



# Caribbean Justice Systems- Striving for Excellence

The Honourable Mr Justice Adrian Saunders,  
President of the Caribbean Court of Justice

**Inaugural Lecture of the Sir Richard W Ground QC OBE Memorial Lecture Series**

Providenciales, Turks and Caicos Islands

4 January 2023

**The Judiciary of the Turks and Caicos Islands** is headed by the Chief Justice who is appointed by the Governor, in consultation with the Judicial Service Commission. The Chief Justice has statutory responsibility over a range of matters in the administration of justice. The President of the Court of Appeal has the administrative responsibility for the Court of Appeal. **The Hon Mrs Justice Mabel Agyemang**, Chief Justice, was appointed Chief Justice of the Turks and Caicos Islands on 1 April 2020. **The Hon Mr Justice Dennis Morrison** is the President, Court of Appeal, Turks and Caicos Islands. The judiciary's mission is to provide access to quality justice with quality judgments, efficient and effective dispute resolution and excellent court services.

**Caribbean Justice Systems – Striving for Excellence<sup>1</sup>**  
**Lecture**  
**By**  
**The Honourable Mr Justice Adrian Saunders**  
**President, Caribbean Court of Justice**  
**on the occasion of the**  
**Inaugural Lecture of the Sir Richard W Ground QC OBE Memorial Lecture Series**  
**Providenciales, Turks and Caicos Islands**  
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**Protocols.**

**Introduction**

Before I delve into this evening's address, I wish to allay my and perhaps some of your own anxieties about there being an electronic presentation cued up. I wrestled with myself as to whether, just before dinner, and to a group of dignitaries 'dressed to the nines', it was appropriate to make such a presentation in lieu of merely reading a speech. Ultimately, I resolved the doubts by convincing myself that Microsoft *must* have developed PowerPoint not only as a teaching aide but as simply a tool for more effective communication. So, rest assured, this is not a training session. Nor do I intend to exceed the time allotted to me.

I am extremely honoured and delighted to have been invited to deliver this the Inaugural Lecture of the Sir Richard W Ground QC OBE Memorial Lecture Series. There is a touch of conceit in that delight. I have been blessed to have been a judge of regional, that is, Caribbean, courts for over a quarter of a century and during that time I have had occasion to visit all the English-speaking Caribbean States and territories. All except the Turks and Caicos Islands (TCI). Given my son's current association with a TCI firm, sooner or later my wife and I would certainly have made a visit here, but it was nonetheless a distinct pleasure for me when my dear friend, The

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<sup>1</sup> Check against delivery.

Honourable Chief Justice Mabel Agyemang pre-empted that visit and asked me to fulfil this assignment. Naturally, I quickly agreed.

Although I was not personally acquainted with Sir Richard, believe me, I know him. I know him by his scholarship, I know him by his wisdom, I know him by the clarity of his writing, by his excellent reputation as a jurist of the highest quality and I know him by the precious judicial precedents he bequeathed to all of us who interpret and apply Caribbean jurisprudence. He was of course English; born and formed and educated in the United Kingdom. But I regard him as a Caribbean jurist who enjoyed public service in the Cayman Islands and distinguished judicial service both in this territory and in Bermuda. He was Chief Justice of the Turks and Caicos Islands from 1998 to 2004, and Chief Justice of Bermuda from 2004 to 2012. Throughout that time, he left an indelible mark on our Caribbean jurisprudence, ennobling it, developing it and providing guidance to his peers and to all who follow him. He has been rightfully hailed as ‘a model modern judge who set very high standards of efficiency, fairness, clarity of reasoning and soundness of judgment...’<sup>2</sup>. I can only imagine how much he is missed by his dear widow and loved ones; but for us jurists he is immortalised by the written opinions of his that we cite from time to time and which we gratefully exploit for the nuggets of wisdom they continually yield up. Thank you, Lady Dace for sharing him with us.

