

CJEI Patron Chief Justices Meet in Australia

The CJEI's Patron Chief Justices' Meeting took place at the twentieth Commonwealth Law Conference in Melbourne, Australia on March 20, 2017. The meeting was attended by the following: The Right Honourable Sir Terence Etherton, Master of the Rolls, England and Wales; The Honourable Mr. Justice Dennis Morrison, OJ, President, Court of Appeal, Jamaica; The Honourable Chief Justice Nthomeng Majara, Lesotho; The Honourable Chief Justice Khesoe Parsad Matadeen, Mauritius; The Honourable Dame Sian Elias, Chief Justice, New Zealand; The Honourable Sir Declan Morgan, Lord Chief Justice, Northern Ireland; The Right Honourable Lady Dorrian, Lord Justice Clerk, Supreme Courts of Scotland; The Honourable Chief Justice Ivor Archie, Trinidad and Tobago; The Honourable Chief Justice Irene Chirwa Mambilima, Zambia; The Right Honourable Sir Dennis Byron, President, Caribbean Court of Justice and Chair, CJEI and Mr. Ernie Schmatt, Judicial Commission of New South Wales, Australia.

The Right Honourable Sir Dennis Byron chaired the meeting and welcomed those attending. After a greeting by the CJEI President, The Honourable Mr. Justice Madan B. Lokur, The Right Honourable Sir Dennis Byron reported on CJEI's past two years' work and future work plans. Mr. Ernie Schmatt, Chief Executive, Judicial Commission of New South Wales explained the twin functions of the Judicial Commission of New South Wales –

judicial education and the investigation of disciplinary complaints against the judges.

The education component of the meeting was presented by Mr. Ernie Schmatt and was broken down into two parts. In the first "Learning Management Systems", Mr. Schmatt illustrated the use of this emerging tool in judicial education which supports complementary electronic and collegial training.

In the second part "Examples of Electronic Teaching Tools", Mr. Schmatt illustrated examples of electronic teaching tools developed by his Commission on sentencing and evidence.

This meeting also involved a private discussion by the Chief Justices on issues of interest to Commonwealth judiciaries. Some of the areas discussed included: "Issues surrounding delays in delivery of reserved decisions and how to avoid reserving decisions unnecessarily"; "Judicial Independence including Financial Independence"; "Management of Judges – Complaints, Implementation of Code of Conduct and Discipline"; "Inadequate funding of the Judiciary"; "Review of Existing Laws" and "Methods for obtaining / harnessing resources for achieving greater collaboration within region in implementing judicial reforms".

The meeting ended with a luncheon.

24th Annual Intensive Study Programme for Judicial Educators

The CJEI's twenty-fourth annual Intensive Study Programme for Judicial Educators (ISP) was held from June 4 – 23, 2017. The programme was directed by The Honourable Mr. Justice Adrian Saunders, Former Chief Justice of OECS & Judge of the Caribbean Court of Justice and co-directed by The Honourable Mr. Justice Peter Jamadar, Court of Appeal, Trinidad & Tobago and the Honourable Mr. Justice Brian Lennox, Former Chief Justice of the Ontario Court of Justice and Former Director of National Judicial Institute of Canada. It was attended by 19 participants: The Honourable Madam Justice Sonya D. Young, Supreme Court, Belize; The Honourable Justice Tapiwa Boingotlo Marumo, Industrial Court, Botswana; The Honourable Madam Justice Jo-Ann Barlow, High Court, Guyana; Mr. Rakesh Syal, Additional Director, Delhi Judicial Academy, India; Ms. Anuradha Shukla Bhardwaj, Additional Director, Delhi Judicial Academy, India; The Honourable Mrs. Justice Vinette Graham-Allen, Supreme Court, Jamaica; Her Honour Mrs. Grace Henry-McKenzie, Senior Parish Court Judge, Jamaica; The Honourable Justice Kate Abiri, Chief Judge of Bayelsa State, High Court of Justice, Nigeria; Ms. Maryam Titilayo Kawu, Director of Studies, National Judicial Institute, Nigeria; Mr. Aboaba Olugbenga Omotosho, Director of Research, National Judicial Institute, Nigeria; The Honourable Justice Les Gavara-Nanu, National and Supreme Courts, Papua New Guinea; The Honourable Justice David Lionel Cannings, National and Supreme Courts, Papua New Guinea; The Honourable Justice Vivian Georgis Taylor-Alexander, High Court, Saint Lucia; Miss Agnes Actie, Master, High Court, Saint Lucia; The Honourable Eugene Teo Weng Kuan, District Judge, State Courts, Singapore; Mr. Mashau Piet Ramalebana, Judicial Educator, Judicial Education Institute, South Africa; The Honourable Mr. Justice Denys Barrow, Caribbean Court of Justice, Trinidad and Tobago; Ms. Jacqueline Graham, Registrar & Chief Marshal, Caribbean Court of Justice, Trinidad & Tobago; and The Honourable Justice Dr. Henry Peter Adonyo-Atim, Executive Director, Judicial Studies Institute, Uganda

