



Canada 

Judicial Reform and Institutional Strengthening (JURIST) Project in the Caribbean

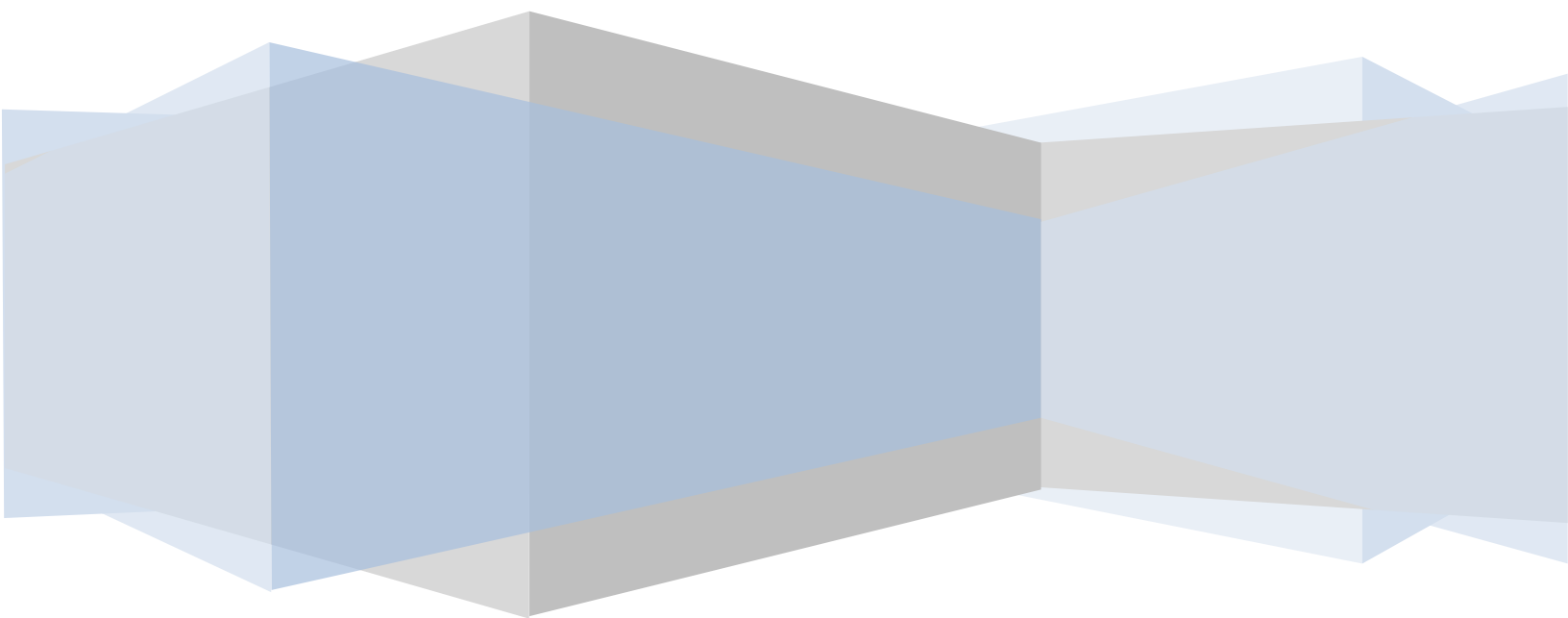
PROJECT IMPLEMENTATION PLAN

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(DFATD)

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ACRONYMS & ABBREVIATIONS

ADR	Alternative Dispute Resolution
CACTUS	Caribbean Association for Court Technology Users
CAJO	Caribbean Association of Judicial Officers
CALCA	Caribbean Academy for Court Administration
CARICOM	Caribbean Community
CCJ	Caribbean Court of Justice
CDB	Caribbean Development Bank
CEA	Court Executive Administrator
CIDA	Canadian International Development Agency
CFM	Caseflow Management
CJEI	Commonwealth Judicial Education Institute
CKLN	Caribbean Knowledge and Learning Network
CLIC	Caribbean Law Institute Centre
CSME	CARICOM Single Market and Economy
DFATD	Department of Foreign Affairs, Trade and Development
DRF	Dispute Resolution Foundation
EA	Executing Agency
ECSC	Eastern Caribbean Supreme Court
HRM	Human Resource Management
ICT	Information and Communications Technology
IMO	Immediate Outcome
ITO	Intermediate Outcome
JSRC	Judicial Sector Reform committee
JRTAG	Judicial Reform Technical Advisory Group

JEI	Judicial Education Institute
JEMS	Judicial Enforcement Management System
JLR	Judicial and Legal Reform Project
JURIST	Judicial Reform and Institutional Strengthening (Project)
JUST	Justice Undertakings for Social Transformation (Project)
LM	Logic Model
NGO	Non-governmental organization
NJI	National Judicial Institute
PMF	Performance Measurement Framework
PSC	Project Steering Committee
OCCBA	Organization of Commonwealth Caribbean Bar Associations
OECS	Organization of Eastern Caribbean States
PSC	Project Steering Committee
REA	Regional Executing Agency
RJLSC	Regional Judicial Legal Services Commission
RPMU	Regional Project Management Unit (of CCJ)
SCLFP	Social Conflict and Legal Reform Project
TOR	Terms of Reference
UWI	University of the West Indies
WBS	Work Breakdown Structure

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1.0 INTRODUCTION

1.1 PROJECT OVERVIEW

The JURIST Project is a C\$23,725,013 project, of which C\$19,400,000 will be provided under an arrangement with the Department of Foreign Affairs, Trade and Development (DFATD) of Canada. The Caribbean Court of Justice, (CCJ) will contribute C\$1,441,686 in salary and operational expenses and regional partners will contribute C\$2,883,327 in salary and operational expenses. The project implementation period spans from the signing of the Contribution Arrangement on March 22, 2014 to March 31, 2019.

The Project seeks to improve court administration and the administration of justice by strengthening the ability of the courts and the judiciary to resolve cases efficiently and fairly. Special attention will be paid to improving the capacity and skills of judges, court administrators, and court personnel to deliver services that address the different needs of women, men, girls and boys as well as those of their “customers” from the governmental and private sectors. The Project will build the capacity of regional trial and appellate courts, including the CCJ, to facilitate the deepening of economic integration while improving court governance, case flow management and case disposition. The ability to dispose of cases fairly and efficiently will improve the quality of justice delivery, inspire public confidence in the justice system, improve gender equality throughout the courts and make the region more attractive to foreign investment. The Project will be implemented in 6 model court countries, namely, Barbados, Belize, Grenada, Guyana, Jamaica and one other country to be identified from the Organization of the Eastern Caribbean States (OECS).

1.2 BACKGROUND

The Caribbean Community (CARICOM), comprised of 15 independent sovereign states and five associate Member States was established through the Treaty of Chaguaramas (The Treaty) in 1973 to improve standards of living and work; the full employment of labor and other factors of production; sustained economic development and convergence; expansion of trade and economic relations; enhanced levels of international competitiveness; increased production and productivity; greater economic leverage and effectiveness of Member States; enhanced co-ordination of Member States’ foreign and economic policies; and enhanced functional cooperation. In order to deepen economic integration, in 2001, the Treaty was revised to establish a CARICOM Single Market and Economy (CSME) to strengthen the Community’s ability to trade effectively internationally.

In order to complete the integration process, the CCJ, the supreme judicial organ in the Caribbean region, was established in 2005 with a bifurcated jurisdiction, by the Agreement establishing the CCJ. The CCJ is the final court of appeal for criminal and civil cases in those member states which have made the required constitutional arrangements to access it and an international court charged with interpreting and applying the Revised Treaty of Chaguaramas (RTC) in relation to the CSME. All CARICOM Member States, except the Bahamas, have signed the revised Treaty thereby subscribing to the CCJ in its original jurisdiction which is exclusive and final. Guyana, Barbados and Belize have thus far completed the necessary arrangements to access the CCJ as their final Court of Appeal.

Countries in the CARICOM region are independent sovereign states, however their geographical proximity and common heritage have resulted in similar concerns in their judiciaries though priorities may be different. There are long delays from filing to the ultimate disposal of cases in the civil and criminal courts of the Caribbean region resulting in an extensive backlog of cases and a reduction of public trust and confidence in the dispute resolution system. Escalating violent crime and conflict in the region have increased the number of cases coming before the courts and negatively impacted court efficiency and ability to provide services that respond to the different needs of women, men, youth and marginalized groups. There is notably a lack of specialized courts and alternative dispute resolution services in most of the jurisdictions. Courts also lack the right mix of human resources, talent, skills and other resources (such as Information Communications Technology (ICT)) to perform efficiently and effectively.

The challenges of development after independence militated against joint responses to judicial reform until the mid 1980's when the first joint judicial reform projects were introduced. The court systems are, for the most part, based on English Common Law and the majority of countries in the region are part of the Commonwealth group of nations who share a common language and common governance systems. This makes it easier to collaborate, share information and learn from each other in matters of justice reform. As such a judicial reform agenda was developed through consultation and was finalized by the Conference of Heads of Judiciary and Chief Justices of CARICOM. The Project seeks to implement key areas of this reform agenda.

The Project will be implemented on behalf of DFATD and the Conference of the Heads of Judiciary of CARICOM (the Conference), by the CCJ, which was appointed by the Conference as its Regional Executing Agency (REA). The Conference, which is comprised of Members and Associate members of CARICOM, is a partnership of the Judiciaries of CARICOM with final authority on judicial sector reform initiatives within the region. It has established a JURIST Sub-Committee (The Sub-Committee) with responsibility and authority to act on behalf of the Conference in matters related to the Project. The Sub-Committee is made up of Heads of Judiciary who are members of the Conference and currently includes the President of the CCJ.

