

Presentation by

Senator the Honourable Mark  
Golding  
Minister of Justice

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*Wednesday 24 September, 2014*

*7:30 a.m.*

*Knutsford Court Hotel*

## Salutations/Protocol

- The Honourable Peter Bunting, Minister of National Security
- The Hon Mrs. Justice Zaila McCalla, Chief Justice of Jamaica
- The Hon. Mr Justice Seymour Panton, President of the Court of Appeal
- His Excellency Robert Ready, High Commissioner of Canada and other members of visiting Canadian Delegation
- Senator Alexander Williams, Opposition Spokesperson on Justice
- Distinguished members of the Judiciary
- Members of the Diplomatic Corp
- Head of Departments and Agencies of the Ministry of Justice
- Members of the Private bar

Members of the Media, honoured guests, ladies and gentlemen

Good morning,

## INTRODUCTION

I am particularly pleased, Your Excellency Robert Ready, to join the Permanent Secretary in welcoming Dr Gail Miller the *Senior Director for the Caribbean Regional Programme* and Ms Gwen Walmsley, *Deputy Director, Planning and Overseas Cooperation for Jamaica*, and I trust that so far your visit has been both rewarding and enjoyable. Mr. Vivian Gray has supported our team at the Ministry of Justice in preparing for this visit and this morning's function and we are delighted to have you here.

We note also the Mission from the Department of Justice with whom we have been working, especially the Director, Justice Undertakings for Social Transformation Programme, Ms Patrice Robinson.

Today is a very important day for the Ministry. I think I can say without fear of contradiction, that the Reform Agenda of the Ministry and the Government would be that much more difficult, if not insurmountable, without the support of our development partners, and in particular the Canadian Government. It is clear that you have recognized Justice as a key sector for intervention.

We admire your own efforts in Canada, where you developed in the 1990's a report on Justice, as was also the case in the UK with the first Report of Lord Wolfe. These efforts to engage the public and raise the profile of justice have led to social and economic benefits for your country and the UK.

The partnership between the Ministry, including its Agencies and Departments, and the Department of Foreign Affairs, Trade and Development (DFATD), and before it CIDA, has truly been rewarding. The provision of both technical expertise and financial support in a number of key areas has been vital, and we are very grateful. This programme, the Justice Undertakings for Social Transformation (JUST), is now in full implementation mode and we are pushing to have it deliver tangible benefits to the Justice System that will be apparent to all users of our Courts.

I wish to use this opportunity to extend commendations to our Permanent Secretary, Mrs. Carol Palmer, for her tremendous commitment and leadership, and to the staff of the Justice Reform Implementation Unit (JRIU) led by Mrs. Donna Parchment Brown, for

the work that the team is doing in driving the various programmes and activities under the JUST Programme.

We also have other international development partners who are working with us to assist in strengthening the Justice System, to whom we are also grateful. These include the UNDP, USAID, US Embassy, the Inter-American Development Bank (IDB) and the European Union, whose various support through the Justice Security Accountability and Transparency (JSAT) Project, CSJP III and the EDF process continue to provide essential support to the Government's efforts to transform the Justice System of this country. We have made great effort to ensure that these several efforts are complementary, minimizing overlap and preventing duplication. On behalf of the people of Jamaica, the Government salutes and thanks you all.

The Jamaica Justice System Reform Project (JJSRP) was established in 2006 by the Government of Jamaica under the then Minister, Senator A. J. Nicholson, to undertake a comprehensive review of the state of the Justice System and to develop strategies and

mechanisms to facilitate its modernization to meet current and future needs of the country. The resulting seminal report of 2007, produced under the Chairmanship of the late Professor Barry Chevannes, with assistance from the Canadian Bar Association, came after one year of consultation with diverse stakeholders, many of whom are here this morning.

Mrs. Palmer, that report, delivered in 2007 under your stewardship as Permanent Secretary of the Ministry, formed the basis for Cabinet's directive for the development of the Jamaican Justice System Reform Policy Agenda Framework, which guides the Justice Reform Agenda.

My presentation will feature the work being undertaken under the following pillars: the **Courts** – which will also include major legislative developments to aid its efficiency, the **Office of the Director of Public Prosecutions**, the **Office of the Parliamentary Counsel**, the **Legal Reform Department**, the **Attorney General's Department**, and the **Central Ministry**. These are the areas primarily benefitting from the JUST, a programme initially spanning the period 2011 – 2016.

