

# International Framework for Court Excellence Colloquium

– *In conjunction with the 8<sup>th</sup> Meeting of the Council of ASEAN Chief Justices*

28 October 2020

A trusted and forward-looking Judiciary that delivers justice

# Programme

Time*	Activity
10.00am - 10.05 am	<b>Opening and Welcome Remarks</b> By Justice Methinee Chalothorn, President of the Supreme Court of Thailand, Chair, Council of ASEAN Chief Justices
10.05am – 10.10am	<b>Remarks by International Consortium for Court Excellence</b> By Mr Daniel J. Hall, Chair of the International Consortium for Court Excellence / Vice Chair, Court Consulting Services, National Center for State Courts
10.10am – 10.40am	<b>Presentation: The International Framework for Court Excellence (3<sup>rd</sup> Ed.)</b> Deputy Presiding Judge Jennifer Marie, Executive Committee Member, International Consortium for Court Excellence / State Courts of Singapore
10.40am – 10.50am	<b>Q&amp;A with ICCE Executive Committee</b>
10.50 am – 11.05 am	<b>Court Excellence Journeys – a sharing of countries' experience in using the IFCE</b> Judge Sorawit Limparangsri, Chief Judge, Office of the President of the Supreme Court
11.05 am – 11.20 am	<b>Court Excellence Journeys – a sharing of countries' experience in using the IFCE</b> Dr Prim Haryadi, Director-General of the General Courts, Supreme Court of the Republic of Indonesia
	<b>End of Programme</b>

(\*the times stated are UTC+8 hours)

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# **Introductory Remarks**

**Mr Daniel J. Hall**

**Chair of the International Consortium for Court Excellence /**

**Vice Chair, Court Consulting Services, National Center for State Courts**

# Founding Members

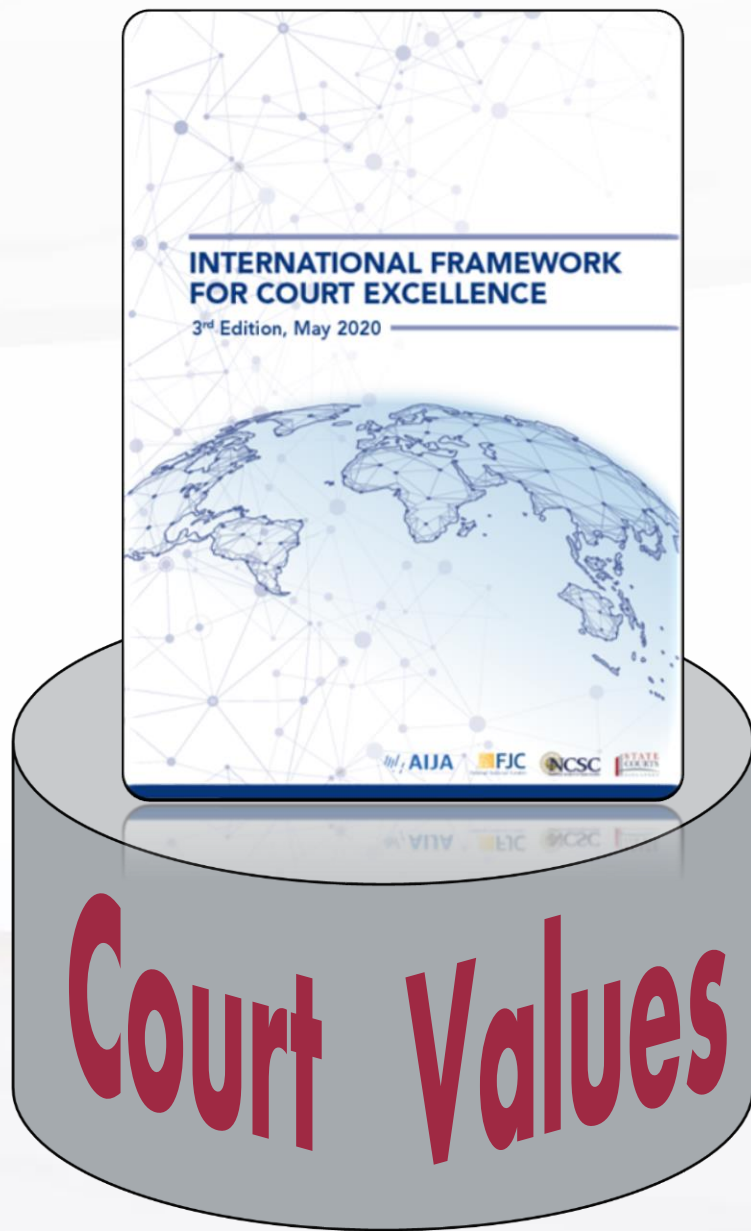


Membership of 50 Courts and Tribunals around the world

## - Brief Introduction - International Framework for Court Excellence

A framework of ***values, concepts and tools*** which courts worldwide can use to improve court excellence:

- Utilizes recognized organizational improvement methodologies
- Adapted to address special issues courts face
- Incorporates core values embraced by effective courts internationally