The subject of this evening’s Lecture, ‘Caribbean Justice Systems – Striving for Excellence’, is perfectly aligned with the ethos, discipline and legacy that characterise Sir Richard’s professional career. And, perhaps fortuitously, the timing of this Lecture, at the beginning of both the calendar and the TCI legal year, adds to the poignancy of the occasion. Permit me to borrow briefly from ancient Roman religion and myth to illustrate. How many of you have

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<sup>2</sup> --, ‘Former Chief Justice Sir Richard Ground dies’, (*Hamilton, The Royal Gazette*, 23 Feb 2014) available at <<https://www.royalgazette.com/other/news/article/20140222/former-chief-justice-sir-richard-ground-dies/>> accessed 29 December 2022.

heard of Janus, a Roman deity? Janus is the god of beginnings and endings, of transitions and passages. Janus is usually depicted as having two faces. One face looks backward, the other looks forward. This evening we are four days into the month that is named for Janus. And so, it occurred to me that it is a good time for us to reflect on our Caribbean justice systems and re-commit to forging ahead with renewed fervour, resolutely to ensure that they are effective, efficient, and deserving of the public's trust and confidence. If we are to strive for such excellence, we must locate where we are here in the present; we must appreciate the challenges we have overcome; understand those looming before us; and we must have a clear vision of where we want to go. In a sense we must be like Janus, looking backward and then forward.

### **Why 'Caribbean Justice Systems'?**

At first glance, the title of my talk might evoke thoughts of the justice systems, that is, judiciaries, across the Caribbean. Much, if not all, of what I will say this evening will be relevant to that context. However, I want to nuance this just a bit further. The justice sector, in any jurisdiction, may be regarded as an ecosystem comprising a range of components and micro-systems. Each of these sub-systems has different roles, different strategic aims and objectives, different governance structures... But each contributes, in its own way, to the promotion of justice and the rule of law. So, we have, in broad strokes, the Judiciary (which includes judicial officers at all levels, and court staff); the Executive; the Legislature; the Public and Private criminal and civil bars; ancillary social/welfare, prosecutorial and enforcement agencies; other dispute resolutions services and at the core we have those who are served by the entirety of the sector. The pursuit of excellence must therefore necessarily embrace, involve and cater for each of the components of the entire eco-system. There is also the external environment to consider. The justice eco-system is heavily impacted by events and developments created outside our borders, outside the region, over which we have little to no control. It is not a cliché to say that the world has become a global village due to the ease and speed of transport and communication.

This has its effect on law and justice. In today's world, as the Caribbean Court of Justice (CCJ) pointed out in one of our judgments<sup>3</sup>, there's an increasing 'tendency towards globalisation in the regulation of matters such as crime, trade, human rights and the protection of the environment, to mention but a few.'<sup>4</sup> I would like for us to bear this overarching context in mind.

That being said, the focus of what I will address this will centre principally on the judiciary – not only because of the fact that this is the realm which I have occupied for just over a quarter of a century but also the nature of this evening's proceedings. However, this is not to discount the tremendous role that is played by the external environment and various domestic state and non-state actors that provide and deliver justice services or that shape the manner in which those services are delivered.

### **Why should we strive for excellence?**

When we speak of striving for excellence, we are not seeking to scale the heights of some exalted plateau. Excellence here is not a place or a venue. As I shall develop later, excellence is a methodology, a path, a way of operating and one needs to keep this in mind when we consider the stakeholders in the justice sector for whom it is critical that we strive for excellence.

Those stakeholders extend beyond litigants and court users. In this territory, they would include everyone born and living in the TCI, all who reside and work here; all who contribute to the economy of the territory; all who visit these shores as tourists; and those who invest or do business here. Each has a stake in the delivery of justice. All are invested in low crime, fair and expeditious settlement of disputes, modern and innovative court processes and the existence and impartial observance of the rule of law. These stakeholders also wish to see a judiciary and Bar

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<sup>3</sup> AG v Joseph [2006] CCJ 3 (AJ), (2006) 69 WIR 104.

<sup>4</sup> Ibid at [50].

that are both independent and accountable. And so, for example, there must be effective mechanisms for addressing complaints against both lawyers and judges. While the courts must be independent, they must publish and adhere to reasonable standards, especially those that govern timeliness of performance.

But *why* do we strive for excellence? The litmus test by which we measure the performance of not only the judiciary but also all the other justice sector agencies is the extent to which they are able to earn the trust and confidence of these stakeholders. We strive for excellence precisely in order to earn and sustain that trust and confidence.

