



JURIST
PROJECT

Funded by the
Government
of Canada

Canada

**Analysis of needs
to establish basis on which
Digital Electronic Recording
can be established
in Jamaican Courts**

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Acronyms

CARICOM.....Caribbean Community

CAT.....Computer Aided Transcription

CCJ.....Caribbean Court of Justice

CMS.....Court Management Service

DARDigital Audio Recording System

DFATD.....Department of Foreign Affairs Trade and Development of Canada

JEMS.....Judicial Enforcement Management System

JURIST.....Judicial Reform and Institutional Strengthening Project

OECS.....Organization of Eastern Caribbean States

RM.....Resident Magistrate

S.W.O.T.....Strengths, Weaknesses, Opportunities & Threats Analysis

Background

The regional Judicial Reform and Institutional Strengthening (JURIST) Project, which has the financial support of the Canadian Government and Regional Countries, has as part of its operational mandate the piloting of digital recording of the court record in Jamaica, Belize and one Organization of Eastern Caribbean States Country. In Jamaica, as in most regional countries, Judges and/or Magistrates hand-write the evidence in court, which is then rewritten by support staff into transcripts when required by the Court of Appeal, Supreme Court, Attorneys and others with a vested interest in obtaining court testimony. Also, in Indictable Offenses in Resident Magistrate's Criminal Courts, a transcript is required for the prosecution in the Supreme Court.

This hand-writing of court evidence has been demonstrated to be an important causative factor in expanding the time taken to complete trials in Jamaica.¹ It is envisaged that in the Jamaica Digital Recording Pilot the digital record will ultimately be the official court record thereby improving court processes and reducing delay in obtaining the transcripts of court proceedings. This outcome will have an overall salutary effect on the speed with which cases can move through the court system, with a consequential trending down of the number of cases that are presently classified as being in backlog status. This outcome will also have an extremely positive effect on the citizenry, many of who have yielded in the past to the temptation to resort to self-help measures in the resolution of their disputes when their court cases are unduly prolonged.

In order to ensure that the proposed Pilot Digital Recording Project is established on a firm footing, and that its success can be effectively monitored and evaluated over time, it is necessary to have comparator statistical information on the nature, scope and extent of any existing case backlogs both prior to the establishment of the proposed Pilot Project and after the Pilot has been functioning in Jamaica for a time to be determined by the Chief Justice of Jamaica and JURIST Project authorities.²

By contract with the Caribbean Court of Justice, after discussions with the Chief Justice of Jamaica, Darby Darby & Associates³ was selected to contribute to the success of the proposed Pilot Digital Recording effort through the identification and collection of baseline case information in the Court of Appeal, Supreme Court, and two selected Resident Magistrates Courts, located in Montego Bay and Kingston respectively. Activities under contract started on March 23, 2015 and were for twenty days in duration.

¹ See 2006 Canadian Bar Association's "Overview of Jamaican Justice System Reform" by Dr. Melinda Buckley

² Presently estimated by Jamaica Court Authorities to be six months in duration.

³ The Curriculum Vitae of the lead consultant for the conduct of this consultancy exercise as well as the firm profile for Darby Darby and Associates are provided in Appendix A.

Overview



Diagram 1

The jurisdictions of the courts identified in Diagram 1 above are as follows:

(i) The Court of Appeal

The Court of Appeal is Jamaica’s highest court. Appeals against decisions from both the Supreme Court and the Resident Magistrate’s Courts are heard in the Court of Appeal. It consists of the President and six Judges of Appeal. The Chief Justice of Jamaica is an ex-officio member, and sits on the invitation of the President in matters in which the full court is sitting. A Judge of the Court of Appeal must be an Attorney-at-Law of at least ten years standing at the Bar of Jamaica, England, Scotland or Northern Ireland or who has held office as a Judge of a court of unlimited civil and criminal jurisdiction in the Commonwealth or a court with jurisdiction to hear appeals from any such court. The Governor General on the advice of the Judicial Services Commission appoints Judges of the Court of Appeal. However, the Governor General on the recommendation of the Prime Minister appoints the President of the Court of Appeal after consultation with the Leader of the Opposition.

Under Section 110 of the Jamaican Constitution; decisions of the Court of Appeal in Jamaica may be appealed to Her Majesty-in-Council via the Judicial Committee of the Privy Council based in London, England.

In 2001 Jamaica signed an agreement establishing the Caribbean Court of Justice. The CCJ has a dual role: it has original jurisdiction and functions as an international court in interpreting and applying the Treaty of Chaguaramas, which established CARICOM; and it is intended to replace the Judicial Committee of the Privy Council as a court of final appeal for the countries of the Commonwealth Caribbean. In 2004 the

Jamaican Parliament passed an Act establishing the CCJ as the highest court in its Original Jurisdiction in the interpretation of the Revised Treaty of Chaguaramas, while at the same time attempting to replace the Privy Council as the final appellate court in Jamaica. In 2005 the Privy Council struck down the change to the final appellate court as unconstitutional because the Privy Council's status is an entrenched provision in the Jamaican Constitution and as such more would be required to remove the Privy Council as the final appellate court.

(ii) The Supreme Court

The Supreme Court has unlimited jurisdiction in civil and criminal matters in Jamaica. It consists of the Chief Justice of Jamaica, a Senior Puisne Judge and thirty-six other Puisne Judges. The Chief Justice is appointed by the Governor General of Jamaica on the recommendation of the Prime Minister after consultation with the Leader of the Opposition. The Governor General on the recommendation of the Judicial Services Commission appoints Puisne Judges. Puisne Judges must be Attorneys-at-Law of at least ten years standing. They have jurisdiction to hear applications regarding breaches of fundamental rights and freedoms, as provided for under the Constitution. The Court exercises important supervisory functions over tribunals like the Industrial Disputes Tribunal and the Resident Magistrate's Courts in the hearing of Writs of Habeas Corpus and making orders of Certiorari, Mandamus and Prohibition. The main Statutes that speak to the jurisdiction of the Supreme Court are the Judicature (Appellate Jurisdiction) Act; the Judicature (Resident Magistrates) Act and the Justices of the Peace (Appeals) Act.

There are six divisions of the Supreme Court: Civil, Criminal, the Commercial Court, The Revenue Court and the Review/Constitutional Court. The Revenue Court was established in 1971, the Commercial Court began operations in February 2001 and the Gun Court was established in 1974. The Gun Court Act was later expanded to include the Western Regional Gun Court that hears gun offenses committed in the parishes of St. James, Trelawny, Westmoreland and Hanover. The Circuit Court is the criminal jurisdiction of the Supreme Court that is convened in parishes for the proper administration of justice. It is convenient for the parties involved, as it eliminates the need to travel to the Capital City, Kingston, for the prosecution of cases. The Circuit Courts for the parishes of Kingston and St. Andrew are held at the Supreme Court Building and are called the Home Circuit Court, while those that are convened in the other parishes are named after the respective parish, for example, the St. Catherine Circuit Court or the St. James Circuit Court.

(iii) Resident Magistrate's Courts

The RM Court is the first level of trial court for all criminal offences and civil matters arising in Jamaica. A RM Court is located in each parish, to which two Resident Magistrates are normally attached. The responsibilities of Resident Magistrate's Courts are set out in the Judicature (Resident Magistrates) Act, and in several other pieces of legislation. These responsibilities include:

- Hearing and determination of criminal, civil and juvenile cases
- Processing of adoption orders
- Holding of Coroner's Inquests and Preliminary Inquiries into criminal matters
- Collection and or disbursement of Court Fees and Fines

The RM Courts also have a number of divisions, including the Family Court, Children's Court, Traffic Court, Small Claims Court, Night Court, Drug Court and Gun Court (Resident Magistrate's Division) ⁴

⁴ For a fuller description of these court divisions, see pages 7-10 of "The Courts of Jamaica, Court Management Services, Strategic Business Plan, 2012-2017."

The Governor General on the recommendation of the Judicial Services Commission appoints Resident Magistrates. In addition to being assigned to the RM Courts in each parish as indicated above, Resident Magistrates report to the Chief Justice.

(iv) Petty Sessions Courts

The Petty Sessions Courts hear minor criminal matters such as resisting arrest, indecent language and loitering and are presided over by Justices of the Peace, who are laypersons. The Petty Sessions Courts require a minimum of two Justices of the Peace to be properly constituted. Sometimes Resident Magistrates exercise jurisdiction in these courts. A presiding Magistrate exercises the jurisdiction of two Justices of the Peace in such cases (e.g. some traffic offenses). By virtue of Section 3 of the Justice of the Peace (Appeals) Act, any person aggrieved or affected by judgment of any justice exercising summary jurisdiction can appeal to the Circuit Court of the Parish in which the judgment is pronounced or to a Judge of the Supreme Court.

Court Admissibility of a Digital Audio Record

In the 1960s and 1970s, many courts worldwide began to look for alternative methods to traditional stenograph court reporting for budgetary reasons. Those courts began using analog tape recorders to supplement coverage of trial proceedings in the lower courts and taking depositions. Tape recording technology changed from reel-to-reel recording systems to cassette tape recording systems through the early 1980s, and then to the development of digital recording systems, starting in the latter part of the 1990s. As courts grew, so did the use of digital court recording technology to the point that the technology is now used worldwide in virtually all types of courts and situations.

As country budgets became strained to the breaking point and technology advanced, the courts struggled to find new ways to cover more with less. Many court systems worldwide now employ a centralized system of digital court recording that provides one digital court reporter with the ability to cover multiple venues. Courts today now use a blend of court recording technologies, including electronic/digital, stenographic, real-time, and voice writing with voice recognition software to capture and reproduce the spoken record.

Major causes of case resolution delay in Jamaica's court system have been the mode of capture and delivery of the notes of evidence and lack of adequate resources to cope with growing caseloads.

Section 31B of the Jamaica Evidence Act provides that:

“Document” includes, in addition to a document in writing -

(c) any disc, tape, sound track or other device in which sounds or other data (not being visual images) are embodied so as to be capable (with or without the aid of some other equipment) of being reproduced therefrom;

(d) any film (including microfilm), negative, tape or other device in which one or more visual images are embodied so as to be capable (with or without the aid of some other equipment) of being reproduced therefrom.

Section 31D addresses the admissibility of documents as evidence in criminal proceedings and Section 31E-H addresses the admissibility of documents as evidence in civil proceedings.

Court Transcripts

The Judicature (Supreme Court) Act and the Court of Appeal Rules allow the provision of Court Transcripts. Section 12 of the Judicature (Supreme Court) Act provides that: The Registrar ... shall perform the following duties, that is to say...examine, copy, enter, arrange, index and keep, proceedings and records of proceedings in the Supreme Court, and shall permit the public to search and take copies of the same in the office of the Supreme Court at reasonable hours.

Rule 2.5 (1)(b)(i) provides: Upon the notice of appeal being filed (unless Rule 2.4 applies) the registry must forthwith if the appeal is from the Supreme Court arrange for the court below to prepare a certified copy of the record of the proceedings in the court below and a transcript of the notes of evidence and of the judgment.

In the Magistracy, Resident Magistrates must take notes of evidence in longhand to be typed by a typist at a later date. Because RM's are usually in court for most of the day their penmanship deteriorates with the passage of time and this makes it extremely difficult for typists transcribing their notes to decipher their handwriting. As a result, the RM's and typists must work together at a mutually convenient time for the Magistrate to dictate the notes. This poses great difficulty and renders the system of recording and transcribing evidence, tedious and inefficient.⁵

The increased jurisdiction of the RM Courts (now J\$1,000,000), coupled with the large volume of cases being heard by Magistrates,⁶ makes it even more imperative for the implementation of a new system of recording evidence throughout their confines. This becomes even more critical when cases are appealed and typed notes of evidence are not available to RM's to furnish the reasons for their decisions. When one considers that prisoners may be required to spend long periods on remand awaiting hearing and/or the determination of their appeals, the expeditious production of the transcript is critical to the case flow process and to delivering justice in a timely manner. A virtuous circle needs to be created where the confidence of the citizen in the court system is strengthened and there is a lessening of any need for individual citizens to consider resorting to self-help measures in the settlement of their disputes.

In the Supreme Court, there are forty six Computer Aided Transcription (CAT) Reporters and where a court is not serviced by a Reporter, Judges take the notes verbatim. This process not only delays the conclusion of the trial, but Judges are placed in a position where they are taking notes while having to pay close attention to testimony, evidence and the interpretation of the law.

The introduction of digital audio recording technology in the court system would allow the following objectives to be achieved:

- § More complete and accurate transcripts of court proceedings;
- § Fewer delays in the production of transcripts;
- § More expeditious disposition of cases;
- § Better use of resources – Judges and Magistrates will no longer need to act as note takers;
- § Judges and Magistrates can review and tag pertinent testimony;
- § Secure storage on durable media can be achieved;
- § Complete process control from recording through transcription and archiving;
- § Intermittent monitoring which will allow listening to proceedings “o -disc” through headphones to assure proper recording;
- § Quick and easy access to testimony which can be searched by full text or key words or by time;

⁵ The March 2015 International Narcotics Strategy Report of the United States State Department (in the Jamaica section) recommends that “the United States and its international partners continue to support efforts to reform and strengthen Jamaica’s criminal court system.”

⁶ Magistrates hear approximately 95% of the cases that come into the Jamaican Justice System. See Justice Reform in CARICOM:

- § Easy access to, and duplication of, any portion of audio for playback or distribution to transcriptionists, judicial officers or attorney(s);
- § Reduced storage requirements; and
- § A full day's court proceedings can be recorded to a single digital medium like a CD-ROM.

Methodology

A systematic approach was taken to collect data and record court work flow processes using the following tools and methods:

(a) Stratified Random Sampling

This method enabled specific courts to be chosen at random and 30% of cases audited within them in their areas of location. This allowed us to obtain data representative of each court over the period 2010 -2014. This method was chosen because of the short time allowed for the conduct of the consultancy.

(b) Diagnostic, Semi-structured Interviews

These interviews generated information on issues surrounding the data collection and information management processes. The questions were focused on case backlogs. It should be noted that the Office of the Chief Justice provided the consultant with a listing of those persons that it wished the consultant to have interviews with.

(c) Audit of Reports

This technique allowed for probing of reports and data sources, resulting in a clearer understanding of the actual duties being performed by officers assigned to collect and report on data at each court location.

(d) Direct Observations

This technique was used to observe daily routines and actions that court staff may not have been consciously aware of. It allowed for the ascertainment of facts and not opinions by visual evidence. This was an unobtrusive method to collect information. It allowed for each step in the data collection process to be investigated and the confirmation of responses received in interviews.

(e) Telephone Contacts

Telephone contacts were initiated with court staff in various courts in order to verify work flow processes. This step was conducted after a careful review of previous reports and literature relating to the courts in Jamaica, courts in the wider Caribbean region and courts outside the Caribbean region.

Consultancy Study Limitations

- In the whole area of case tracking, the Judicial Enforcement Management System (JEMS), an American off-the-shelf data management system, was acquired for Jamaica in 2005 to address problems relating to the manual management of data in the court system.

The manual system was accompanied by problems such as tedious searches, misplaced files, as well as inconsistent/ improper recording, making it difficult to track changes. JEMS was therefore introduced mainly for the purpose of case -tracking. The system however does not update automatically; hence, data is not current and needs to be further coded to reflect the realities of the Jamaican case information environment. Because the system was implemented to address case-tracking issues, there was a delayed focus in identifying and implementing the optimum configurations required to enable data collection, management, along with statistics generation and dissemination. At this time JEMS is being utilized in the Supreme Court⁷ and it was of limited utility in enabling the consultant to easily collect the current statistical baseline data information that was needed for this consultancy.

- A wide universe of court system actors was not available to the consultant for interview under this study as originally envisaged as a relatively small listing of persons available for interview at the various court levels was provided to the consultant by the Office of the Chief Justice. This reality significantly limited the breadth of the personal-contact information that was provided to the consultant. The data collection forms for members of the Court of Appeal were taken from the consultant by the Office of the Chief Justice to have the information provided and were never returned after consultant request.
- Another major limitation to the conduct of this study was the fact that Darby Darby & Associates research personnel were not granted permission to personally search court case files due to existing limitations on information being gleaned in this fashion. As a result, many critical pieces of information pertinent to the successful conduct of the consultancy had to be obtained from secondary sources.

⁷ For a general discussion on the use of JEMS in the Jamaica Court System, see 2011, Inter-American Development Bank (IDB) Institutional Diagnosis of Organizations, pages 56-62, by Karlene McKenzie, et al.

Analyses

(a) S.W.O.T. ANALYSIS

The Strengths, Weaknesses, Opportunities and Threats accompanying the proposed establishment of a Pilot Digital Audio Recording Project in Jamaica are identified as follows:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Judicial familiarity with the contents of several studies/recommendations on how to improve/upgrade the court reporting system.⁸ • The Jamaican Court System presently contributes to the Government of Jamaica’s nationally integrated electronic statistical database called JAMSTATS. JAMSTATS contains information on some of Jamaica’s most critical social and economic data. • The EU and DFATD already have lender/donor assistance programs on the ground that can support the proposed Pilot Digital Audio Recording activity in critical technical and equipment procurement and delivery areas.⁹ 	<ul style="list-style-type: none"> • The Judiciary does not have full control over its infrastructure budget allocations. • Unpredictable flows of financial resources from Government of Jamaica to Court System. • Weak external support services such as access to reliable high-speed Internet and Intranet services. • Poor accommodation for the courts accompanied by inadequate facilities for the judiciary and professional, technical and administrative staffs. • The absence of well-defined sustainability plans which make provision for the systematic maintenance and replacement of court system technological aids. • The information management system of the Courts is manual, heavily paper-based and inadequate to provide needed real-time data.¹⁰ • There is presently no statistical unit based at the Court of Appeal, Supreme Court or in the Resident Magistrates Courts.¹¹

⁸ See generally Justice David Fraser in the Jamaica Gleaner of March 26, 2014 in which he posits that the administration of justice in Jamaica will increasingly be enhanced and facilitated by advances in research and technology.