Participants spent the first two weeks completing the study component of the programme at the Schulich School of Law, Dalhousie University in Halifax. The programme topics included: judicial education reform; providing instruction for adults - understanding adult learners learning and teaching styles, learning outcomes and active learning forms and benefits; review of functions, objectives, definition and levels of judicial education; targets of judicial education; discussion of structures of judicial education bodies; discussion of national standards and objectives; curricula development; teaching court support staff; judicial ethics and conduct; use of great literature in judicial education programming; developing e-programming; judicial performance feedback; unrepresented litigants; challenges for judicial academies; judgment writing; long range judicial education planning; increasing your effectiveness by managing your time; impact of developing technologies on the law and court processes – cyberbullying; judicial role – a public service; judicial ethics and the appearance of bias in the world of social media; exploring judicial arrogance and judicial humility; and importance and methodology of programme evaluation.



2017 Participants

The final week of the programme was spent in Ottawa and Toronto. In Ottawa, the participants visited the Supreme Court of Canada, the Superior Court of Justice, the Office of the Commissioner for Federal Judicial Affairs, the Canadian Judicial Council and the National Judicial Institute. In Toronto, they visited the specialized courts at Old City Hall (Drug Treatment Court, Mental Health Court, Aboriginal Persons Court) and Osgoode Hall.

In addition to the rigorous academic sessions, social event included a reception hosted by His Honour Brigadier-General the Hon. J.J. Grant (Ret'd), Lieutenant Governor of Nova Scotia at Government House and sightseeing trips to Peggy's Cove and Niagara Falls.

The evaluations received from the participants were very positive. Many participants commented on the expertise of the facilitators, expressing a desire to delve further into many of the topics covered. Several commented on the usefulness of the materials and discussions, noting that the experience will serve as a solid resource in their home countries and can be adapted to accommodate different legal systems. Specifically, the participants praised the informative and diverse content of the course and felt that their attendance at the Intensive Study Programme would directly improve their ability to face the challenges of judicial education / judicial reform in their home jurisdictions.

Governance Structure of CJEI

The governing committee of the Institute consists of the Honourable Mr. Justice Madan B. Lokur, President; the Right Honourable Sir Dennis Byron, Chair; Judge (R) Sandra E. Oxner, Founding President; the Right Honourable Chief Justice Beverley McLachlin, Canada; the Honourable Chief Justice Ivor Archie, Trinidad & Tobago; the Honourable Chief Justice Irene Mambilima, Zambia; the Honourable Justice Sophia Akuffo, Ghana; the Honourable Dr. Badariah Sahamid, Malaysia; the Honourable Justice Abdu Aboki, Nigeria; the Honourable Justice Kashim Zannah, Nigeria; the Honourable Justice Asif Saeed Khan Khosa, Pakistan; the Honourable Justice Yvonne Mokgoro, South Africa; the Honourable Justice Leona Theron, South Africa; the Honourable Justice Adrian D. Saunders, Trinidad & Tobago; the Honourable Judge Gertrude Chawatama, Zambia; Professor Michael Deturbide, Canada; Professor John A. Yogis, QC, Honourary Treasurer and Ms. Sandra J. Hutchings, Secretary.

Chief Justices of the Commonwealth countries are Patrons to the Institute. The Executive Directors of Commonwealth judicial education bodies form an Advisory Board to the Institute.

News and Notes

GHANA

We were very pleased to learn that The Honourable Justice Sophia A. B. Akuffo (CJEI Director and Fellow 2002) is the new Chief Justice of Ghana.