The mission statement of the TCI judiciary references this imperative. It speaks of providing ‘access to quality justice with quality judgments, efficient and effective dispute resolution and excellent court services.’<sup>5</sup> In turn, the Bar Council, the governing body of the TCI Bar Association (TCIBA), is mandated by law ‘to maintain the honour and independence of the Bar Association; to promote and encourage proper standards of practice and conduct among members of the Bar Association, to promote and encourage the development and dissemination of legal learning, education and training; [and] to encourage the improvement of the administration of justice and procedure.’<sup>6</sup> Every attorney, under the Code of Professional Conduct<sup>7</sup> has a duty to ‘try to improve the administration of justice’.<sup>8</sup>

The environment within which these mandates are pursued by the judiciary and the Bar is not static. Indeed, it is becoming increasingly difficult. The acronym that is buzzed around by consultants is that it’s a VUCA environment (volatile, uncertain, complex and ambiguous).

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<sup>5</sup> Mission, ‘Strategic Framework for the Turks and Caicos Islands Judiciary 2020-2025’, p 1 available at < <https://judicial.tc/about-us/strategic-framework-for-the-judiciary-2020-2025/> > accessed 29 December 2022.

<sup>6</sup> Legal Profession Ordinance, Chap 18 (Rev Ed 1998), s 16(4) available at < <https://www.gov.tc/agc/component/edocman/legal-profession-ordinance/viewdocument/86?Itemid=>> accessed 29 December 2022 (numbering removed).

<sup>7</sup> Legal Profession Ordinance (n 3), Schedule.

<sup>8</sup> *ibid*, s 57.

Organised, violent gang activity and cross border criminality pose serious threats to democracy and the rule of law. Justice sector stakeholders these days have heightened expectations of those who dispense justice. In a world where almost everyone carries around a computer in their pocket or purse, court users are impatient and frustrated with court processes that are outdated, slow and inefficient. Justice systems must be agile and responsive to the society's demands for better service delivery. The same is true for lawyers' clients. They expect to deal with attorneys who not only demonstrate high levels of integrity and independence, but also lawyers who are proficient in the use of modern information and communications technology and who are knowledgeable of and who keep pace with regional and international legal and other relevant developments. Litigants expect judges and judicial officers who are independent and impartial, competent and ethical, efficient and effective.

### **Striving for Excellence Together**

To garner and sustain public trust and confidence in the administration of justice, all the players I earlier referenced – the judiciary, the public and private bar, and all the ancillary agencies that form part of the justice eco-system - must work together. This must of course be done with due regard and respect for the independence of the Judiciary and the Bar and the constitutional role and authority of the Legislature and the Executive, respectively. But, to take one example, the criminal justice system cannot effectively achieve excellence if the various components – police and prosecutorial departments; the Executive and the Legislature; the courts and the Bar; the prisons and probation departments – operate in silos. These components must be on the same page at the same time. And this requires that there exists among them, respectful and frank dialogue, meaningful collaboration and a shared vision. Too often I have seen, for example, legislation enacted that fails to take into account its impact on the courts or of the Judiciary's capacity to absorb and implement legislated prescriptions undoubtedly devised with the most noble intentions. If the impact upon the courts and court processes is not sufficiently taken into

account, the enactment of such law will not achieve the intended aims and could well deepen the divide between what is on the statute books and what obtains in real life. The end result will be a weakening of public trust and confidence.

Constant dialogue, principled collaboration, mutual respect among justice sector bodies, as well as coordinated and complimentary capacity development all form part of the recipe for satisfying the expectations of court users and building public trust and confidence. Additionally, regional and international knowledge exchange must be fostered in order to stay abreast of external developments and to share and exchange best practices.

The establishment of the Caribbean Court of Justice in 2005 has played a significant role in promoting knowledge exchange. The CCJ is the region's first (and only) apex court. Since it comprises judges residing in and familiar with the region it is well placed to set standards and to inspire courts and judges region wide to pursue excellence. Over the last 17 years, this Court, the Caribbean Court of Justice, has endeavoured to live up to its promise. Indeed, the Court's current strategic plan embraces fully the responsibility to assist in the development of regional justice sector capacity and performance. A variety of vehicles and initiatives has been established to facilitate the discharge of this responsibility.

Firstly, at the behest of regional Heads of Judiciary, the CCJ played a critical role in the establishment of the Caribbean Association of Judicial Officers (CAJO), a forum for Caribbean judges, magistrates, registrars and court administrators to share and exchange information and best practices. CAJO is run by the region's judicial officers, who serve on its Management Committee, but its nerve centre is the CCJ. Since its formation in 2009, the Association has been chaired by a Judge of the CCJ. The current chair is my colleague, The Honourable Mr Justice Peter Jamadar, one of the Commonwealth's top judicial educators. Today, there is hardly a



Caribbean judge who is unaware of CAJO and many judges and judiciaries have been impacted positively by CAJO's judicial education programmes, its biennial conferences and the numerous other interventions in which CAJO is engaged.