**Equality before the law**

**Fairness**

**Impartiality**

**Independence of decision-making**

**Competence**

**Integrity**

**Transparency**

**Accessibility**

**Timeliness**

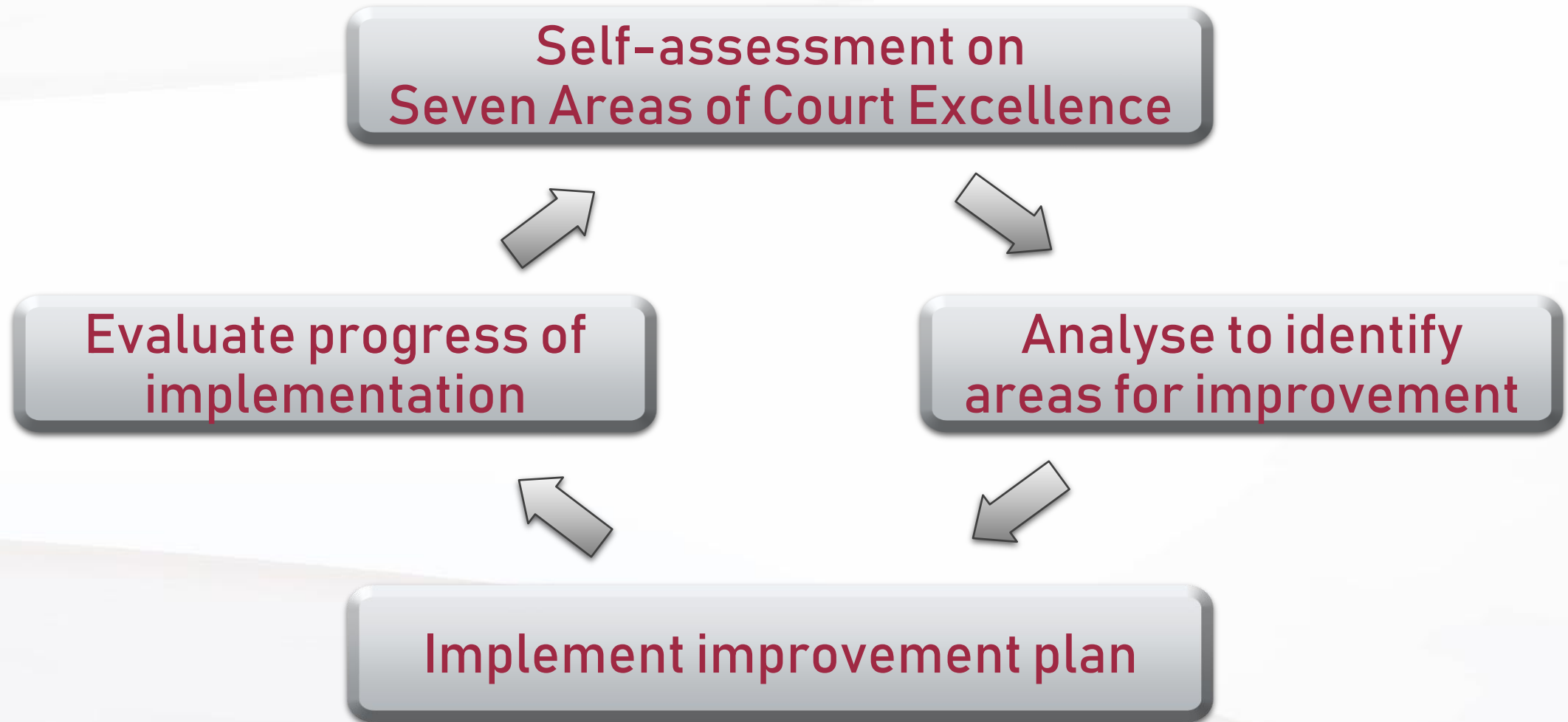
**Certainty**

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# Seven Areas of Court Excellence

<b>Driver</b>	Court Leadership
<b>Systems &amp; Enablers</b>	Strategic Court Management
	Court Workforce
	Court Infrastructure, Proceedings and Processes
<b>Results</b>	Court User Engagement
	Affordable and Accessible Court Services
	Public Trust and Confidence

# Continuous Improvement Methodology





# Review of the IFCE

- Executive Committee (EC) decided to review Second Edition and Checklist versions in 2017
- Launched public consultation 2018
- State Courts of Singapore oversaw review process and drafting
- Third Edition is built upon:
  - Feedback from implementing courts across the globe
  - Partners such as UNDP and its Judicial Integrity Network
  - A focus on continuous improvement

# **The International Framework for Court Excellence**

## ***Introduction to the 3rd Edition***

Deputy Presiding Judge Jennifer Marie  
28 Oct 2020

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# Contents

- I Improvements in 3<sup>rd</sup> edition
- II Implementing the IFCE
- III Scoring framework
- IV Benefits of using IFCE
- V Q&A