⁹ See Appendix B for details on the European Union and Canadian Government Lender/Donor Programs.

¹⁰ See “An Organizational Review of The Informational Management System: A Case Study on Jamaican Courts in Preparation for the Introduction of The Regional System of Standardized Indicators for Peaceful Co-existence and Citizen’s Security” by Horatio Morgan and Dr. Suchismitaa Sengupta

¹¹ The responsibility for data collection and storage is carried out by the Strategic Planning, Policy Research and Evaluation Division of the Ministry of Justice.

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Significantly reduce civil and criminal case backlogs in the Jamaica Court of Appeal, Supreme Court and Resident Magistrate Courts. • Reinforce the administrative and other systems that maintain the independence of the judiciary. This is particularly the case were a Statistical Implementation Unit for the Court established in the Court Management Services.¹² • Introducing another scientific management system throughout the Jamaica Court System with a view to enhancing performance standards, transparency and citizen accountability. 	<ul style="list-style-type: none"> • Withdrawal or delaying of Government of Jamaica financial support for specific justice reform initiatives due to other imperatives. • Withdrawal /curtailment/modification of the technical and equipment procurement and delivery support being offered by international donors that complement the Digital Audio Recording support being offered by JURIST.
<ul style="list-style-type: none"> • Equip Jamaican courts with more modern and appropriate technologies to enhance their operational efficiencies and support their internal management and operational systems. • Expand training opportunities and develop new, more cohesive, internal training systems for judges, magistrates and court staff. • Enhance access to justice on the part of the Jamaican citizenry. • Sharply reduce the possibility of citizens resorting to self-help measures due to frustration at the speed at which their rights are vindicated. 	<ul style="list-style-type: none"> • Insufficient attention paid to the design of sustainability mechanisms that seek to ensure the currency and longevity of technological improvements to the court system. • Natural disasters striking Jamaica that damage or destroy physical or ICT systems that were established at great cost and which are not easily replaceable financially.

¹² A Court Services entity that was set up in August 2008 by the Government of Jamaica, through the Ministry of Justice and in collaboration with the Public Sector Modernization Division (PSMD), Cabinet Office.

(b) Case Baseline Analyses

Flow of cases within the Jamaica Court System

The movement of cases within the Jamaican Justice System is represented graphically in Diagram 2 below:

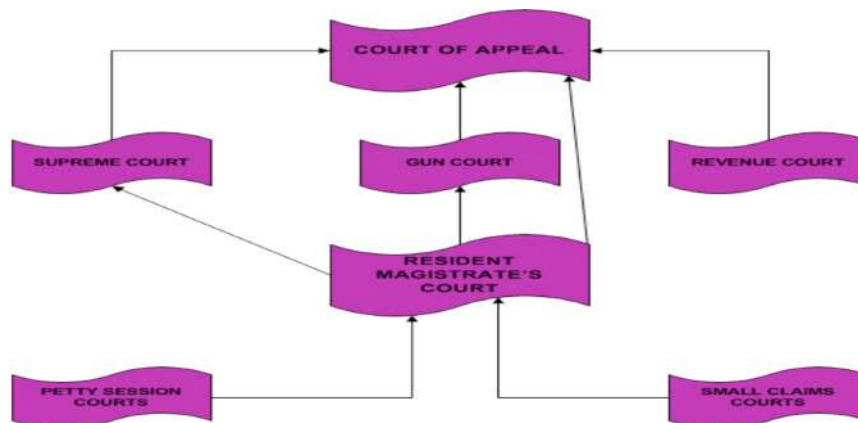


Diagram 2

Consultancy Objective-

Deliverable #1

“Case Flow Analysis showing the filing and disposition status of cases in the Court of Appeal, High Court (Civil and Criminal) and Magistrates’ Courts in the Jamaica Court System, which will include specific reports such as (i) time to disposition; (ii) clearance rates; and (iii) age of pending case load and related information that would be useful in making scientific comparisons of the current performance and the performance resulting from the measures introduced during the pilot project. The information should use the presentation tables already in place or as modified.”

Consultancy Objective # 1 Deliverable

St. James Resident Magistrate’s Criminal Court

A. Case Flow Process

Step-1 The case document is submitted by the Police to a Case Progression Officer. The document is checked for completeness and is only passed on after all the relevant documents have been submitted.

Step-2 An information number is assigned to the file at the Petty Sessions Desk.

Step-3 The file is entered into the court sheet for trial and given a court date.

Step-4 The file is submitted to the Clerk of the Court for review before the trial date. The Clerk of the Court takes the file to court for trial.

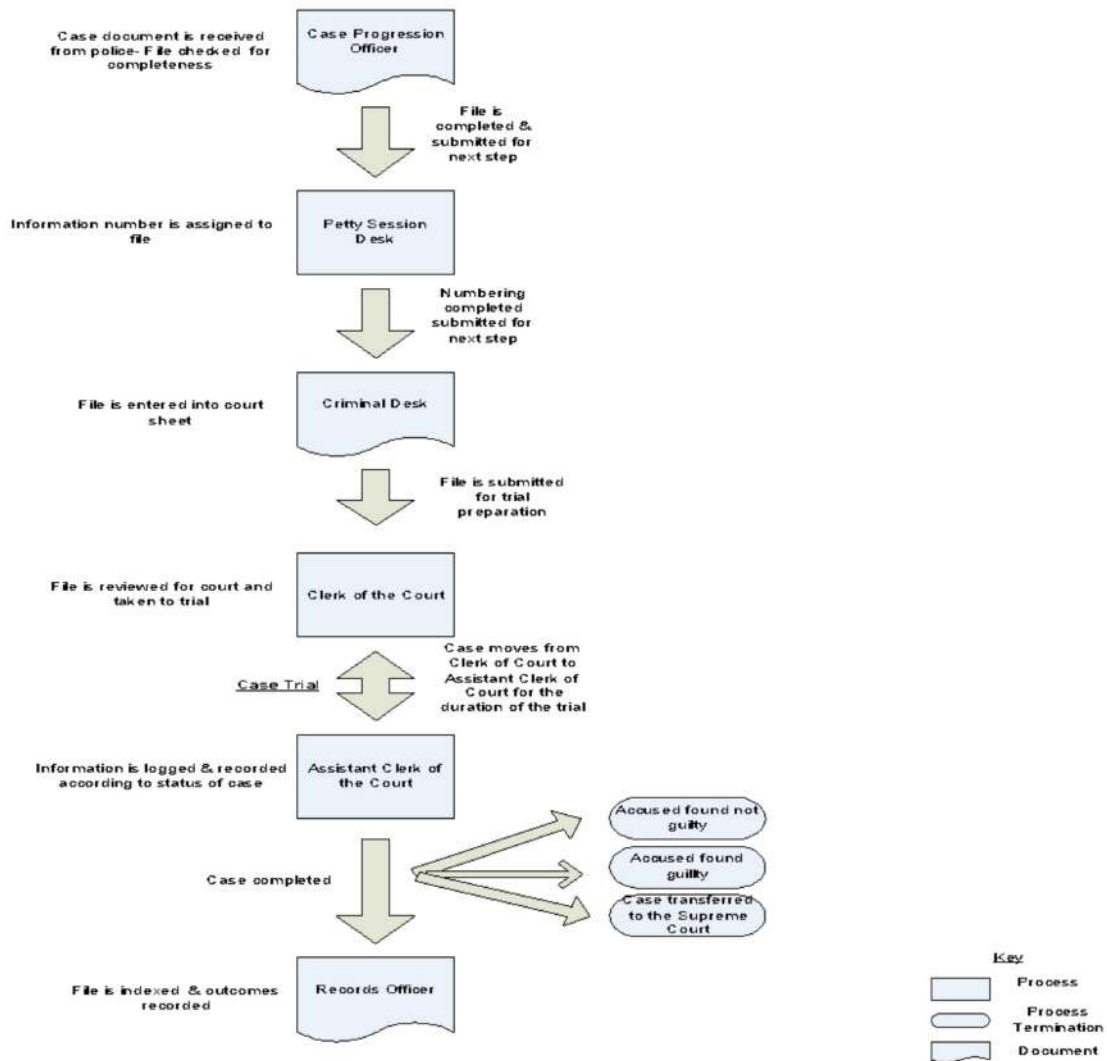
Step-5 The file is returned to the Assistant Clerk of the Court after the initial court date for the day’s proceedings to be recorded such as for subpoenas, bail etc.

The file moves between the Clerk of the Court and the Assistant Clerk of the Court until the case is finalized.

Step-6 The information is logged by the Assistant Clerk of the Court according to the relevant case outcome. The outcome could be case dismissed, accused found guilty or case transferred to the Supreme Court.

Step-7 Case information recorded by Recording Officer and file closed. A graphical representation of the case flow process is provided below:

Case Flow Process - St James Resident Magistrate Criminal Court



B. Clearance and Case Load Pending Rates

Case/ Work Load Analysis

In order to appreciate and understand the workload of the Jamaican Court System, it is necessary to accurately measure the performances of different courts based on their intake and output of cases. This data was obtained from the Work Done Reports of the Courts over the years 2010-2014. The aim was to establish clearance rates, time to disposition and age of pending caseloads.

For the purposes of this consultancy, Clearance Rates are defined as the number of completed cases for the particular year divided by the number of new cases that enter the court for the particular period. Age of pending caseloads is defined as the number of cases traversed divided by the number of new cases. Time to disposition was established by the perusal of a sample of cases in each court and extracting from this perusal, the relevant percentile of times most cases are completed, using a skimmed mean process. The average time indicated by this percentile indicates the actual time in which cases are completed. Information for each court is presented below:

Figure 1 below shows Case Inflows, Completed Cases and Traversed Cases for the years 2010-2014 in the St. James Resident Magistrate's Criminal Court.

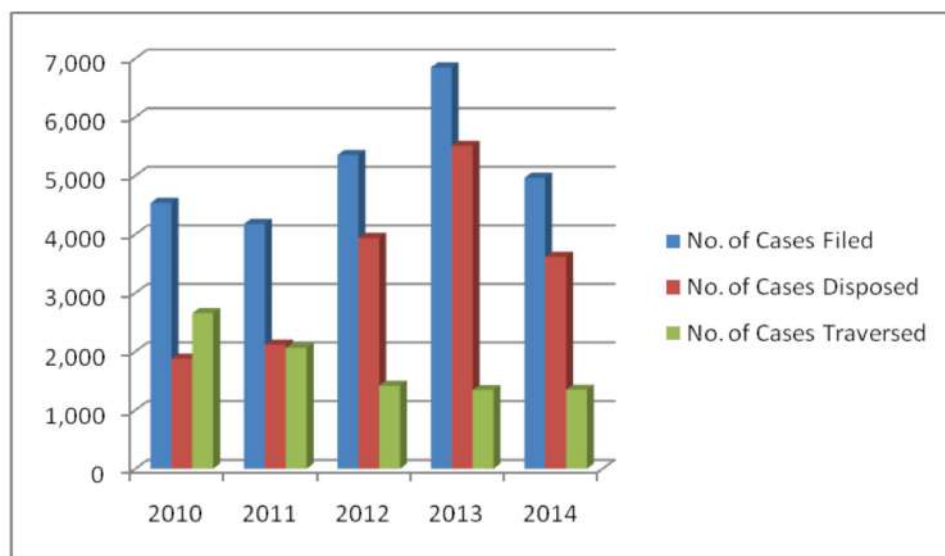


Figure 1

Based on Figure 1 above, it can be seen that in all areas cases increase over the years 2010, 2012 and 2013 after which a decrease in case filings was observed.

Table 1 below shows the Clearance Rate and Caseload Pending Rates for the St. James Resident Magistrate's Criminal Court:

Table 1

YEAR	2010	2011	2012	2013	2014
Clearance Rate (completed cases)	0.34	0.32	0.35	0.41	0.43
Pending Case Load Rate (traversed cases)	0.66	0.68	0.65	0.56	0.57

From Table 1 above it is estimated that the court cleared about 1 of every 3 cases that entered the court system from 2010 to 2012 and 1 of every 2 cases that entered the system in 2013 and 2014.

C. Time to Disposition of Cases and Number of Court Appearances

(i) Time to Disposition of Cases

Based on the data set supplied by the court and the use of Bootstrap Percentile Analysis, the highest average for case completion times fell within the 70th percentile region in the range 15.9 – 23.86. In this case the mean time was twelve (12) months. This showed that on average a case stays eighteen (18) months in that court before it was completed. Please see the table below;

Table 2: Shows the Length of Time it takes to complete a Case in months in the St James RM Criminal Court

		Statistic	Bootstrap ^a			
			Bias	Std. Error	BCa 90% Confidence Interval	
					Lower	Upper
N	Valid	116	0	0	.	.
	Missing	0	0	0	.	.
Mean		14.40	-0.03	1.41	12.02	16.44
Percentiles	25	1.00	0.43	0.50	1.00	2.00
	50	11.50	-0.56	1.95	6.58	13.00
	70	18.00	1.12	3.66	15.90	23.86

a. Unless otherwise noted, bootstrap results are based on 116 bootstrap samples

For the purposes of this consultancy, based on the data received, the average time a case remains in the St. James Resident Magistrate’s Criminal Court before completion is eighteen (18) months.

(ii) Number of Court Appearances

Based on the data set supplied by the court and the use of Bootstrap Percentile Analysis, the highest average for case completion times fell within the 70th percentile region in the Confidence Interval range 11.9 – 12.00. In this case, the mean average of time ascertained was 12. This showed that on average an accused appeared at least twelve (12) times in court before the case was completed. See Table 3 below:

Table 3: Shows the average number of times an Accused person appears in the St James RM Criminal Court before a case is completed

		Statistic	Bootstrap ^a			
			Bias	Std. Error	BCa 90% Confidence Interval	
					Lower	Upper
N	Valid	116	0	0	.	.
	Missing	0	0	0	.	.
Mean		8.26	-0.05	0.67	7.16	9.51
Percentiles	25	2.00	-0.37	0.56	1.00	2.00
	50	6.00	0.74	1.36	5.00	9.00
	70	12.00	-0.20	1.06	11.90	12.00

a. Unless otherwise noted, bootstrap results are based on 116 bootstrap samples

For the purposes of this consultancy, based on the data received, the average number of times an accused in a case faced the Corporate Area Resident Magistrate’s Criminal Court is twelve (12) occasions.

St. James Resident Magistrates Civil Court

A. Case Flow Process

Step -1 The case is commenced by a complainant. Documents prepared and given to complainant to serve. A return date is also given to the complainant by the Court Assistant.

Step -2 Signed served document returned to court and checked by Court Assistant.

Step -3 The file is stored in a batch marked for the same trial date.

Step -4 The Court Sheet is prepared by Court Assistant.

Step -5 The file is received by Clerk of Court for trial.

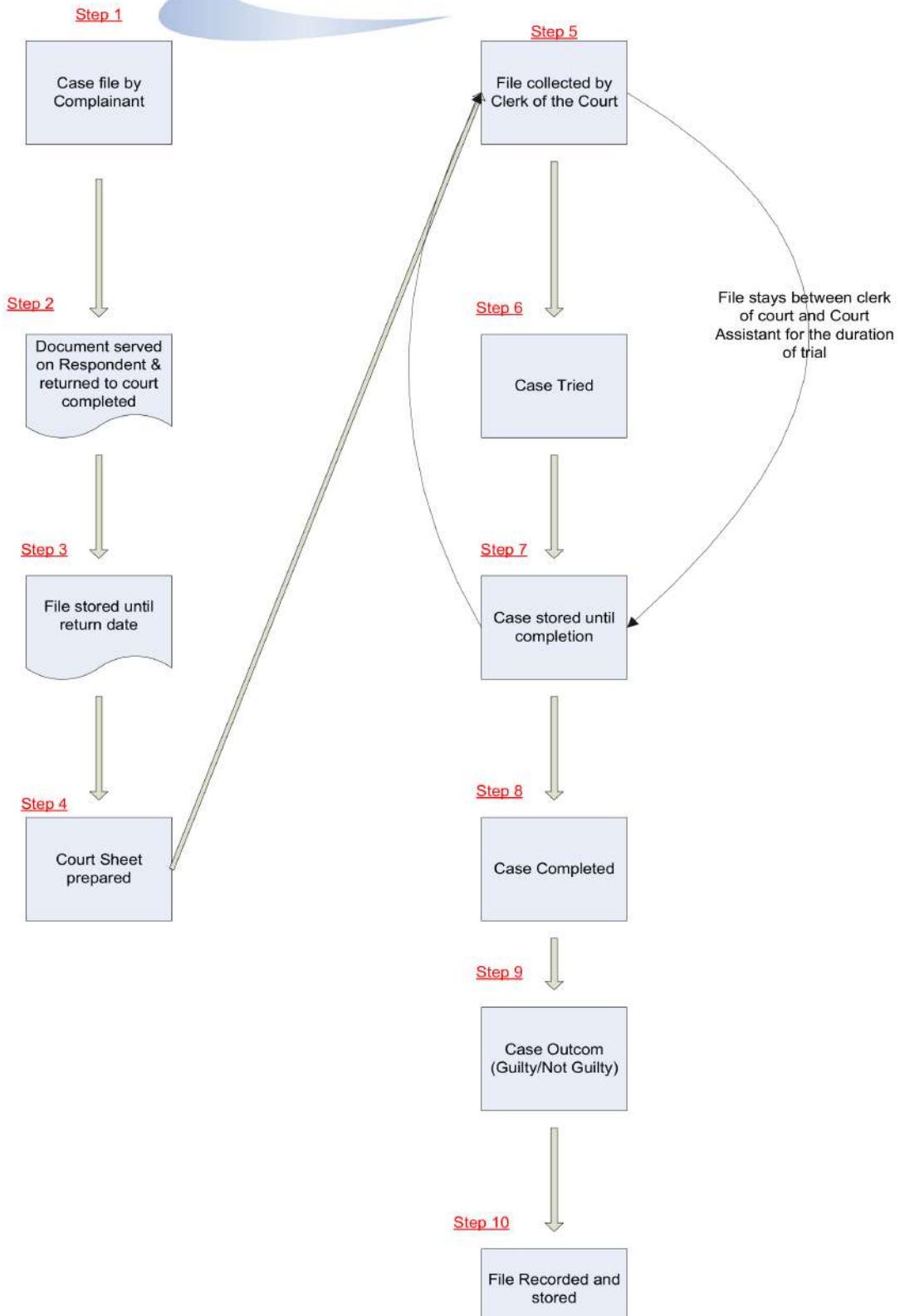
Step -6 Case is tried- File stays between Clerk of Court and Court Assistant for the duration of trial.