SINGAPORE (submitted by District Judge Tan Boon Heng, Executive Director, Singapore Judicial College, CJEI Fellow 2014)

Building on the efforts in 2015 and 2016, the year 2017 was yet another fruitful one for the International Wing of the Singapore Judicial College (SJC).

The International Wing reaches out to judges from all over the world providing judicial training opportunities in a wide range of topics critical for the general and specific development of judges and judicial officers. The duration of these programmes typically range between two to five days with learning journeys included (for the longer programmes) to the relevant courts and agencies for the participants to witness first-hand the implementation on the ground.

The SJC conducts the judicial training programmes both within and outside of Singapore. The courses held outside of Singapore in the host country are invariably customised to meet the identified needs of that jurisdiction. In 2017, the International Wing of the SJC offered the following workshops: (i) "Ease of Doing Business: Dispute Resolution Mechanisms"; (ii) e-Filing Workshop for Fiji Judiciary; (iii) Judicial Educators' Workshop; (iv) Strategies of Case Management; (v) Judgment Writing & Oral Judgment Workshop; (vi) End-To-End Court Technology; (vii) Managing Conflicts & Resolving Disputes Effectively through Mediation Workshop; (viii) Assessing Credibility of Witnesses Workshop; (ix) Leadership in Court Governance; and (x) Judiciary-Wide Induction Programme, just to name a few.



Ease of Doing Business in Maldives: Dispute Resolution Mechanisms (13 – 16 Feb 2017)



eFiling Workshop for Fiji Judiciary (20 – 22 Feb 2017)



Judicial Educators' Workshop (14 – 15 Mar 2017)



Strategies of Case Management (3 – 7 Apr 2017)



Judgment Writing & Oral Judgment Workshop (11 – 12 May 2017)



End-To-End Court Technology (10 – 14 Jul 2017)



Managing Conflicts & Resolving Disputes Effectively through Mediation (24 – 31 Jul 2017)



Assessing Credibility of Witnesses Workshop (28 – 29 Sep 2017)



Leadership in Court Governance
(14 – 18 Aug 2017)



Judiciary-Wide Induction Programme with Judges from Myanmar, Thailand, Dubai and Singapore (30 Oct – 3 Nov 2017)

In 2017, the SJC also conducted 4-day workshops on the International Framework for Court Excellence (in collaboration with the State Courts of Singapore) for the judges and court officials in Cambodia, Lao PDR, Myanmar and Vietnam between April to June 2017. The International Framework for Court Excellence (IFCE) is a quality management system designed to assist courts wishing to improve its performance. The IFCE identifies seven areas of court performance (www.courtexcellence.com) capable of improvement and provides innovative ways to address issues, improve transparency and clarity, enhance access, and reduce backlogs and overly complex procedures, which detract from court quality and efficiency. Courts that implement the IFCE benefit from a structured method in employing their limited resources (both judicial and administrative) more efficiently. The following IFCE workshop were funded by the Singapore Cooperation Programme:



IFCE 4-day Workshop in Yangon from 25 – 28 April 2017 conducted by District Judge Tan Boon Heng (Executive Director, SJC) with District Judge Seah Chi-Ling (State Courts, Singapore)



IFCE 4-day Workshop in Vientiane from 16 – 19 May 2017 conducted by District Judge Tan Boon Heng (Executive Director, SJC) with District Judge Victor Yeo (State Courts, Singapore)