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## Part I

# Improvements in 3<sup>rd</sup> edition

- **Richer content**
- **More user-friendly**

# Richer content

## WIDEN

### Range of topics covered

- Ethics and codes of conduct for judges and court staff
- Risk management
- Security and data integrity of court records
- Use of alternative dispute resolution to resolve disputes amicably and affordably
- Permit media access to and reporting of court proceedings

## ADD

### New segment on court technology recommendations

- Recommendations on the use of technology in Annex A
- Useful starting point to inform discussions and shape longer-term planning about the use of court technology

## IMPROVE

### Comprehensiveness of human resource issues considered

- Dedicated Area of Court Excellence – Court Workforce
- Goes beyond training and development to encompass workforce engagement and well-being, performance and recognition

# More user-friendly

## SIMPLIFY

### Self-assessment process

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- Questionnaire and Checklist of 2<sup>nd</sup> Edition streamlined into a single holistic Self-Assessment Checklist
- Provides guidance on expectations of court performance under each Area of Court Excellence
- Allows courts to assess the effectiveness of their approach in each area

## INCREASE

### Accuracy in results

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- Additional option for respondents to provide a “Don’t know” response
- Better reflection of respondents’ responses, which reduces uncertainty over interpretation of results
- Easier to determine appropriate next course of action

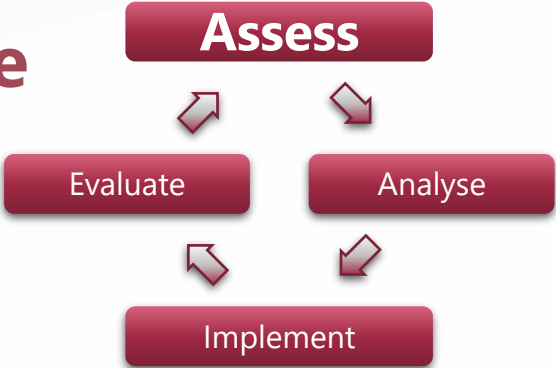
## Part II

# Implementing the IFCE

## Continuous Improvement Methodology



# Self-assessment on Seven Areas of Court Excellence



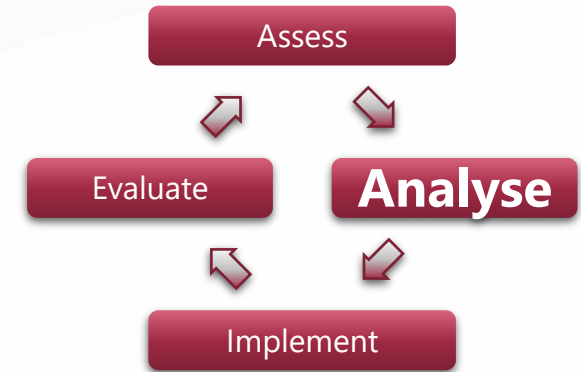
- Gather a group of participants made up of a wide-representation of court workforce
- Provide participants with the checklist for the **Seven Areas of Court Excellence**
- Collate the scores given by participants to the 84 criteria statements in the checklist
- Compute scores for each Area of Court Excellence

	Seven Areas of Court Excellence
Driver	Court Leadership
Systems & Enablers	Strategic Court Management Court Workforce Court Infrastructure, Proceedings and Processes
Results	Court User Engagement Affordable and Accessible Court Services Public Trust and Confidence



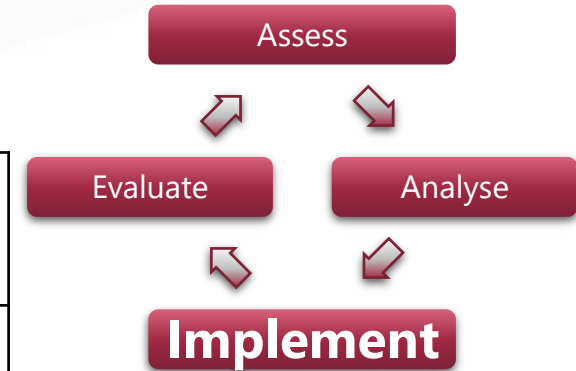
# Analyse and Identify Areas for Improvement

- Analyse scores from the self-assessment
- Identify areas to improve on
- Prioritise improvement efforts to adequately allocate limited resources
- Advisable to consult and involve judicial officers, court employees and court's professional partners
- Consider organising focus group discussions