## **Courts**

A fair and independent judiciary is indispensable to a modern democracy. We commend the Chief Justice, the President of the Court of Appeal and the dedicated members of the Judiciary, and we highly value your continued unwavering service to your country and its people. Case Management and Caseflow Management have been identified as important areas where there is significant scope for improvement to allow more effective utilization and efficiency of the Courts.

In addressing this issue, the JUST Programme is supporting the Courts with assistance from the Department of Justice Canada, the Office of the Commissioner of Federal Judicial Affairs and certain Canadian Judges, by providing technical expertise to the Chief Justice, the Courts and the Ministry of Justice. We have facilitated workshops that addressed the issues of Criminal Case Management and Caseflow Management in our Courts, and the need to use data derived from the Courts to produce useful and reliable statistics for improvements and decision making.

It is expected that during the current financial year, a Case Management System will be developed and implemented, with 40% of the Supreme Court and 20% of the lower courts implementing the Customized Judicial Case Management Plan or an alternative. This will also include training and information inputs at a number of levels, including Judges, Resident Magistrates, Court staff as well as other court users, to ensure the best fit and utilization of technology.

The development of Justice Square is a part of the Reform Agenda of the Ministry to support the achievement of **timely case resolution** and **improved access to justice**.

We are therefore pleased to report that the Ministry has now handed over to the Chief Justice three courtrooms on the first two floors of the newly expanded Supreme Court, located at Public Building North (the former NCB building on Barry Street adjacent to the Supreme Court), in time for the current Michaelmas Session which opened on Tuesday September 16, 2014. This expansion is a part of the Justice Square Project, intended to address the critical need for improvement in the physical infrastructure of the Court and justice

service delivery. Civil matters will be heard in these new courtrooms instead of the Jamaica Conference Centre, where the Government has been incurring significant rental costs for rooms that have been filling in as makeshift courtrooms for several years.

We are pressing the contractor to complete and hand over the upper two floors of Public Building North by the end of this month. When so completed, it will house seven additional courtrooms, nine additional judges' chambers, four additional chambers for the Masters in Chambers of the Supreme Court, and six hearing rooms where judges can hear Chamber matters. The building will also house the Supreme Court Civil Registry with significantly improved space for what is the engine-room of the court, the Registry for matrimonial matters, holding areas, a witness room, a police post, and support areas for the full staff complement required to service the activities in the building. The Judges, Court staff and Private Bar will, we believe, be better able to serve litigants in this superb new facility.

It is envisaged that the overall Justice Square project will also include the expansion of the physical space for the Office of the Director of Public Prosecutions and the Court of Appeal, and this work will commence as soon as the Accountant General vacates the building to provide the required space. I have been pressing the Ministry of Finance to make this happen, and welcome any support in this regard. We will also be doing internal works in the current Supreme Court building to utilize the spaces created by the removal of the registry facilities, to provide additional courtrooms.

In this regard, and given recent mistaken reports in the media, it is important to note that The Judicature (Supreme Court) Act provides that there should be not less than 40 Puisne Judges, while the Judicature (Appellate Jurisdiction) Act indicates that the judges of the Court of Appeal are the President, the Chief Justice and no less than 12 other judges. There are presently 34 Supreme Court judges (including the acting judges) and 7 Court of Appeal judges, so there is currently ample legislative provision to appoint additional judges once the space becomes available in the coming weeks. Both of

these Acts also give the Minister the power, by order published in the Gazette, to amend the relevant section of the Act to increase the maximum number of judges, should the need arise.

There are also other recent works that have been completed or are either near completion or in progress. We recently opened the new interim Court facility in Morant Bay. Structural upgrading is underway for the Resident Magistrates' Courts in Black River, Buff Bay and Santa Cruz. Most of the preparatory work for the establishment of new court facilities for the Corporate Area Traffic Court and Coroner's Court at the large premises owned by the Government at 2 Hagley Park Road is completed, and we are pressing hard to break ground in December of this year. The renovation of the main building at these premises is also slated as the home for the Ministry of Justice, which is now renting space at considerable cost from the private sector.

We have also completed the renovation of a new location in Montego Bay which is providing much more suitable accommodation for the Montego Bay Legal Aid Clinic, and it will

become the home for the new and much-needed Western Civil Registry of the Supreme Court once the bureaucratic processes of engaging the relevant registry staff are completed.