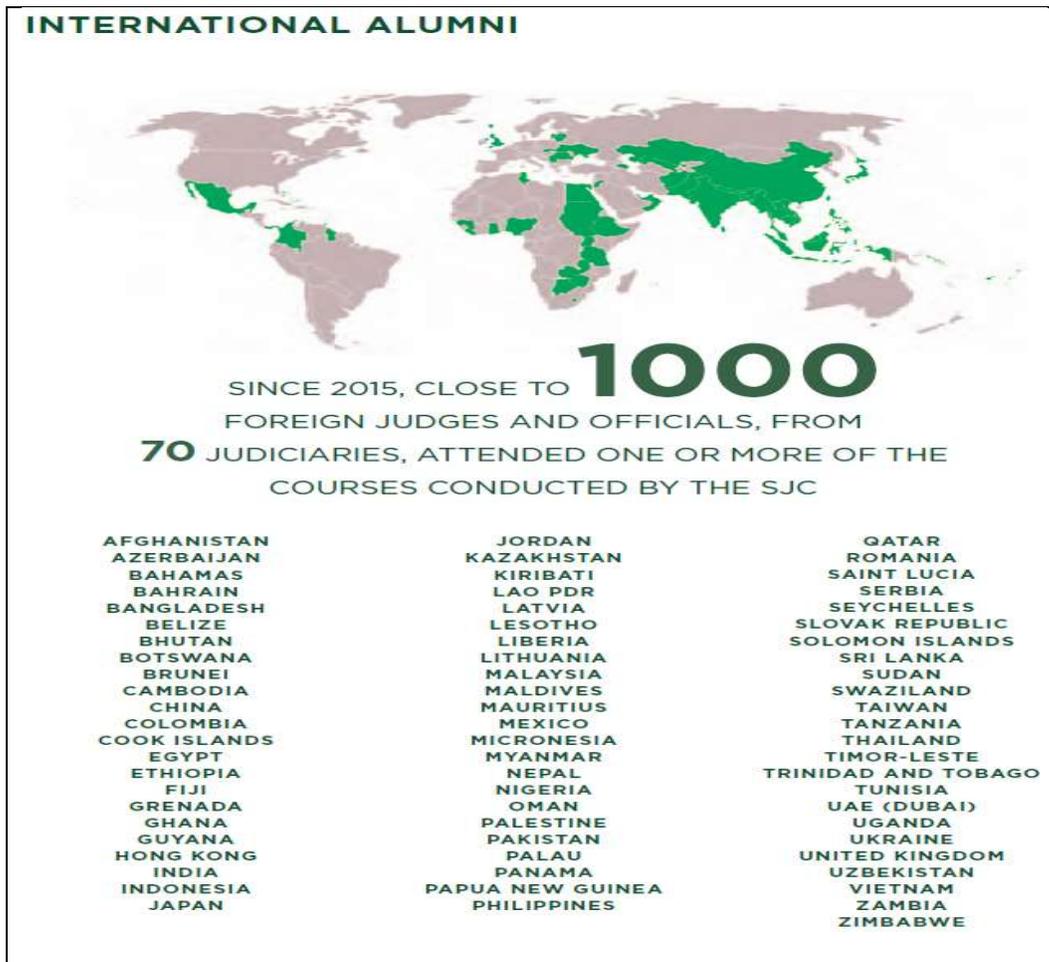


IFCE 4-day Workshop in Yangon from 30 May – 2 June 2017 conducted by District Judge Tan Boon Heng (Executive Director, SJC) with District Judge Seah Chi-Ling (State Courts, Singapore)



IFCE 4-day Workshop in Phnom Penh from 20 – 23 June 2017 conducted by District Judge Tan Boon Heng (Executive Director, SJC) with District Judge Jasbendar Kaur (State Courts, Singapore)

Cumulatively, from 2015 – 2017, around 1,000 judges and officials from 70 jurisdictions have attended one or more judicial training programmes organised by the International Wing of the SJC. These jurisdictions include:



With effect from 1 February 2018, District Judge Paul Quan will take over as the Executive Director of the SJC. He will provide support to Judicial Commissioner Foo Chee Hock, the Dean of the SJC.

SOUTH AFRICA

The Honourable Madam Justice Leona Theron (CJEI Director and Fellow 2005) has been elevated to the Constitutional Court of South Africa.

TRINIDAD AND TOBAGO

The Judicial Education Institute of Trinidad and Tobago (JEITT) has remained true to its core mission and values over the past Law Term 2016 – 2017. It is actively pursuing its goal of engaging with training programs that adhere to international best practices in the field of Judicial Education. The JEITT adopted as its mandate for this term, the humanizing of the law and its implementation. Through the provision of tailored training, Judges and Judicial Officers

have been provided with the opportunity to interrogate the complexities of intersectionality, exploring the correlation of various factors that daily impact upon the effecting of justice on our twin isle.

Programmes

GENDER-SENSITIVE ADJUDICATION: TRAIN THE TRAINERS – Part One of the Train the Trainer workshop on Gender Sensitive Adjudication was held at The Judicial Education Institute of Trinidad and Tobago on the 23rd and 24th November 2017. Participants included both Judicial and non-Judicial officers from Trinidad and Tobago as well as Judicial officers from Barbados and Guyana. The two-day session involved some fun and interactive activities which kept participants engaged and excited to make the topic of gender come alive. The two modules covered over the two-day session included *Ensuring Access to Justice* and *International Standards and Gender Equality*.

