

USE OF CASE MANAGEMENT IN IMPROVING PERFORMANCE OF JUDICIAL OFFICERS

Presented By:

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OF JUDICIAL OFFICERS**

A paper Presented

By:

Hon. Justice Imelda Etape^{1*}

1. Introduction:

I would like to say “thank you” to the Leadership of the National Judicial Institute for the kind invitation to present this paper on “**USE OF CASE MANAGEMENT IN IMPROVING PERFORMANCE OF JUDICIAL OFFICERS**” at the Orientation Course for newly appointed Magistrates.

I consider it a privilege and pleasant duty to be here and I give thanks to the Almighty God for making it possible. Let me also, with respect, commend the National Judicial Institute (NJI) team ably and capably led by the astute and indefatigable Administrator, Hon. Justice P.R.I Bozimo, OFR for the wonderful work they are doing. This warm and progressive Institute bears eloquent testimony of their unflagging pursuit of excellence in fulfilling the Institute’s mandate to:

“(a) conduct courses for all categories of Judicial Officers and their supporting staff with a view to expanding and improving their overall knowledge and performance in their different sections of service.”

as provided for in Section 3 (2) (a) of the National Judicial Institute Act, CAP N55 Laws of the Federation of Nigeria, 2004.

For some of you, this may be your first outing to the Institute, howbeit, we are all here to sharpen our professional skills. My earnest hope and prayer are that this paper will provoke deep thinking and a robust discourse.

1.1 Definition of Terms

¹ * **Hon. Justice Imelda Etape**, High Court of Justice, Cross River State.

What is Case Management?

In simple terms "*Case flow management is the coordination of court processes and resources so that court cases progress in a timely fashion from filing to disposition.*"²

Who is a Judicial Officer?

The Black's Law Dictionary (10th Edition) defines "Judicial officer" as follows:

"1. A judge or magistrate..."

There have been different shades of opinion as to whether magistrates are judicial officers. The main issue that triggered this argument is that **section 318 (the interpretation section) of the Constitution** excludes Magistrates, and officers sitting in District Courts, Customary Courts and Area Courts as Judicial Officers. This definition was modified in the **Revised Code of Conduct for Judicial Officers of the Federal Republic of Nigeria 2016**. For purpose of emphasis; the explanatory note of the Revised Code of Conduct for Judicial Officers of the Federal Republic of Nigeria 2016 provides as follows:

- I. **"In this Code, the term 'Judicial Officer' shall mean a holder of the office of Chief Justice of Nigeria, a Justice of the Supreme Court, the President or Justice of the Court of Appeal, the Chief Judge or Judge of the Federal High Court, the President or Judge of the National Industrial Court, the Chief Judge or Judge of High Court of a State and of the Federal Capital Territory, Abuja; the Grand Kadi or Kadi of a Sharia Court of Appeal of a State and of the Federal Capital Territory, Abuja; the President or Judge of a Customary Court of Appeal of a State and of the Federal Capital Territory, Abuja and every holder of similar office in any office and tribunal where the duties involved adjudication of any dispute or disagreement between**

² As defined by: National Center for State Courts (NCSC), available at: <https://www.ncsc.org/...management/...> as at 6th June 2019.

person and persons (natural or legal) or person and Government at Federal, State and Local Government levels including the agent and trivies of any such persons.”

“The Code applies to all categories of judicial officers throughout the Federation.”

With this explanation, Magistrates are Judicial Officers, at least for the purpose of the Code of Conduct for Judicial Officers. Although I recommend that in subsequent amendment of the Constitution, section 318 should be amended to reflect the status of Magistrates and the likes, as Judicial Officers.

1.2 The Magistrate Court

The Magistrate Court in Nigeria derives its source from section 6 of the Constitution.

I shall reproduce the relevant part of the Constitution as follows:

- 6 (2) The judicial powers of a State shall be vested in the courts to which this section relates, being courts established, subject as provided by this Constitution, for State.**
- (3) The courts to which this section relates, established by this Constitution for the Federation and for the States, specified in subsection (5) (a) to (i) of this section shall be the only superior courts of record in Nigeria; and save as otherwise prescribed by the National Assembly or by the House of Assembly of a State, each court shall have all the powers of a superior court of record.
- (4) **Nothing in the foregoing provisions of this section shall be construed as precluding –**
 - (a) **the National Assembly or any House of Assembly from establishing courts, other than those to which**

this section relates, with subordinate jurisdiction to that of a High Court;

- (b) the National Assembly or any House of Assembly, which does not require it, from abolishing any court which it has power to establish or which it has brought into being.