A JURIST Steering Committee (JSC) comprising of representatives from DFATD, the President of the CCJ, the JURIST Sub-Committee and other key stakeholders will have responsibility for approving the PIP, annual work plans and annual reports. In accordance with the strategic direction provided by the JSC, the CCJ will implement the Project in a manner consistent with the various governing documents signed by the CCJ and DFATD, including: the Contribution Arrangement, the Project Implementation Plan (PIP), (including the Work Breakdown Structure (WBS), Logic Model (LM) and Performance Management Framework (PMF)), annual work plans and annual progress reports. The CCJ, in turn, will exercise its responsibilities through the Project Director, a CCJ JURIST Project Committee and a PMU headed by a Project Manager.

1.3 PROJECT IMPLEMENTATION PLAN

The Project Implementation Plan (PIP) has been developed to update and set out in greater detail the initial conceptual design, elements and activities of the proposed project. It also captures the most recent contextual developments and additional thinking about the project approach.

Mr. Donald Rose, Interim Project Manager and expert in Judicial Administration and Institutional Reform, was contracted by the CCJ to manage the complex exercise of drafting the PIP. Mr. Rose specializes in the

design, development and implementation of activities to provide improved judicial services at national and regional levels. His international experience encompasses fifteen years of working in 19 under developed and developing countries. He has worked in the Caribbean, Central and South America, Africa, Eastern Europe and Asia. Mr. Rose contracted Gloria Richards-Johnson, former Assistant General Counsel of the CARICOM Secretariat with 20 years of experience in managing major international Rule of Law, Governance and Democracy Projects, to assist him. Ms. Richards- Johnson has worked in the Caribbean, South America, Asia, the Middle East and Africa. Mr. Robert Hann, (President of Robert Hann and Associates, Ltd.) economist and criminologist with over 35 years' experience as a private consultant, who was appointed by DFATD as a Canadian partner, also participated in drafting the PIP. Mr. Hann has successfully led over 75 significant projects for over 30 clients in the public and private sectors. During the last 12 years he also focused on civil, criminal and family justice projects in the Caribbean where he has undertaken projects for the IDB, DFATD, the Judiciary of Trinidad and Tobago and the CCJ. The aforementioned team initially conducted a desk review of the numerous consultancy reports prepared by regional and international consultants on justice reform in the Caribbean. The drafting of the PIP was undertaken as follows:

1. Thirty individuals made substantive contributions to the creation of the PIP, each as the lead or a contributing member to one or more of the teams that focused on specific project activities. Eleven of those individuals were staff members of CCJ, with the remaining 21 representing different organizations outside the CCJ. The regional nature of the Project was emphasized by the fact that all but two of the individuals were from the region. The fact that six of the individuals were Judges or retired judges emphasizes that group's commitment and willingness to make a strong contribution to the Project. The CCJ secretarial staff also provided ongoing support to the drafting of the PIP:
 - a. A special presentation introducing the Project was made by the President of the CCJ and key members of the Project team to a meeting of the Conference in May, 2014 in the Bahamas.
 - b. Two National Coordinators from each country have been appointed by their respective Chief Justices and they have begun to fulfill their role in collecting data and facilitating communications between the Project and their judiciaries.
2. A number of special surveys were undertaken during the PIP preparation phase, including:
 - a. A survey to address key issues regarding the current status of performance standards with respect to delays and to collect basic data on caseloads, dispositions and time to disposition in the different courts.
 - b. A survey to identify in each jurisdiction, the name of Human Resource Management contacts and their organizational affiliation.
 - c. A survey of Chief Justices to update the priorities they assign to the different Project activities.
 - d. Past and current judicial reform projects.
3. A special two day meeting of the Heads of Judiciary was held in July, 2014 to review the draft PIP.
4. Numerous informal calls were made by the President of the CCJ to his counterparts to collect information which was key to the Project design and execution.
5. A two day initial strategic planning workshop was held in April, 2014 to review and obtain suggestions to assist in the design of each of the activities of the Project. The workshop was attended by 28 individuals representing a variety of Project contributors and stakeholders (including: CCJ, CARICOM, UN Women, CARICAD, the Supreme Court of Jamaica, the Judiciary of Trinidad and Tobago, the Eastern Caribbean Supreme Court, Jamaica Ministry of Justice,

Commonwealth Judicial Education Institute, and the Regional Justice and Legal Services Commission).

6. Meetings of the CCJ JURIST Project Committee.
7. The following list identifies the individuals who contributed to drafting the PIP.

CCJ	Sir Dennis Byron
CCJ	Justice A Saunders
CCJ	Carlene Cross
CCJ	Seanna Annisette
CCJ	Jacinth Smith
CCJ	Ayinde Burgess
CCJ	Sheryl Washinton-Vialva
CCJ	LeShaun Salandy
CCJ	Sonia Thompson
CCJ	Susan Campbell-Nicholas
CCJ	Larry Ramoutar
CCJ	Sandra Dee Brown
CCJ	Andrea Sohun
RHAL	Robert Hann
T&T	Donna Boucaud
OECS	Gregory Girard
	Gloria Richards-Johnson
UN Women	Gabrielle Henderson
	Justice Desiree Bernard
	Donald Rose
T&T	Stephanie Burke
T&T	Carol Herbert
CARICAD	Andre Griffith
	Justice Peter Williams
OECS	Francis Letang
T&T	Chief Justice Ivor Archie
JA DOJ	Donna Parchment
	Tony Fraser
CCJ	Candis Cayona
CCJ	Semone More
CJEI	Sandra Oxner

The PIP is organized in four parts as follows:

- **PART 1:** Introduction, Project overview describes the Project and provides the background and methodology for drafting the PIP
- **PART 2:** Project Design, describes the context, rationale and strategic approach taken by the project. It sets out Project objectives, expected results, identifies the intended reach and beneficiaries of the Project and establishes the strategy for dealing with risk, cross cutting themes of gender, environment, governance, and court excellence, and addresses how issues of sustainability will be addressed.

- **PART 3:** Project Management, covers the structures and approach to management of the Project and sets out the responsibilities of the partners in the Project.
- **PART 4:** Project Implementation, identifies project activities and describes the project’s procurement policy.
- **PART 5:** Project Information, identifies how progress toward achievement of operational and results objectives will be measured and reported. It also describes the annual work planning process and sets out the basis for ongoing communication with Project stakeholders.

2.0 PROJECT DESIGN

2.1 CONTEXT AND RATIONALE

The Tenth Meeting of Caribbean Chief Justices in the Bahamas in October 2011 affirmed the need for a cohesive regional approach to justice sector reform, led by the Conference, as opposed to solely individual national approaches. The Heads of Judiciary underscored the need for an appropriate executing body.

During the same period, Canada and CIDA engaged consultants (Stiles and Darby) who conducted a study to provide CIDA and its partners in the region with guidance and advice in conducting an analysis of the justice sector (the Stiles-Darby Report) as part of its Caribbean Regional Program.

The 10th meeting of the Conference provided an opportunity for the CIDA consultants Darby and Stiles to hold talks with all the Heads of Judiciary together. Complementary to the study and report, CIDA also convened a Stakeholder Technical Consultation Meeting from November 30th to December 1, 2011 at the CCJ (Summary Report: A Way Forward for Justice Sector Reform in the Caribbean Region). At this meeting, a group of 25 senior experts and stakeholders from the region comprising judges, court executives, attorney and bar associations, civil society, the business sector and academia did a participatory “Sector Analysis”. Valuable feedback was garnered from the stakeholder’s meeting towards the development of the regional strategic agenda for judicial reform. Immediately following the Technical Meeting, the CCJ, along with the University of the West Indies (UWI), entered into preliminary discussions with CIDA regarding two regional justice sector projects.

Seeking to build on this momentum, and to engage the Heads of Judiciary more fully in the process, the CCJ, with support from CIDA, convened a meeting of the Conference, along with their technocrats, on February 29, 2012 with the purpose of further strengthening the foundations for an overall harmonized strategic agenda for regional justice sector reform. The conclusions of the sector analysis were tabled at this meeting and were subsequently solidified by the Conference and are documented in the summary report.

In conjunction with the February 29 meeting of Heads of Judiciaries, on the following day, March 1, 2012, the CCJ also launched a strategic planning exercise for the CCJ. The first step in this process, led by Dr. Daniel Straub, of Straub and Associates, consisted of consultations to gain input from the Heads of Judiciaries, their technocrats, and other key stakeholders from the courts in the region, the Bar, civil society, CARICOM, supportive institutions and the CCJ itself. The purpose of the launch of the strategic

planning process on this second day, was to begin to build a shared understanding among all the various actors on how the CCJ can play an even more effective and strategic role in meeting its mandate, and in assisting other key actors in moving justice sector reform forward in the Caribbean region.

The proposed JURIST project is a natural extension of the six-month process for both identifying a strong regional consensus on both reform priorities and the roles of different parties in those reforms.

The Conference, given its key role in being the focus of judicial reform in the CARICOM region, played a central role in championing, participating in, and ratifying the results of the process. Other key stakeholders in the region, including the government executive, the Bar, academia and civil society also participated. CIDA also played an important role in facilitating important steps in that process, a role that is gratefully acknowledged.