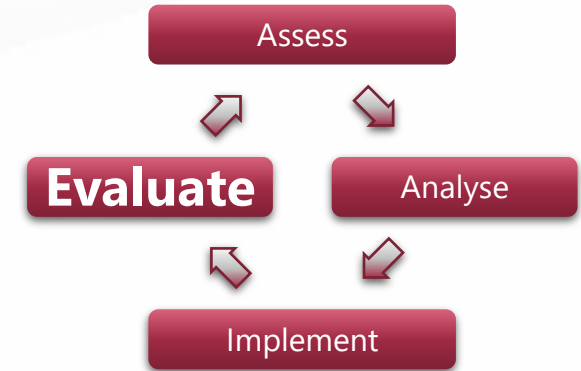
# Implement Improvement Plan

	Areas of Court Excellence	Action to be Undertaken and Expected Outcome	Steps to Achieve Action and Outcome	Responsibility/ Participants	Timing of Steps	Performance Indicator
<b>1</b>	<b>Area 1: Court Leadership</b>	<b>To provide organisational leadership that promotes a proactive and professional management culture, pursues innovation and is accountable and open.</b>				
<b>1.1</b>	Our court leaders have defined the mission, vision and core values of our courts.	1.1.1. Statement of purpose  Develop, adopt and publicise a statement describing the court's purpose	Develop statement.  Adopt statement.  Publicise statement.	IFCE Working Group  IFCE Working Group  Registrar	30 Jun  31 Jul  30 Sep	Action taken by target date.  Action taken by target date.  Action taken by target date.
<b>1.2</b>	Our court leaders communicate the mission, vision and core values to all staff and stakeholders.	1.2.1 Court users' group  Continue regular meetings of the Court users' group	Hold meetings.	Judge Tan		Four meetings a year



# Evaluate Progress of Implementation

- Constantly review implementation of the improvement plan
- Set quantitative and qualitative indicators to measure progress
- Review and Refinement process
- Recommended to repeat the 4-step process once every 2 years



## Part III

# Scoring Framework

- **New features**
  - Effectiveness Statements
  - Option of providing a “Don’t Know” response
- **Useful tools for collation of responses**
  - Calculation worksheet & Excel spreadsheet

# Under Each Area of Court Excellence

Between 8 and 15 General Statements	Score

1 Effective Statement	Score

Scoring Guidelines (General Statements)		
<b>None</b>	There is no approach and no deployment at all.	<b>0</b>
<b>Reactive</b>	An approach exists but it is reactive with little or no evidence of planning or implementation.	<b>1</b>
<b>Defined</b>	The direction for a planned and prevention-based approach is set. There is evidence of the approach being implemented in a few areas.	<b>2</b>
<b>Integrated</b>	A sound and effective approach is in place with evidence of prevention activities. The approach is aligned with basic organisational needs and there is evidence of implementation in some key areas.	<b>3</b>
<b>Refined</b>	A proven and well-defined approach with evidence of refinement through learning and improvement which is well integrated with organisational needs. Tangible evidence of implementation in all key areas.	<b>4</b>
<b>Innovative</b>	An exceptionally well-defined approach, which is fully integrated with organisational needs. Tangible evidence of both implementation and consistent practice at all levels and across all areas within and outside the court.	<b>5</b>

Scoring Guidelines (Effectiveness Statements)		
<b>None</b>	No results; no improvement trends; and no targets met.	<b>0</b>
<b>Limited</b>	Poor results; some improvement trends in a few indicators; and limited publication of initiatives.	<b>2</b>
<b>Fair</b>	Performance nears benchmarks in some areas; some improvement trends; and results reported for some key indicators.	<b>4</b>
<b>Good</b>	Good performance levels (average or better) against benchmarks; improvement trends in most key indicators; and results are reported for most key indicators.	<b>6</b>
<b>Very good</b>	Very good performance levels against benchmarks in most key indicators; improvement trends are sustained in most areas; and results are reported for all key indicators.	<b>8</b>
<b>Excellent</b>	Excellent performance levels against benchmarks in all key indicators; exceptional improvement trends in all areas; and results are reported for all indicators.	<b>10</b>

## Don't Know response

- Included for respondents who are not aware of whether the court has addressed the criteria statement(s)
- If a respondent skips a question (i.e., provides no answer), it should be treated as a "Don't Know" response
- For scoring purposes, the value assigned to both "None" and "Don't Know" responses is "0"
- "Don't Know" responses should be collated and analysed separately because they are an important source of information for the court (e.g., may suggest that communication of a particular policy can be improved upon)

# Under Each Area of Court Excellence

	Don't Know 0	None 0	Reactive 1	Defined 2	Integrated 3	Refined 4	Innovative 5
Between 8 and 15 General Statements							

	Don't Know 0	None 0	Limited 2	Fair 4	Good 6	Very Good 8	Excellent 10
1 Effective Statement							



# Response Collation Tool 1: Manual Score Calculation Worksheet

## Average Score for Each Statement

- Add together all responses to the statement (A1)
- Enter total number of respondents excluding "Don't Know" responses (B1)
- Enter number of "Don't Know" responses (C1)
- Divide A1 by B1+C1

## Points and Percentage Score for Each Area

- Sum the average scores for each statement (E1)
- Divide that sum by the maximum points possible for the area

### Calculate Each Area's Points & Score Percentage

Area 1				
	A1	B1	C1	D1
Statement	Sum of Responses	Number of Responses, Excluding Don't Know	Number of Don't Know*	Average Score: A1/ (B1+C1)
11	30	8	2	3
12				
13				
14				
15				
16				
17				
18				
19				
110				
Area Points and Percentage Score				
Points (55 Maximum)		E1	Sum of Column D1	= 40
Area Score Percentage		F1	E1 / 55	= 40/55 = 0.73