Similarly, the CCJ Academy for Law, the CCJ's educational arm, has played a significant role in deepening awareness among regional judges and lawyers on aspects of international and comparative law as well as regional integration law. The Academy is currently involved in facilitating sensitisation programmes on the referral jurisdiction of the CCJ. The Academy has also been invested in memorialising and honouring Eminent Caribbean jurists through an initiative bearing that name.

In 2016, the CCJ worked with Caribbean software engineers to develop CURIA, an integrated electronic filing and case management platform for courts in the Caribbean. This initiative was recognised and formally welcomed by the Conference of Heads of Government of the Caribbean Community (CARICOM) at their Twenty-Seventh Inter-Sessional Meeting held in Placencia, Belize in February 2016. CURIA is administered by the Caribbean Agency for Justice Solutions, a non-profit entity that serves the region.

The CCJ also plays an important role in supporting the meetings of the Conference of Heads of Judiciary of the region. The Conference embraces all CARICOM judiciaries as well as all other English-speaking Caribbean judiciaries (including those of the British Overseas Territories like the TCI) as well as the Antillean Joint Court of Justice of the Dutch Caribbean. When the Conference met in the Cayman Islands last year, it was enriched by the full and active participation of Chief Justice Agyemang.

In light of the CCJ's managerial capacity and its role in enhancing regional justice systems, in 2014 the Government of Canada did something which it rarely ever does; that is, to permit a local donee institution to manage a multi-million-dollar grant programme. For and on behalf of the CARICOM judiciaries, the CCJ has managed the Canadian-funded Judicial Reform and Institutional Strengthening (JURIST) Project over the last eight years. Although the Project was intended principally to benefit the independent Caribbean States, the fruits of this Project have extended to States and territories that were not direct beneficiaries. One of those fruits is the establishment of the Caribbean Judicial Information System (CJIS), an online knowledge management application that will serve as a repository for Caribbean judgments and other knowledge products so that the entire region may freely be able to access them.

I am very pleased to note that under the astute leadership of Chief Justice Agyemang, the TCI judiciary has embraced both the Curia e-filing and case management software as well as the CJIS. Indeed, this jurisdiction was one of the first in the region to include judgments in that knowledge management system and has already integrated it into the TCI judiciary's website.

Individually and collectively, these initiatives provide a platform for and stimulate a regional culture of pursuing excellence.

### **Striving for Excellence: Future-Proofing the Judiciary**

From the standpoint of methodology, however, the question might then be asked, 'How does an organisation set about pursuing excellence?' 'What tools does it need?' 'Where can it derive assistance?' There is an internationally recognised body that is invested in helping corporations with the answers to these questions. Some of you may have heard of the International Organization for Standardization (ISO). This is a non-profit organization that develops and publishes standards of 'virtually every possible sort, ranging from standards for information

technology to ... nuclear energy. The ISO provides guidelines for customer satisfaction, as well as guidelines for other aspects of quality management.<sup>9</sup> The ISO standards are great. But there's good news and bad news here. The bad news is that while the ISO standards and methods are excellent for businesses, corporations, industries, they are inadequate for judiciaries because they do not take into account the unique operating circumstances and purpose of courts. The good news is that there is actually an international body, the International Consortium for Court Excellence (ICCE), that has focussed itself specifically on creating standards, measures and tools uniquely adapted to courts that wish to pursue excellence.

The ICCE was formed in 2007 by its founding member organisations the Australasian Institute of Judicial Administration, the Federal Judicial Center of the United States of America, the National Center for State Courts in the United States, and the State Courts of Singapore. These bodies collaborated with resource persons from the European Commission for the Efficiency of Justice, the World Bank and SPRING Singapore (now known as Enterprise Singapore).<sup>10</sup> Together they developed a framework of values, concepts and tools appropriate for courts and tribunals. The ultimate aim was to improve the quality of justice and judicial administration with a view to meeting the current needs of court users as well as 'future-proofing' judiciaries overall.

The International Consortium has produced a Framework, now in its third iteration, that represents a quality management system specifically developed to meet the needs and unique roles and functions of courts. The Framework takes account of the specialised environment in which courts operate as well as relevant emerging trends and technological developments. The

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<sup>9</sup> 'ISO: International Organization for Standardization' <<https://webstore.ansi.org/sdo/iso>> accessed 1 January 2023.