Step -7 Case completed- Outcome (guilty or not guilty).

Step -8 File is recorded and stored.

See below graphical representation of case flow process.

St. James Resident Magistrate's Civil Court
Work Flow Process



B. Clearance and Case Load Pending Rates

Figure 2 below shows Case Inflows, Completed Cases and Traversed Cases for the years 2010- 2014(1-5) in the St. James Resident Magistrate's Civil Court

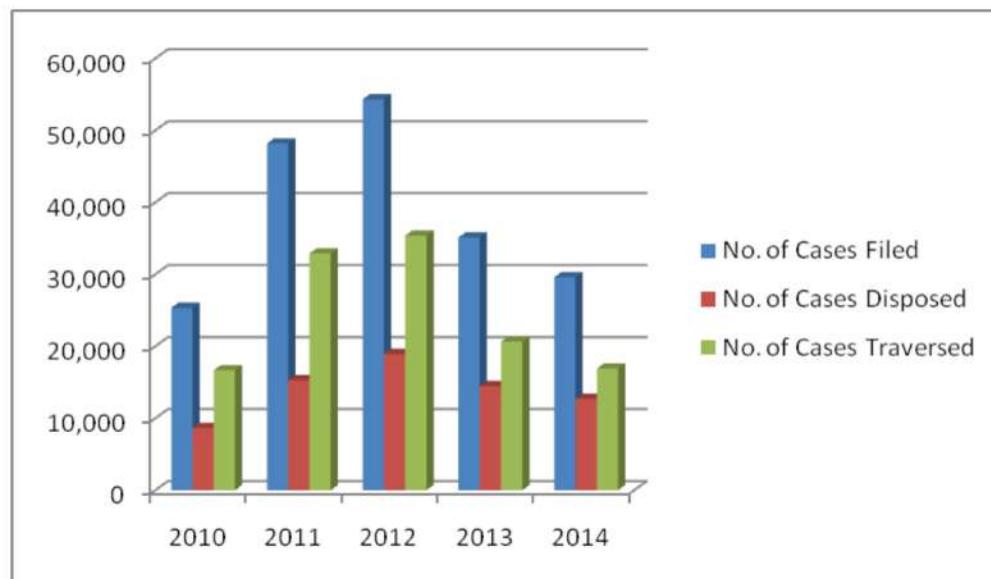


Figure 2

Figure 2 above illustrates a fluctuating trend for all cases that entered the court over the specified period. It was observed that the number of cases filed was steadily increasing until the year 2013, where a marginal decrease in the number of cases disposed of was recorded. The number of cases traversed steadily declined throughout the five (5) year period.

Table 4 below shows the Clearance Rate and Caseload Pending Rates for the St. James Resident Magistrate's Civil Court

YEAR	2010	2011	2012	2013	2014
Clearance Rate (completed cases)	0.41	0.51	0.74	0.80	0.73
Pending Case Load Rate (traversed cases)	0.59	0.49	0.26	0.20	0.27

It is estimated that in 2010 and 2011 this court cleared about one (1) of every two (2) cases that entered its purview and one (1) of every three (3) that entered in 2012. For the years 2013 and 2014 this court cleared three (3) of every four (4) cases that entered it.

C. Time to Disposition of Cases and Number of Court Appearances

Based on the data set supplied by the court and the use of Bootstrap Percentile Analysis, the highest average for case completion times fell within the 75th percentile region in the range 13.00 – 24.06. In this case the mean time was twenty four (24) months. This showed that on average a case stays twenty four (24) months in that court before it is completed. See Table 5 below:

Table 5: Shows the Length of Time it takes to complete a Case in months in the St James RM Civil Court

		Statistic	Bootstrap ^a			
			Bias	Std. Error	95% Confidence Interval	
					Lower	Upper
N	Valid	115	0	0	115	115
	Missing	0	0	0	0	0
Mean		12.63	-0.09	1.27	10.25	15.26
Percentiles	25	1.00	-0.09	0.52	0.00	2.00
	50	10.00	-0.99	2.89	3.00	12.00
	75	24.00	-2.74	4.11	13.00	24.06

a. Unless otherwise noted, bootstrap results are based on 116 bootstrap samples

For the purposes of this consultancy, based on the data received, the average time a case remains in the St. James Resident Magistrate’s Criminal Court before completion is eighteen (18) months.

(ii) Number of Court Appearances

Based on the data set supplied by the court and the use of Bootstrap percentile analysis, the highest average for case completion times fell within the 75th percentile region in the Confidence Interval range 11.00 – 15.06. In this case, the mean average of time ascertained was 12. This showed that on average an accused appeared at least 14 times in courts before the case was completed. See Table 6 below:

Table 6: Shows the average number of times an accused person appears in the St James RM Civil Court before a case is completed

		Statistic	Bootstrap ^a			
			Bias	Std. Error	95% Confidence Interval	
					Lower	Upper
N	Valid	115	0	0	115	115
	Missing	0	0	0	0	0
Mean		8.29	-0.02	0.63	7.06	9.50
Percentiles	25	2.00	-0.34	0.63	1.00	3.00
	50	6.00	0.38	1.39	3.94	9.00
	75	14.00	-0.73	1.31	11.00	15.06

a. Unless otherwise noted, bootstrap results are based on 116 bootstrap samples

For the purposes of this consultancy, and based on the data received, the average number of times an accused in a case faced the Corporate Area Resident Magistrate's Criminal Court is on fourteen (14) occasions.

SUPREME COURT OF JAMAICA – HIGH COURT CIVIL

The Supreme Court of Jamaica was unable to supply information on this critical area of performance as a result of which, the consultant was unable to assess its performance. It was reported that due to a shortage of resources (both technical and human), the court did not possess the necessary capabilities to gather and store the required information. This state of affairs worsened after 2012 when the Ministry of Justice was called in to perform these duties. The Ministry too lacked the necessary resources to constantly gather and monitor the data.

In order to close the technical resource gap the Justice Reform Unit (JRU) of the Ministry of Justice has been advertising for a Data Collection Specialist for the Courts from 2014 to present. This vacancy has not yet been filled and there seems to be no suitable candidates with the specialized knowledge available for the position at this time.

A. Case Flow Process

Step -1 Matter commences from Fixed Date Claim form and claim form.

Step -2A Acknowledge served within forty two (42) days of its filing

Step 2B Defense filed within forty two (42) days of its filing

It must be noted that many actions can commence here ranging from ancillary claims to court orders

Step -3 Matter is sent to Mediation

Step 3B Matter is disposed / settled

Step -4 Matter goes to trial

Step -5 Matter is complete, Judgment handed down

Step -7 Case completed- Outcome (guilty or not guilty)

Step -8 File is recorded and stored away.

Supreme Court of Jamaica- High Court Civil Workflow

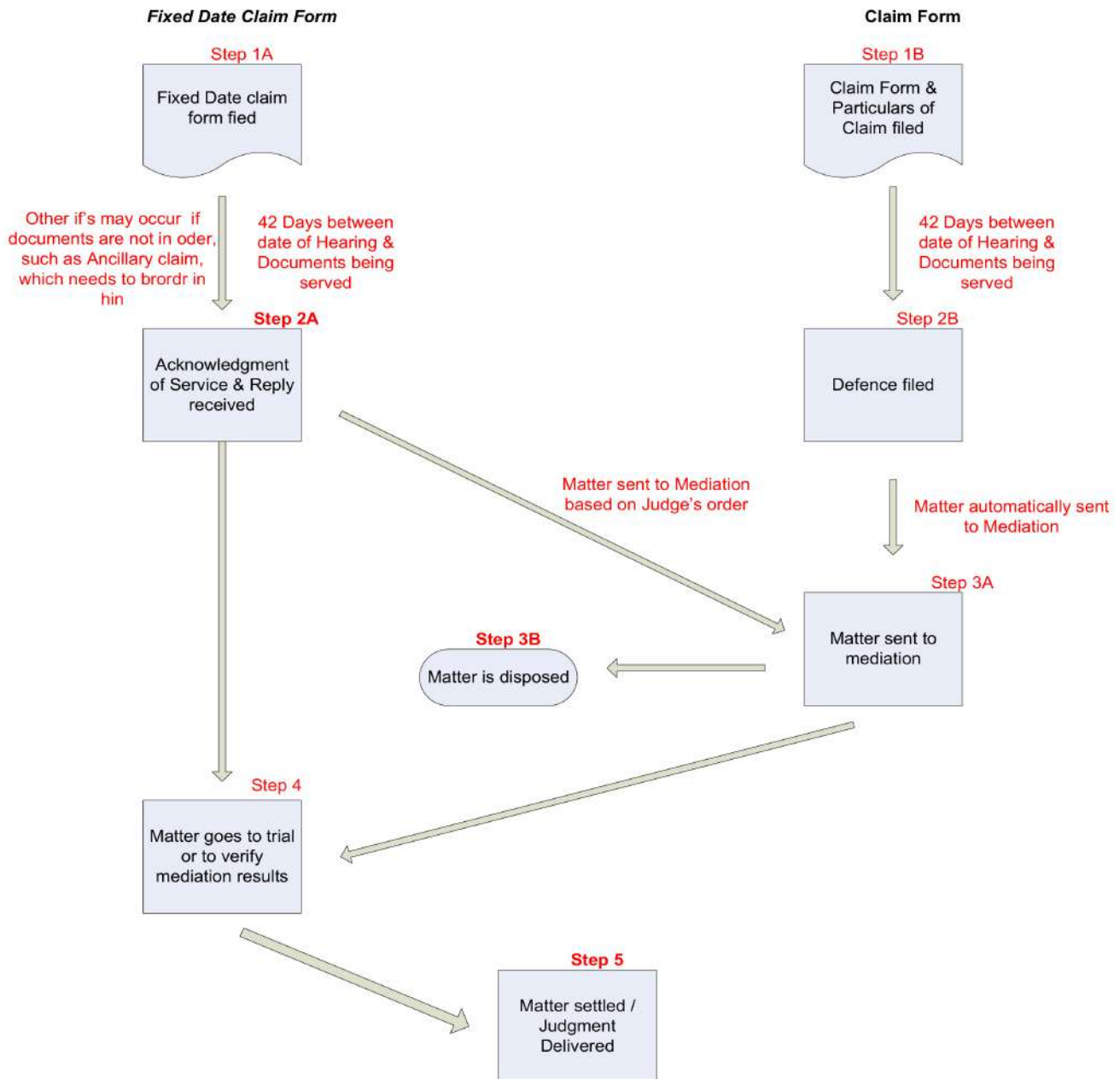


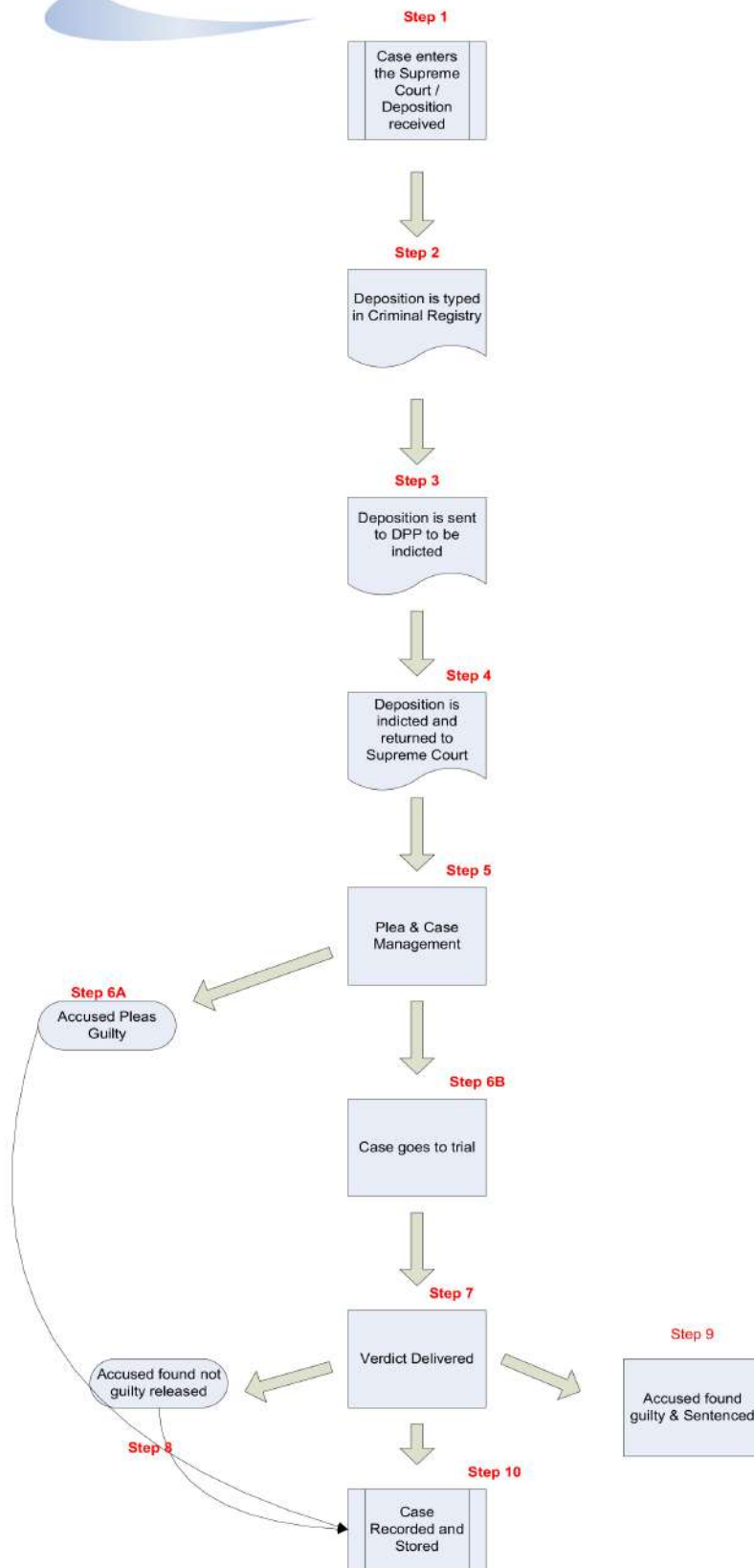
Diagram 4

SUPREME COURT OF JAMAICA – HIGH COURT CRIMINAL

A. Case Flow Process

- Step -1** Case is received at the Supreme Court. A case may originate from the Resident Magistrate's Court via a deposition.
- Step -2** The deposition is typed at the Supreme Court by Typists.
- Step -3** The case is sent to the Director of Public Prosecutions (DPP) to be indicted.
- Step -4** The Deposition is returned to the Supreme Court after indictment.
- Step -5** A Plea and Case Management hearing is held to prepare for trial.
- Step -6** Accused Pleads Guilty.
- Step -6B** Case goes to trial.
- Step -7** Verdict delivered.
- Step -8** Accused found not guilty Released.
- Step -9** Accused found guilty – Sentenced.
- Step 10** Case recorded and stored.

Supreme Court -High Court Criminal Case Flow Process



B. Clearance and Case Load Pending Rates

Court of Appeal Figure 3: Shows Case Inflows, Completed Cases and Traversed Cases for the years 2008-2012 (1-5) in the High Court Criminal Section of the Supreme Court of Jamaica

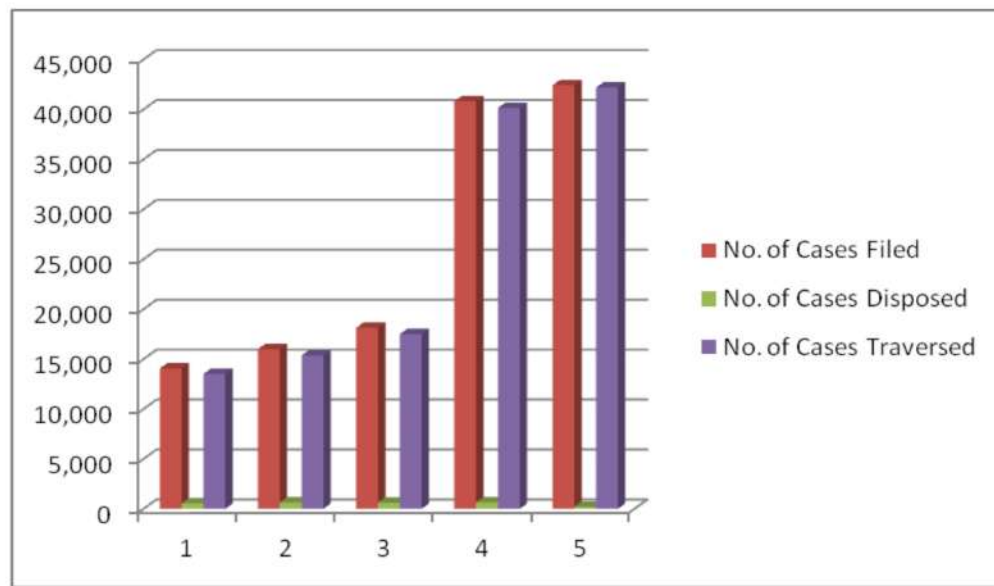


Figure 3

Figure 3 above shows a constant low trend of case completion at the Supreme Court of Jamaica (Criminal). Cases traversed and filed are constantly increasing and at year 2011 the cases more than double the number of cases at the start of the period for the respective areas except in the number of cases disposed area.