# Response Collation Tool 1: Manual Score Calculation Worksheet

## Final Overall Score

- Enter each Area Score Percentage (F1-F7)
- Sum the Area Score Percentages and divide by 7 for the Average Area Percentage (G)
- If the Average Area Percentage is a whole number, multiply it by 10 for the Overall Score (H)
- If the Average Area Percentage is a decimal, multiply it by 1,000 for the Overall Score (H)

Fill in Area Percentages						
F1	F2	F3	F4	F5	F6	F7
Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	Area 7
0.73	0.64	0.81	0.69	0.45	0.55	0.58

Average Area Percentages & Calculate Final Score				
Average Area Percentage	G	$(F1+F2+F3+F4+F5+F6+F7) / 7$		= 4.45/7 = 0.64
Overall Score (Out of 1000)	H	If G > 1	G * 10	= <u>640</u>
		If G < 1	G * 1000	

# Response Collation Tool 2: Excel Spreadsheet

## Response Entry

- Allows entry of responses from up to 100 people
- Enter the values from each person's checklist into one column of the "Entry Form" sheet
- Enter 99 for "Don't Know" and blank responses

Statements		Responses	
		Respondent 1	Respondent 2
1.1	Our court leaders have defined the vision, mission and core values of our courts.	3	
1.2	Our court leaders communicate the vision, mission and core values to all staff and stakeholders.	99	
1.3	Our court leaders communicate important information to our judges and court staff in a timely manner.	4	
1.4	Our court leaders demonstrate the core values of the courts.		
	Our court leaders drive court		

◀ ▶ | Checklist | **Entry Form** | Report | ⊕

# Response Collation Tool 2: Excel Spreadsheet

## Automatic Calculation of Scores

- "Report" tab shows average score for each statement, the points and percentage score for each area, and the overall score

Public Trust and Confidence										
Effective Public Trust and Confidence			Don't Know 0	None 0	Limited 2	Fair 4	Good 6	Very Good 8	Excellent 10	Average Score
7.9	Based on the measures that we have adopted: (a) We resolve complaints received in a manner that is timely and procedurally fair; (b) There is a high level of public trust and confidence in the fair administration of justice in our courts.	Frequency	1	0	0	2	4	6	3	110.00
		Percent	6.25%	0%	0%	12.5%	25%	37.5%	18.75%	
						Area 7 Points and Percentage Score				
						Points (50 maximum)				41.50
						Percentage of Maximum Points				83.0%
Number of Respondents			Overall Score							
16			809 out of 1000							

Band	Score	Description
1	0-199	The court has put in place approaches, but they are reactive, not systematic or not implemented. The effectiveness is assessed to be poor. There is limited improvement trends in a few indicators, or limited reporting of results for most key indicators / initiatives.
2	200-399	The court has set the direction for planned approaches, which are implemented in a few areas. The court's performance is assessed to be nearing benchmarks in some indicators. There are improvement trends and results are reported for some key indicators.
3	400-599	The court has sound effective approaches in place with evidence of some innovation. The approaches are aligned with basic organisational needs and there is evidence of implementation in some key areas. The performance levels against the benchmarks in most key indicators is good (average or better). There are improvement trends observed in most key indicators. There are results reported in most key areas.
4	600 – 799	The court has proven well-defined approaches with evidence of refinement through learning, innovation and improvement. The approaches are well-integrated with organisational needs. There is tangible evidence of implementation in all key areas. The performance levels against the benchmarks in most key indicators is very good. The improvement trends are sustained in most areas; and the results are reported for all areas.
5	800 – 1000	The court has exceptionally well-defined innovative approaches with continuous refinement, which is fully integrated with organisational needs. There is tangible evidence of both the implementation and consistent practice at all levels and across all areas. The performance levels against the benchmarks in all key indicators is excellent. There are exceptional improvement trends in most areas and results are reported for all areas.