<sup>10</sup> International Consortium for Court Excellence, 'International Framework for Court Excellence (3rd ed 2020), p 4 <[https://www.courtexcellence.com/\\_\\_data/assets/pdf\\_file/0023/66605/The-International-Framework-3rd-Edition-Amended.pdf](https://www.courtexcellence.com/__data/assets/pdf_file/0023/66605/The-International-Framework-3rd-Edition-Amended.pdf)> accessed 29 December 2022.

Framework allows for assessment of a court's performance in a holistic manner and it provides guidance to courts to strive continually for excellence.

The CCJ follows the path prescribed by the International Framework for Court Excellence (IFCE) and exactly one year ago, we were thrilled and honoured to have been accepted as an implementing member of the International Consortium. Again, I wish to stress that membership of the Consortium did not signify that our court is excellent; that we've arrived. What it does signify is that we have demonstrated our commitment to and are faithfully following the ICCE's Framework of court excellence.

The Framework captures the broad international agreement regarding the core values that courts apply in carrying out their unique role (values such as Equality before the law, Fairness, Impartiality, Independence, Competence, Integrity, Transparency, Accessibility, Timeliness and Certainty).<sup>11</sup> The Framework further provides a methodology for building a court's performance on the basis of the court values and their application to every area of a court's activities.

The Framework has also distilled seven areas of court excellence<sup>12</sup> aligned with those values. Each area falls into one of three categories. It's either a driver of excellence, an enabler or a result of excellence. There is a singular driver – COURT LEADERSHIP. Courts are very 'top-down' organisations and so, effective court leadership is crucial to the success of a court. The leadership oversees and guides the setting of the court's vision, mission and values that provide direction for the court. Court leadership must therefore be visionary.

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<sup>11</sup> International Consortium for Court Excellence (n 10), p 7.

<sup>12</sup> International Consortium for Court Excellence (n 10), p 8.

There are 3 systems and enablers. These will embrace, for example, court technology, court management, training and development of court staff, court infrastructure, court rules and processes, human resources management and so forth. These must be accompanied by an enabling court culture. Peter Drucker, the famous management consultant said it best: ‘Culture eats strategy for breakfast’. Without a proper enabling culture, the best strategic plan will prove to be ineffective. A culture must be developed of mutual learning and keeping abreast of innovations in other courts regionally and internationally. Every staff member of the court must have a clear line of sight from the work that they do to the fulfilment of the court’s grand strategic agenda. And as Professor Richard Susskind preaches, the court must be regarded, not as a place, but as a service<sup>13</sup>.

Then there are the results that we must also closely monitor and evaluate. Our best efforts must enhance COURT USER ENGAGEMENT; AFFORDABLE AND ACCESSIBLE SERVICES and PUBLIC TRUST AND CONFIDENCE. If what the court does is not positively impacting court users, then we have to return to the drawing board and re-assess and analyse. But even where strategy implementation is yielding positive results, there is always room for improvement. The Framework therefore advocates a continuous four-step cycle<sup>14</sup> where you – Assess, Analyse, Implement, Evaluate; and then again you Assess, Analyse, Implement, Evaluate. The Consortium provides the tools and the guidance to assist a judiciary to implement the Framework.

In summary, the journey to court excellence is one of continuous improvement achieved through optimal internal organization of the courts; inspired and innovative leadership; clear court policies and strategies; prudent resource management; effective and efficient court operations;

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<sup>13</sup> See for example Richard Susskind, *Online Courts and the Future of Justice* (OUP, 2019).

<sup>14</sup> International Consortium for Court Excellence (n 10), pp 9- 10.

the capture of high quality and reliable court (performance) data; evidence-based decision-making and the cultivation and maintenance of an enabling culture.

Strategic court management is critical to pursuing excellence. It is actually listed as the first system and enabler within the IFCE. Strategic court management necessarily embraces: anticipating and planning for the future, in an informed way; engaging in purposeful action; being people oriented; being impactful; and measuring and evaluating performance.

A critical component of strategic court management is strategic planning. ‘Strategic planning is not about planning strategically...Strategy is about *positioning an organisation for the future.*’<sup>15</sup> It is about taking an articulated goal, and turning it into *formal, documented* action steps that can be implemented to achieve agreed results.