## **Legislative Agenda**

As many of you will know, we are in the midst of an expansive and active legislative agenda, with changes and developments that are consistent with the objectives of timely case resolution and improved access to justice. A key strategy in achieving both of these is reducing the age of the inventory of cases in our courts, and taking cases out of the court system that can be better handled via other justice processes.

We have sought to be consultative and inclusive in the development of these reforms, with the preparation of position papers within the Ministry which have been circulated to stakeholders for comments, which are then distilled into legislative proposals that are taken to Cabinet for authorization of the issuance of drafting instructions. Some of the legislative reforms that we are actively pursuing to reduce backlog and achieve more timely case outcomes include:

1. The **Committal Proceedings Act 2013** has been passed in Parliament and will replace the antiquated procedure of Preliminary Enquiries in the Resident Magistrates' Courts with a statement-based review via Committal Proceedings to assess whether there is sufficient evidence for a case to be sent to the Circuit Court for trial. Practitioners in the Criminal justice system (bench and bar) are being trained, rules of court are being developed, and thereafter the legislation will be operationalised.
2. **Regulations** under the **Evidence (Special Measures) Act 2013** have been drafted and need to be finalised. **Rules of Court** are also being drafted to support the implementation of the Act. Once these are in place, the Act will be brought into effect. This deals with video recorded evidence being admissible as evidence in chief in cases involving child victims, and evidence being given by vulnerable witnesses from a remote location via audio-visual live links with the Court. In the meantime, the Ministry has been sourcing financial support from the U.S. Government and the European Union to acquire the required

equipment to outfit the major Courts and correctional/remand centres, with the capacity to handle testimony from remote locations and minimise the need to bring prisoners to court for pre-trial administrative hearings (e.g. mention dates and bail applications).

3. The **Evidence (Amendment) Bill 2014** has been approved by Cabinet's Legislation Committee, and is about to go to Cabinet for approval to be tabled in Parliament. This Bill deals with the admissibility of admitted facts in criminal cases and the designation of counsel to appear at pre-trial administrative hearings on behalf of accused persons who are in custody, and to modernise the law relating to the admissibility of expert reports, computer-generated evidence and evidence from child witnesses.
4. **Criminal Records (Rehabilitation of Offenders) (Amendment) Bill** will make it less onerous to obtain expungement for less serious offences, and provide an automatic right for the expungement

of existing convictions for possession of small quantities and smoking ganja.

5. **The Dangerous Drugs (Amendment) Bill 2014** will make the offences of possession of small quantities and smoking ganja non-arrestable, ticketable infractions that are dealt with outside of the Court system. The Bill has been drafted and is being reviewed before going to the Legislation Committee of Cabinet. It is intended to have this Bill enter Parliament this calendar year.
  
6. The **Criminal Justice Administration (Amendment) Bill 2014** and the **Judicature (Appellate Jurisdiction) (Amendment) Bill 2014** are companion Bills that seek to empower Judges to impose sentencing discounts for guilty pleas, including where the law imposes a mandatory minimum sentence (as in the case of non-capital murder, rape, various other sexual offences, and most firearm offences). This is on a sliding scale to encourage such pleas to be entered early in the process rather than later. The Bills also allow the Trial Judge, if an accused is convicted but the

mandatory minimum sentence is considered manifestly excessive and unjust in the circumstances of the case, to issue a certificate to that effect, and on appeal that Court of Appeal is empowered to reduce the sentence below the mandatory minimum. These Bills have gone through the Legislation Committee of Cabinet and are about to be sent to Cabinet for approval to be tabled in Parliament.

7. The **Jury (Amendment) Bill 2014** seeks to implement a number of reforms to the Jury System, in accordance with recommendations made in a position paper on which there were extensive consultations. It will reduce the categories of persons who are exempt from jury duty, facilitate an automated system for compiling and transmitting lists of jurors using a master list derived from the voter's list and the TRN list, reduce the number of peremptory challenges (though not limiting the number of challenges for cause), reduce the array in non-capital murder cases from 12 to seven jurors, and allow the defence and prosecution to mutually agree for a trial by judge alone of matters that would otherwise be triable by jury. This Bill

is drafted and being reviewed by the Ministry. Once settled, it will go to the Legislation Committee of Cabinet. Cabinet has also approved the increase in the daily juror stipend from \$500 to \$2,000 (the first increase in over a decade) and this will be implemented as soon as the Ministry of Finance approves the required funding.

