scenario and a practical procurement checklist, delegates will learn how to evaluate technology architectures and retain full institutional control over their court data.*

Learning objectives: *Delegates will leave this session able to:*

- ***Map the end-to-end court record lifecycle****—from pre-hearing evidence intake through transcription and archiving—to pinpoint operational vulnerabilities and chain-of-custody risks.*

- ***Apply resilient, court-controlled design principles****—including offline continuity, data ownership, and accessible captioning or translation—to protect record integrity across diverse connectivity environments.*
- ***Evaluate technology architectures and vendors*** *using a practical checklist that verifies human oversight of AI transcription tools and safeguards long-term institutional control of court data.*

11:45–11:55 a.m. **Transition**

11:55 a.m.–12:55 p.m. **WORKSHOP SET 5 — 60 Minutes**

Workshop 5A — Digitalization of Judicial Services and its Implications on Fair Trial and Access to Justice in Sub-Saharan Africa: Legal and Practical Analyses

Presenter(s): Milkiyas Bulcha, Professor of Law, Ambo University; Eshetu Yadeta Temesgen, Former Judge/Judicial Scholar

Oromia Region • Ethiopia

Room: Talk of the Town

Session description: *Rapidly moving judicial services online without matching legal frameworks or reliable infrastructure risks undermining fair trial guarantees and equal access to justice. Drawing on comparative legal and practical analyses across Ethiopia, Kenya, and Uganda—alongside benchmarks from the USA, Canada, France, and Germany—this session examines the constitutional soundness and real-world impact of compulsory digital justice directives. Delegates will explore how comprehensive policy reviews, legislative backing, and phased implementation strategies can modernize court services while safeguarding fundamental human rights.*

Learning objectives: *Delegates will leave this session able to:*

- ***Assess the legal and practical challenges*** *of implementing ICT-based judicial services across varying levels of technological infrastructure and system reliability.*
- ***Evaluate the constitutional and human rights implications*** *of compulsory digital court mandates on fair trial guarantees, public hearings, and access to justice.*
- ***Develop phased digital justice strategies*** *backed by clear legislation and policy reviews that align technological modernization with local capacity and inviolable legal rights.*

Workshop 5B — Artificial Intelligence as an Assistive Tool for Legal Certainty and Consistency of Case Law: Ukraine's Experience

Presenter(s): Ian Bernaziuk, Judge of Administrative Cassation Court

Supreme Court of Ukraine • Ukraine

Room: Port Antonio Suite

Session description: *Managing growing volumes of case law while maintaining consistent, well-reasoned decisions is a pressing challenge for modern courts. Drawing on Ukraine's experience, this interactive session explores how artificial intelligence can assist judicial research—by identifying relevant decisions, comparing legal positions, and checking citations—without compromising judicial independence. Through a hands-on research exercise and group discussion, delegates will practice verifying AI-generated legal outputs against authoritative sources and examine practical safeguards against automation bias and inaccurate citations.*

Learning objectives: *Delegates will leave this session able to:*

- ***Identify appropriate uses and limitations*** *of AI tools in case-law research, including flagging legal inconsistencies and assisting with citation checks.*
- ***Apply a practical verification process*** *to cross-check AI-generated legal references against authoritative sources and catch errors, outdated positions, or automation bias.*
- ***Implement institutional safeguards****—such as source verification, human review, and confidentiality protocols—that promote case-law consistency without restricting judicial discretion.*

Workshop 5C — Integrated Justice: Advancing a Developmental, Individualized Case Management Framework for Juvenile and Family Courts

Presenter(s): Sandi Metcalf, Director of Juvenile Court (Ret.)