The Conference recognized that the deepening of economic integration requires among other things, a court system which can provide predictability in terms of the resolution of disputes, their timeliness and their quality. It also requires a court system which can play its part in enhancing stability in the region by addressing hindrances to economic development such as weak criminal justice, latent handling of industrial disputes, slow civil justice, and turbulent family life. Strengthening the rule of law through judicial reform is therefore of critical importance to CARICOM Member States in order to bolster confidence in the justice system, and to contribute to a positive climate for investors and consumers. The Conference acknowledged that judiciaries in the region must play a key role in this regard and that judicial reform must be judiciary driven.

A survey was undertaken of the 11 participating judiciaries in order to obtain a “snapshot” of where each judiciary is vis à vis a harmonized regional process.

That survey posed a number of specific questions, including: “What is working well which can be built upon in each judiciary? What needs attention and what needs to be pushed forward? When you hear about “a regional harmonized approach”, what concerns do you have? And finally, what are the expectations of the various judiciaries for the Conference and for the CCJ for moving the process forward?”

Each judiciary mapped out the situation of the judiciary in their country, and the presentations demonstrated that most judiciaries are seeking to address the same issues at the same time, but that some were further ahead than others in some areas and behind in others. This varied experience underscored the conclusion that critical to the success of the approach is the readiness to respond to a wide range of needs from a regional perspective.

From this consultative process it was also recognized that in the region, there is consensus among judicial and justice sector stakeholders and partners that:

- there is need for action to support reform initiatives already being undertaken, and to initiate other reform projects;
- more studies of the region are not required;
- the priorities are not very different among national judiciaries, but there is a need for collaboration, coordination and good change management techniques;
- the problems are common, needs have been identified, but it is still not to be assumed that “one size fits all”;
- there are existing best practices that can be modeled and the wheel should not be re-invented;
- regional judicial reform projects should be led by the Conference;

- the capability to execute and manage judicial reform projects and initiatives exists in the region but there are economic constraints; and
- there is commitment by national judiciaries and their stakeholders to adopt a regional approach to judicial reform.

It is in direct response to this strong region-wide consensus on the strategic agenda for judicial reform that the Project will address the regionally identified priorities. The Conference is designated as having a key steering, supervising and facilitating role, and the CCJ was chosen as the implementing and executing agency.

2.2 PROJECT STRATEGIC APPROACH

The vision of the Conference and the CCJ revolves around the creation of a Caribbean jurisprudence with high standards of judicial excellence and excellence in judicial service delivery. Recognizing that the deepening of economic integration requires among other things, a court system which can provide predictability regarding resolution of disputes, timeliness and quality, the Conference acknowledged that judiciaries in the region must play a key role in this regard and that judicial reform must be judiciary-driven. Despite the challenges described above, over the years, CARICOM judiciaries continued to collaboratively address reforms. This collaboration resulted in the establishment of the Conference with a mandate to *inter alia* share information about reform efforts and resources and provide a more coordinated and cohesive approach to judicial reform. After intensive consultations with key stakeholders and the use of consultants retained by DFATD, a strong region-wide consensus on the strategic agenda for judicial reform emerged as follows:

- The CCJ, in collaboration with the Heads of CARICOM judiciaries, was identified as the entity that should act on behalf of the judiciaries of the region in overseeing the planning, coordination and execution of the proposed JURIST Project;
- A number of principles regarding how the reform process should be undertaken were identified; and,
- Priorities were identified regarding the types of initiatives that should form the substantive core of reform initiatives.

The CCJ, which is mandated to create a Caribbean jurisprudence through setting standards for judicial excellence and excellence in judicial service delivery, will address the current limitations in court administration and administration of justice by introducing long term solutions elaborated in the LM which is appended hereto at **Annex A**. Taken together, those activities are expected to improve court administration and the administration of justice by strengthening the ability of courts and the judiciary to resolve cases efficiently and fairly.

Steps will be taken to ensure: effective development, planning, stakeholder consultation and involvement within all judiciaries and within the sector; public engagement, regional coordination and execution of reform areas; enhanced capacity through the utilization of talent and best practices existing in the region; information-sharing and knowledge management; ongoing monitoring and evaluation; and the impetus needed to unlock the political will for implementation and sustainable development of reform initiatives, where needed. Additionally and most importantly, the reform coordination has been anchored with the Conference and the CCJ, regional institution(s) that are not

only at the apex of courts in the region but understand the varying needs of its judiciaries. It will also enhance the CCJ through recruitment of personnel, establishment of an administrative structure, providing key support and creating a knowledge management framework.

Although planning, development and co-ordination of the JURIST Project will be done regionally, implementation will be done at a national level in order to be effective.

CCJ has considerable expertise in building Caribbean jurisprudence and assisting member courts to enhance justice delivery in the region, however it fully appreciates that there are opportunities to examine and learn from the experiences of institutions elsewhere which are delivering similar kinds of programming. It may enter into agreements with judiciaries in the region and with regional and international partners as required.

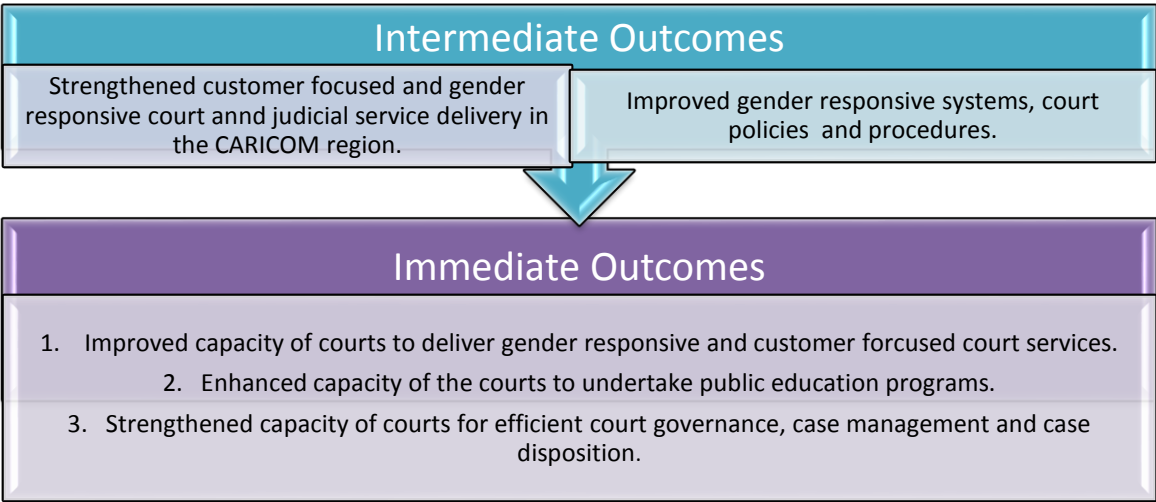
2.3 PROJECT DESCRIPTION AND EXPECTED RESULTS

2.3.1 GENERAL PROJECT DESCRIPTION

The JURIST Project is an initiative aimed at reengineering, modernizing and strengthening CARICOM court systems and processes; and retooling judicial officers and court staff with the skills and competencies necessary to deliver justice in a fair, transparent, effective and timely manner.

2.3.2 PROJECT GOALS AND OUTCOMES

The Project’s ultimate outcome as set out in the LM is **to develop a judicial system that is more responsive to the needs of women, men, youth, business and the poor.**



The LM for the Project is attached at **Annex A** and represents the various levels of expected results. The PMF is attached as **Annex B**, the WBS as **Annex C** and the Risk Register as **Annex D**.

2.4 PROJECT REACH AND BENEFICIARIES

In the first year, the Project will support implementation of activities in the selected jurisdictions.

Project reach and beneficiaries

Direct beneficiaries

- National and regional courts and their judicial officers, court administrators and court staff, who will gain skills, knowledge and competencies to enhance their performance and improve court systems with effective operational structures, policies, processes, systems and procedures that will enable them to deliver quality services to the citizens of the region.

Indirect beneficiaries

- Attorneys-at-law, other practitioners, ministries, stakeholders, agencies and NGO's within the judicial system that must interact with the courts. The effectiveness of the judicial system will improve business interactions with the Courts and enhance their ability to function to the benefit of the citizens of the region.

Ultimate beneficiaries

- CARICOM citizens, the women, men, children, youth, businesses and the poor will gain improved access to courts that provide and deliver efficient and effective services that are in keeping with their needs. Eighteen English-speaking Members, Associate members and the Dutch speaking Member of CARICOM will benefit from the programming and infrastructural improvements that will be implemented under the project. Many Courts within CARICOM have common operational deficiencies; however in all of them, the JURIST project will strengthen the rule of law, by improving: the quality of court operations, access to information, and the effective delivery of services to men, women, youth and businesses. With this reform effort, the regional Judiciaries are the change drivers since the Conference has agreed to a clear policy agenda and a more harmonized and holistic approach to reform

During the five year life of the Project, it is expected that the various reform efforts will incrementally strengthen rule of law and judicial performance, and spur economic activities towards sustainable development of the region. It is also anticipated that the Project will bolster confidence in the justice system and contribute to a positive climate for investment, business expansion and consumers. Benefits should also accrue to Member States which depend on tourism and small businesses for job creation and to building the region's domestic and international trade-related capacity, as it strives to deepen regional integration and strengthen the CSME.

2.5 CROSS CUTTING THEMES

The cross cutting themes of gender equality, environmental sustainability and governance are primary focal points in all project activities and are addressed through targeted activities from years one through five. The Project will also endeavor to encourage an increased awareness for the differently abled of the region to

ensure that any facilities offered in the law courts of each country are so designed to accommodate for the special and unique needs of those members of the regional society.