8. The **Administrator General (Amendment) Bill 2014** authorises the Administrator General to administer intestate estates where there are minor children without the need to obtain a grant of Letters of Administration. This will both speed up the process of administering deceased estates and transferring assets to beneficiaries, and substantially reduce the burden on the Probate Division of the Supreme Court. The Bill also allows the Administrator General to administer multi-generational estates without needing a separate grant for each successive generation, a difficulty that has produced a considerable backlog in that department. This Bill, which also makes several other improvements to the law governing deceased estates, has been drafted and is being reviewed by the Ministry, and is

expected to go to Legislation Committee of Cabinet by November.

9. The **Law Reform (Notice of Alibi Evidence) Act** will require an accused person to give notice of intention to rely on alibi as the defence to a criminal charge to be given to the Prosecution. This is a limited disclosure obligation, but will reduce the need to disprove irrelevant defences and the scope for “trial by ambush”, and is reciprocated by much wider disclosure obligations on the prosecution. This Bill is drafted and being reviewed by the Ministry. Once settled, the Bill will go to the Legislation Committee of Cabinet.
10. Cabinet has authorised drafting instructions to be issued for the drafting of modern **Arbitration** legislation covering both domestic and international arbitration. The provisions relating to domestic arbitration will use the Ontario legislation as a model, based on guidance we have received from Martin Teplitski QC (an acknowledged arbitration expert), while the provisions relating to international arbitration will more closely follow the

UNCITRAL model law. The Ministry has completed the detailed drafting instructions and submitted them to the CPC so that the legislation can be drafted.

11. A Cabinet Submission has been prepared to seek authorisation for drafting instructions to be issued for legislation to **amend the Criminal Justice (Plea Negotiations and Agreements) Act 2005**, to implement recommendations put forward by a multi-stakeholder working group, chaired by retired Justice Karl Harrison, that I appointed to review the current system, with the aim of making the plea bargaining system work in Jamaica. The existing Act has failed to have an impact, but the leadership of the security forces have emphasised the need for a working plea bargaining system if Jamaica is to tackle its organised crime problem (with over 60% of murders being gang-related). This Cabinet Submission will shortly go to Cabinet.
12. A Cabinet Submission has been prepared to seek authorisation for drafting instructions to be issued for legislation to introduce a **trial delay standards for the disposal of summary cases in the**

**Resident Magistrates Court.** The proposals are being further refined to take into account comments provided via a stakeholder consultation process.

13. A Cabinet Submission has been prepared to seek authorisation for drafting instructions to be issued for legislation to **eliminate certain “jurisdictional silos”** that currently exist – e.g. to allow lesser offences to be tried with murder if they arise out of the same facts, and to allow a resident magistrate to try indictable and summary offences together if they arise out of the same facts. The DPP has provided comments on the Cabinet Submission, and those are being reviewed by the Legal Reform Department before the Submission is finalised and sent to Cabinet.
14. By a Ministerial Order under the Judicature (Resident Magistrates) Act, **the monetary ceiling of the civil jurisdiction of the Resident Magistrates Courts has been increased** from \$250,000 to \$1 million, and this has enabled more rural litigants (in particular) to bring their civil claims in their parish Courts rather

than incurring the expense and inconvenience of having to file them in the Supreme Court in Kingston. A Ministerial Order has also been made under that Act to **expand the complement of resident magistrates** from 50 to 70, and the recruitment of additional resident magistrates is underway.

15. Finally on the legislative front, Cabinet has approved the drafting of legislation to introduce a prosecutorial right to appeal against sentence, in cases where the sentence is considered manifestly inappropriate. Drafting instructions have been issued and the Legislation is being drafted. In tandem with this, the Chief Justice has appointed a committee to develop sentencing guidelines, chaired by a senior Court of Appeal judge, Justice Dennis Morrison. We anxiously await the completion of the committee's work and the introduction of sentencing guidelines in our courts, to provide more consistency and transparency in the sentencing process.