Table 7: Shows the Clearance Rate and Caseload Pending Rates for the High Court Criminal Division of the Supreme Court of Jamaica

YEAR	2008	2009	2010	2011	2012
Clearance Rate (completed cases)	0.04	0.04	0.04	0.02	0.005
Pending Case Load Rate (traversed cases)	0.96	0.96	0.096	0.98	0.99

It is estimated that from 2008 – 2012 this Court cleared about 1 of every 10 cases that entered it and the disposition rate was noted to be falling incrementally over the period.

C. Time to Case Disposition

No information/data was made available to the team by the court system to assess the actual case disposition rates of this Court.

A. Case Flow Process

Step -1 Court Assistant (Desk Officer) – receives Notice of Appeal filed (High Court Appeal), Advice of Appeal and other documents (RM Court Appeal); 4 copies of file prepared.

File sent to Registrar (Supreme Court Appeal) or Court Administrator (RM Appeal) based on the origins of the matter.

Step -2A Registrar requests necessary documentation from Supreme Court.

Step -2B Court Administrator checks file for completeness and liaises with external parties to complete file.

Step -3A Registrar receives all necessary documents and notifies parties to say Matter is going to case management list or cause list, then trial list a week later.

Step -3B Completed RM Appeal file sent to Registrar to place on cause list then trial list a week later or to the case management list.

If parties are not satisfied, the matter is taken off the list and placed in a pending file until the existing issues are settled (matter stays at step 3)

For Case Management

Step -4 Date set for Chambers- Notice for Case Management sent out.

Step -5 Matter goes to Chambers.

Step -6 Decision handed down by panel of three Judges.
(Move to step 9)

Step -9 Parties notified in writing that matter is completed and decision(s) made.

Step -10 Court Assistant records information and stores away file.

If one or both parties are not satisfied with the decision; the next step may be taken.

Step -11 Matters taken to Judicial Committee of the Privy Council.

Matters not settled in Case Management-go to trial list

Step-7 Matter goes to full court.

Step -8 Decision handed down by Panel of 3 Judges.

Step -9 Parties notified in writing that matter is completed and decision(s) made.

Step -10 Court Assistant records information and stores away file.

Matters can be taken off court list on request of attorneys and placed in a Taken Out of List File – (goes back to step 2)

If one or both parties are not satisfied with decision; the next step may be taken.

Step -11 Matters taken to the Judicial Committee of the Privy Council by respective party (ies).

COURT OF APPEAL

B. Case Flow Process- Court of Appeal

Step -1 Court Assistant (Desk Officer) – receives Notice of Appeal filed (High Court Appeal) Advice of Appeal and other documents (RM Court Appeal); 4 copies of file prepared for each judge and registry.

File sent to Registrar (Supreme Court Appeal) or Court Administrator (RM Appeal) based on the origins of the matter.

Step -2A The Deputy Registrar /Court Administrator request necessary documentation from Supreme Court.

Step -2B The Court Administrator checks file for completeness and liaises with external parties to complete file.

Step -3A The Registrar receives all necessary documents and notifies parties to say matter is going on case management list or cause list, then set matter for hearing.

Step -3B The completed RM Appeal file sent to Registrar to place on cause list then trial list a week later or to the case management list.

If the parties are not satisfied, the matter is taken off the list and placed in a pending file until the existing issues are settled (matter stays at step 3).

For Case Management

Step -4 The date set for chambers- Notice for Case Management (Civil) sent out.

Step -5 The matter is heard.

Step -6 A decision is handed down by Panel of 3 Judges.

(move to step 9)

Step -9 The result of the matter is issued.

Step -10 A Court Assistant records information and stores away file.

If one or both parties are not satisfied with decision; the next step may be taken.

Step -11 The matter may be taken to Privy Council.

Matters not settled in Case Management-goes to trial list

Step-7 The matter goes to full court.

Step -8 A decision is handed down by Panel of 3 Judges.

Step -9 The Parties are notified in writing that matter is completed and decision(s).

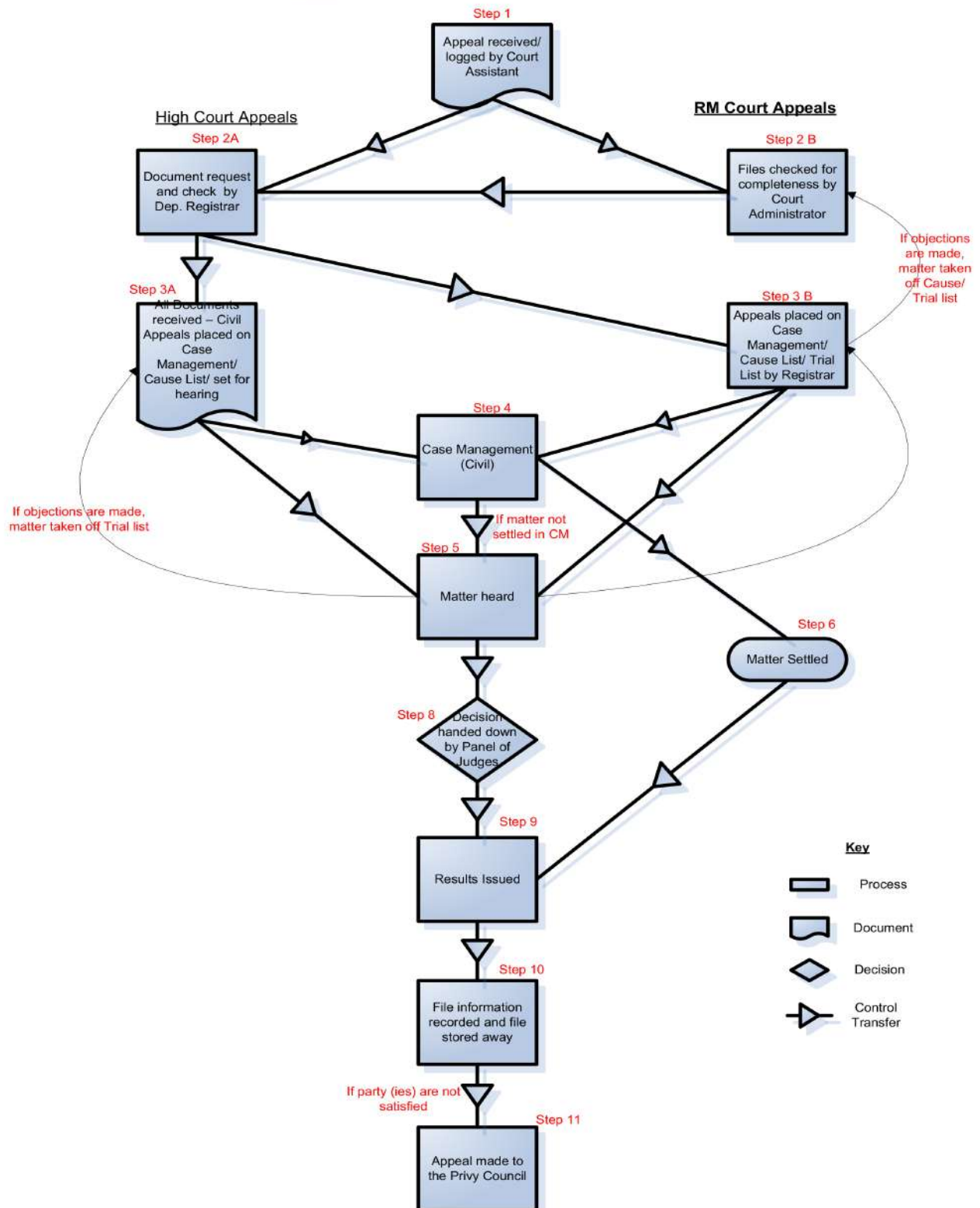
Step -10 A Court Assistant records information and stores away file.

The matters can be taken off court list by request of Attorneys and placed in a Taken Out Of The List File – (goes back to step 2).

If one or both parties are not satisfied with decision; the next step may be taken.

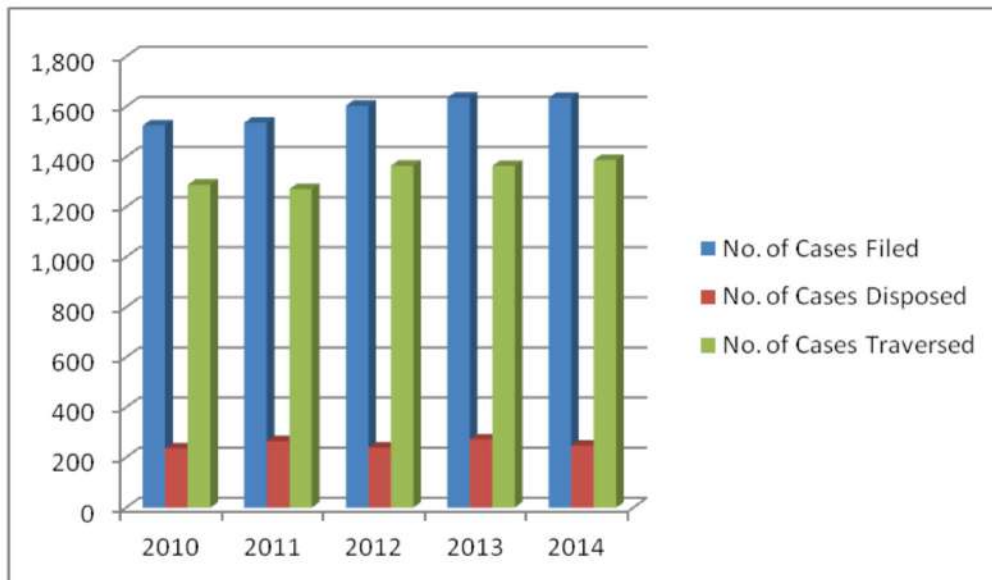
Step -11 The matter maybe taken to Privy Council by respective party (ies).

Work Flow Process Court of Appeal



A. Clearance and Case Load Pending Rates

Figure 4: Shows Case Inflows, Completed Cases and Traversed Cases for the years 2010-2014 in the Court of Appeal



It is interesting to note that the court’s performance remains large the same at approximately 236-265 cases over the five (5) year period (2010-2014), despite a gradual increase in the number of cases that enter the system. Consequently, the number of traversed cases also marginally increased over the period.

Table 8: Shows the Clearance Rate and Case load Pending Rates for the Court of Appeal

YEAR	2010	2011	2012	2013	2014
Clearance Rate (completed cases)	0.15	0.17	0.15	0.17	0.15
Pending Case Load Rate (traversed cases)	0.85	0.83	0.85	0.83	0.85

It is estimated that for all five (5) years the court cleared about 1 of every 5 cases that entered the court system. However, the rate for case completion were exactly 0.15 for the years 2010, 2012 and 2014; and, 0.17 for the years 2011 and 2013. Table 8 shows that the court’s clearance rates were nearly consistent throughout the five (5) year period.

B. Time to Disposition of Cases

On close observation of Court of Appeal records, the information was found to be insufficient, incomplete in some areas and not clearly written in others. These observations were made from a close scrutiny of the books that held the information. The information gathered from the record books were considered unreliable and at best less than adequate for accurate data analysis.

Another issue that plagues the Court of Appeal in its record management activities is the need to accurately separate the data for the four (4) different sections of the Courts where case appeals originate. Those areas are the High Court Civil Division, the High Court Criminal Division, the Resident Magistrate Civil Courts and the Resident Magistrate Criminal Courts. In order to accurately predict case disposition rates, a system is needed to collect information in those relevant areas and divergent cases utilizing tracer studies.

It was learnt that in certain situations trial depositions are needed from the Supreme Court and without these depositions the cases remain in the Court of Appeal before receiving a hearing. The Court of Appeal is therefore forced to wait until all the documentation is in place prior to the commencement of its hearings. This can have a negative effect on the time taken for final disposition of cases on appeal.

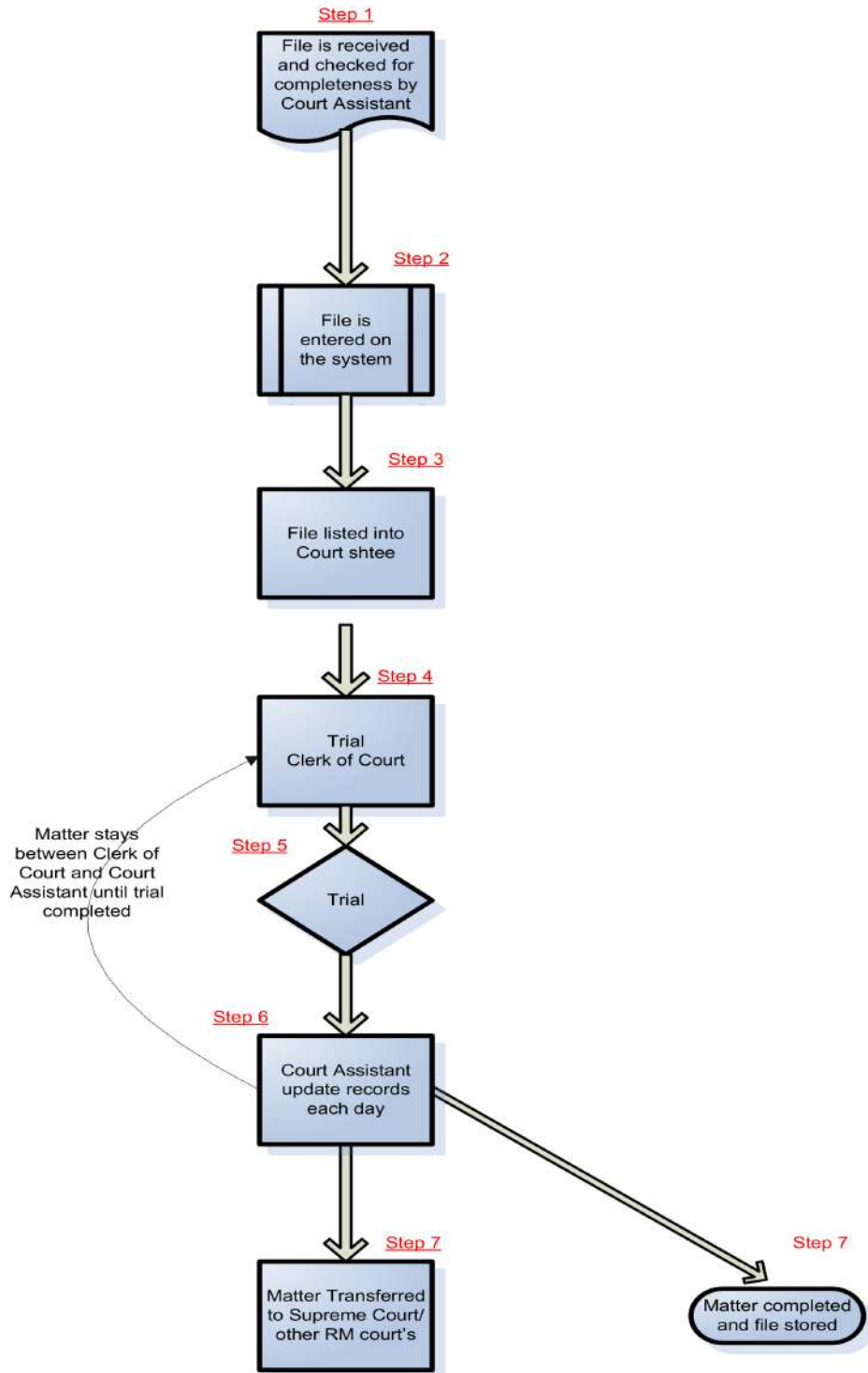
Corporate Area Resident Magistrate's Criminal Court

A. Case Flow Process

- Step -1** Court Assistant receives and checks file for completeness.
- Step -2** A case file number is generated by the computer system for the file and the relevant information is added to the system.
- Step -3** File is sent to the Return Court Assistant and listed in court sheet for the respective court.
- Step -4** Trial- file is taken to court.
- Step -5** File is returned to Court Assistant who updates file /court sheet.
- Step -6** File is taken back to trial until matter is completed.
- Step -7A** Matter is complete- File updated and stored.
- Step -7B** Matter is transferred to Supreme Court.

As a result of the operations, both manual and computerized, the system is updated at the end of each determination.

Corporate Area Criminal Resident Magistrate Court Work flow Process



B. Clearance and Case Load Pending Rates

Figure 5 below shows Case Inflows, Completed Cases and Traversed Cases for the years 2010- 2013 in the Resident Magistrate's Corporate Area Criminal Court.