(5) The section relates to:

- (a) the Supreme Court of Nigeria;
- (b) the Court of Appeal;
- (c) the Federal High Court;
- (d) the High Court of the Federal Capital Territory, Abuja;
- (e) a High Court of a State;
- (f) the Sharia Court of Appeal of the Federal Capital Territory, Abuja;
- (g) a Sharia Court of Appeal of a State;
- (h) the Customary Court of Appeal of the Federal Capital Territory, Abuja;
- (i) a Customary Court of Appeal of a State
- (j) such other courts as may be authorised by law to exercise jurisdiction on matters with respect to which the National Assembly may make laws; and
- (k) **such other courts as may be authorised by law to exercise jurisdiction at first instance or on appeal on matters with respect to which a House of Assembly may make laws.**

(Highlighting for emphasis mine)

From the foregoing, it is crystal clear that Magistrate Courts in Nigeria fall under the Courts provided for in **section 6 (4) (a) and (5) (k)** of the Constitution. Although the phrase "Magistrates' Court" has not

been used in precise terms in the Constitution, the highlighted section of the Constitution empowers the State House of Assembly to establish Courts with subordinate jurisdiction to the State High Courts in Nigeria. It is in the exercise of the power vested in the State House of Assembly as seen above that the Magistrates' Court Law of the State is enacted.

It should be pointed out more poignantly, the word "**law**" as used in the above section has been defined by the Constitution in section 318 to mean:

"a law enacted by the House of Assembly of a State".

It is for the above reasons that the powers and jurisdiction of the Magistrate Court is provided for in the different Magistrates' Court Laws of the 36 States of the Federation. By virtue of the Magistrates' Court Law of the State, the Magistrate Court can sit in the exercise of its jurisdiction as a court of first instance or on appeal on matters with respect to which a House of Assembly may make laws.

Having said that, I will now proceed to consider why case management is important in improving the performance of judicial officers.

1.3 **Why is case management important in improving Performance of Judicial Officers?**

Case management is important in improving performance of judicial officers because it curbs delay in trial with its attendant negative effects. The negative effects of delay of cases in Courts were succinctly expressed by a distinguished retired Supreme Court Justice in a recent legal commentary³ as follows:

'The problem of delays in disposal of cases has long been a cause of concern to all stake holders in the administration of justice in Nigeria. The situation has a

³ Commentary on paper on the evaluation on judges role of the NJC, by Oyeyipo CJ. (Rtd.), see also: Hon. Justice Hannatu Azumi Balogun, "*Case Management: Practical Hints*" A paper presented at the 2017 Induction Course for newly appointed Judges and Kadis

long history and is sometimes very pathetic. In his lecture at the induction course for newly appointed Judges and Kadis in 1992, His Lordship Hon. Justice Olajide Olatawura, JSC (RTD) gave a personal experience about a case which he as a clerk of court opened the case file in 1957. The same case resurfaced before his Lordship as a judge in 1971. Commenting on the unfortunate situation, His Lordship said:

“It was when I was going through the case file that I discovered the endorsement in the case file and some of the hearing notices issued was in my handwriting. I became curious and wanted to find out why it has taken almost 14 years. The pleadings were completed that same 1957 but the Plaintiff who used the process of the court as a stop gap for the sale of the house already attached went to sleep. The Registry with the growing number of cases filed apparently paid no attention to counsel who cared to ask for hearing dates. This is scandalous.”⁴

You may also be aware of the notorious case of **AMADI VS. NNPC (2000) 10 NWLR 75 @ 100** where the issue of jurisdiction raised as a preliminary objection took about 13 years to decide as the case went all the way to the Supreme Court. The Supreme Court per Uwais CJN (as he then was) had this to say:

“Finally, this appeal succeeds and it must be allowed. The chequered history of this case once more brings to light the dilatory effect of interlocutory appeal on the substantive suit between parties. The action in this case was brought on the 29th day of April 1987. The motion on notice to strike out the case for want of jurisdiction is dated on the 15th day of April 1988; that is a year after