## **Mediation, Restorative Justice & Child Diversion**

The strategic objective of reducing the caseloads in our courts has also led us to seek out non-custodial or alternative means of handling matters outside of the formal court system. As a partner of the Ministry of Justice, the Dispute Resolution Foundation has provided Mediation and Negotiation and Arbitration services that have enhanced the justice sector. The methods of conflict resolution now available in the justice system provide alternatives that are complementary to the traditional court system. Mediation is mandatory in civil matters in the Supreme Court and has been used effectively in criminal cases in the Resident Magistrates Courts. We are now seeking to roll out civil mediation services in the Resident Magistrates Courts as a corollary to their increased civil jurisdiction.

The MOJ has developed a Restorative Justice Policy with the support of UNDP, UNICEF and the IDB. Under CSJP III we will be supported by DFATD, DFID and IDB to strengthen service delivery in ten Restorative Justice Centres, and the Restorative Justice Policy will soon be supported by the appropriate legislation to formalize its recognition

in the Justice System. The CSJP III will also facilitate the implementation of the National Child Diversion policy when it is approved by Cabinet. Child Diversion is the Government's focus of implementing measures for dealing with children who come into conflict with the law in a therapeutic manner, without resorting to formal judicial proceedings. It is considered to be in the interest of both children and their families, as well as in the public interest, to use 'alternative measures' to deal with child offenders.

The process involves channeling children into appropriate re-integrative programmes and services. If a child acknowledges responsibility for the wrong doing, he or she is diverted to an appropriate programme, and avoid the stigmatizing and even traumatic effects of the criminal justice system. Diversion has been acknowledged as a key element in a Restorative Justice approach to treating with child offenders. Diversion of children has been researched and found generally to provide greater benefits to offenders, victims and the society than would the formal criminal justice process.

## **A National Human Rights Institution**

Our democracy must stand on the principles of Human Rights and the Rule of Law. In July 2014 we commenced the work of designing a National Human Rights Institution, with the assistance of the Commonwealth Secretariat, which will be compliant with the Paris Principles. The purpose of such an institution is to ensure effective measures to promote human rights and monitor our compliance with our obligations under international human rights treaties and conventions, the Constitution and any applicable laws. We began the process with a public sector and Parliamentary stakeholder consultation to educate and sensitize participants on the nature of and need for a National Human Rights Institution. I believe that this initiative will ultimately result in increased knowledge of and appreciation for human rights, thereby lessening abuse of our citizenry and the attendant burden on our judicial system.

## **Court Management & Administration**

In relation to the management of the Courts, there are also pending changes on the horizon. The Jamaica Justice System Reform Task

Force recommended the establishment of an independent Court services agency charged with responsibility for Court administration. It was felt that such an agency would preserve the independence of the Judiciary and allow greater focus to be placed on the resolution of the deficiencies within the Courts, resulting in improved administrative services to the Judiciary and service delivery to the users of the Court system.

The transition from the Ministry of Justice, which formerly provided these services, to an independent Court Management Service headed by a Principal Executive Officer who reports to the Chief Justice, is ongoing. At this time, the Ministry retains only Parliamentary accountability and responsibility for major capital works. The Chief Justice has overall responsibility for the Courts, and the mandate of Court Management Services is therefore to support the Chief Justice by undertaking the bulk of the administrative functions required to support the operations of the Courts, independently of the Executive Branch of the State.

However, weaknesses in the current arrangement have been identified, and an expert team was engaged under the JUST to review the various models of governance of Court administration in Canada, the United Kingdom, Trinidad and Tobago, New Zealand, Australia and the Republic of Ireland. Having held consultations with local justice-sector stakeholders, the experts have recommended the model adopted in the Republic of Ireland as the most suitable for consideration by Jamaica, along with some innovations of our own with the objective of addressing the Jamaican situation most effectively. This model has been approved by Cabinet for implementation and the administrative aspects are slated to be introduced in the 2014/15 Fiscal Year, subject to the availability of funding, while the legislative aspects are being drafted and the expected reforms introduced over a two-year period.

### **Office of the Director of Public Prosecutions**

The Ministry, through its Justice Reform Implementation Unit (JRIU), has sought to assist in the modernization of the Office of the Director

of Public Prosecutions. Efforts to modernize that critical office include:

- Standards of Professional Conduct for Prosecutors;
- A Prosecutors' Manual; and
- Human Resource Protocols, Reforms and Strategies

Thus far, Protocols on the Decision to Prosecute and Prosecutorial Disclosure have been developed, launched and published. These Protocols are intended to improve the transparency with which the prosecution of criminal cases is conducted, and enhance justice in our criminal courts. For this to be achieved, these Protocols must become manuals governing the ODPP's day-to-day operations, and it is important that they become part of the DNA of our prosecutors at all levels.