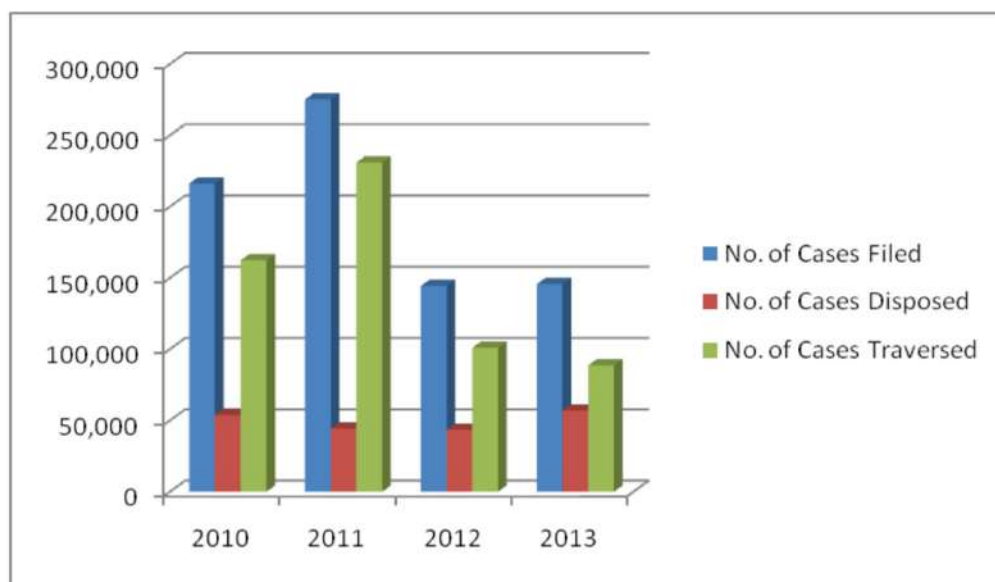


Figure 5

NB: The large number of cases in the Court reflects the high number of minor cases such as Marijuana Possession cases in the Corporate Area.

Figure 5 above shows that the number of cases filed and number of cases traversed rose sharply from 2010 – 2011 and decreased below the 150,000 mark in 2012 and 2013 for both categories of cases. The number of cases disposed remained relatively stable around the 50,000 mark for the entire period.

Table 8 below shows the Clearance Rate and Case load Pending Rates for the Resident Magistrate's Corporate Area Criminal Court.

Table 8 below shows the Clearance Rate and Case load Pending Rates for the Resident Magistrate's Corporate Area Criminal Court.

YEAR	2010	2011	2012	2013
Clearance Rate (completed cases)	0.25	0.16	0.30	0.39
Pending Case Load Rate (traversed cases)	0.75	0.84	0.70	0.61

Table 8 above shows that the case clearance rates for this court were consistent, except for the year 2011, where it fell to 0.16. This consistency was achieved despite an increase in the numbers of cases that entered the system in 2010 and 2012. After this year, it fell below the 150,000 case mark.

Information gleaned from Table 8 above shows the following:

2010 - The clearance rate when compared to the pending caseload rate for the court was three (3) cases completed to (7) cases traversed.

2011 - The clearance rate when compared to the pending caseload rate for the court was one (1) case completed to four (4) cases traversed.

2012 - The clearance rate when compared to the pending caseload rate for the court was three (3) cases completed to (7) cases traversed.

2013 - The clearance rate when compared to the pending caseload rate for the court was two (2) cases completed to three (3) cases traversed.

C. Clearance and Case Load Pending Rates

Figure 6 below shows Case Inflows, Completed Cases and Traversed Cases for the years 2010- 2013 in the Resident Magistrate's Corporate Area Criminal Court

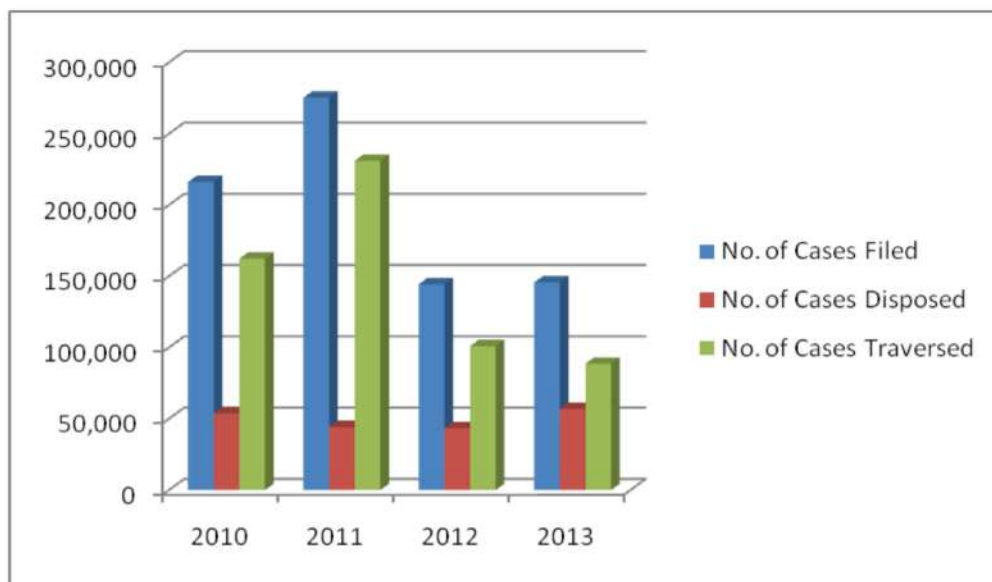


Figure 6

Note: The large number of cases in this Corporate Area RM Court reflects a high number of minor cases such as Possession of Marijuana

(a) Time to Case Disposition and Number of Court Appearances

A random sample of one hundred and eleven (111) cases was taken at the Corporate Area Resident Magistrate's Court. This sample consisted of forty four (44) active and sixty seven (67) disposed (completed) cases across different years in the court, which constituted a 90% Confidence Interval of accuracy, when extrapolated to the population of cases in the court. The following observations were made of the data:

(a) Time to Case Disposition

When excluding active cases, the summed average time for case disposition was twenty two (22) months. However, when active cases were included, the summed average time for case disposition was lowered to thirteen point three (13.3) months. Another statistic used for analysis was percentile analysis, where the percentile with the highest number of cases averaged was observed and recorded. In this case, the percentile with the most cases would be the 75th percentile. This showed that on average a case stays twenty six point five (26.5) months in the courts. See Table 9 below:

Table 9 shows Time to Case Disposition in the Corporate Area Resident Magistrate’s Criminal Court in Months

		Statistic	Bootstrap ^a			
			Bias	Std. Error	90% Confidence Interval	
					Lower	Upper
N	Valid	111	0	0	111	111
	Missing	0	0	0	0	0
Mean		13.333	0.000	0.000	13.333	13.333
Percentiles	25	0.000	0.000	0.000	0.000	0.000
	50	6.000	0.000	0.000	6.000	6.000
	75	27.000	0.000	0.000	27.000	27.000

a. Unless otherwise noted, bootstrap results are based on 111 bootstrap samples

Based on the data received, the average time a case remains in the Corporate Area Resident Magistrate’s Criminal Court before completion is twenty seven (27) months.

(b) Number of Court Appearances

Based on the one hundred and eleven (111) cases sampled, the results showed that on average an accused had nineteen (19) appearances in court before a case is completed. However, if we are to use the percentile with the highest average; then the number of court appearances would increase to twenty five (25).

Table 8 shows the number of Court Appearances in the Corporate Area Resident Magistrate’s Criminal Court in Months

		Statistic	Bootstrap ^a			
			Bias	Std. Error	90% Confidence Interval	
					Lower	Upper
N	Valid	111	0	0	111	111
	Missing	0	0	0	0	0
Mean		18.568	0.000	0.000	18.568	18.568
Percentiles	25	12.000	0.000	0.000	12.000	12.000
	50	16.000	0.000	0.000	16.000	16.000
	75	24.000	0.000	0.000	24.000	24.000

a. Unless otherwise noted, bootstrap results are based on 111 bootstrap samples

Based on the data received, the average number of times an accused in a case faces the Corporate Area Resident Magistrate’s Criminal Court is twenty four (24).

2. Consultancy Objective -

Deliverable # 2

“Report on the backlog of cases with specific information on reserved judgments and part heard cases.”

Objective # 2 Deliverable

The consultant was unable to gather precise information to assess the case load backlog situation for reserved judgments and part heard cases in the Jamaican Court System. A methodology was however established to ascertain the average performance rates of the courts that could provide this information. This methodology identified the time interval within which a case could be completed in Jamaica within the identified court. It took into account all the prevailing conditions and analysed the data as presented. Information in this regard was obtained from the Planning Institute of Jamaica.¹³ Although dated, the consultant had no access to more current information in the Supreme Court and is of the opinion that based on existing trends it is unlikely that the present situation is appreciably more positive than the description provided in this report section.

¹³ Planning Institute of Jamaica, Country Assessment Report of April 2012 ,pages 46- 48

(a) Case Backlogs in Jamaica’s Court System

Case Backlogs in the courts by virtue of the age of matters is closer to one hundred and forty five thousand (145,000). The time taken to finally dispose of a case is currently running at a three- year average in Jamaica. The international standard is a one-year average for the disposition of cases. Cases, particularly those involving murder, rape, carnal abuse, and wounding with intent, on average, take more than two years to be settled.

(b) Backlog (By age of cases)

(i) Court of Appeal

For the Court of Appeal, during the year 2010/11, approximately 40% of the pending appeals were five years and older.

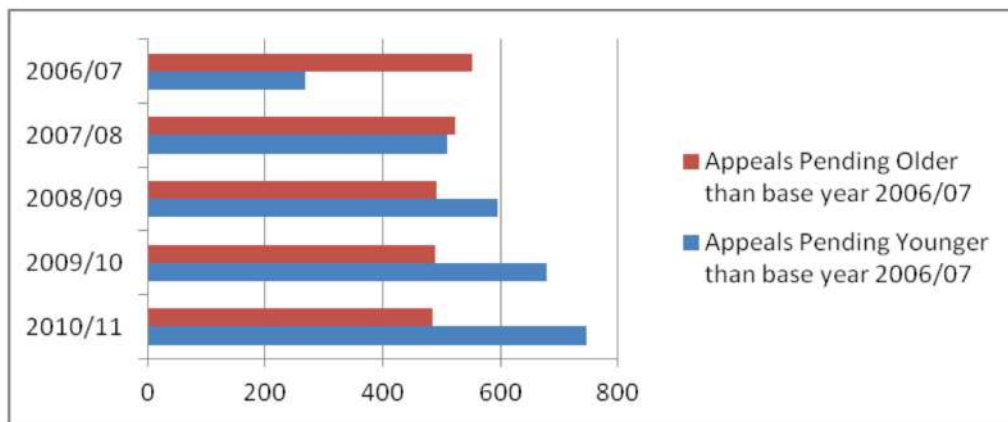


Figure 7: Backlog of Pending Appeals¹⁴

(ii) Supreme Court

To determine the level of backlog in the Supreme Court Criminal Division, an analysis of the Calendars from the Office of the DPP was undertaken. The analysis indicated that approximately 25% of matters listed for trial in the Home Circuit Court were three years and older while approximately 39% of matters listed for trial in the Parish Circuits were aged between one and three years. Only one percent (1%) of matters listed for the Parish Circuits was older than three years.

¹⁴ Planning Institute of Jamaica, Country Assessment Report of April 2012, page 47

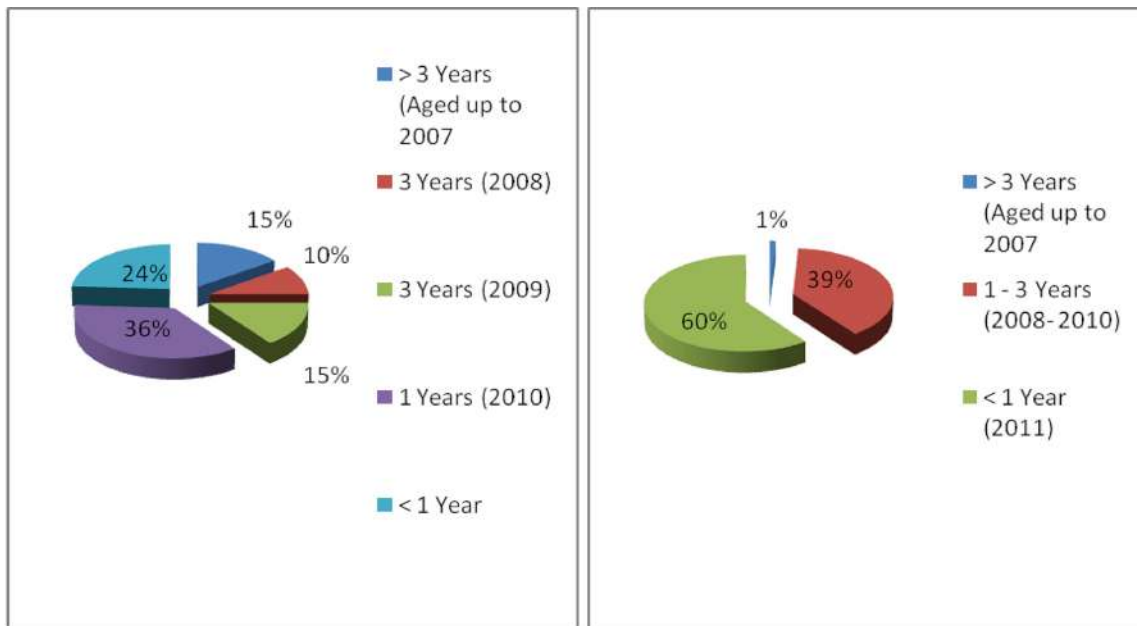


Figure 8: Backlogs in the Home Circuit and Parish Circuits of the Supreme Court

Systemic challenges that might exacerbate case backlogs:

It should be noted that there are many systemic challenges that are presently affecting the Jamaica Court System which might exacerbate the case backlog situation and which are not within the purview of the judiciary to correct. Some of these challenges are:

(i) Poor courthouses and other facilities.

It is very difficult if not impossible to render high quality justice in the physical conditions that exist in most Jamaican courts. Court structures generally are in a dilapidated and antiquated condition and maintenance of facilities is inadequate. Many courthouses:

- Have insufficient space and suffer from chronic overcrowding in both the public and operational areas;
- Have insufficient lighting ventilation and air conditioning;
- Do not have minimally acceptable facilities for the public or court personnel (restrooms, parking, safekeeping areas for court files and records, facilities for handicapped access, counsel rooms, libraries);
- Have inadequate security;
- Do not have sufficient functional basic equipment such as computers, telephones, and facsimile machines; and
- Suffer from lack of specialised spaces for different court activities.

Considering the entire infrastructure, resources and other challenges being faced by the court system at this time, it would be unreasonable to expect that significant court resources would be available to be focused on data collection and analysis. The Supreme Court seemed particularly affected by data collection impediments as it was revealed during the course of the consultancy that it having once supplied the Ministry of Justice with its Work Done and Summary Sheets on a periodic basis it had submitted no further reports since 2012. There was also no evidence that audit and tracer studies on current, aged files and court proceedings were being undertaken. In our view, if these studies were undertaken, significant information could be provided to the Chief Justice on an ongoing basis to facilitate ongoing discussions with the Ministry of Justice on existing court system development needs.

3. Consultancy Objective -

Deliverable # 3

“Assessment of the duration of the court day/week, (e.g. how many hours does the court sit) the time it takes to try cases, (e.g. how many cases are processed per day/week etc.) and the delay between trial and judgment delivery, practice regarding adjournments.”

Objective # 3 Deliverable

The courts are scheduled to sit from 9:00 am to 4:00 pm on Mondays to Thursdays and from 9:00 am to 3:00 pm on Fridays. Occasionally, during trials the courts may sit beyond the scheduled closing time. They do not operate on Weekends or Public Holidays. Due to a lack of available data, the average numbers of cases tried per week were estimated from the Work Done Sheets of each court; with particular reference to the “Cases Disposed” sections. The results are as illustrated in Table 10 below which shows the number of cases completed per week by each court over the period 2010 – 2014.

Court	Year				
	2010	2011	2012	2013	2014
St. James Resident Magistrate’s Court- Civil	36	40	78	106	70
St. James Resident Magistrate’s Court- Criminal	167	294	364	278	244
Corporate Area Criminal Court	4159	5295	2778	2802	Information not disclosed.
Court of Appeal	3	6	5	5	5
Supreme Court-High Court Civil	Information not disclosed.	Information not disclosed.	Information not disclosed.	Information not disclosed.	Information not disclosed.
Supreme Court-High Court Criminal	13	13	5	Information not disclosed.	Information not disclosed.

Note: Averages are based on a fifty two (52) week per year calculation.

Information obtained indicates that it is a practice of the Courts to adjourn cases where more time is needed to prepare case files or where other information necessary to ensure efficient and fair trials is missing. The main reasons for case adjournments are as follows:

- Witness or Witnesses Absent
- Attorneys-At-Law Absent
- Police Officers Absent
- Case Files Incomplete
- Lack of court space to accommodate trials
- Missing files

4. Consultancy Objective-

Deliverable # 4

“Identification of the practice relating to reports, statistical and otherwise of the work and performance of the courts and the methods used to capture and generate the information; and produce relevant reports of statistical analyses of the active caseload inventories, and case processing time.”