2.5.1 GENDER EQUALITY

One of the key goals of the Project is to strengthen regional judiciaries to be more responsive to the needs of men and women. Inherent in the terminology of gender equality is the idea that men and women enjoy the same status in all matters of society and that they are given equal opportunity to realize their full human rights and potential.

In efforts to achieve this outcome, the Project will ensure that all project activities will collect baseline data disaggregated by sex and will measure and report on participation rates and distribution of benefits between women, men, girls and boys. The Project will report on how its activities have contributed to the reduction of gender inequalities as perceived and experienced in the judicial system.

A Gender Specialist will be hired on a part-time basis in the second and third years of the project to update, maintain and oversee the implementation of the Gender Strategy (see **Annex E**). The Project has also requested Gender Based Training for all the staff and will also be working in partnership with UN Women in the last quarter of the first year to assist in achieving these objectives. The Project will work to ensure that gender equality is addressed in all of its activities internal and external to the judicial system.

2.5.1 ENVIRONMENTAL SUSTAINABILITY

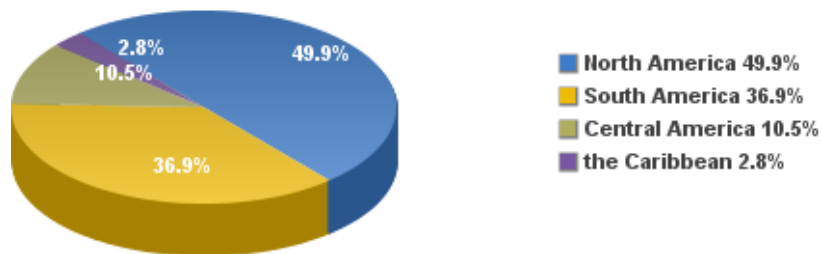
The environmental cross-cutting theme of the Project will focus on:

- 1. Reduction of Carbon Footprints:**
 - elimination of paper through electronic substitutes thus reducing carbon footprints because courts are notorious generators of paper;
 - adaptation of processes and technology that reduce the generation of paper (e.g. e-filing, e-scheduling, internal communications using electronic MIS systems);
 - disposal of waste paper in an environmentally sensitive manner (reuse/recycle);
 - reduction of the carbon footprint of Court operations (e.g. use of technology where possible);
 - reduce number of court appearances-- therefore reduce carbon footprint related to jurors, witnesses, prisoners, litigants, accused persons on bail and attorneys' traveling to court);
 - minimizing excess air conditioning;
 - locating court buildings in places readily accessible by public transportation); and,
 - use of environmentally sensitive materials in courthouse construction.

While every effort will be used to reduce the Project’s carbon footprint it is imperative to note that the Caribbean has one of the lowest rates of Internet and ICT use in the world. As such, in order to ensure the highest possible reach of the Project’s target audiences, some printing will be inevitable. However, the Project will ensure that mechanisms are put in place for the use of environmentally friendly paper and ink as well as the implementation of recycling programs in each model court country.

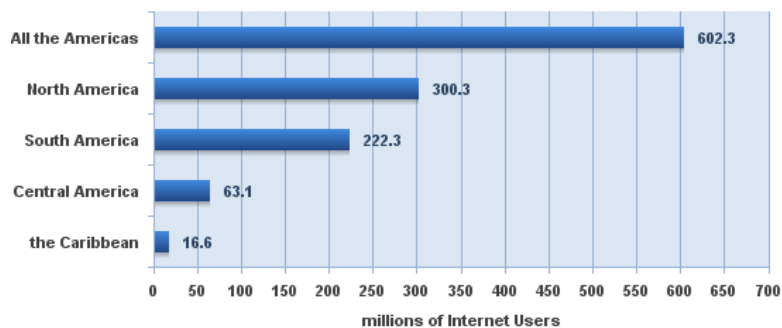
The following tables were provided by *Internet World Stats – Usage and Population Statistics* and shows that the Caribbean has the lowest amount of Internet users in the Americas region.

Internet Users in the Americas Dec 31, 2013 - by Geographic Regions



Internet Users, expressed in percentage, based on an estimate of 602,293,593 Internet users in the Americas on December 31, 2013
 Source: Internet World Stats - www.internetworldstats.com/stats2.htm
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Internet Users in the Americas by Geographical Regions - December 31, 2013



Source: Internet World Stats - www.internetworldstats.com/stats2.htm
 602,293,593 estimated Internet users in the Americas on 2013 Q4
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2. Disaster Recovery:

The effects of a disaster on courts, being the backbone of the justice delivery system, will be multifold. As such, the Project will consider this as a key factor in implementation by integrating measures which are necessary or expedient for prevention of danger or threat of any disaster, mitigation or reduction of risk of any disaster or its consequences in the process of planning, organizing, coordinating and implanting activities.

The Project will also encourage participating courts to undertake mitigation measures including structural and non-structural measures to limit the adverse impact of hazards, environmental degradation and technological hazards.

This will be done through:

- encouraging a culture of disaster preparedness in courts.
- encouraging vulnerability reduction and disaster mitigation through better planning process.
- advocating for business continuity planning to ensure that courts can continue to provide its critical services during and after an interruption (e.g. off-site back-up storage).

2.5.3 GOVERNANCE

The judiciary is a third arm of government and as such plays an integral role with elected government officials and the civil service in providing services to a common customer - the public. Clearly the role of all arms can best be fulfilled if they work in partnership. However, that partnership must respect certain protocols that protect the special responsibilities and roles of each. Of particular relevance to this Project is the critical importance of a free and democratic society to ensure that judicial officers are independent (and are seen to be free) of inappropriate influence in making judicial decisions. From a general perspective, by ensuring that the other arms of government are involved in an appropriate manner in different aspects of the Project, appropriate partnerships between the judiciary and other arms of government will be strengthened.

Specifically, the Project will improve the manner in which the different arms share and allocate governance roles and responsibilities in particular substantive areas. The Project will (in consultation with the executive and other partners) explore and develop improved definitions of the appropriate role of the judiciary and other arms of government with respect to Human Resource Management decisions regarding court administration staff.

2.5.4 COURT EXCELLENCE

An international consortium for court excellence from the United States of America (USA), Australia, Singapore, the World Bank and the European Commission for the Efficiency of Justice has developed an international framework for court excellence (see **Annex F**). The approaches and tools advocated by the framework have proven to be an effective guide for judiciaries to continually improve their service delivery. The Project has therefore adopted the framework as a roadmap for Caribbean courts to achieve the ultimate outcome of a judicial system that is more responsive to the needs of women, men, youth, business and the poor. Courts become centers of excellence through a four step cycle of a) self-appraisal b) planning c) implementation and b) evaluation. The cycle is continuously applied.

2.6 RISKS AND RISK MANAGEMENT STRATEGY

The risks that could potentially impact on the Project's capacity to achieve the desired goals have been identified. During Year 1, the early stage of project planning and development, these risks will be closely monitored and appropriate strategies adopted to mitigate potential impact on project implementation. The main risks identified, residual risk ratings and the risk management strategy have been outlined in **Annex D**.

2.7 SUSTAINABILITY

Sustainability is one of the key criteria guiding project decisions regarding the nature and location of specific efforts and model courts, which will over the long-term result in a judicial system that is efficient, well managed, modern and more responsive to the needs of CARICOM citizens. Focusing first on the priority areas identified by key stakeholders for development, strengthening, and enhancement are critical to achieving this objective.

In the last year, an exit plan will be submitted to DFATD outlining the approach that will be utilized to effectively close out the Project by the agreed end date. The exit plan will entail:

- The PMU undertaking a post audit to assess project deliverables to determine if they met requirements, the impact program activities have had on regional judiciaries, whether outputs were accomplished, there have been improvements in work flow activities, delivery of cases and court personnel being more gender sensitive to the needs of the users of the courts.
- Documenting lessons learnt from implementation activities on the successes and challenges encountered, the strategies adopted and the results and having these lessons learned incorporated into DFATD's database.
- Formally closing out the Project including finishing out procurement activities, contracts and payments for work undertaken, archiving project documents and releasing the project team.
- Arranging for unused funds to be returned to DFATD, accounting records updated and closed out.
- A final report prepared on Project outputs achieved, the costs incurred executing the entire Project against the PIP, WBS and PMF.

Other strategies that are key to ensuring the sustainability of the reform efforts during and after the conclusion of the Project are:

- Taking care in the design of the Project to choose only those outputs that could be sustained within regional and local economic, social and political environments likely to exist after the completion of the Project.
- Carefully choosing areas of reform with the expectation that they would yield benefits to

stakeholders long after the project ended, whether they involved the creation of new physical assets, introduction of new practices and modes of operations, strengthening of judicial operations, or developing and enhancing policies, systems and procedures.

- Developing an organizational resource and technological reform network infrastructure to guide and support ongoing reform.
- Empowering national judiciaries, partners and key stakeholders to take ownership of the reform process and expected outcomes.
- Involving relevant stakeholders, especially judicial officers and administrative staff within different jurisdictions, in all projects every step of the way (including taking responsibility for and participating in specific substantive work within the project).
- Building the capacity (both through training and direct participation) of national judiciaries, partners and key stakeholders throughout the project to ensure a smooth transition.
- Paying attention to, and considering national policies in the design of the project.
- Building on existing best practices, models and systems (including those already present in the region).
- Designing modifications as necessary during project life to ensure the outputs fit the purpose.
- Developing improved management systems, policies and technological changes will be very difficult to reverse back to less effective and/or less efficient approaches.