⁴ *Op cit*

the suit was filed. The ruling of the High Court was delivered on the 20th day June, 1988. The appeal against the ruling was delivered by the Court of Appeal on the 16th day of February, 1989. The final judgment on the interlocutory appeal is delivered today by this court. It has thus taken thirteen years for the case to reach this stage. With the success of the plaintiff's appeal before us the case is to be sent back to the High Court to be determined, hopefully on its merits after a delay of 13 years. Surely, this could have been avoided had it been that the point was taken in the course of the proceedings as the case might be. I believe that counsel owe it as a duty to the court to help reduce the period of delay in determining cases in our courts by avoiding unnecessary preliminary objections as the one here; so that the adage "Justice delayed is Justice denied" may cease to apply to the proceedings in our courts." ⁵

From the foregoing, you will agree with me that the essence of this paper is to prepare and equip you with the necessary knowledge and skills to prevent similar future occurrence of inadequate case management.

2.1 REASONS/CAUSES OF TRIAL DELAYS:

As Magistrates, to effectively manage your cases in Court, you must have a perfect understanding of the causes of trial delays before devising the means to curb them. Practically speaking, there are many factors that cause delay in trials but for a better understanding of this topic we shall divide the causes of delay into four (4) different subheads, namely:

1. Delays caused by Counsel

⁵ Amadi v. NNPC (2000) 10 NWLR 75 at page 100;

2. Delays caused by litigants and witnesses
3. Delays caused by the Court
4. Delays caused by other stake holders

1. **Delays caused by Counsel**

The delays in trial caused by Counsel include but are not limited to the following:

1. Absence or lateness to Court. Counsel often fix many cases in a day and in different courts or locations. They insist on handling the cases personally and refuse to expand their practice by engaging junior Counsel to appear or hold their brief.
2. Incessant, unreasonable and unjustifiable applications for adjournment.
3. Filing of unnecessary and frivolous applications especially on issue of jurisdiction to buy time or to frustrate the opposing side. See **WEMA SECURITIES AND FINANCE PLC V. NIGERIA AGRICULTURAL INSURANCE CORPORATION (2015)LPELR – 24833 (SC)**
4. Counsel's unpreparedness to do his case. This culminates in requests for dates to cross examine witnesses or inability to make spontaneous arguments on very simple principles of law.
5. Failure of Counsel to satisfy conditions precedent before commencing the action, eg. issuing statutory or pre-action notice.
6. Filing processes out of time.
7. Failure of Counsel to ensure prompt payment of default fees or fines by their clients.
8. Failure of Counsel to prepare parties and/or witnesses to testify.

9. Failure of Counsel to present documents in a form or manner that is admissible in law.

10. Non-payment of practicing fees by Counsel as and when due.

2. Delays caused by litigants and witnesses

Delays caused by litigants and witnesses include but are not limited to the following:

1. Absence of parties/litigants. This also includes absence of defendant (the accused) in criminal cases.
2. Absence of witnesses, this may be due to ill health, or other unforeseen circumstances.
3. Indigent parties who delay or fail to pay Counsel's appearance or professional fees, filing fees, etc, thereby making counsel to display nonchalant attitude in the conduct of the case.
4. Late arrival of parties/litigants or witnesses.

3. Delays caused by the Court

Delays caused by the Court include but are not limited to the following:

1. Poor case management and ignorance of time saving provisions in the various laws and procedural rules.
2. Frequent and sudden transfers of Magistrates which lead to trial de-novo. This may be due to exigencies of duties or unnecessary and unwarranted petitions by counsel or litigants and sometimes slow handling of the same.
3. Lack of infrastructure or inadequate facilities and equipment. Irregular or lack of electricity supply etc.
4. Paucity of funds.

5. Inadequate personnel, poor supervision/control of registry staff, lack of defined schedule of duties, lack of motivation due to late/non payment of salaries or poor remuneration.
6. Inadequacy of continuous judicial/legal education of Magistrates and training for other personnel.
7. Late arrival or sitting of Magistrates.
8. Manual Recording of cases.
9. Heavy work load and few number of Magistrates to handle the cases.
10. Unpreparedness of the Magistrate. This can happen where the Magistrate did not read the case file or is not versed in the law. He cannot give bench rulings and will have to adjourn cases for ruling in simple applications.
11. Non-availability of Court room. Sometimes this can happen where Magistrates share court rooms or where renovation is taking place or where the court room is being used for other purposes e.g. Election Petitions which can last for months.⁶

4. Delays caused by other stakeholders

There are other key players in the Justice delivery chain. They may be Ministries, Departments, or Agencies whose attitudes overtly or covertly contribute to delayed justice, for instance:

1. Failure of the Nigeria Prisons Service to bring accused persons to court. This may be due to some logistics problems like; lack of fuel and bad or limited Prison vehicles.