Objective # 4 Deliverable

The Jamaican Court System traditionally collected summary and aggregate data through the Ministry of Justice’s (MOJ’s) Work Done Sheets. These sheets contain information on cases filed, cases completed and cases traversed. Up until the year 2012, the Supreme Court of Jamaica submitted this data to the MOJ. Since 2012 no data has been submitted to the MOJ by the Supreme Court. The consultant was unable to ascertain whether the Supreme Court continued to analyse or monitor case load analyses, processing times or inventories since 2012.

In some courts, the data is collected manually from court sheets and books. This may be done at the end of the day or at any other available time, depending on the availability of individual court personnel. The manual system has problems such as tedious searches, misplaced files, as well as inconsistent/ improper recording, making it difficult to track cases.

There is no existing capability in the Court Management Services (CMS) to collect or analyze data, although the CMS was established to provide administrative operational support to the Chief Justice. No Statistics Unit has yet been established in the CMS to enable it to fulfill its important Corporate Planning Unit support role to the Chief Justice. In the event that it is decided to establish a Statistics Unit within the CMS, the structure of the IT Unit of the Republic of Trinidad and Tobago offers a useful guide.¹⁵

Utilising JEMS, the Courts commenced a computerization project in 2002. This ushered in a pilot project in specific courts using JEMS. Data was captured both manually and electronically in this exercise. As previously indicated in this report, JEMS was acquired to address problems relating to the manual data

¹⁵ See Appendix D to this report.

management system used in the Courts. It was therefore mainly utilised for the purpose of case tracking and as it does not update automatically, its data is not current. Because JEMS was implemented to address the issues of cases tracking, not enough thought went into identifying its optimum configuration for data collection, management, and statistics generation and dissemination.

At this time, there is no System Administrator in place to troubleshoot problems associated with the JEMS software. Due to the lack of a System Administrator and Programmer, the system is not properly coded to reflect the Jamaica Court Environment, and cannot be fully configured to solve the court's data-management insufficiencies.¹⁶

As a means of alleviating the identified data collection insufficiencies within the Courts, the Canadian International Development Agency in 2014 instituted a pilot data collection system, using a Windows Excel Base, at the Corporate Area Resident Magistrate's Court. This system collects the following information;

Report- Current Case Status

- Reasons for Next Appearance
- Custody
- Number of Appearances

Report-Age of Case

- Age of Case in Months
- Docket Number
- Charge
- Data of First Appearance
- Date of last Appearance
- Days elapsed since last Appearance
- Total number of Appearances
- Custodial Status
- Total number of Days on Bail
- Days in Custody

Report – Longest in Custody

- Same data as reflected in Age of Case

Report – Type of Charge

- Same data as reflected in Age of Case

Report – Number of Appearances

- Same data as reflected in Age of Case

¹⁶ The consultant did not fully explore whether the addition of the new Amanda JEMS Software to the existing JEMS system would enable it to make this transition.

The above data collection and management system is capable of resolving the problems which it was commissioned to address. It collects information that is relevant to monitor court analysis and performance and could be used to strengthen data collection and the development of relevant information management protocols on a system-wide basis.

The CIDA programme is still in its infancy and needs to be monitored and evaluated to ascertain its full utility with a view to expanding its usage to collect data across the different Resident Magistrate's Courts. The consultant was not able to ascertain that the information presently being collected is being actively used to formulate wider strategic development policies throughout the RM and other Courts.

5. Consultancy Objective -

Deliverable # 5

“Identification of the methods used by the court offices in filing and registering cases and case related documentation with particular information on the extent to and manner in which electronic records are made and maintained, with recommendations for improvement; procedures may differ by court and case type.”

Objective # 5 Deliverable

Prior to the installation of JEMS into the court system, files were paper based and manually stored in a room. However, JEMS brought a measure of increased technology to the courts. It allowed for improvements in records management and filing in those courts that are equipped with the system. The utilization of JEMS therefore brought a certain amount of modernity to the court system. That being said, the courts have not fully embraced the use of technology into their operations. Although JEMS offers the courts the opportunity to go fully electronic, the manual system of recording in books is still very prevalent.

Court offices mainly file cases in books except for the Supreme Court of Jamaica, where a hybrid situation exists where cases files are both manual/paper-based and electronic. At the Supreme Court, documents are also scanned and attached to JEMS for viewing. There are however cases for which documents may not be found due to the large number of documents to be filed. It is suggested that Complainants/ Police Officers/ Attorneys-At-Law be encouraged to prepare electronic versions of their documents along with the hard copies, so that they may be submitted and quickly attached to the corresponding electronic version of the file. This would allow the sitting Judge easy access to the information without burdening the staff to take the hard version of the file to Court or Chambers. Ideally, every document should be uploaded to the system on the same day that it is filed. This is not presently the experience as a gap exists between file submission and entry into JEMS. In a few cases, months may elapse between file submission and its location for entry into JEMS.

Regarding case filing and registering, this is severely hampered in certain courts by a lack of staff resources. This staff resources deficit dictates the pace of the work flow processes within those courts. Therefore, in some instances, it is the same Court Assistant who is asked to undertake multiple functions in addition to his/her data entry duties. The pace at which data entry activities can be undertaken is considerably slowed. It is recommended that Court processes be harmonized across courts and that sufficient staff of the necessary calibre be employed and deployed to effectively undertake specialised functions such as Data Entry Operations.

In other instances where courts are completely manual and paper based, a system of electronic filing should be introduced to enable the efficient storage and location of files. A centralized electronic system could be established to achieve this objective. Another crucial issue, that may dictate the outcome of such an initiative, is the provision of space and equipment to effectively carry out the work. In the courts, where physical space is very limited, electronic filing could reduce the number of files needed and allow for the hard-copy files to be stored at off- site locations. Some courthouses would need to be physically remodelled to accept an electronic system as on the whole the current physical environment is not conducive to safe and secure implementation of electronic filing.

6. Consultancy Objective -

Deliverable # 6

“Analysis of the workload in, and staffing and other resources for, transcribing trial records: identifying the purposes for which the records are made, the method utilized for making the records, the timeliness of record production; and recommendations for improving the process through the use of digital recording of court proceedings.”

Objective # 6 Deliverable

It was ascertained that over the period 2008-2012, the Supreme Court, through the Ministry of Justice, reported that the number of criminal cases that were completed (including those from the Circuit Courts) were respectively 554, 647, 639, 667 and 217. As of 2013, the Transcribing Department of the Supreme Court was staffed with one (1) Chief Court Reporter (mainly performing administrative duties), six (6) Senior Court Reporters and 26 other Court Reporters, totaling thirty three (33) employees. As of 2015, the staff complement of the Transcribing Department was forty six (46) persons. Assuming the use of a base figure of 32, on average, the number of cases completed by each staff member would be 17, 20, 20, 21 and 7 cases respectively for the years 2008 – 2012. This assumption is based on the reality that the Chief Court Reporter does not attend court in most instances. In addition, the assumption made here is that all Court Reporters were at work over the period 2008 – 2012. This assumption would not be in accordance with prevailing work realities in the Department. Based on the existing lack of data in this area and the limited time available to peruse the court’s paper-based documents, this method seemed most appropriate to ascertain the required information.

The Court reporters are assigned to Courts at the Supreme Court, at Circuit Courts held in each Parish and also in special sittings such as National Enquiries and Commissions. There are usually two (2) Reporters assigned to a court who usually spend half (1/2) a day in each court. Prior to the introduction of the real time transcribing machines, the courts used analog machines, which were not able to accurately retrieve information on court proceedings when such requests were made by Judges and Attorneys-At-Law. Since

the introduction of the real time machines, the court tried to go live with the information. Unfortunately, this initiative was not a success because of numerous errors which originated during the transcription process. The courts in response to this challenge reverted to the old operational processes while retaining the upgraded technology. It is recommended that the Court Management Service assesses the situation and put systems in place to re-train or upgrade the training levels of the court reporters to operate in real time in order to obtain the maximum performance of the existing real-time transcription machines. Such an approach would lower transcript production time and reduce the work load of the Court Reporters after case completion.

The services offered by the Court Reporting Department result in transcripts being made available to all parties in a trial and also satisfy the transcript requirement for appeals. Other services rendered included notes read back to court attendees such as Judges and Attorneys-At- Law.

Transcription is a small area within the wider utilization of digital recording technology for the recording of court proceedings. The wider utilization of this type of technology can offer the following benefits to the court sytem:

- Digital audio and/or video recording operations
- Real time verbatim transcribing
- Time stamped and auto link notes in transcribing sessions
- Larger storage spaces for information
- Connection of all courts into one system
- Quick review of notes by Court Personnel such as Judges and Attorney-At-Law

It is regrettable that sufficient data was not made available to the consultant to enable a more in- depth ascertainment of the current performance of the Court Reporting Department.

7. Consultancy Objective-

Deliverable #7

“Report on the way in which the case management and reporting systems are being used in each of the courts identified for the pilot project (namely, the Court of Appeal, the Civil Division of the High Court, the Criminal Division of the High Court and the Magistrates Court) and the reports that they can generate.”

Objective # 7 Deliverable

The Case Management System has been in existence at the Supreme Court of Jamaica for a few years now; specifically, in the Pilot Project Courts. This is a system that was introduced to increase the efficiency of the court system by filtering out cases that may be concluded at an earlier stage and to ensure that when cases are set for trial, they are ready for trial. It further aids the Prosecution/Complainant and Defense Attorneys/Respondents to effectively deal with cases when they are brought before the courts through the full disclosure of evidence. In addition, the utilization of case management processes goes a long way in addressing the long-standing case backlogs that have bedeviled the court system over time by reducing the numbers of cases that go to trial.

Technically, this system should lower the cost of justice within the court system because only when a case is ready for court is it sent to court; and also shortens the time in which a case goes to trial. Hence, it should

alleviate the routine problem of cases appearing before court/ chambers and issues arising that could have been dealt with; which results in the postponement of the matter. In some instances, it saves the different parties financial resources if the individual(s) and/or witnesses are coming from abroad or out of town.

The case management tool allows for case and matter management, time and date setting, litigation support, research, communication and collaboration, data mining and modelling, and data security, storage, and archive accessibility. In addition, other benefits of the programme includes providing the direct functions of case management—that is for case initiation, docketing case progress, calendaring, document generation, and report generation. However, less apparent uses , yet equally important, is the systems’ ability to deliver core functionality in a manner that provides meaningful ancillary benefits to the courts, such as more efficient data entry, more effective data retrieval, fewer data errors, better case management tools, enhanced bar and public access to case information, among others.

Having said all the above, the Case Management process in practice has assisted the development of the court system of Jamaica. However, with the absence of a trained programmer and administrator in place to localize the adopted case management tool (JEMS), the full benefits of the programme will not be realizable over time. In the consultant’s opinion this assertion was proven during the course of this consultancy as we were unable to obtain detailed Supreme Court case disposition information from JEMS during its course.

8. Consultancy Objective -

Deliverable # 8

“To analyse in a set number of randomly selected cases from the Court of Appeal and High Courts the time elapsed between some of the milestones in between filing and disposition, for e.g. time elapsed between filing of claim and service; between service and defense; between defense and first case management conference; between last CMC/PTR and hearing; between hearing and judgment.”

Objective # 8 Deliverable

The consultant was unable to collect data on this deliverable because of the absence of adequate court system data collection, storage and retrieval mechanisms in the Court of Appeal and Supreme Court. It is suggested that tracer studies be put in place to collect data under the auspices of this deliverable to enable the satisfaction of future data acquisition needs on the part of the Courts

9. Consultancy Objective-

Deliverable #9

“Survey a random selection of judicial officers with a view to discovering their current level of comfort working on a digital platform.”

Objective # 9 Deliverable

Digital Court Recording

As part of the Pilot Site work, a demonstration of a digital court recording application was provided at the Pilot Site RM court and at the Supreme Court in Kingston during the week of April 23, 2007 to demonstrate potential alternative court reporting solution for the courts. Through the use of microphones and a mixer the digital court recording application records the verbatim proceedings in digital format and stores the record on the computer running the application in the courtroom. A trained court staff member ‘monitors’ the recording to ensure that the system is working properly. The same court staff member enters time stamps and annotations in the computer to allow quick and easy access to specific portions of the evidence in the event of a need for playback of specific pieces. The recorded file is stored on the computer as well as on a network server where available. The recorded file can be downloaded to Data Sticks or CDs for sharing and / or transcription.

Transcription is performed from a copy of the digital recording by an approved transcriptionist. Training in the use of the application is as little as two hours. Once the system is turned on it records on its own until turned off.

The following is an excerpt from the Web site of the “**Ministry of Justice**”

Digital Recording System Being Tested at May Pen RM Court

KINGSTON(JIS)

Friday, April 27, 2007

The Ministry of Justice has taken a major step toward digitising the reporting process in the island's courts, with the pilot testing of a Liberty Digital Recording System at the May Pen Resident Magistrate Court.

The recording system, which was installed on Monday (April 23) by Canadian suppliers, High Criteria Inc, comprises a Windows-based personal computer (PC), four microphones, and a device to which the microphones can be connected to the PC to facilitate the input of sound. The microphones will be positioned before the judge, the witness, and each of the two attorneys in the courtroom. Project Manager of the Jamaica Justice System Reform Project, Peter Parchment, told JIS News that the use of digital recording systems will improve the ability of the courts to record proceedings. "The current situation is that we have trained court reporters stationed only at the Supreme Court," he said. He noted that it takes about two and a half years to train persons to capture court proceedings using the traditional method and the replication of that model across the island would be very costly, in terms of time and expenditure. "What we are hoping to accomplish with the testing of a digital recording system within the context of a pilot court site, is to see how best we can demonstrate the ability of a simpler model of recording to see how it will work across the different courts,"

Mr. Parchment pointed out. With the system in place, courtroom audio can be captured onto the hard drive of a PC. This will facilitate more timely and efficient production of transcripts, as well as the production of multiple copies of courtroom sessions, which can be circulated as needed to various parties, including the judge, the crown counsel and the defence attorney. The recording technology will complement the Judicial Enforcement System (JEMS), which is already in place at the May Pen and Supreme Courts, as well as other Resident Magistrate Courts. JEMS is designed to simplify the creation and accessing of case records, and is poised to replace the manual creation and storage of case files.

The increased use of technology in the island's courts is intended to help to accelerate the rate at which cases pass through the system, and is in keeping with the Jamaica Justice System Reform Project. Under this move to comprehensively reform the justice system, May Pen RM Court is being used as a pilot site. Mr. Parchment explained that "the role of the pilot court site is really to demonstrate and test any best practices that we will need to implement for the way forward as it relates to the reform of the Jamaican justice system."

"We thought it was very important to have a pilot in place to allow us to introduce some of the immediately achievable tasks," he added. Within the context of the pilot programme, it is anticipated that any constraints towards implementing the programme to achieve increased efficiency in the courts, will be addressed, before the programme is rolled out across the island.

The May Pen RM Court was selected as the pilot court because it deals with a variety of case types such as civil, criminal, traffic, and coroners matters, among others. Access to the JEMS software was also a consideration in determining the pilot court, as the software is not yet widely distributed across the courts.

Additionally, Mr. Parchment revealed that at the May Pen Court, it is possible to introduce a community-based user committee, a feature which will be studied for replication in other courts. He also indicated that the staff displayed a willingness and ability to incorporate the changes that will be introduced.

As the pilot site for the reform process, the court and its users will be the first beneficiaries of a wide-range of enhancements. In addition to the expansion in the use of court technology, there will also be improvements to the physical state of the courthouse as well as upgrading of the filing system.

The pilot site forms a major element of the data sources being considered by the Jamaica Justice System Reform Task Force (JJSRTF). Since its instatement in November 2006, the task force has been reviewing the justice system through research undertaken by the Canadian Advisory Committee, written submissions from citizens, as well as a series of 22 public consultations across the island.

The information that is gathered from the pilot testing of the court will be reviewed by JJSRTF, the Ministry of Justice and the Public Sector Reform Unit of the Cabinet Office. "We anticipate that between now and the end of June, when the Jamaica Justice Reform project is scheduled to complete the review phase, we will see whether or not, whatever was demonstrated in the pilot court site at the May Pen RM Court will actually work across the island as well," Mr. Parchmen said.

10. Consultancy Objective-

Deliverable # 10

“Identify and report on the measures that are required for the successful implementation of the project.”

Objective # 10 Deliverable

Pilot Project Implementation Recommendations

1. General

Governance and Oversight

- Judges must make it clear that the court owns the record and must be able to access the record at all times.

Courtroom Procedures and Best Practices

- Courtroom signage must notify court attendees when the proceedings are being recorded and must inform attendees of steps to take to enable their words to be captured.
- Judges should state each case by name and number each time a case is called. The Judge’s opening colloquy must inform participants of their responsibilities to speak during courtroom proceedings so that their words can be captured in the record.
- Microphones and cameras must be placed in the courtroom to enable the capture of each speaker’s words.

Staff members designated by the Chief Justice as court monitors are to be given the following responsibilities:

- Test the software and equipment.
- Monitor the recordings to ensure that the speakers’ words are being captured into the recording system.
- Take log notes during the proceedings that enable playback and transcription.
- Assist the trial Judge to conduct court proceedings while making and preserving the record.

Transcription and Distribution of the Record

Judges must:

- Make clear who can access recordings and how to access them.
- Create a transcript management system that enables persons to obtain an accurate transcript of the proceedings in a timely manner.

Equipment and Technology Standards

- The system must contain a minimum of four audio recording channels.

The courtroom must be equipped with:

- An audio/video processor.
- Professional grade microphones with momentary mute pause switches are to be set up according to the courtroom workflow at where participants may speak.
- Stereo, noise cancelling headphones with a uniform frequency response.
- A personal computer with a monitor for recording and monitoring/controlling the software.