3.0 PROJECT MANAGEMENT AND GOVERNANCE

3.1 MANAGEMENT STRUCTURES AND STAFFING

3.1.1 MANAGEMENT APPROACH AND STRUCTURE

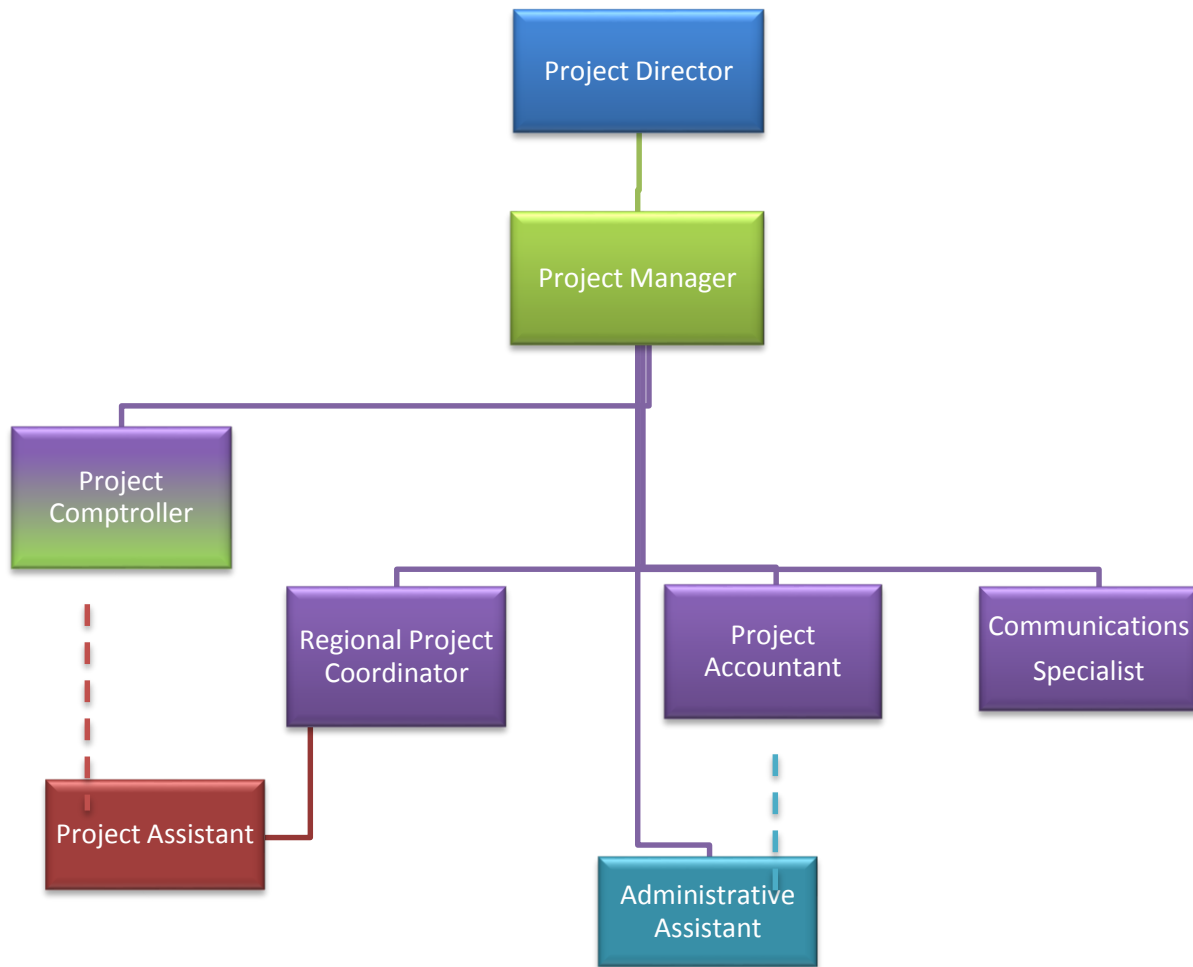
Since the Project will enjoy high visibility, and play a key role in strengthening the images of regional judiciaries, it is necessary to enhance the organizational structure of the CCJ to include a dedicated PMU to oversee its implementation, comprised as follows:

- The Project Director: to provide strategic direction to the PMU;
- Project Manager (full-time) based at the CCJ: to manage the operational aspect of the project;
- Project Comptroller (full-time) based at the CCJ, working throughout the region: to monitor and evaluate the implementation of project activities and generate reports;
- Accountant (full-time) based at the CCJ: to manage the accounting and finance of project activities;
- Communications Specialist (full-time) based at the CCJ: to manage the public relations, press and marketing of the project;
- Regional Project Coordinator (full-time) based at the CCJ, working throughout the region: to coordinate the implementation of project activities;
- Project Assistant (full-time) based at the CCJ: to lend support to the Regional Coordinator; and
- Administrative Assistant (full-time) based at the CCJ;

The activities of the PMU will be planned, organized and monitored with assistance of the CCJ. Its work will however be reviewed by the CCJ and CCJ JPC. It will be led by a Project Manager who will report to the Project Director. The PMU will be responsible for detailed project planning, operational and financial management, procurement, ICT, communications, monitoring and reporting. Special attention will be given to the coordination of ICT and training in that there is a larger amount of management and coordination required in the project than originally foreseen. The Project's focus will be on timely and cost effective delivery of expected results, as such, as one of its first responsibilities, the PMU will revise the PIP and the FAWP accordingly.

The proposed structure of the PMU is shown in Figure 1 below. The approach that will be adopted for management of the Project provides tools that are focused on timely and cost effective delivery of expected results. They are integrated with and flow from the LM contained in **Annex A** and will provide the basis on which the Project will be internally monitored for progress toward achievement of intended results.

Figure 1 – PROJECT MANAGEMENT UNIT



3.2 NATIONAL PROJECT COORDINATORS

Establishment of a network of National Project Coordinators is among the strategies being put in place to ensure that the Project, throughout its five-year life retains its regional focus, is judiciary-lead, and is supported by judiciaries throughout the CARICOM region. The Head of Judiciary in each country has been requested to select two National Coordinators, who will report to him or her. One will act as the link between the Project and the judicial officers in the country, and the other as the link between the Project and court administration personnel in the country. (To further ensure effective communications within the Eastern Caribbean, communications between the Project and ECSC member states will be through the

Director of Projects at the ECSC headquarters.) The specific role of the National Coordinators may vary from country to country and from one stage of the Project to another. However, all of them will assist a country's Head of Judiciary by:

- Maintaining ongoing effective communications with Project staff to ensure: that the Project is fully aware of priorities, suggestions and concerns the country has regarding the current and future work of the Project and the degree to which the country is willing to participate in such work and judicial officers and administration staff are kept up-to-date on Project plans, activities and accomplishments of the Project—both in the country and more generally across the region.
- Working with the assistance of Project staff to help facilitate and support specific activities in either their country or the region as a whole by, for instance:
 - Helping identify and facilitating contacts with persons in the country with needed expertise and experience;
 - Ensuring that Project staff are aware of past and ongoing developments within the country on which the Project could build;
 - Identifying potential for and facilitating the establishments of partnerships with groups doing similar work;
 - Providing key information from within their nation relative to the various activities planned for the project; and,
 - If appropriate, participating directly in, or even leading, various activities of the Project.

To fulfill these roles, the Head of each judiciary has been asked to appoint individuals who will represent either the judicial officers or administrative personnel in their respective countries and will:

- have the confidence of and direct access to the country's Head of Judiciary;
- have the respect of and influence throughout the judiciary;
- be able and willing to obtain and maintain and awareness of the priorities, suggestions and concerns the country has regarding the areas in which the Project is working;
- is committed to reform initiatives leading to improved capacity of and tools for judicial officers or court administrative personnel, and is willing to promote the efforts of the Project to achieving these objectives;
- have good communications skills and is committed to sharing information about the Project among a wide group of stakeholders; and,
- will be provided the time to fulfil this role.

In Year 1, the Project will establish the various regional teams and recruit staff for the PMU to further develop the work plans which have been prepared (e.g. for the FAWP) for the various Project components. DFATD will hire a Project Monitor to ensure management by results, measure the achievement of results of the justice sector projects and provide technical, management and policy analysis and advice to DFATD.

3.3 ROLES AND RESPONSIBILITIES OF IMPLEMENTATING PARTNERS

3.3.1 CARIBBEAN COURT OF JUSTICE

As REA, CCJ's main responsibility and accountability to the Sub-Committee and to DFATD are for executing the activities and meeting the performance levels agreed to in the Project's governing documents. In short, CCJ will be responsible for the day-to-day initiation, operational planning, management, evaluation and continuous improvement of all work required to successfully implement the Project.

CCJ's general responsibilities include:

- negotiating and signing the Contribution Arrangement with DFATD;
- establishing and executing secure and generally accepted procedures for accounting and financial management and control (including: invoicing and receiving payments, dispersing of funds, procurement etc.);
- administering the Contribution in accordance with CCJ's rules and regulations. Accordingly, all procurement agreements will be entered into pursuant to CCJ's rules and regulations;
- entering into such arrangements with other donors and recipient countries as are necessary for implementation of the Project. This includes:
 - assisting in the development of additional policies and procedures governing the operations of the project, and providing counterpart support to executing those policies and procedures (e.g. human resource management, administration policies including document management, communications, security, etc.);
 - negotiating, signing and managing Memorandums of Understanding (MOUs) with consultants, partners and other organizations and individuals for the execution of specific project tasks;
 - providing strategic direction to the project through participation on the Project Steering Committee;
 - providing tactical and operational direction and control to the Project through participation on the CCJ Project Committee (see below);
 - ensuring (with the assistance of the Sub-Committee that counterpart financial management and human resources are provided to the Project by participating judiciaries; and
 - setting up the CCJ Project Committee, the PMU and other Project organizational units.