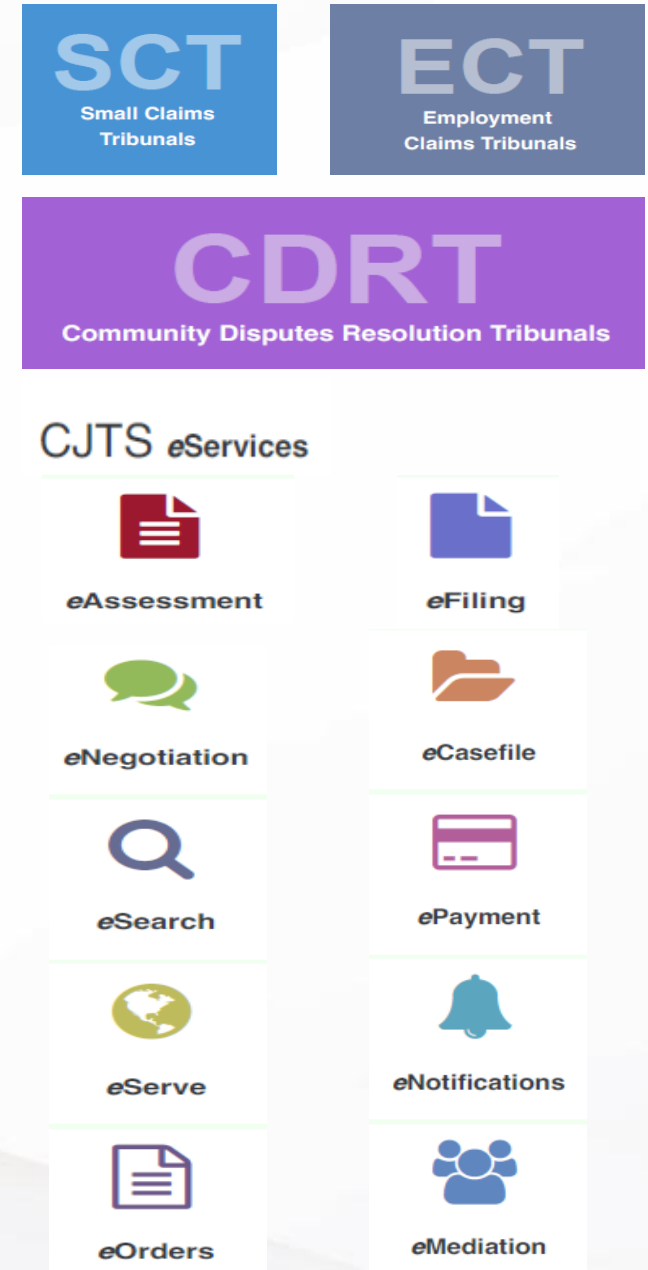
## Part IV

# Benefits of using IFCE

- **Assess court performance holistically**
- **Guide courts onto the path of striving for excellence**
- **Allow courts to improve at own pace**

# Examples from State Courts of Singapore

- **Community Justice & Tribunals System**
  - Online filing and case management system with dispute resolution capabilities
  - First launched in the Small Claims Tribunals in July 2017, incrementally expanded to
    - ❖ Community Disputes Resolution Tribunals in February 2018
    - ❖ Employment Claims Tribunals in January 2020



# Examples from State Courts of Singapore

- **Business Continuity Planning (BCP)**
  - BCP Committee formed to coordinate and implement key exercises internally and with other partners
  - Risk management efforts over the years paid off in COVID-19 crisis, eased our switch to new modes of operation
    - ❖ Split team operations
    - ❖ Staggering hearing times for court users
    - ❖ Encourage use of making court application via online means rather than attending in court
    - ❖ Virtual hearings

## Split Team Arrangement





# Examples from State Courts of Singapore

- **Asynchronous Email Hearings**

- Parties are to provide updates on the progress of the case and to make applications to the Court for directions by email.
- The Court will respond by email, giving the appropriate directions.
- Obtained feedback from lawyers to improve the processes





# **Future Plans with ASEAN Judiciaries**

# Future Plans with ASEAN Judiciaries

## 1. Train-the-trainer courses on the IFCE (3rd Ed.)

- Workshop in 1H 2021

## 2. Network of ASEAN IFCE resource persons

- Mutual learning and assistance on application of IFCE
- Build expertise in court excellence



# Thank You

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THAILAND

# Striving for Excellence

Office of the Judiciary  
THAILAND



COURT OF JUSTICE  
THAILAND

# The Court of Justice, Thailand



Office of the  
Judiciary

The Supreme Court

Appellate Courts  
(11)

Courts of First Instance  
(262)



# The Assessment Regimes

## Past to Present

### **JSO (Judicial Standard Organization)**

Administrative works

### **Key Performance Indicators (KPI)**

Total quality measures



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# Underlying Principles

## **Unified assessment regime**

Equal treatment

Journey toward a common goal





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# The Strategic Plan of the Court of Justice

## *5<sup>th</sup> Edition*

(2018 – 2021)



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# The Operation Plan of the Court of Justice

## *4<sup>th</sup> Edition*

(2018 – 2021)



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# The Award for Excellent Achievement



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THAILAND

# The Big Picture & Each Piece of the Jigsaw

Assess the needs of each component  
and tailor the improvement for specific  
environment.



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# The Pilot Project

## Flying through the pandemic



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# The “Pilot” Courts

1. The Central Intellectual Property and International Trade Court
2. The Central Tax Court
3. The Sumutprakarn Provincial Court



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# The Challenges

## The mindset

From comparing with others  
to assess oneself, and compare with the old self.



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# The Challenges

The different methodology  
From external review to  
inward looking and exploring.





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# The Challenges

## Different legal cultures

Understanding the assessment checklist from different legal culture and practices.



# The Outcome of the Pilot Project:

## Examples from the Central Tax Court

The service delivery standard in processing the request for document from parties was based on the old manual system, while the system has been changed to process through information system.



# The Outcome of the Pilot Project:

## Examples from the Central Tax Court

The feedbacks from court users have been processed through QR code system, and the data goes directly to the central system of the court of justice. Therefore, the court lacks the necessary data to analyze the problems.