The recording system must:

- Be able to embed time coding in the recording.

Enable the court monitor:

- To take notes and identify speakers.
- To conduct field searches of log entries for playback.
- To isolate audio channels for the playback of recordings while simultaneously recording.
- Contain a visual indicator viewable by all courtroom participants that the audio is being successfully recorded.
- Protect against recording over previously recorded proceedings.

2. A major challenge that has been experienced in other countries that have sought to introduce Digital Audio Recording is obtaining the actual production of a transcript. It was initially anticipated that the Judiciary would have been able to use the same typists that had been producing transcripts from handwritten notes over the years to produce the electronic transcripts. It was recognized early that these typists did not possess the necessary skill sets to engage in this activity and that a different category of staff was required to produce transcripts. These staff members required greater knowledge of court procedure and lexicon, legal and medical terminology and stronger general language skills. Also, the retraining of CAT Reporters who support Judges in the courtroom was regarded as critical to the success of this new mode of operation. As a result, in many jurisdictions, the Judiciary's strategy has been to partner with an external training institution to assist with transcription training of persons from the wider citizen pool to satisfy this resource need.

3. A major challenge in the implementation of a new Digital Audio Recording System in Jamaica is likely to be the lack of adequate human resources. Several questions need to be asked in determining the future resource needs. These include:

- What kind of structure will be required to support the existing Court Reporting System?
- How many categories and levels of staff will be required to support the efficient functioning of the new Digital Audio Recording System in the courtroom and the production of transcripts for the various Courts?
- How many trials (by case types) are there, for which a record will be required?
- What is the length and frequency of such trials?

In any future evaluation of the Pilot Digital Audio Recording System a number of other questions would also be relevant. These are:

- Is the system achieving its intended purpose?

- Has it eliminated longhand note taking by Judges and Magistrates in order to reduce the length of trials and to provide appropriate recall for judicial decision-making?
- Does it record complete court proceedings?
- Has the timeliness and the reliable production of transcripts improved?
- Are legislative interventions required to address any of the problems identified?
- What problems have been encountered since the introduction of the new system?

As the proposed Pilot Digital Court Recording System is tried, tested and grows in acceptance in the Courts, it is possible that the Chief Justice will identify the need to design an appropriate certification program for Digital Court Reporters. This digital certification program would be a new one and it is recommended that it include written test questions relating to digital court reporting and transcribing.

The written examination should be a 100-question test in three sections:

- **Section One** would cover transcript format and proofreading;
- **Section Two** would cover general court procedures and practices; and
- **Section Three** would cover vocabulary.

It is also recommended that a seventy (70) percent score be obtained in each of the categories above to be considered a passing score. A staff member taking the examination should be given ninety (90) minutes to complete it.

The practical examination should be a transcription examination lasting two hours. Court Reporting and Transcription staff members would be given a mock court proceeding, which has been digitally recorded. She/he would be required to complete ten full pages of transcript (plus the title page, index and certificate). A passing score of 98 percent accuracy is recommended.

4. The conduct of observation visits to determine how other Caribbean Countries efforts are faring with regard to the execution of their court proceedings recording initiatives. In this regard, we recommend that the Chief Justice apprise herself of the full implementation details of the “Swift Justice” program of the Government of the Bahamas, which “seeks to reduce processing time for legal matters.” The Ministry of Legal Affairs of the Bahamas announced in its 2014 Annual Report that under this programme, “Guilty verdicts increased by 60% in 2014 from 45% in 2013. In addition, the average time from arraignment to trial fell in 2014 to approximately 230 days, down from 410 days in 2013 and more than 900 days prior to 2012.”¹⁷ Trinidad and Tobago has also made significant efforts to introduce Digital Audio Recording Systems into its entire court system. These efforts should be investigated for relevant lessons learned that can be applied in the Jamaica context.¹⁸

¹⁷ See Bahamas Section of United States Department of State’s 2015 International Narcotics Control Strategy Report.

¹⁸ See Appendix C to this report which provides the Mission, Profile and Organizational Structure of the Trinidad and Tobago Court Reporting Services.

5. A comparison of the case types and caseload statistics that were obtained prior to the establishment of the Pilot Digital Audio Recording System with similar case types and caseload statistics obtained after the operation of the Pilot Digital Audio Recording System for a reasonable time should be undertaken. In this context, reasonable time is recommended to be after the Pilot Digital Audio Recording System has been operational for a period of twelve months.

6. After the first six (6) months of Pilot Digital Audio Recording System operation, a Questionnaire should be disseminated to its users. The Questionnaire should be tailored to ascertain answers to the following questions:

- (a) % of note takers that utilized the new digital audio system to produce log notes for the Court Record;
- (b) % of note takers using the system to take Minutes for the court record;
- (c) % of note takers using the system to retrieve different areas of the court record for the Judge, Magistrate or Attorney;
- (d) % of note takers that had difficulty in retrieving the records of the proceedings;
- (e) % of note takers who assumed that archiving is done automatically;
- (f) % of note takers who had difficulty correcting errors;
- (g) % of note takers who had less difficulty focusing on court proceedings;
- (h) % of note takers that think the introduction of the new Digital Audio Recording System has reduced the length of court proceedings;
- (i) % of note takers that had requests from Attorneys for a CD of the proceedings;
- (j) % of note takers that had knowledge of the cost of a CD;
- (k) % of note takers that received complaints from Judges, Magistrates and/or Attorneys on the workings of the new system;
- (l) % of note takers that experienced difficulty with the synchronization between the Digital Audio Recording System located in the courtroom and the Network Server located externally to the courtroom;
- (m) % of note takers that are of the view that their workload has decreased as a result of the installation of the new Digital Audio Recording System;
- (n) % of note takers who think that the directions for the use of the audio digital system were very clear; clear most of the time; or unclear;
- (o) % of note takers who experienced difficulty in communicating with relevant persons knowledgeable in the establishment of the new Digital Audio Recording System; and
- (p) % of note takers that experienced downtime with the new equipment due to stated technical reasons.

Based on the answers elicited by the above questionnaire, it should be determined whether any adjustments should be made to the Pilot Digital Audio System for the remaining six months of its piloted life.

7. Integration of Digital Audio Recordings with Case Management System

The needs and expectations of attorneys and the public, the increasing volume of the Business of the courts and limited budgets require that courts produce accessible and transparent multi-media records. The implementation of automated case management systems has only increased expectations that case information should be consolidated and accessible at a single location. A Digital Court Recording System

offers courts the possibility of integrating their digital recording system with other digital applications, including case management and calendaring systems, and provides for easy access and future exchange of information. The implementation of digital recording will complement these technological advances, improve access, and move courts closer toward “e-everything” -- a full electronic record available to judges, attorneys, parties, and the public.

To enable the above integration to take place in the Jamaica court system, it is recommended that a dedicated member of staff be assigned responsibility for making entries from the proposed Digital Audio Recording System into the already existing Criminal Case Management System. Depending on the nature of the proceeding, extent of log notes required for the proceeding, time available, functionality of the Case Management System and the ease and speed of entering events and information into it, the court staff member can be assigned responsibility to enter the start and end time of each hearing, all appearances, court orders and next hearing dates into the Case Management System. As an example, at arraignment, the staff member may be assigned responsibility for entering conditions of release, fine amounts and conditions of probation into the Case Management System.

Finally, it should be noted that while integration of Digital Audio Recording Technology with the existing Case Management System is eminently feasible, such integration requires both technology and business process planning, project management and project management implementation controls to be successful. In the event that the Jamaica Court system decides to implement such integration under a contract with a third-party system vendor, it is important that vendor support be negotiated for a significant period of time into the future to ensure efficient system continuity.

8. Support Staff and Duties

A major consideration in the development of a new structure for the Court Reporting Services Unit is the operations flow, which includes the support staff that will work closely with Judges and Magistrates in the courtroom. This structure includes the appropriate staffing categories and levels, the recruitment of qualified staff, the training and retooling of staff, the development and implementation of supporting policies and procedures, and the introduction and maintenance of realistic performance standards.

An appropriate Unit structure is of critical importance in facilitating the successful delivery of Digital Audio Recording Services.

This new structure will need to be continuously assessed to ensure that its servicing capabilities match the needs of the Judiciary and the various courts that become users of Digital Audio Recording Technology. This continuous assessment would take into account such factors as

(i) the present and future needs of the Judiciary; (ii) information gathered from the review of literature from other jurisdictions; (iii) the number of Magisterial Districts and Supreme Court locations; and (iv) the actual number of courtrooms to be serviced.

Staff should be recruited, or identified among existing court staff, which will be specifically required to:

- Perform the necessary function tests of the entire Digital Audio Recording System(s) (DARS) before court starts to ensure that the court’s proceedings are being recorded.
- Monitor the DARS to ensure the quality of the recordings.
- Produce log notes which will form part of the Court’s record and will be used at a later time by the Court Transcriptionists; and
- Provide playback of the proceedings as required.

It is recommended that in the near future, voice-writing software be added to the existing DARS if it is not already part of the equipment package that will be provided to the courts by the EU.

9. Possible Policy Interventions

A detailed consideration of the nature, scope and extent of any new legislation and Practice Directions that will be required to enable a Digital Audio Recording of court proceedings to be regarded as the official court transcript needs to be undertaken. Particular attention should be paid to identifying and implementing secure electronic and physical areas for the filing and storage of digital recordings as well as determining what categories and security levels of persons will have access to the records. The implementation of the Digital Audio Recording System should consider the necessity for the legislative review of Sections 27 and 299-300 of the Judicature (Resident Magistrates) Act which are understood by RM's to mandate the production by them of a long-hand record of the court proceedings.¹⁹ The continuation of this practice would run counter to the proposed establishment of a Digital Audio Recording System for the RM Courts where the official transcript would be produced by electronic means.

10. Possible Procedural Interventions

The Court should consider the development of a framework within which copies of Digital Audio Recordings can be made available to parties, representatives of the media and other members of the public. In the interim, as a transition measure, requests for a copy of an audio recording of a hearing could be undertaken as follows. Subject to the discretion of the presiding judicial officer, copies of audio recordings could be made available upon request to one representative of each of the parties and each media organization. In the case of requests made by members of the public, including third-parties with no direct interest in the proceeding, the final decision as to whether the recording will be made available will rest with the presiding judicial officer. Where there are access restrictions applicable during the hearing, the protected information should be redacted from the audio recording prior to access being granted. The audio recording should not be released where it is impracticable to redact the protected information.

11. Sustainability Planning

It is recommended that the development of a Sustainability Plan be undertaken by the Court Management Service, or through the services of a suitable external consultant, to ensure the future funding of maintenance, improvement, repairs and other recurrent costs that will be necessary to ensure the functioning at a high level of the digital audio recording equipment supplied to the Courts. This Sustainability Plan should be prepared in advance of the expiration of any Dealer/Supplier Warranties that accompany any equipment donated to the Courts by the EU.

12. Training and Training Manuals

It is recommended that the Manager of the Court Reporting Services Unit produce the necessary training manuals and policy and procedural documents for consideration and approval by the Court Administrators and Chief Justice before distributing to users. It is also recommended that different categories of staff be retrained and retooled to increase their comfort level in the use of the system. Judges and Magistrates also need to be trained to produce their own log notes on laptops in the courtroom. This is necessary in order for them to annotate the recording or record points of law and other notes that they may want to review and research at a later time. Additionally, since Attorneys are key users of the system, short seminars should be conducted for them and an appropriate information brochure prepared and provided to them for their guidance. This will also serve to ensure that they understand the new courtroom protocols and their role in ensuring the effectiveness of the system.

¹⁹ See *Timely Judicial Decisions*, 2014 by Rosalie Fox

13. Monitoring and Feedback Mechanisms

The shift to digital recording in courtrooms can cause anxiety among judges, court reporters, staff, and Attorneys. As with any significant cultural change, consideration should be given to meeting the needs of stakeholders, maintaining the integrity of the record, and communicating the difference between the current culture and the new culture, which means explaining how the court's record-making business will be different and sustaining the change. Tools and guides developed by other courts that have implemented digital recording are valuable resources. These courts have already worked through the processes of shifting behaviors, relationships, responsibilities, and attitudes as well as the changing of technologies.

The lessons set forth in "Making the Verbatim Court Record" serve as well-constructed guideposts for courts implementing digital recording. Lessons learned include (i) one size does not fit all – no one method of making the record will be a solution for all courts -- and (ii) courts need to maintain operational flexibility.²⁰ It is recommended that the Chief Justice sets up appropriate monitoring and feedback mechanisms to ensure that set performance standards for the operations and utilization of Digital Audio Recording Systems are maintained and users are in compliance with established policies and procedures. This will enable the various Court Administrators in the system to make those adjustments as may be required to allow for continuous system improvements.

It is recommended that the recruitment or selection takes place of a technical advisor, supported by a small number of dedicated persons, who will be tasked with (i) monitoring the progress of existing activities; (ii) conceptualise and seek approval for any changes that will enhance the efficacy of the chosen systems; and (iii) report periodically to the Chief Justice, or her nominee, on the implementation progress of all activities being undertaken. The proposed technical advisor should provide periodic reports (preferably on a monthly basis) to the Chief Justice or to an established Project Implementation Committee.

²⁰ National Association of Court Management, Making the Verbatim Court Record (June 2007) (<http://www.nacmnet.org/miniguide.html>)

Conclusions

More and more sources are recognizing the value of digital recording. Digital Recording of court proceedings has been stated to be the “judicial future,”²¹ and that this method of making the record must be the rule rather than the exception.²² Courts and the reporting profession are rapidly recognizing that electronic recording in the courtroom “is not only here to stay but likely to continue to grow so long as budget constraints plague our legal system.”²³

The Judiciary of Jamaica is well on its way to improving the administration of justice with the proposed pilot establishment of a Digital Audio Recording System which ensures that evidence given in court proceedings is recorded and preserved in an easily retrievable format. It is critical that all of the supporting structures and resources are put in place in a timely manner to support this initiative. It is hoped that all courts in Jamaica will be equipped with Digital Audio Recording Systems once the success of the pilot is demonstrated. It is not too early for justice system authorities to start making provision for this eventuality so that when the time comes roll- out of Digital Audio Recording Systems to other courts can take place in a seamless fashion.

Conditions Precedent to the successful implementation of the proposed new system seem to be:

- (i) the necessary human resources being employed and trained to support the system;
- (ii) the establishment and enforcement of the required polices, standards and procedures;
- (iii) the development of a Sustainability Plan which accurately maps the scope and sources of the resources required to ensure that the full functionality of any new systems introduced into the court system is maintained over time; and
- (iv) the development of a mutually supporting relationship between the existing criminal case management system with the proposed new Digital Audio recording technology.

It is our belief that once the above issues are diligently implemented, the internal users and external customers of the court system will reap ongoing benefits from this proposed justice system transformation initiative. The installation and functioning of new Digital Recording Systems throughout the Jamaican court system will also go a far way in reducing existing case backlogs and improve citizen trust and confidence in the judicial system.²⁴

²¹ Paul Gwaltney, Technology in the Courthouse, Journal for the Reporting and Captioning Prof 44 (July-August, 2008)

²² id

²³ David Ward, the State of Electronic Recording in the Courts, A Background Paper, National Court Reporters Association, pg. 2 (December 2004)

²⁴ Quoting the 2014 Bertelsmann Stiftung's Transformation Index (BTI), “ According to the Latin American Public Opinion's Project (LAPOP) Americas Barometer 2012, only 52.6% of those polled confirm that they trust the justice system while support for the rule of law as such is highest in the Americas, at 74.9% (<http://.bti-project.org>)

Appendix A

Profile of Darby Darby & Associates

Based in Kingston, Jamaica, the law firm of Darby Darby & Associates has a well-established nineteen year old practice in various areas of law including, Conveyancing, Succession, Family Law, Debt Collection, and extensive civil litigation. It is presently comprised of two senior partners and utilizes the services of six associates on an ongoing basis to achieve its legal services delivery objectives. As the practice has developed, the firm has been able to provide assistance in various other areas of specialty, which suit the background, temperament and experience of its partners and associates. These additional areas of specialty include the undertaking of various national and international consultancies in the areas of Civil Society Strengthening, Rule of Law Strengthening, Community Policing and other areas under the wider Democracy & Governance rubrics.

Consultancy work has been undertaken in the above areas in all English-speaking Caribbean Countries (Antigua & Barbuda, Barbados, Grenada, Jamaica, St. Lucia, St. Kitts & Nevis, St. Vincent & the Grenadines, Trinidad & Tobago), Belize, Guyana and Suriname.

Consultancy assignments have been undertaken for national, regional and international governments and clients such as: The University of the West Indies, the Caribbean Law Institute, the Eastern Caribbean Supreme Court, the Caribbean Court of Justice; the Organisation of Eastern Caribbean States (OECS) Secretariat, the Government of Jamaica, United States private consulting firms such as Research Triangle Institute (RTI); Tetra Tech ARD, Management Systems International (MSI) and Chemonics; the European Union (EU), the United States Agency for International Development (USAID), the World Bank, the Inter-American Development (IDB) and the Canadian International Development Agency (CIDA).