This will also require decision-making and other activities at two levels within the Project including the tactical level by the CCJ Project Committee, and the operational level by the PMU. The work will also require administrative and logistical support from other groups within CCJ.

3.4 DFATD

In its role as the primary funding organization for the Project, **DFATD** will be responsible for:

- reviewing and responding to Project reports on a timely basis;
- responding to the Project's substantive requests for information or advice on a timely basis;
- providing funding in accordance with the Contribution Arrangement on a timely basis;
- engaging and overseeing the work of an independent external Project monitor; and,
- participating on the PSC.

3.5 PROJECT COMMITTEES

3.5.1 THE JURIST PROJECT STEERING COMMITTEE (JPSC)

The JPSC will be established as the strategic governing body of the Project which will report to DFATD, and the Sub-Committee. It will be responsible for:

- providing strategic policy direction and overseeing project performance;
- reviewing and approving all project governing documents;
- ensuring that governing documents reflect the major cross-cutting themes including: gender equality, the environment, good governance and sustainability; and court excellence.
- reviewing annual progress reports;
- providing information and guidance on the general direction of the project and reviewing the relevance of project outcomes, strategies and plans in the context of changing policies of regional governments;
- facilitating the coordination and collaboration of the JURIST Project with other projects and programs; and, making recommendations as to the strategic direction and policy related exercises to be supported by the Project.

The membership of the CCJ JPSC will consist of:

- a representative of DFATD who will co-chair meetings;
- the Chair of the Sub-Committee who will co-chair meetings with DFATD;
- other members of the Sub-Committee;
- a representative from the Regional Judicial and Legal Services Commission (RJLSC);
- the Secretary General of CARICOM or representative;
- the Director General of the OECS or representative;
- President of the Organization of Commonwealth Caribbean Bar Association (OCCBA) or representative;
- a member of the private sector
- a second member of civil society
- a senior official of the University of the West Indies (UWI) (representing the LFSE Project)

The REA will assist the JPSC by providing the information and administrative support necessary for it to fulfill its role. The JPSC will first meet to review and approve the PIP and the FAWP. Annual work plans and progress reports will be approved at subsequent meetings. Such meetings will be held at the discretion of the co-chairs at a minimum of at least once a year.

3.5.2 THE JURIST SUB-COMMITTEE

The Project will be undertaken on behalf of DFATD, the funding agency, and the Conference which has final authority on judicial sector reform initiatives in the region. The Conference created a JURIST Sub-Committee to which it gave the responsibility and authority to act on its behalf in matters related to the Project. The Sub-Committee is composed of Heads of Judiciary who are members of the Conference and currently includes the President of the CCJ. In addition to sitting on the PSC, the Sub-Committee represents the interests of the Conference by providing strategic direction to, and assistance to the REA by:

- determining and ensuring that the REA is kept aware of the wishes of the Conference with respect to matters related to the Project;

- reviewing and approving the strategic direction and substantive content of each of the Project’s governing documents to ensure that they reflect the wishes of the Conference;
- reviewing and approving on at least on a semi-yearly basis progress reports from the REA which shows progress made, challenges encountered, assistance required, and planned next steps;
- reviewing and approving all annual and final reports;
- directing the REA to take the required remedial action In the event that its work or plans are not considered to be consistent with the governing documents; and
- providing assistance to and facilitating the work of the Project, by ensuring support from participating judiciaries.

3.6 PROJECT MANAGEMENT COMMITTEE

3.6.1 CCJ PROJECT COMMITTEE

The CCJ is the REA of the Project on behalf of the Conference. The CCJ Project Committee exercises its responsibilities on behalf of the President of the CCJ to whom it reports. It assists the Project Director who is the head of the Committee to:

- ensure effective, communications with the Sub-Committee by keeping the Sub-Committee informed of current and expected project results, activities and challenges;
- managing discussion of issues by the Sub-Committee that are raised by the Project;
- ensuring that the Project is aware of and complies with the strategic directions of the Sub-Committee;
- ensuring effective communications and reporting on appropriate matters with DFATD;
- providing direction to the Project by determining and communicating with the PMU, substantive and administrative policies and strategies that will guide all work of the Project overseeing and evaluating the work of the PMU; and
- providing support to the Project through:
 - Facilitate the work of the Project;
 - providing advice and other resources to the Project;
 - assisting the Project Manager in setting up regional-based specialist advisory committees.

This Committee comprises the President of the CCJ, one Judge of the CCJ, a Project Director who is a member of the CCJ (who may be the President), one senior member of the CCJ Administrative Staff, two Heads of Judiciary from within the region, Robert Hann (Canadian partner), Sandra Oxner (Canadian Judicial Educational Expert), the Project Director of the IMPACT Project, one senior representative of CARICOM, and one member of the RJLSC. The Project Manager is an ex officio member of the committee.

The President may also appoint on an as required basis, other persons, including: CCJ staff, other technical specialists, members of partner organizations, and senior judicial and court administration specialists and officials.

The Committee will meet quarterly (or more frequently if required), normally 4-5 weeks after the end of each quarter to:

- review financial and operational progress against the FAWP;

- consider and comment on the draft quarterly, semi-annual and annual project reports;
- discuss operational issues brought to their attention by the Project Manager and agree on their resolution;
- identify and consider policy issues that need to be carried forward to the Project Steering Committee; and,
- contribute to development of annual work plans and annual project reports over the life of the Project.

3.7 PROJECT ADVISORY COMMITTEES

To ensure the success of the Project, the involvement of a number of partners, advisors, consultants and stakeholders from the region and elsewhere will be necessary at different stages of the Project. The aforementioned individuals will provide guidance as individuals or through their membership on Project Advisory Committees (PAC's) to the Project in areas such as:

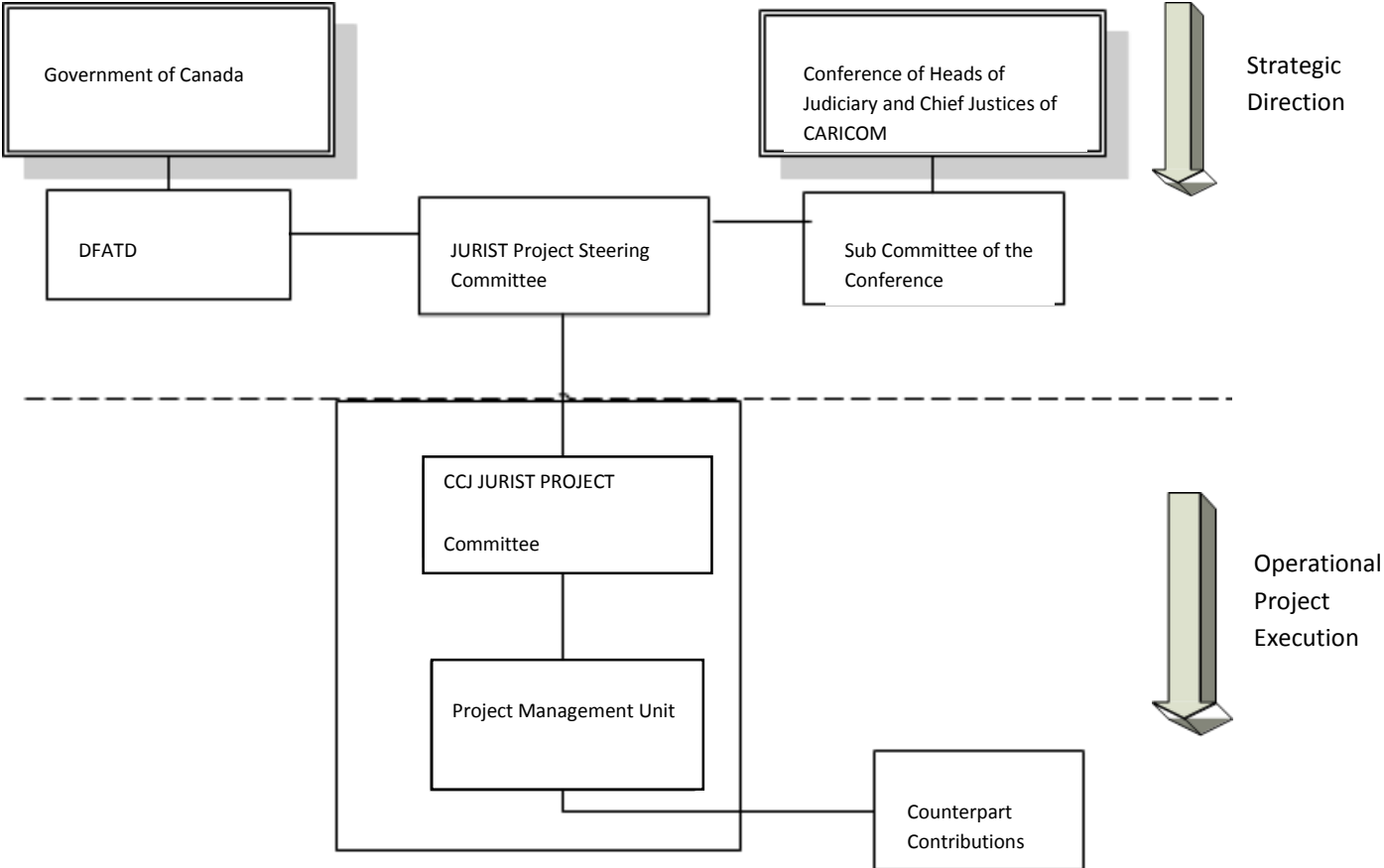
- policy setting and direction;
- research;
- the understanding of different jurisdictions;
- sharing best practices, knowledge and know-how;
- provision of technical and advisory support;
- policy development;
- project design, development and planning;
- adaptation of models to meet the needs of different jurisdictions;
- gender issue identification assessment and balance;
- project implementation at the regional and national levels;
- human resource development and training;
- monitoring and evaluation;
- sustainability; and/or,
- the provision of information and the dissemination of results.