20th Circuit Court, Michigan • United States

Room: Legacy Suite

Session description: *Effective juvenile and family justice requires more than linking agencies; it demands organizing court operations around the developmental needs, trauma histories, and strengths of young people. Drawing on over five decades of juvenile justice experience and insights from Caribbean diversion and specialized court initiatives, this session introduces a five-component operational framework for individualized case management. Delegates will explore practical strategies for aligning judicial, educational, behavioral health, and community responses to drive lasting positive outcomes beyond simple case closure.*

Learning objectives: *Delegates will leave this session able to:*

- ***Apply a five-component case management framework*** *that integrates institutional coordination with adolescent development, trauma-informed care, and protective factors.*
- ***Align court operations and interagency roles*** *to support gender-responsive programming, child diversion, and multidisciplinary case planning across diverse jurisdictions.*
- ***Measure juvenile justice effectiveness*** *using meaningful developmental and accountability outcomes rather than relying solely on procedural compliance or case closure rates.*

Sponsor Workshop 5D — Papua New Guinea's Judicial Digital Transformation: Implementation Experience, Lessons Learned and AI Integration

Presenter(s): Mr. Khachatur Matevosyan, Vice President of eJustice at Synergy; NJSS Official/Judge from Papua New Guinea (TBD)

Sponsor: Synergy International Systems

Room: Negril Suite

Session description: *Papua New Guinea's Judiciary is advancing its digital transformation by rolling out an Integrated Electronic Case Management System (IECMS) and embedding new artificial intelligence capabilities into court operations. Co-presented by the Judiciary of Papua New Guinea and Synergy International Systems, this workshop examines the institutional priorities, change management strategies, and technical lessons learned throughout the deployment. Delegates will gain practical insights into overcoming capacity constraints and responsibly integrating emerging AI tools into existing court management platforms.*

Learning objectives: *Delegates will leave this session able to:*

- ***Identify key institutional and technical factors*** *required to successfully deploy an integrated electronic case management system in resource-constrained environments.*
- ***Apply practical change management lessons*** *to overcome implementation hurdles, build workforce capacity, and sustain digital adoption across court operations.*
- ***Evaluate opportunities and practical considerations*** *for responsibly integrating AI capabilities into established judicial case management systems.*

12:55–2:00 p.m.

Lunch

Jamaica Grande Suite

2:00–3:00 p.m.

WORKSHOP SET 6 — 60 Minutes

Workshop 6A — From Court Digitalization to Intelligent Justice: Transforming the Court of the Future

Presenter(s): Nail Akhmetzakirov, Head of Court Administration; Shakir Shayakhmetov, First Deputy Head of Court Administration

Republic of Kazakhstan

Room: Talk of the Town

Session description: *Digital transformation is reshaping how courts manage caseloads, evaluate performance, and support judicial workflows. Featuring insights from the Judicial Administration of the Republic of Kazakhstan alongside international panel perspectives, this interactive discussion examines the transition from electronic courts to data-driven, AI-assisted administration. Delegates will explore how emerging technologies can reduce judicial workloads and speed up case processing while evolving administrator competencies and preserving independent adjudication.*

Learning objectives: *Delegates will leave this session able to:*

- ***Identify key trends** driving the evolution from basic electronic courts to data-driven and AI-supported judicial administration.*
- ***Compare international practices and lessons learned** in deploying artificial intelligence to streamline case processing without interfering with judicial decision-making.*
- ***Assess the emerging competencies, opportunities, and risks** that intelligent justice brings to judicial administrators, judges, and overall court efficiency.*

Workshop 6B — How AI Contributes to Courts' Resilience

Presenter(s): Dr. Ernest Yeboah, Project Manager of the Malawi Electoral Support Project at UNDP Malawi

Malawi

Room: Port Antonio Suite

Session description: *Courts worldwide are adopting artificial intelligence to tackle case backlogs and staff shortages, yet every new tool introduces critical integrity risks—from biased outputs and altered records to opaque vendor contracts. Drawing on comparative insights from Ukraine, Singapore, the United States, and African judiciaries, this interactive session brings an investigator's lens to court technology, introducing a practical, five-part "investigation-ready" framework for judicial oversight. Participants will work through a real-world case scenario involving an AI scheduling tool and leave with a one-page AI Integrity Readiness Checklist ready for immediate use in their own courts.*

Learning objectives: *Delegates will leave this session able to:*

- ***Spot integrity vulnerabilities**—including algorithmic bias, compromised records, and procurement risks—before and after deploying court AI tools.*
- ***Implement five core governance safeguards** to keep AI-assisted court functions transparent, auditable, and clearly assigned to a human owner.*
- ***Investigate and resolve AI discrepancies** by identifying the right evidence, oversight roles, and corrective steps when a tool adversely impacts court users.*