⁶ Hon. Justice Hannatu Azumi Balogun, "Effective Caseload Management in Lower Courts: Practical Hints and Guides" NJI Law Journal (2014) Volume 10.

2. Absence of Police Officers who are witnesses due to transfers or other reasons.

Having identified and discussed the causes of delay in trials, we shall now consider the tools for curbing the said delays and effectively managing the cases.

EFFECTIVE TOOLS FOR CASE MANAGEMENT

I have specified hereunder the tools which I consider germane to reduce backlog and ensure a fast paced but qualitative justice delivery. They are by no means exhaustive.

1. Alternative Disputes Resolution
2. Time saving Laws and procedural Rules
3. Managing the Court and Chambers
4. Managing the Registry
5. Managing the staff
6. Setting timelines and Monitoring your case flow
7. Setting goals for personal evaluation.

1. Alternative Disputes Resolution (ADR)

Apart from saving time, alternative dispute resolution also saves unnecessary cost and creates opportunity for the parties to make lasting peace. As Magistrates, in the course of adjudication when it is observed that the case before you is a simple one perhaps between husband and wife, siblings, close friends, business partners or neighbours you may suggest to the Counsel or litigants to give any of the ADR options a trial. In other words, settlement out of court should be encouraged between the parties.

2. Time Saving Laws And Procedural Rules

When adjudicating over criminal matters, you can also take advantage of the Administration of Criminal Justice Act (which I shall subsequently refer to as ACJA) or the Administration of Criminal Justice Law (ACJL) (if the ACJA has been domesticated in your State).

It should be borne in mind that the purpose of the ACJA is to ensure that the system of administration of criminal justice in Nigeria runs efficiently in the pursuit of the objectives of speedy dispensation of justice. The ACJA 2015 addresses a wide range of issues that had prior to this time slowed down the criminal justice system which in turn resulted in a poor output in terms of number of dispensed (either convicted, discharged or acquitted) criminal cases by the judiciary.⁷

Since the ACJA was enacted by National Assembly for speedy dispensation of justice and the advocacy for its domestication by 36 States of the Federal Republic of Nigeria have gained favourable response, many State Houses of Assembly have adopted the ACJA and domesticated it because of its good time saving and case flow management provisions.

For the purpose of this paper, I shall use the ACJA as a model for discussing the good case flow management practices embedded therein and urge you to adopt the ACJL as a tool for case management in your Court where applicable.

The following provisions of the ACJA are good tools for quick dispensation of justice and effective case management measures:

(A) Provision for day to day trial and award of cost for frivolous application for adjournment:

Section 396 of the ACJA provides for the day to day trial for criminal cases. However, where day to day trial is impracticable or unattainable, no party shall be entitled to more than five (5) adjournments each from the day of arraignment to final judgment and the intervals between each adjournment shall not exceed fourteen days. Where it is impracticable to conclude a criminal proceeding after the parties have exhausted their five adjournments each, the interval between one adjournment to another shall not exceed seven days

⁷ Professor Adedeji Adegunle (Director General – Nigerian Institute of Advance Legal Studies) “*Overview of the Administration of Criminal Justice Act 2015*”

inclusive of weekends, and in all circumstances the Court may award reasonable costs in order to discourage frivolous adjournments. The reason behind this provision is very obvious as this will make Counsel to both parties in a criminal proceeding to execute their duties expeditiously in order to obtain the best favourable results for their clients.

(B) Power of Court to Rule on an application for Stay of Proceeding together with the substantive suit:

By virtue of **section 306** of the Act, application for stay of proceedings shall be determined together with the substantive suit.

(C) Duration of time for which a criminal trial under the ACJA shall commence and be determined:

Section 110 of the Act goes further to place a time limit as to the commencement and termination of criminal trials at the Magistrate Court. By the said law, criminal trials under the Act must commence within thirty (30) days after the charge has been filed. However, where a charge is preferred under the Act and the trial does not commence within 30 days of bringing the charge, or the trial has commenced but has not been completed after 180 days of arraignment on the charge, the Court shall forward to the Chief Judge the particulars of the charge and reasons for failing to commence the trial or to complete the trial.