The governance structure for the Project addresses responsibilities and authorities for decision making at the following two levels:



Figure 2

JURIST PROJECT GOVERNANCE



4.0 PROJECT IMPLEMENTATION

There are three components of this project:

- **Component 1:** Improving the capacity of courts to deliver gender responsive and customer focused services (1100)
- **Component 2:** Enhancing the capacity of the courts to undertake public education programs (1200)
- **Component 3:** Strengthening the capacity of courts for efficient court governance, case management and case disposition (2100)

Each component of the project will be implemented in accordance with its terms of reference (TOR) and PIP by a component team. The WBS with implementation schedule for the life of the project is hereto attached at **Annex C**. The lead and members of each team will comprise key persons from the judiciaries of the region, selected in a consultative process by CCJ Project Committee, the JURIST Committee and the Heads of Judiciary. Persons will be selected according to the nature of the component and the nature of the expertise required to implement it, and will work together with consultants, contractors and suppliers, as required, who are procured by the procurement rules for this project. Procurement for this project will take into account the imperative for those judiciaries who are involved in a project to have a pivotal role in selection of consultants, contractors and suppliers. The selection teams will therefore include the representatives of judiciaries of member states, subject matter experts as required, the project manager, director, or deputy and a financial officer from the CCJ. The processes of procurement will be in keeping with CCJ's procurement procedures.

4.1 PROJECT ACTIVITIES

The following table provides a list of the activities under each component.

COMPONENT 1
1100 Improved capacity of Courts to deliver gender responsive and customer focused court services
1110 Conduct training on court on court administration and adjudication that is gender responsive and customer focused
1120 Develop model guidelines for handling sexual offence cases (including cases involving children)
1130 Re-engineer selected courts' business processes to include gender sensitive administrative and customer service procedures
COMPONENT 2
1200 Enhanced capacity of the courts to undertake public education programs

1210 Support courts in developing tools for delivering public education programs and receiving customer feedback
1220 Establish Knowledge management system
COMPONENT 3
2100 Strengthened capacity of courts for efficient court governance, case management and case disposition
2110 Develop and implement delay reduction and backlog elimination mechanisms in selected courts
2120 Develop Regional Court Performance Standards.
2130 Establish a business model for Regional ICT solution (case management system)
2140 Support the development and/or operationalization of specialized courts/divisions

A full description of the project activities is included at **Annex L**.

5.0 PROJECT INFORMATION

This Section of the PIP describes how information on the project will be gathered and disseminated and defines the responsible leads and timing of activities. Collecting, managing and reporting information on the progress of activities and results are essential to maintaining accountability and transparency with DFATD the principal contributor, with CCJ staff who are involved intimately in project implementation and with stakeholders.

5.1 MONITORING PERFORMANCE AND RISK

As part of the monitoring and evaluation of the Project, the PMU will cooperate and work closely with the Monitor assigned by DFATD's to the Project, provide Project and progress information as required to the Monitor for continuous assessments and for receiving recommendations on how to improve performance. The recommendations received will be incorporated into implementation activities. The Project will ensure there is a continuous and clear line of communication between the PMU and the Monitor. The PMU will support and make the necessary arrangements for the mid-term and end of Project evaluations undertaken by DFATD. The outcomes of these evaluations will be documented for future action.

5.2 PERFORMANCE REPORTING FRAMEWORK

The following table, drawn from the Contribution Arrangement, identifies the full range of reports that will be prepared and submitted for the JURIST project. Appendix D to that Arrangement describes the required contents and formats in detail. Suggestions by DFATD regarding LM changes will be reviewed and PMF and LM will be updated with any required adjustments when the Annual Work Plan (AWP) is submitted. All reports will be prepared by the CCJ and its PMU. They will be submitted to the Sub-Committee and to DFATD, Barbados electronically and in hard copy, in a format acceptable to DFATD, unless specifically indicated otherwise by DFATD.

REPORT	FREQUENCY	DUE	PERIOD COVERED
1. Project Implementation Plan	Once	No later than 120 days after signing of the Contribution Arrangement	Life of the Project
2. First Annual Work Plan	Once	No later than 120 days after signing of the Contribution Arrangement	First fiscal year
3. Annual Workplan	Annual	Within 45 days after the end of the fiscal year	Fiscal Year (April 1 to March 31)
4. Quarterly Financial Report With	Quarterly* (Q1,	Within 30 days after the end of each quarter	Previous quarter
5. Financial and Budgetary Forecast	Q2, Q3, Q4)		
6. Semi Annual Narrative Performance Report	Semi-annually	Within 30 days after the end of the second quarter (i.e. 30 September)	1st semester

7. Annual Project Performance Report	Annual	Within 45 days of the end of the fiscal year*	last 12-month period
8. Final Report	Once	Within 90 days of the end of the implementation phase	Duration of the Project

*DFATD operates on a fiscal year that starts April 1 and ends March 31. The fiscal year is divided into four quarters: Q1 (April 1-June 30); Q2 (July 1 –September 30); Q3 (October 1- December 31) and Q4 (January 1-March 31).

5.3 ANNUAL WORK PLANNING

Preparation of an AWP for each year will be the responsibility of the Project Director and will be reviewed by the PMC and approved by the Sub-Committee and the PSC. The AWP has a number of significant components that will require a process of discussion and information gathering by the project management team that involves all stakeholders. It starts with a review of achievements over the past year in relation to plans and an assessment of any changes that have taken place in the project environment, internally or externally, that has or could affect future progress. Based on this information, the project team and stakeholders will be in a position to reconfirm or adjust the strategic directions of the project. Any required adjustments to the LM (and PMF) arising from this exercise will be identified in the AWP.

The PMU will work with stakeholders to set performance targets for the coming year, identify activities to meet these targets, specify responsibilities and schedules and determine the resources be required to complete the planned work. The Gender, Environment, Governance and Court Excellence Expert Advisors will undertake annual reviews of their respective strategies to measure progress against objectives, identify issues and prepare plans of action for their sectors for the coming year.

5.4 COMMUNICATIONS

With involvement of national coordinators, judiciaries, administrators, court staff, NGO's and other stakeholders across 19 jurisdictions, effective communication will be a major challenge for the Project team.

Internal communications will be maintained through ongoing face to face contact between the Project Director, Project Manager and other members of the Project team, and staff of the CCJ and others involved in project implementation activities. They will be reinforced through formal mechanisms like the PMC meetings. An electronic storage and retrieval system will be developed and will house ALL documents related to the Project so that it can be shared with all stakeholders.

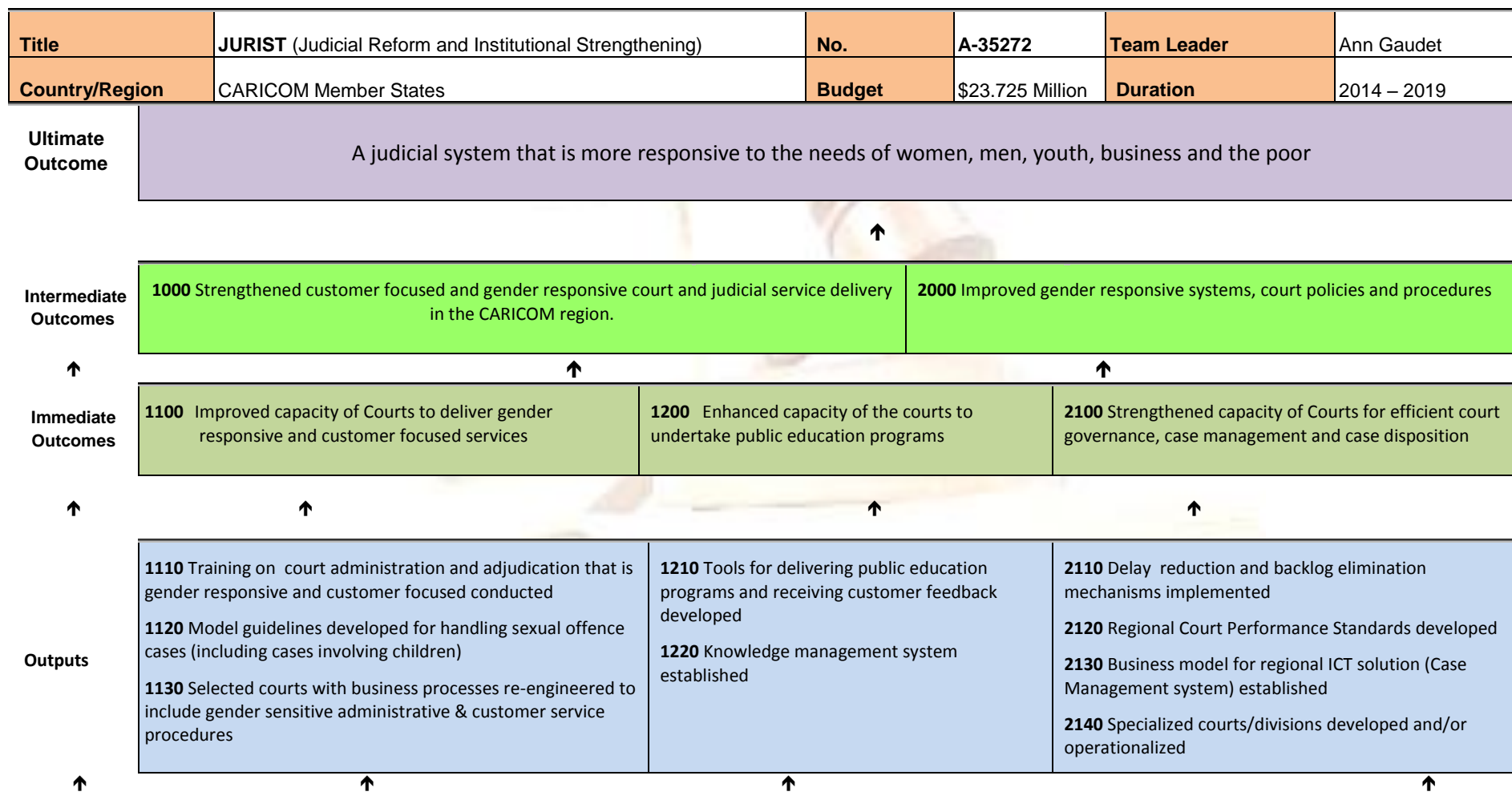
Communications with external stakeholders will take place in different forums. CCJ has well established communications links between the Heads of Judiciary, staff and other institutions in the region and elsewhere. The plan addresses both internal and external communications for the Project, as well as the mechanisms that will be used to improve communications within each of the recipient jurisdictions.