Workshop 6C — AI in Action: Creating Engaging Educational Programs in a Fraction of the Time

Presenter(s): Dave Byers, State Court Administrator; Ann Timmer, Chief Justice of Arizona

Arizona Supreme Court • United States

Room: Legacy Suite

Session description: *Creating polished educational materials for the public and court staff often demands significant time and resources. Through live demonstrations and real-world examples, this fast-paced, hands-on session reveals how artificial intelligence can dramatically streamline content creation while making training more interactive and engaging. Delegates will explore practical AI tools and prompting techniques to quickly turn ideas into professional educational programs, learning what works best—and what pitfalls to avoid—along the way.*

Learning objectives: *Delegates will leave this session able to:*

- ***Identify practical AI tools and workflows** that accelerate the design of public outreach materials and internal staff training programs.*
- ***Apply effective prompting and content-generation techniques** to transform raw ideas into polished, interactive educational resources.*
- ***Evaluate the strengths and limitations** of AI-assisted content creation to ensure accuracy, quality, and engagement in real-world judicial settings.*

Workshop 6D — Ready for the Next Step? Mapping Procedural Dependencies for Timely Justice

Presenter: Priscilia Menendez Gomes Zamboni, Judicial Assistant

Sao Paulo State Court of Justice • Brazil

Room: Negril Suite

Session description: *Digital case management systems frequently track issued orders and expired deadlines without verifying whether a case is actually legally ready to move forward. Drawing on comparative examples from Brazil, Jamaica, and England and Wales, this interactive session introduces INSIEME, a practical six-question protocol designed to map procedural dependencies, verify prerequisites, and identify the minimum sufficient next step. Through a hands-on accessibility scenario involving a visually impaired litigant, delegates will practice applying the framework to prevent premature defaults and keep digital workflows fair and accurate.*

Learning objectives: *Delegates will leave this session able to:*

- ***Assess procedural readiness*** *by classifying case prerequisites as satisfied, unmet, or indeterminate before advancing digital workflows.*
- ***Map legal dependencies and independent actions*** *to identify safe, lawful next steps without causing premature defaults or procedural errors.*
- ***Adapt and pilot the INSIEME protocol*** *within their own court environments to address accessibility, confidentiality, and caseflow bottlenecks.*

3:00–3:30 p.m.	**Afternoon Coffee & Tea Break**
3:30–4:30 p.m.	**PLENARY SESSION 4 — To Be Determined**
4:30 p.m.	**Tuesday Educational Program Concludes**
7:00 p.m.	**IACA GALA DINNER** Pegasus Gardens For all registered conference delegates and their guests. Reception, dinner and entertainment details to be added.

DRAFT

WEDNESDAY, FEBRUARY 24, 2027

8:00–9:00 a.m.

Continental Breakfast / Coffee & Tea

9:00–10:15 a.m.

PLENARY SESSION 5 — Foundations of Modern Court Administration: A Comprehensive Framework for Effective Court Leadership and Management

Jamaica Grande Suite

Moderator: Giuseppe M. Fazari, PhD, Professor, Monmouth University, Criminal Justice Department

Speakers: Marcus W. Reinkensmeyer, Dean, Institute for Court Management; Professor Dr. Luis Maria Palma, IACA Past President

Session description: *Drawing on the recently published book Fundamentals of Modern Court Administration, this interactive session explores how effective leadership, workforce development, and strategic management strengthen institutional resilience in high-performing courts. Delegates will examine practical frameworks for navigating leadership transitions, preserving organizational knowledge, and maintaining operational continuity during unexpected crises such as public health emergencies and natural disasters. Through comparative discussion, delegates will share cross-jurisdictional experiences and strategies for aligning daily court operations with enduring judicial responsibilities.*

Learning objectives: *Delegates will leave this plenary session able to:*

- ***Identify core leadership and workforce strategies.*** *Apply ethical judgment, accountability, and succession planning practices to support employee satisfaction and preserve institutional knowledge during leadership transitions.*
- ***Evaluate frameworks for institutional resilience.*** *Assess how court culture, stakeholder engagement, and strategic planning prepare courts to maintain continuity of operations during unexpected disruptions.*
- ***Compare cross-jurisdictional administrative approaches.*** *Analyze shared challenges and jurisdiction-specific solutions for overcoming resistance to change and aligning court management with fundamental judicial purposes.*

10:15–10:45 a.m.