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# Preliminary Findings (1)

More engagement from various court personnel to review and collectively find ways to improve works.

360<sup>°</sup> reflection of current status of work and services.



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## Preliminary Findings (2)

Tailored measure to improve services that fit the specific environment of a court.

Set clearer future course of action and area for improvement.



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# The Way Forward (1)

Expanding the participating courts.

Tools for passing the baton.



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# The Way Forward (2)

Supplement the implementation of the Strategic Plan (6<sup>th</sup> Edition 2022 – 2025).

Continuously seeking room for improvement.



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Thank you.



# INDONESIAN COURT OF EXCELLENCE

Presented By:

**DR. H. PRIM HARYADI, S.H., M.H**

GENERAL DIRECTOR

OF DIRECTORATE GENERAL

OF GENERAL COURT OF INDONESIA





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Indonesian Court  
Overview

02

Indonesian Court  
of Excellence  
History

03

Implementation of Court  
Excellence in Indonesia

04

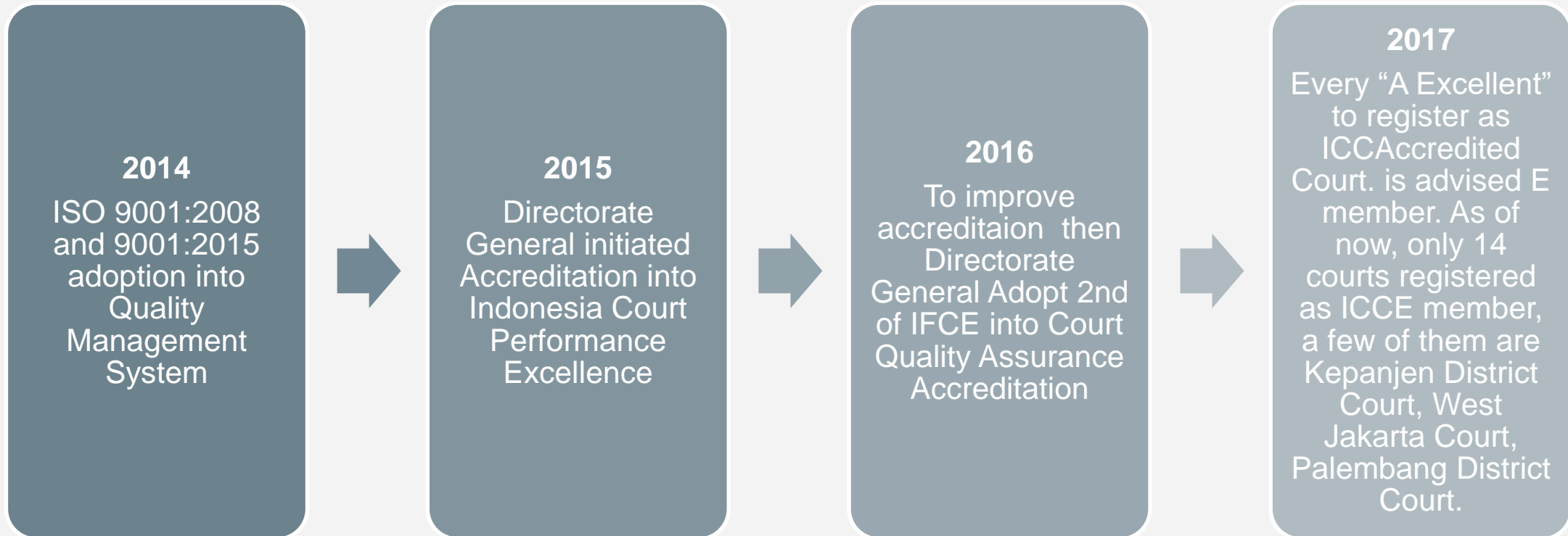
Closing

# Indonesia Court Overview



- 3 Levels of Court, namely Supreme Court, High Court, and District Court
- 7 Chamber of Supreme Court
- 4 Area of Court
- Approx. 30.995 Personnel of Court and 8.000 judges
- Indonesian courts are spread across all over Indonesia

# Indonesian Court Quality Assurance History



# Challenges in IFCE Implementation



Language  
Barrier

Upholding standard of  
court excellence

- During Personnel Rotation
- Different Mindset and Court Culture

Infrastructure  
of Courts

Uneven  
Qualified  
Personnel



# How We Overcome it



- Translate IFCE into Indonesian and integrate it into Court Quality Assurance Accreditation.
- Apply universal Court Quality Assurance Accreditation to all Indonesian Courts
- Motivates court personnel to join training in order to envision the same mindset and court culture.
- Optimize the use of IT in solving lack of infrastructure