During the first day, participants were invited to consider the topics of Intersectionality and Bias, Gender and Judicial decision making, and were also introduced to the key elements of organizing effective judicial education. On the second day of the workshop, participants were exposed to training on the relevant international frameworks that address gender equality and how to apply international standards to domestic law. Another topic addressed included Access to Justice and CEDAW which sought to equip participants with the necessary tools to identify and apply the core principles for ensuring effective realization of gender equality.

Parts Two and Three of the Train the Trainer are carded to take place in early 2018.

EQUALITY FOR ALL IN THE ADMINISTRATION OF JUSTICE – The Judicial Education Institute of Trinidad and Tobago (JEITT), The University of the West Indies Rights Advocacy Programme (U-RAP), Pan Caribbean Partnership Against HIV/AIDS (PANCAP), the University of the West Indies (UWI), and the Institute of Gender and Development Studies (IGDS) came together to host a two-day conference held on November 30th and December 1st on Equality for All in the Administration of Justice. Facilitated by Tracy Robinson, Dr. Arif Bulkan, Justice Peter Jamadar, and with contributors such as Professor Rose Marie Belle Antoine, Dr. Dylan Kerrigan, and Dr. Celia Blake, the dialogue was profound! The Caribbean Judicial Dialogue was a pioneering programme for Judicial Officers from the Bahamas, Jamaica, Barbados, the Organization of Eastern Caribbean States, and Trinidad and Tobago to explore and deconstruct biases which affect judicial decision making. Biases against those in vulnerable groups – the LGBTQI community, HIV/AIDS community, sex work community, and at-risk groups like those of lower social status and who face gender discrimination – were examined at length and the experiences of members of the communities were engaged. Moreover, Procedural Fairness research from the JEITT launched multiple discussions about the court user experience in Trinidad and Tobago and springboarded the regional Judicial Officers to examine the same in their local courts.

Throughout the dialogue, the co-construction of knowledge allowed for the creation of new and inventive techniques to combat the inequities that are experienced by court users. The lack of court user participation due to intimidation or inadequate judicial guidance, ensuring court users' trust, treating court users respectfully, and ensuring adequate information and understanding are enjoyed were among the issues which the Judicial Officers explored and for which they derived remedies. After each day of hard work examining their judicial practice and how their perceptions and biases affect such, participants enjoyed a relaxing evening of music and powerful spoken word while sharing in each other's company. Karaoke was a hit! But after the two days, it's certain that songs of fairness, trust, and confidence will echo through the halls of the courts across the Caribbean! The JEITT looks forward to continued partnerships with U-RAP, PANCAP, UWI, and IGDS to ensure that this dialogue continues to grow into greater intensities and that there is always equality in the administration of justice.

ISSUES IN ADMIRALTY LAW – The Judicial Education Institute of Trinidad and Tobago in collaboration with the Caribbean Court of Justice Academy for Law hosted a guest lecture entitled "*Admiralty Jurisdiction in the Caribbean*" on the 14th November 2017. The session was conducted by an expert in the field of Professor Sarah Derrington. Through the support of Jurist Project, the Port of Spain lecture engaged 25 Judges from the Southern Caribbean

region. Prof Sarah Derrington currently serves as the Dean and Head of the TC Bernie School of Law, University of Queensland, and stands as a global authority in the field of admiralty jurisdiction and practice, the carriage of goods by sea and marine insurance. The lecture provided an opportunity for Caribbean Judges to share and exchange ideas on critical issues of Maritime Law occurring in the Caribbean Seas. Participants were able to share information and experiences since the relevant areas of international maritime law, including the law of the sea, marine environmental law and shipping law differ across the Caribbean region.

ORIENTATION TO COURT PROCESS – Employee Orientation Programs play a critical role in the process of employee engagement and socialization in many organizations around the globe. These courses can best be described as “the planned introduction of new employees to their jobs, their co-workers, and the culture of the organization” (Blackwell, 1997). Researchers have found that successful new orientation programs assist employees in becoming familiar with their organizational environment (Robinson, 1998), encourages high levels of job satisfaction (Gates & Hellweg, 1989), and aids in the employee’s job enrichment and morale solidification (Kanouse & Warihay, 1980). The implementation of said programs are therefore essential to organizational best practice.