(D) Service of Court process

Unlike other Criminal Procedure Laws, the ACJA in **Section 110 (2)** provides for the charge sheet filed by the prosecution to be served on the Defendant within 7 days of it being so filed.

(E) Power of Court to enter a no case submission for the Defendant *suo moto*

By **section 302 of the Act**, the court may, on its own notion or on application by the defendant after hearing the evidence for the prosecution, where it considers that the evidence against the defendant or any of several defendants is not sufficient to justify the continuation of the trial, record a finding of not guilty in respect of the defendant without calling on him or them to enter his or their defence and the defendant shall accordingly be discharged and the court shall then call on the remaining defendant, if any, to enter his defence. This has been the position under the Criminal Procedure Code of Northern Nigeria now incorporated into the ACJA.

(F) For States that are yet to domesticate the ACJA

States that are yet to domesticate the ACJA can as well take advantage of similar provisions of the ACJA in their Criminal Procedure Rules, for instance, the powers of the Court to dismiss the Charge/complaint, where the case comes up for hearing, the accused appears in Court voluntarily in obedience to the court summons but the complainant is absent without reasonable excuse or justification. An instance of such law is section **277 of the Criminal Procedure Law, Volume 3 (CAP C17) Laws of Cross River State of Nigeria 2004**,⁸ which provides thus:

“Non- appearance of prosecutor

If, subject to the provisions of section 94, when the case is called the accused person appears voluntarily in obedience to the summons or is brought before the court under a warrant, and the complainant having, to the satisfaction of the court, had due notice of the time and place of hearing does not appear in person or in the manner authorized by any written law the court shall dismiss the complaint unless the court, having received a reasonable excuse for the non-appearance of the complainant or his representative or for other sufficient reason, thinks fit to adjourn the hearing of the same to some future day upon such terms as the court may think just”

⁸ See also: section 282 of the Criminal Code law of Akwa Ibom State, for a similar provision of the law.

Though the above law gives the Court the discretion to dismiss a case in the said circumstance, however it is advised that the said power should be used sparingly as it is not in every case that the prosecutor is absent from court that an order for dismissal should be made.

3. Managing Your Court And Chambers⁹

A judicial officer who wants to effectively manage his cases must be punctual at all times. Set and maintain a consistent sitting time for your Court. Discipline yourself to sit for a reasonable period of time. Maintain an up to date personal diary for your cases as well as a realistic cause list. Have the basic important resource in your chambers, the Constitution, Evidence Act, relevant Laws and Rules of Court, Sheriff and Civil Procedure Law, Penal or Criminal Code etc. Read the case files, the Law, the Rules of Procedure, Law Reports and legal texts where they are applicable in each case before going into the court. Technology has made research faster, easier and more accessible. Update, upgrade and take advantage of it. If you can write bench rulings in appropriate cases, you will save time. Personal study is rewarding. Research is important for your work and reduces delay in writing rulings and judgments. Keep a notebook of important/regular authorities you come across either in hard or soft copies. Create groups to update yourselves and keep up with the latest decisions and the best practices in your line of duty. Be positive and pro-active. Avoid negative attitudes and complaints. It is the death of zeal.

Some counsel may resort to provoking the Judge to create grounds for unnecessary applications for transfer. Keep calm. Don't be rude. The hallmark of a good judicial officer is patience. Do not descend into the arena. Do not be intimidated and don't try to intimidate or harass the parties, their witnesses or counsel. You do not need to peddle your influence or authority or throw your weight around in the court room. Be firm, but make your court room sober and conducive. As much as possible, maintain a good rapport with lawyers to secure their co-

⁹ See also: Hon. Justice Hannatu Azumi Balogun, *"Enhancing Speedy Dispensation of Justice: Practical Hints on Case flow management"* A paper presented at the Conference of all Judges of the Lower Courts on 23rd November 2016".

operation. Let counsel and litigants know you are business conscious. They will sit up. There is never a time that “all things will be equal” so make the best of the situation. A widely read and researched Judicial officer can excel in spite of adverse situations. Justice M. A. Akanbi, former President of the Court of Appeal in his book “Judiciary and Challenges of Justice (at page 36) said:

“... a Judge with little or no adequate knowledge of the law, may be considered a nuisance, and his lack of understanding and appreciation of the law may constitute an obstacle in the path of Justice.”