A critical first step in the process is for a judiciary to develop, document and communicate a clear mission, vision and a raft of core values. The next step is to assess where the judiciary is currently at this time in relation to those core values; to engage in what’s called environmental scanning, that takes account of the views of internal and external stakeholders and the existence of current trends. The International Consortium has developed survey tools to accomplish this task and help a judiciary to obtain necessary critical data from its internal stakeholders. While the IFCE data-collection tool is inward-facing, the surveys can also guide the development of tools and data collection methodologies for garnering the views of external stakeholders. Once the data is collected from all stakeholders, it must then be analysed to discover how best to deploy resources; to deduce what are the preferred options to adopt; and what priority areas demand action in order to get to the preferred future decided upon. Once documented, that

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<sup>15</sup> Maree Conway, *Foresight Infused Strategy: A How to Guide for Using Foresight in Practice* (Thinking Futures, 2019), p 57.

becomes the strategic plan which must then be discussed and understood and implemented, actioned, by the entire judiciary. Every staff member must see their role and place in implementing the strategic plan, which is why strategic court management must also focus on people, on human resources management and culture.

Strategic planning requires that action plans are developed and documented for judges and staff aimed at moving the judiciary to its desired goals. And of course, we have to devise mechanisms to measure, monitor and evaluate the effectiveness of implementation of these plans. If this sounds intimidating the good news is that, firstly, a judiciary is only challenged to accomplish what lies within its possibilities, and secondly, as I stressed earlier, the International Framework freely provides the tools and the advice to assist judiciaries.

The CCJ has fully embraced the IFCE. Currently, we are winding down on our 2<sup>nd</sup> Strategic Plan (2019 – 2024). Driven by our vision, mission and values, we have identified strategic issues, goals, strategies and priority actions to be embarked upon. Those priority actions are reflected in the annual work programme of the court, the departmental and unit work programmes, the operational management action plans as well as the individual work plans for officers and staff. This informs budget development and decisions as well as performance evaluation both at an overall level and at the level of individual staff. We have a monitoring and evaluation (M & E) Committee that comprises all the senior and middle management staff and representatives from the judicial complement and from the junior staff. The M & E Committee met twice in 2022, each time over a two- day period, to do just what its name suggests, that is, to monitor and evaluate the Court's progress in fulfilling its strategic agenda.

The TCI judiciary has developed a Strategic Framework for the period 2020 – 2025. It has identified the TCI judiciary's vision, mission and core values of Excellence, Accountability,

Service, Independence, Integrity and Impartiality and Fairness. That was an exercise that was a step forward on path of excellence. Even at a personal level it is sometimes difficult to write down, to document, what we want to do and what are the goals to which we aspire. It's even more difficult for a complex organism like the judiciary. That the TCI has articulated and documented a Strategic Framework is no small accomplishment.

I was extremely grateful to have attended the proceedings to mark the Opening of the Law Year in the TCI this morning and to have listened to the respective reports and comments from the Attorney General, The Honourable Mrs Rhondalee Braithwaite-Knowles; the Director of Public Prosecutions, Mr Eugene Otuonye KC; the President of the Bar Council of the TCI Bar Association, Mr Selwyn Hawkins; the Doyen of the Bar, Mr Ariel Misick OBE KC, and from Her Ladyship the Honourable Chief Justice. There is clearly a wide range of impressive initiatives underway in this territory such that I can state with confidence that this judiciary is committed to a path of excellence. I therefore warmly congratulate Chief Justice Agyemang and the leadership of all the various justice sector bodies for your roles in this regard.

As you continue along this path of excellence, I assure you, Chief Justice Agyemang, that the CCJ, CAJO, the CCJ Academy CAL and the CAJS (Caribbean Agency for Justice Solutions) are at the ready to engage with you, to learn from your experiences, to share ours with you and to offer any assistance we can. Now that we are a member of the International Consortium, I feel I can also speak on behalf of that body and state that the ICCE also stands ready to assist you in your pursuit of excellence.

### **Closing**

As I close, please allow me first to thank my Legal Officer, Ms Kerine Dobson who prepared the slides used this evening and who assisted me greatly in the preparation of this Lecture. I



would also like to thank Ms Aisha De Four, Executive Director in the Office of the Chief Justice, for her assistance.

Your Excellency, Chief Justice, colleagues and friends, I thank you all for patiently listening to me.

Chief Justice Agyemang, my wife and I are deeply appreciative of the wonderful courtesies extended by you and your judiciary, and I thank you again for affording me this tremendous privilege to honour the late Chief Justice Ground by making this presentation in his memory.

Thank you.