The overall Prosecutors' Manual is anticipated to be completed and launched by November 2014.

## **Office of the Parliamentary Counsel**

The Office of the Parliamentary Counsel is charged with responsibility for the preparation of primary and subsidiary legislation. This is a critical process that impacts the effective implementation of policy across virtually every area of Government. Good legislation therefore strengthens our society by legitimizing and enhancing the Rule of Law and achieves a proper balancing of competing interests within the framework of the rights protected by our constitutional arrangements.

Jamaica's Office of Parliamentary Counsel does excellent work but is challenged by capacity constraints. A key focus is therefore the expansion and strengthening of the Office of the Parliamentary Counsel (OPC) arising from a review done by the Corporate Management Division of the Office of the Cabinet. The staff complement is to be increased by at least five drafters at a sufficiently senior level to increase the capacity to address the GOJ's Legislative Agenda.

We are also working on a Legislative Policy Manual and a Legislative Drafting Manual, with the objectives of improving legislative policy development and the preparation of drafting instructions, the inadequacy of which is a main contributor to delays in the process of developing legislation.

A Training Plan has also been developed for the Office of the Parliamentary Counsel (OPC), facilitated through the JUST Programme. The OPC will continue to benefit from training in the areas of Law Reform Management and Techniques, Drafting, Project Management and other relevant areas.

### **Attorney General's Department**

The Attorney General's Department is the principal legal advisor to the Government and is responsible for providing legal representation and advice to all Ministries, Departments and Agencies of Government. We are currently developing a Corporate Profile for the AG's Department, a process being led by the Solicitor General with assistance from the Department of Justice Canada.

As the Government pursues the transformation of the public sector to improve efficiency, service delivery and support for the growth of the economy, the Shared Services Model provides an opportunity to establish an integrated Framework to leverage economies of scale through shared expertise, work load optimization, decision-making, technology, information and processing. This will include a centralized corporate services environment for the delivery of Legal Services in the Government, which aims to promote uniformity in the delivery of legal services to Government under the aegis of the Attorney General's Department, and reduce the burden from excessive concentration of authority for the conduct or approval of legal work. A Consultant has been identified to provide technical guidance for this undertaking.

### **Legal Reform Department**

The mandate of the Legal Reform Department (the LRD) is to keep under review the laws applicable in Jamaica with a view to its systematic reform to meet the changing needs of the Jamaican society, and to assist in the implementation of law reform proposals

in accordance with Government Policy. The LRD is a critical department, providing research and legal analysis on a wide range of policy proposals leading to the formulation of legislation.

The LRD has been struggling with the weight of its substantial workload, as a review has been undertaken of this very important department, under the JUST programme. The Department of Justice, Canada retained a Senior Business Process Consultant to meet with members of the Legal Reform Department and other key stakeholders and to observe the work processes and daily activities of the LRD. This work will guide the future development of the LRD.

### **Ministry of Justice**

With Court management and administration being reposed in a new agency reporting to the Chief Justice, the Justice Ministry is evolving into a policy-focused Ministry. A new Corporate Profile and Organizational Structure is being developed arising from consultations done in 2012-2013. In collaboration with the Cabinet Office, the structure of the Ministry has been redefined to meet the needs of its evolving policy-based mandate.

## **Conclusion**

One of the principal national aspirations of Jamaica's National Development Plan entitled "Vision 2030" is embodied in the stated goal of achieving a secure and just society. The Justice System Reform being spearheaded by this Ministry is a priority area in achieving this identified national goal. There is no doubt that in this era of fiscal consolidation and restraint, we cannot achieve it alone. I therefore want to once again thank all our development partners, the Canadian Government and its departments, Justice Canada and Department of Foreign Affairs, Trade and Development (*DFATD*), for your continued technical and financial support. The Ministry intends to maintain and build these partnerships as we continue along the very challenging road of Justice System Reform. We trust that, just as you have shared the burdens of meeting these challenges, you will also enjoy the satisfaction of witnessing the sweet fruits of our successes in the years to come.

Thank you.