The Orientation to Court Processes (OTCP) course was developed in 1998 with the aim of equipping staff within the Judiciary of the Republic of Trinidad and Tobago to carry out their respective functions and responsibilities. In keeping with this trend of organizational excellence, the Judicial Education Institute of Trinidad and Tobago (JEITT) under the purview of the Judiciary offered the first level of this training from the 11th November – 2nd December 2017. In its entirety, this program comprises of three levels namely, The Orientation to Court Processes (OTCP), The Basic Court Paralegal Course and The Advanced Court Paralegal Course. Interestingly, the qualifications that result from the respective levels of training are also prerequisites for certain job portfolios and internal promotions, a feature that makes the Judiciary’s Orientation Programme unique.

DISTINGUISHED JURIST LECTURE SERIES – The Judicial Education Institute held its Annual Distinguished Jurist Lecture on March 15th, 2017, which was followed by a conversational segment. The Distinguished Jurist Lecture entitled, *The Rule of Law v Ruling by Laws: Promoting Development in Caribbean Societies* was delivered by Professor Rose-Marie Belle Antoine, a decorated Caribbean scholar and current Dean of the Faculty of Law at the University of the West Indies. The lecture was well attended by members of the Judiciary, Attorneys-at-Law, Government Representatives and an interested and captivated audience. Professor Antoine posed challenging issues for consideration and sought to challenge the conventional understandings of the law by encouraging judicial officers to embrace the social aspects of the law, namely, economic, social and cultural rights in addition to the traditionally protected civil and political rights. She further encouraged a contextual approach to the application of the law by harnessing and understanding the underlying philosophies of the society as opposed to a mechanical application of legal rules, as this would truly support the rule of law and encourage authentic development. Her lecture was captivating and stimulating, which encouraged thought-provoking discussions from our invited contributors which included The Honourable Justice Rolston Nelson, Dr. Terrence Farrell, Ms. Roberta Clarke and Mr. David Abdulah. Drawing on their varied backgrounds and points of view, each contributor offered thoughts and ideas which both confronted and supported the concepts posited by Professor Antoine. The lecture and the conversation segment which followed proved to be quite a success, as there was a significant exchange of thought and ideas.

RESEARCH PROJECT– PROCEDURAL FAIRNESS – In 2015, the JEITT began its first indigenous research project on Procedural Fairness in the court systems across Trinidad and Tobago. This concept of Procedural Fairness studied in-depth by Professor Tom Tyler, looks at the experience which court users have in their dealings with court systems. He stems which increases the institution’s legitimacy, improves cooperation with court orders and decisions, and reduces recidivism.

The JEITT wanted to discover if, and to what extent, Tyler’s four elements of Procedural Fairness (Voice, Neutrality, Respectful Treatment, and Trustworthy Authorities) exist in the court systems of Trinidad and Tobago. He also wanted to determine whether other elements play a significant role in court user’s perception and experience of Procedural Fairness. Interestingly, the research showed five additional elements which are specific to Trinidad and

Tobago namely: Accountability, Access to Information, Availability of Amenities, Inclusivity, and Understanding. Notably, Tyler's four elements as mentioned above were also redefined, based on the findings, to represent Trinidad and Tobago's context properly.

The Procedural Fairness research team at the JEITT comprised the Research and Publications team: Kelsea Mahabir, Trisha Dassrath, Kamla Braithwaite, and Elron Elahie as well as Research Assistants Sheia Leslie, Kendra Sandy, Carol Tyson-Pascall, Keeda Singh, and Armos Douglin. Justice Peter Jamadar, Justice of Appeal and Chairman of the Board of the JEITT, oversaw this rigorous research project and enlisted two critical and significant consultants, Professor Cheryl Thomas of the UCL Faculty of Laws and Dr. Dylan Kerrigan of UWI STA, to lend their expertise, knowledge, and guidance to the project.

After hundreds of survey questionnaires, visits and observations to all courthouses across Trinidad and Tobago, courtroom analysis, and Rapid Assessment Ethnography (RAE) Interviews with court users across courts in Trinidad and Tobago, the findings were compiled, analyzed, and presented in various conferences and seminars between May - December 2017. The JEITT's first ethnographic narrative, which captures the non-doctored experiences of court users from the RAE interviews, was released in May 2017 and is available at the JEITT's e-book Platform at: <http://www.tlawcourts.org/jeibooks/bookdetails.php?14>.