Morning Coffee & Tea Break

10:45–11:45 a.m.

WORKSHOP SET 7 — 60 Minutes

Workshop 7A — The Grays of Leadership

Presenter(s): Hon. Tiffany Sorice, Presiding Judge

Cities of Thornton and Sheridan, Colorado • United States

Room: Negril Suite

Session description: *Operational expertise in case management or the justice system does not automatically translate into effective leadership. This session explores the practical nuances of motivating, equipping, and developing court staff to build a thriving and responsive justice system. Delegates will examine actionable communication and management strategies—from leading with humility and conducting meaningful one-on-ones to navigating organizational change—to elevate their everyday leadership impact.*

Learning objectives: *Delegates will leave this session able to:*

- ***Assess personal leadership presence.*** *Evaluate how your communication style, self-awareness, and humility shape the way you present yourself to court staff.*
- ***Gauge team reception and alignment.*** *Analyze how direct reports experience your leadership through structured one-on-ones, active listening, and project debriefs.*
- ***Apply practical frameworks for staff development and change.*** *Implement targeted persuasion, boundary-setting, and pacing strategies to motivate teams and drive sustainable innovation.*

Workshop 7B — Customer Service Perspective

Presenter(s): Jamaica Speaker TBD — placeholder: Ms. Marsha Grant, Senior Director Supreme Court of Jamaica • Jamaica

Room: Port Antonio Suite

Session description: *[To be added]*
Learning objectives: *[To be added]*

Workshop 7C — From Reform to Results: Connecting the Missing Pieces of People-Centered Justice

Presenter(s): Claudia Powell; Melissa Garcia

Jamaica's public sector; St. Tammany Parish • Jamaica

Room: Legacy Suite

Session description: *Justice systems worldwide face persistent delays, rising service demands, and digital transformation pressures, yet new technologies and processes often fall short without cohesive execution. Drawing on change management insights from Jamaica's justice sector and its collaboration with Rwanda on an Integrated Electronic Case Management System, this session explores how leadership, workforce readiness, and cross-institutional coordination bridge the gap between reform planning and meaningful public impact. Through an interactive scenario, delegates will test a practical Justice Reform Integration Checkpoint to diagnose coordination gaps and foster people-centred court services.*

Learning objectives: *Delegates will leave this session able to:*

- ***Examine the drivers of sustainable justice transformation.*** *Analyze how institutional leadership, workforce readiness, and cross-institutional coordination shape reform outcomes.*
- ***Identify implementation and accessibility gaps.*** *Pinpoint operational bottlenecks and inclusion barriers that affect court service delivery and public access to justice.*
- ***Apply the Justice Reform Integration Checkpoint.*** *Use a structured diagnostic tool to evaluate coordination, implementation readiness, and effectiveness indicators within their own jurisdictions.*

11:45 a.m.–12:00 noon

Transition / Networking / Hotel Check-Out

Opportunity for delegates to visit exhibitors and sponsors before the closing luncheon.

12:00–1:30 p.m.

CLOSING LUNCHEON & IACA BUSINESS MEETING

Jamaica Grande Suite
Conference closing remarks
IACA President's report
Association business
Recognition of conference hosts, sponsors, speakers and volunteers
Announcement of future IACA programs and conferences

1:30 p.m.

Formal Conference Concludes

2:00 p.m.

JAMAICA DAY OUT — Pre-Registration Required

Optional cultural and historical experiences showcasing Jamaica's music, art, architecture and heritage.
Bob Marley Museum — maximum 85 • https://www.bobmarleymuseum.com/
National Gallery of Jamaica — maximum 85 • https://nationalgalleryofjamaica.wordpress.com/
Port Royal — maximum 85 • https://www.visitjamaica.com/listing/port-royal/452/
Final selections, departure and return times, transportation arrangements, capacity limits and registration requirements to be announced.