Partner Dennis Darby, an Attorney-at-Law, was called to the Jamaican Bar in 1980 and has three decades of international donor experience in the design, implementing and monitoring of democracy and governance programs in the Caribbean and Central America regions. His Curriculum Vitae are provided below:

CURRICULUM VITAE

1. **Family Name:** Darby
2. **First Names:** Dennis Dwight Anthony
3. **Date of Birth:** 28 October, 1952
4. **Education:** Attorney-at-Law; Master of Laws; Bachelor of Laws; specialised United States Agency for International Development (USAID) training in Project Management/Design/Evaluation
5. **Contact Information:** E-mail: dennisdarby@hotmail.com; Telephones: (876) 5466008; (954) 4824414
6. **Language skills:** (1 to 5 for competence, where 1 is the highest)

Language	Reading	Speaking	Writing
English	1	1	1

7. **Membership of professional bodies:**

- Jamaica Bar Association (Called to Jamaica Bar in 1980)

8. **Other skills:**

- Competent computer skills in MS Office Suite (Word, Excel)

9. **Present position:** International Development Consultant; Senior Partner in law firm of Darby Darby and Associates (Jamaica)

10. **Years within the firm:** 16 years

11. **Key Qualifications:**

Study Institutions (From – to)	Degrees/Certificates
London School of Economics & Political Science, United Kingdom, 1980	Master of Laws Degree
Norman Manley Law School, Kingston, Jamaica, 1977-1979	Legal Education Certificate
University of the West Indies, Jamaica and Barbados, 1974-1977	Bachelor of Laws Degree

12. **Specific Experience in the region:**

Professional Experience:

Program Monitoring Evaluation and Design:

- 30 years of professional experience designing, implementing, monitoring and evaluating international development projects both as an employee of USAID and as an Independent Legal Consultant.
- Main fields of intervention: Governance, Democracy, Administration of Justice, Community Policing, Human Rights and Anti-corruption.
- Senior Expert experience in designing, implementing, monitoring and evaluation of development projects for various donors such as USAID, Canadian International Development Agency (CIDA); United Nations Development Programme (UNDP); Inter- American Development Bank (IDB); and World Bank.
- Specific expertise in working in the Jamaica Democracy & Governance environment. Drafted the Jamaica Justice System Reform Policy Agenda Framework, 2009, which is now being used as the approved Parliamentary Action Plan for comprehensive justice reform by the Government of Jamaica (called “the Darby Report”).
- Excellent knowledge of the development context of Jamaica and the English-speaking Caribbean Countries, Guyana and Suriname. Proven working experience working with the Government of Jamaica, regional donor and lender agencies, Jamaican civil society, CARICOM Secretariat, Organization of Eastern Caribbean States (OECS) Secretariat, the regional University of the West Indies, Eastern Caribbean Supreme Court, regional donor agencies and the Caribbean Court of Justice.

Experience in Project Cycle Management including planning, budgeting and monitoring

- Team Leader for the bilateral Democracy and Governance (DG) portfolio of USAID in Jamaica. Democracy and Governance activities started in the year 2000 and ended in 2008. Over the years, the DG portfolio covered the implementation of components relating to judicial and court reforms, civil society strengthening and community policing. USAID/Washington adopted the community-policing component as a worldwide success model.
- Team Leader for the USAID Caribbean Regional Administration of Justice Program over the period 2001-2005 while based at USAID/Jamaica. The Caribbean Regional Administration of Justice Program covered fourteen independent Caribbean Community Countries and was financed by the Caribbean Regional Program Office of USAID/Jamaica based in Barbados. The program was successfully completed and left sustainable mechanisms in place in its beneficiary countries for the conduct of court reporting, judicial training, case reporting and regional legislative drafting.
- With respect to legislative drafting, was instrumental in the establishment, and subsequent development, of the activities of a Regional Legislative Drafting Facility, that was based in Georgetown, Guyana. Work extended over the period 2001-2005 and was funded by USAID/Jamaica.
- Team Leader for Bearing Point (formerly KPMG) for the overall management of the Jamaica Social Conflict and Legal Reform Project. Management activities started in the year 2000 and ended in 2001. This project had both civil society and legal system development objectives under one umbrella and achieved some important civil society and legal system strengthening benchmarks in Jamaica. CIDA/Jamaica funded the project.
- Team Leader of the Democracy and Governance portfolio of USAID/Guyana while based in Guyana over the period 1995-1999. Activities implementation resulted in significant changes in the operational procedures and physical infrastructure of the Guyana Court System.
- Legal Adviser to USAID/Barbados, over the period 1986-1995, on the implementation of the Caribbean Law Institute Project, in conjunction with Florida State University. This project was designed to provide technical assistance, training and financial assistance to the countries of the English-speaking Commonwealth Caribbean in the revision and harmonization of their laws, especially their commercial laws. The Barbados-based Cave Hill Campus of the University of the West Indies is presently sustaining the Caribbean Law Institute's activities.

Cross Cutting Issues:

All Team Leader and development consultancy work was undertaken within the context of the crosscutting issues of gender, environment, sustainability, transparency and accountability.

13. Other Relevant Information:

Country Assignments	Date from – Date to
Barbados	1981- present
Belize	1981-present
Guyana	1981-present
Suriname	1981-present
Trinidad & Tobago	1981-present
Saint Lucia	1981-present
St. Kitts & Nevis	1981-present
Saint Vincent & the Grenadines	1981-present
Grenada	1981-present
Dominica	1981-present
Jamaica	1979-present
Antigua & Barbuda	1981-present

Professional Consultancy Experience

Date	Location	Organisation	Position	Description
June 2015	Jamaica	DFATD IMPACT Project	Senior Consultant	Legal Education Status Report on Jamaican Legal Education System.
April 2015	Jamaica	DFATD JURIST Project	Senior Consultant	Analysis of Needs to establish basis on which Digital Electronic Recording can be established in Jamaican Courts.
September 2013	Jamaica	Justice Undertakings for Social Transformation (JUST), Project, Min. of Justice/CIDA/ Jamaica	Senior Consultant	Design and advise on the Implementation of a Citizen's Scorecard for the justice system.
March 2012	Jamaica	Research Triangle Institute (RTI) (USA)	Senior Expert	Analysis of legal, policing and NGO strengthening needs of Jamaica for U.S. Research Triangle Institute (RTI).
September 2011 to December 2011	Antigua, Barbados Dominica Grenada, St. Kitts, St. Vincent, St. Lucia, Trinidad & Tobago, Guyana, Jamaica	Canadian International Development Agency (CIDA)	Senior Expert	Conduct of regional Caribbean Justice Sector Analysis and Programming Options Consultancy. This analysis sought to provide options for justice programming in the Caribbean Region for CIDA to inform planning for its new programming cycle.
September 2011 - 2014	Jamaica	Telstar Cable Ltd.	Senior Expert	Advisor to Telstar Cable Limited on transition from Analog to Digital Programming. Assessing legal framework, developing methods of procurement, fraud mitigation, security aspects of programming and generally seeking to establish those legal, procurement and other service delivery platforms that enhanced the company's competitiveness.

Date	Location	Organisation	Position	Description
November 2010- January 2011	Jamaica	Tetrattech ARD (U.S.A.)	Senior Expert	Assisted Tetrattech ARD in the preparation of a detailed response to a proposed USAID Request For Proposals on “More Peaceful and Transparent Democracy.”
January 2009- April 2009	Jamaica	CIDA/Jamaica	Senior Expert	Consultant to Government of Jamaica with respect to the development of a Justice System Policy Agenda Framework. The Policy Agenda Framework provided the Implementation priorities for justice system reforms in the country and was approved by the Jamaican Cabinet.
July 2008	Antigua Barbados Dominica Grenada St. Kitts St. Vincent St. Lucia Trinidad & Tobago Guyana Jamaica	CIDA/Barbados	Senior Expert	Study on Integration of OECS Magistracy into the OECS Supreme Court. The study recommended specific interventions in terms of conditions of work, jurisdiction, training, and institutional reforms that could allow Magistrates to operate as part of the Judiciary.
October 2007- November 2007	St. Lucia	CIDA/Barbados	Senior Expert	Development of a Trust Fund Feasibility Plan for Sustainable Financing of the Eastern Caribbean Supreme Court. This study made recommendations on the financial mechanisms that could be developed to enable the Eastern Caribbean Supreme Court to function more autonomously of the Executive arm of Government.

Date	Location	Organisation	Position	Description
February 2007- March 2007	Jamaica	CIDA/Jamaica	Senior Expert	Preparation of donor financing information for the Jamaican legal system. This gave CIDA/Jamaica a better basis to identify niche areas where its funds could best be programmed and to enable better Donor Coordination in Jamaica.
November 2006- December 2006	Jamaica	World Bank	Senior Expert	Jamaican Crime Study on alleged corruption in the criminal justice system of Jamaica. This report identified and made recommendations on what possible areas of corruption in the system might be and how they could be ameliorated by various policy reforms.
January 2006- February 2006	Antigua Barbados Dominica Grenada St. Kitts St. Vincent St. Lucia Trinidad Guyana Belize Jamaica	CIDA/Jamaica	Consultant	Evaluated the impact and results obtained from the implementation of a CIDA- funded Social Conflict & Legal Reform Project in Jamaica over a four-year period.
January 2003- April 2003	Antigua Barbados Dominica Grenada St. Kitts St. Vincent St. Lucia Guyana Jamaica	USAID	Contractor	Provide advisory services in the design, establishment and implementation of a Regional Legislative Drafting Facility, which drafted model laws for all regional English-speaking Caribbean Countries, Guyana and Suriname.

Date	Location	Organisation	Position	Description
February 2007- March 2007	Jamaica	CIDA/Jamaica	Senior Expert	Preparation of donor financing information for the Jamaican legal system. This gave CIDA/Jamaica a better basis to identify niche areas where its funds could best be programmed and to enable better Donor Coordination in Jamaica.
February 2000- March 2000	Belize	Iris Centre at University of Maryland (U.S.A.)	Senior Consultant	Assessment of Belize legal system to determine what if any areas needed strengthening and how much those strengthening interventions would cost.
January 1999- January 2000	Jamaica	KPMG (Now Bearing Point)	Senior Consultant	<p>Managed Social Conflict and Legal Reform Project.</p> <ul style="list-style-type: none"> • Participated in developing workplace competency standards for staff. • Established and managed a Performance Management System. <p>Facility Development and Management</p> <ul style="list-style-type: none"> • Develop a professional training unit, including needs analysis, planning, budgeting, Management Information Systems, health and safety and Risk Management. • Prepare long and short-term training plans (3 year rolling plans) that met the strategic and operational needs of the organization, within budget. <p>Finance</p> <ul style="list-style-type: none"> • Develop short and medium term budgets. • Manage and report on expenditures.

Selected Consultancy Studies:

- Analysis of needs to establish basis on which Digital Electronic Recording can be established in Jamaican Courts, April, 2015
- Legal Education Status Report, Jamaica, June, 2015
- Regional Alternative Dispute Resolution Survey, July, 2014
- Jamaica Citizen's Scorecard, September, 2013
- Stiles/Darby Report on Justice Reform in CARICOM : Analysis and Programming Options, January, 2012
- Jamaica Justice System Reform Policy Agenda Framework, January 20, 2009
- Caribbean Governance and Accountability Programme Assessment of 12 CARICOM Member States, July 31, 2008
- Integration of the OECS Magistrates Courts under the Eastern Caribbean Supreme Court, July 2, 2007

Appendix B

Jamaica Lender/Donor Assistance Programs

1. The EU Judicial, Security, Accountability & Transparency (JSAT) Project is divided into four main components, one of which, Component 3 (Improve Administrative Processes and implement Case Management System within the Justice System and Rehabilitate Select Court Houses), will facilitate the implementation of a case management system in the Supreme Court with a view to improving processes in order to assist in the timely scheduling and resolution of cases. Computer and other technology to facilitate the collection of video evidence in the courts and remote facilities as well as the recording of testimony throughout the court system can be provided.

2. The Canadian Government, through the Department of Foreign Affairs, Trade and Development (DFATD), will provide funding through its Justice Undertakings and Social Transformation Project with the Ministry of Justice, for undertaking various “modernizing institutional frameworks and business processes of justice sector institutions” Activities that can be undertaken under its Strategy 3 include; providing ICT equipment, technology; tools; resources; training; and updating business processes; modernizing laws; practices and procedures. The main project outputs that will be complementary to the regional JURIST Project include new organizational structure for courts, court performance standards, capacity building, court reform tools, and case management.

Appendix C

Trinidad and Tobago Court Reporting Services

Department Profile & Organisational Structure

The Court Reporting Services Unit (CRSU) is responsible for the production and provision of verbatim transcripts, using court transcriptionists and ADCR systems; supplying audio recordings of court proceedings; the installation and maintenance of ADCR equipment in courtrooms throughout the country, and the provision of exceptional quality real-time CAT reporting services.

Transcripts are available in electronic and hard copy formats at nominal cost. It is proposed that e-transcripts of court proceedings be also made available.

The CRSU is headed by a Manager, supported by supervisors of the various sections. The Unit is staffed with CAT Reporters, Court Transcriptionists, Proofreaders, Court Audio Technicians and support personnel, all using cutting-edge equipment and technology. The thrust is to continue to build confidence in all our clients, who range from officials in our highest courts, to litigants who wish to have access to accurate records of court proceedings for posterity.

The mission of the Court Reporting Services is to:

- Preserve a permanent, accurate record of court proceedings;
- Fulfill all obligations expeditiously and without prejudice;
- Continually enhance and improve delivery systems using cutting-edge technologies;
- Maintain the highest levels of integrity and professionalism as we serve all our clients;
- Continuously upgrade the skills of officers of the CRSU, through training and professional development;

Services provided by the Department include:

- Real-time Reporting – CA T Reporters
- Verbatim Reporting – CA T Reporters
- Verbatim Transcripts produced from Audio Digital Court Recordings – Court Transcriptionists
- Provision of CDs/audio files
- Other related services

Appendix D

Information Technology Unit of the Judiciary of the Republic of Trinidad and Tobago

Department Profile & Organisational Structure

The Information Technology Unit provides internal customers and the general public with effective, efficient, and timely service; while protecting computer systems, implementing new and enhanced technology solutions and providing training to facilitate proficient use of these solutions in all the court offices. The Unit provides services that respond to and facilitate the ease of use of technology and transparency while still protecting the security and integrity of data, and ensuring the robustness of all systems.

The Information Technology Unit aims to provide:

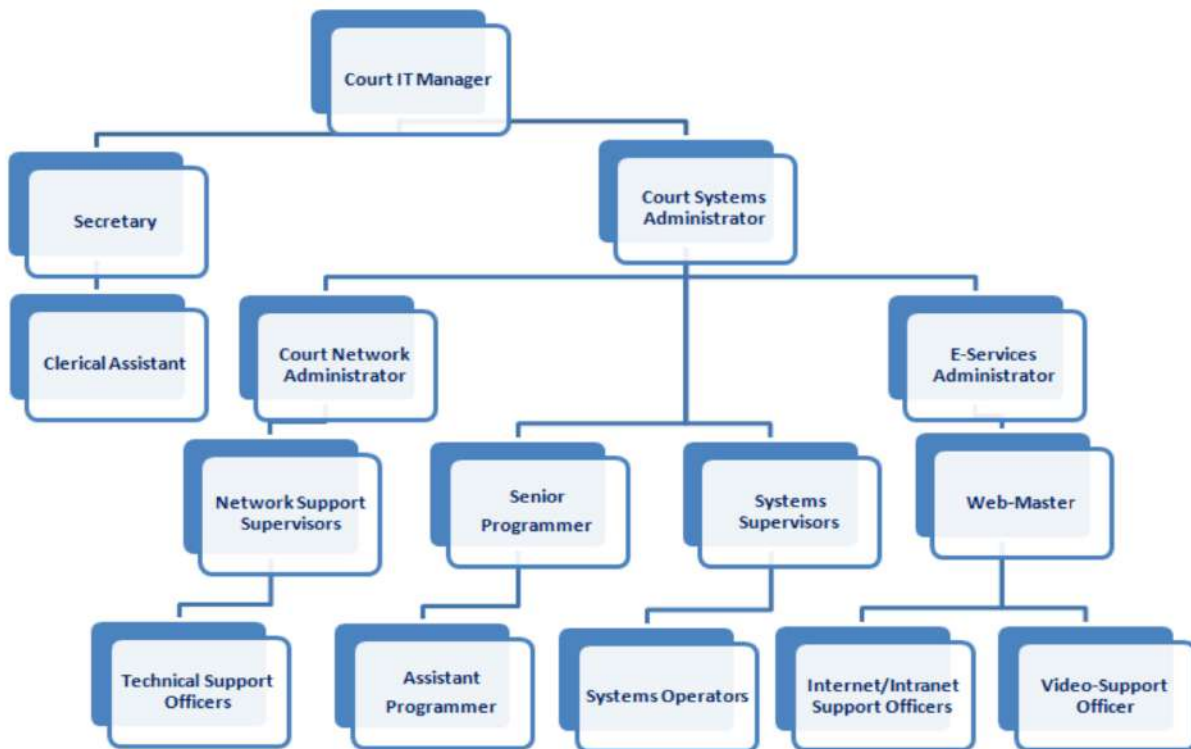
- Support for organizational objectives
- Support to customers
- Timely service superior customer service
- New and enhanced technological solutions
- Training, and,
- Protection of computer systems.

The objectives of the Unit are to:

- Strengthen the use of case management software at Supreme Court and introduce it to Magistracy;
- Strengthen the administrative support for judicial and administrative officers through provision of equipment and training;
- Provide the court-recording systems to handle increased workloads & reduce delays.

Projects of the Information Technology unit include:

- The upgrading main server operating system
- The implementation of a Bail Management System
- The implementation of a unified judiciary communications network
- The enhancement of Court Library facilities by expanding the Local Area Network to allow Public Access and provide for document management
- Physical upgrading the System Centre and Information Technology Unit.



Judicial Reform and Institutional Strengthening (JURIST) Project

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