The JEITT's thorough and comprehensive report on its findings of this Procedural Fairness project is expected to be released in the second quarter of 2018. This rollout will be done in conjunction with the Procedural Fairness Manual which will serve as a bench book for judicial officers as well as judicial staff in the dispensation of their duties.

MEGA CES 2017: *Fostering and Maintaining Public Trust and Confidence in the Judiciary of Trinidad and Tobago* – Procedural Fairness has been found, internationally, to have an impact on public trust and confidence in judiciaries. As such, the Judicial Education Institute of Trinidad and Tobago (JEITT) embarked on a research project to uncover what Procedural Fairness means in Trinidad and Tobago. Using these findings, this Continuing Education Seminar brought together all judicial officers in the Judiciary of Trinidad and Tobago (JRTT) to examine Procedural Fairness in the local context and its impact on public trust and confidence in the JRTT.

Starting with the local context of public trust and confidence, we examined the elements of Procedural Fairness as uncovered by the research and then delved into how, practically, these translate into necessary behaviors of judicial officers in the JRTT. Judge Victoria Pratt, as the Chief Judge of the Newark Municipal Court (Newark NJ, USA), assisted by sharing her experiences of the practical impacts of procedural fairness. Together we were able to come to a better understanding of what is necessary to ensure procedural fairness in the JRTT to foster public trust and confidence in the JRTT and, through the co-construction of knowledge, create action steps which judicial officers can engage to increase public trust and confidence in their courtrooms and courthouse.

Publications

The Consolidated Civil Proceedings Rules 2016 includes the Civil Proceedings Rules 1998 (CPR), with all updates and amendments up to January 2017, as well as those cases with written decisions relevant to the CPR, primarily from January 2005–May 2016.

Exploring the Role of the CPR Judge is a companion booklet to the Consolidated Civil Proceedings Rules 2016. It explores the fundamental underpinnings of the role of the Civil Proceedings Rules 1998 (CPR) Judge, as well as the role of the CPR Judge at different stages of the civil Supreme Court process and in different circumstances.

The **Guidelines for Judicial Research Counsel**, modeled after the Statements of Principle and Guidelines for Judicial Conduct, outlines the core judicial values for all Judicial Research Counsel assigned to the judges, masters, registrars, and magistrates.

The Statements of Principle and Guidelines for Judicial Conduct highlights the core judicial values for our nation's judges, masters, registrars, magistrates, all judicial officers, and the public.

Honors

The Honourable, the Chief Justice Mr. Justice Ivor Archie O.R.T.T, was appointed to the Board of Directors of the International Institute for Justice Excellence headquartered in The Hague, Netherlands in November 2017. The body is a non-political, non-profit international institution dedicated to developing a collaborative approach to improving the administration of justice more uniformly and efficiently globally through research, education, and dissemination of international best practices and procedures. The Institute will also work with international communities to assist in the development of effective administration of justice and contribute to its participating communities' achievement of their goals in the areas of access to justice, the fairness of the judicial process and the attainment of the rule of law. Joining the Chief Justice of Trinidad and Tobago on the Board of Directors of the Institute are representatives from the United Kingdom, the Netherlands, Argentina, Canada, Brazil, Nigeria, Mexico, Germany, Slovenia, Spain, Costa Rica and Libya which is chaired by Jeff Apperson of the United States' National Centre for State Courts. Trinidad and Tobago also has been given the added distinction of having its Court Executive Administrator, Master Christie-Ann Morris Alleyne, named to the Institutes' two-member Advisory Council.

Upcoming events

CJEI Intensive Study Programme for Judicial Educators, Halifax, Ottawa and Toronto, Canada	3 - 22 June 2018
CMJA 18 th Triennial Conference, Brisbane, Australia	9 - 14 September 2018
21 st Commonwealth Law Conference, Livingstone, Zambia	8 - 12 April 2019

Editor: Professor N.R. Madhava Menon

We are eager to share in the CJEI Report news on judicial education developments, judicial reforms and other news related to the judiciary such as new innovations to tackle arrears and delays, strategies to improve access to justice, landmark judgments, or recent judicial education initiatives in your country.

Contact us:

Room 306, 6061 University Avenue, Halifax, Nova Scotia, B3H 4H9 Canada
Tel: +1 902 494 1002, Fax: +1 902 494 1031, Email: cjei@dal.ca

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