4. Managing Your Registry¹⁰

Every Judicial officer who has a genuine desire to make positive impact in case management must synergise adjudication with administration.

You must be able to organise and have a functional Registry. It is vital to monitor and maintain continuous control of all cases filed or assigned to your Court. All cases must be carefully registered and the various registers properly kept. It is better to have different registers for the different categories of cases, Criminal, Civil, Miscellaneous etc. The registers must have columns for Case No, types of cases, names of parties, date of commencement, conclusion, manner of conclusion etc. Develop a filing system that makes case retrieval easier. Files should not be kept on the floor but on cabinets and in chronological order. So also with the Court records apart from filing, it is important also to monitor the movement of files and transfer of cases.

5. Managing The Staff¹¹

As a Magistrate, you are in charge of that unit over which you preside. Show purposeful and exemplary leadership, focus and drive. Enforce discipline with fairness. There should be no sacred cows. All forms of discrimination and prejudice are wrong. Duties must be assigned to all

^{10, 11}, See also the aforementioned papers earlier cited; *Op cit*; “Enhancing Speedy Dispensation of Justice: Practical Hints on Case flow management “, *Op cit*; “Case Management: Practical Hints”, *Op cit*; NJI Law Journal (2014) Volume 10.

and everyone must be accountable for his work. Commend, recommend and appreciate hard work. Hold regular meetings with staff and iron out problems which may arise quickly. Reprimand the erring. Everyone is important whether highly or lowly placed on the justice delivery chain. Your staff must be well motivated for optimum performance.

6. Setting Timelines and Monitoring Your Case Flow¹²

It is important to put in place a mechanism for monitoring the progress of your cases. Filing, transfer, and disposal of cases must be properly recorded. Do a weekly, monthly and quarterly audit of cases. Set timelines for various categories of cases and involve your Registrar. Give deadlines for activities eg. Service of hearing notices, drafting, typing and signing of Court orders and judgments, and preparation of records of proceedings etc. Setting timelines for different categories of cases and tasks will not only encourage you to work harder but will also motivate your staff, lawyers and engender public confidence in the judicial process.

7. Setting Goals for Personal Evaluation

Setting goals for self-evaluation is a catalyst to improved performance. As a Magistrate, you should set a standard for yourself and then use the standard as a basis for personal evaluation. When this is done, your standard will become a goal you have set for yourself which you desire to achieve. As you may be aware, there is a Committee of the National Judicial Council (NJC) on assessment of performance of judicial officers of superior courts of record in the Federation. In line with the recommendation of the NJC all the States Judicial Service Commissions/Committee of the Federal Capital Territory are expected to set up similar Committees to assess the performance of all lower Court Judges in the Federation including Magistrate, Area, Customary and Sharia Court Judges. Only candidates from the lower courts that

¹² *Op cit:*

are confirmed to be performing well in the assessment exercise will be recommended to the NJC for appointment to superior courts of record.

Recommendations:

Having regard to the foregoing, I make the following recommendations for the respective organs.

- There should be intensified advocacy for adoption of the ACJA in States that are yet to do so.
- Training and retraining of presiding officers on the current trends in judicial reforms.
- Procurement of equipment in courts, e.g, electronic devices for recording of evidence.
- Introduction of front loading witnesses' statements on oath in criminal trials as done in civil proceedings currently.
- Regular appointment of more presiding officers to tackle the challenges of congestion of cases in courts.
- Creation of more courts.
- Adequate and properly channeled funding for the judiciary at all levels.

CONCLUSION

My lords, my dear participants, you will agree with me that we live in challenging times. As a judiciary, we need to increase the scope and quality of our service delivery to effectively and efficiently serve the ever increasing interests and concerns of the general public who look to us to bring justice closer, timeously and at minimal cost to the people.

One of the ways to achieve that is the use of case management to improve the performance of judicial officers. I believe that the gateway to improving a system is to improve the mind. This

orientation course has presented you with much “food for thought.”
When you go back to your various jurisdictions, I urge you to make
the difference and “**WALK THE TALK**”.

Thank you for listening and God bless us all.

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