Leadership

Customer  
Focus

Process  
Management

Strategic  
Planning

Resources  
Management

Document  
System

Performance  
Result



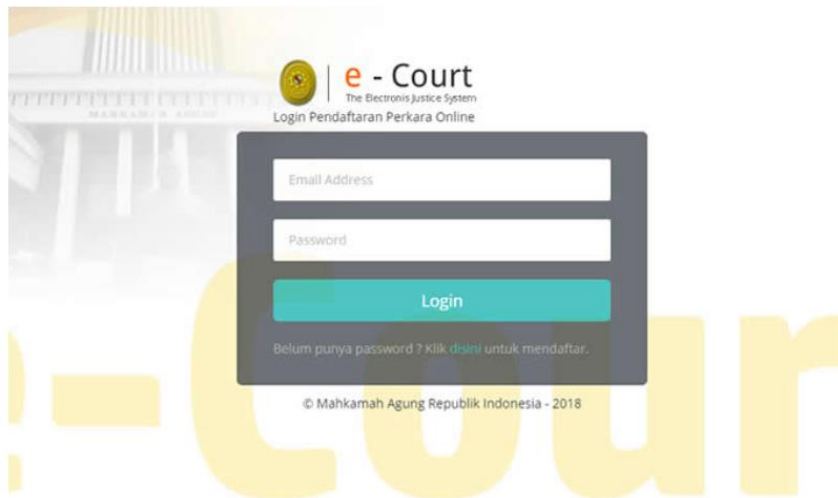
# e-Court Mahkamah Agung RI

e-Filing | e-Payment | e-Summons | e-Litigation

Login

Register Pengguna Terdaftar

Syarat dan Ketentuan



## Pengertian

Adalah layanan bagi Pengguna Terdaftar untuk Pendaftaran Perkara Secara Online, Mendapatkan Taksiran Panjar Biaya Perkara secara online, Pembayaran secara online, Pemanggilan yang dilakukan dengan saluran elektronik, dan Persidangan yang dilakukan secara Elektronik.

- ✔ e-Filing (Pendaftaran Perkara Online di Pengadilan)
- ✔ e-Payment (Pembayaran Panjar Biaya Perkara Online)
- ✔ e-Summons (Pemanggilan Pihak secara online)
- ✔ e-Litigation (Persidangan secara online)





Mahkamah Agung Republik Indonesia



**5,464,403**

PUTUSAN KESELURUHAN



**68,925**

PUTUSAN BULAN INI



**94,201**

PUTUSAN BULAN LALU



**363,180**

PUTUSAN 3 BULAN TERAKHIR

DATA SELURUH PERKARA

Pembaharuan Data : Sabtu, 28 Des. 2019 13:34:52 WIB, Total : 652.835 Perkara

Ketik kata kunci		Cari	Pencarian Detil										
No	Nomor Perkara	Tanggal Register	Klasifikasi Perkara	Para Pihak	Status Perkara	Lama Proses	Link						
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2	944/Pid.Sus/2020/PN Jkt.Pst	21 Oct 2020	Tindak Pidana Senjata Api atau Benda Tajam	Penuntut Umum: 1.SUDARNO, SH. 2.PRIYO W., SH.  Terdakwa: SATRIA WINAHYU.	Penetapan Majelis Hakim/Hakim	1 Hari	<a href="#">[detil]</a>						
3	945/Pid.Sus/2020/PN Jkt.Pst	21 Oct 2020	Narkotika	Penuntut Umum: 1.RAKHMI IZHARTI, SH. 2.Z.M YENI, SH  Terdakwa: MUHAMMAD JULFIKAR bin ADILI ANTON S	Penetapan Majelis Hakim/Hakim	1 Hari	<a href="#">[detil]</a>						
4	946/Pid.Sus/2020/PN Jkt.Pst	21 Oct 2020	Narkotika	Penuntut Umum: 1.ANNEKE SETIYAWATI SH 2.RIMA D, SH  Terdakwa: FACHRIZ KAUTSAR	Penetapan Majelis Hakim/Hakim	1 Hari	<a href="#">[detil]</a>						
5	947/Pid.Sus/2020/PN Jkt.Pst	21 Oct 2020	Narkotika	Penuntut Umum: 1.Z.M YENI, SH	Penetapan Majelis Hakim/Hakim	1 Hari	<a href="#">[detil]</a>						



# The benefit of IFCE Implementation

- Increases Case Management Productivity ratio
- Accessible and Affordable Court
- Decreases Late Case Minute Processes or Backlog Cases
- Asas Cepat Biaya Ringan
- Increases public trust and confidence through Court User Satisfaction Index Survey and Corruption Perception Index Survey accordingly to Court Quality Assurance Accreditation to improve public service quality

# Closing Statement & Advice



- The conclusion is IFCE gave positive impact towards Indonesian Court in increasing public trust and confidence
- Advices:
  - Translation of IFCE into each state's language by Court Officials preferably
  - Draft IFCE into Court Quality Standard in each state



# LAPORAN TAHUNAN MAHKAMAH AGUNG REPUBLIK INDONESIA TAHUN 2019

## Thank You

Jakarta, 26 Februari 2020





**[www.courtexcellence.com](http://www.courtexcellence.com)**



**[ifce@statecourts.gov.sg](mailto:ifce@statecourts.gov.sg)**

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