A full-time Communications Specialist has been hired as part of the PMU and a Communication Strategy has been developed (see **Annex K**). It is expected that approximately C\$480,000.00 of the budget will be spent on Project communications and the WBS is included at **Annex C**. The budget includes sums for traditional, new and evolving communications techniques such as mass media advertising, website development, brochures and other publications, social media, graphic design services, multimedia production services, mailing and distribution. These tools will be used to raise awareness about the Project, its objectives, achievements and related policy issues. Various tools will be used to suit the needs of its audiences and their locations.

ANNEX A: LOGIC MODEL FRAMEWORK

LOGIC MODEL (LM) Version: 34 Date: 18 March, 2015

ver 34



Activities

1110 Conduct training on court administration and adjudication that is gender responsive and customer focused

1120 Develop model guidelines for handling sexual offence cases (including cases involving children)

1130 Re-engineer selected courts' business processes to include gender sensitive administrative and customer service procedures

1210 Support courts in developing tools for delivering public education programs and receiving customer feedback

1220 Establish knowledge management system

2110 Develop and implement delay reduction and backlog elimination mechanisms in selected courts

2120 Develop Regional Court Performance Standards

2130 Establish a business model for Regional ICT solution (case management system)

2140 Support the development and/or operationalization of specialized courts/divisions



ANNEX B: PERFORMANCE MEASUREMENT FRAMEWORK

PERFORMANCE MEASUREMENT FRAMEWORK

Title	JURIST (Judicial Reform and Institutional Strengthening)	No.	A-35272	Team Leader	Ann Gaudet
Country/Region	CARICOM Member States	Budget	\$23.725 Million	Duration	2014 – 2019

Code	Expected Results	Indicators	Baseline Data	Targets	Data Sources	Data Collection Method	Frequency	Responsibility
Ultimate Outcomes								
	A judicial system that is more responsive to the needs of women, men, youth, business and the poor	No. of participating countries ¹ that implement reforms consistent with international standards and best practices in relation to the six key areas ²	Darby/Stiles Report & (Some updating required)	Six model court countries in the region to implement at least three (3) of these reforms in the courts by the end of the project	Chief Justices & Registrars	Report/file search and survey of data sources, desk top study	Years 3 & 5 or 6	PMU, Chief Justices/ Registrars
Intermediate Outcomes								

¹ Participating courts are representative from model court countries (Barbados, Belize, Grenada, Guyana, Jamaica, OECS)

² 1) Access to Justice; 2) Completeness and Timeliness of cases; 3) Equality, Fairness & Integrity; 4) Independence & Accountability; 5) Public Trust and Confidence; 6) Environment for Conducting the Work of the Court

Code	Expected Results	Indicators	Baseline Data	Targets	Data Sources	Data Collection Method	Frequency	Responsibility
1000	Strengthened customer focused and gender responsive court and judicial service delivery in the CARICOM region	Level of customer satisfaction (m/f) according to periodic exit interviews conducted in model courts	First time measure at each model court	50% of customers in each category [women, men, poor, youth, business people (m/ f)] express satisfaction by end of project	Customers - women, men, poor, youth, business	Surveys, exit interviews by NGOs	Quarterly - roll up every six (6) months	Contracted organizations, including NGOs
		No. of participating courts that have instituted customer focused and/or gender responsive reforms	TBD	75% of model courts by end of project	Annual reports, registry,	Reading or reviewing reports and registered information	Annually	National Coordinators
2000	Improved gender responsive systems, court policies and procedures	No. of gender sensitive policies implemented in participating courts	TBD	65% of courts have gender sensitive policies implemented by the end of project	Judiciary/ Court	Survey	Annually	National Coordinators
		% Reduction in delays & backlogs in participating courts ³	TBD (results from questionnaires)	75% reduction in delays & backlogs in courts by end of project	Court statistical records	Interviews (participating registrars)	Annually from years 3 - 5	Court registry, National Coordinators

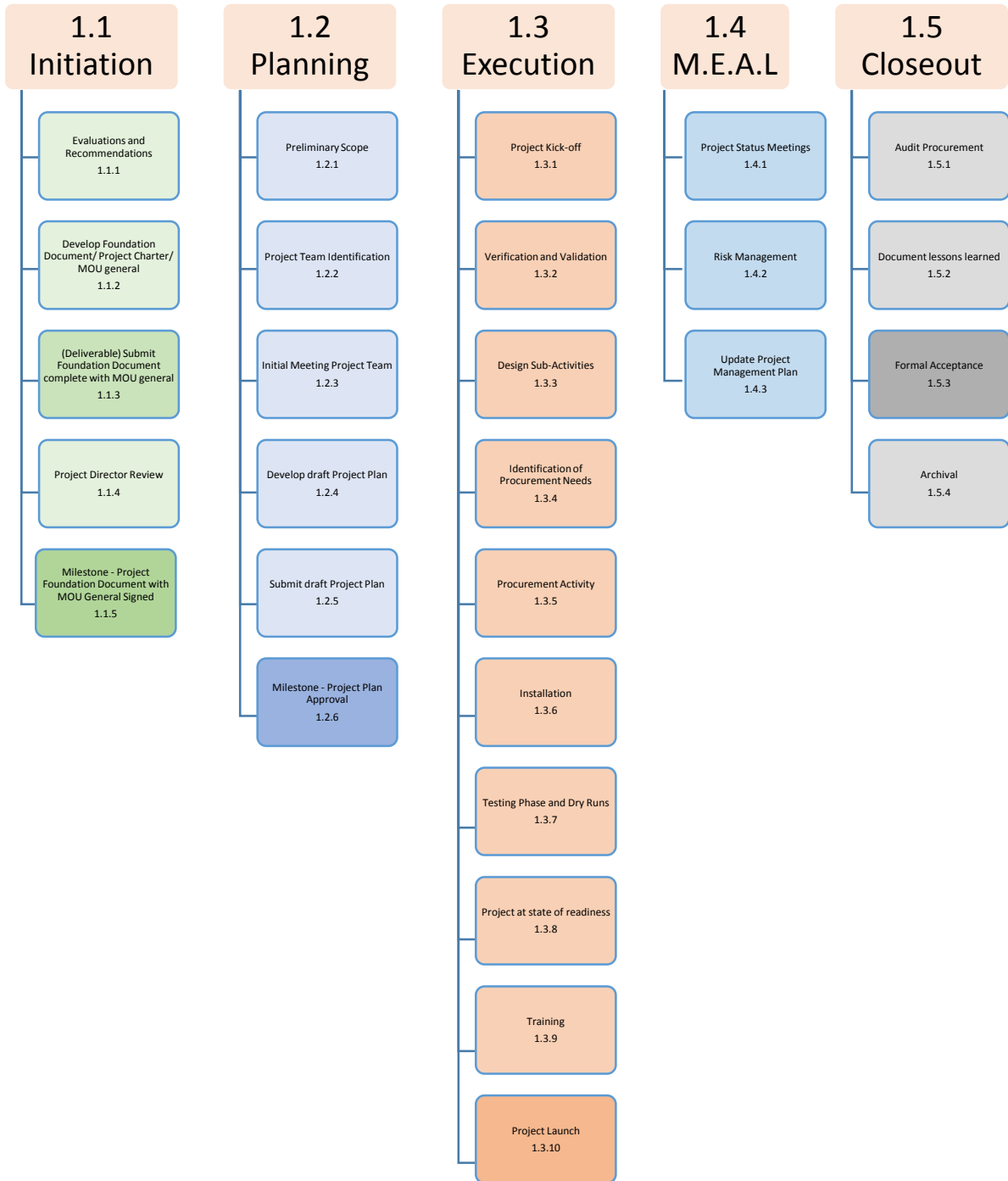
³ To be measured as two (2) separate activities

Code	Expected Results	Indicators	Baseline Data	Targets	Data Sources	Data Collection Method	Frequency	Responsibility
		Perception of court personnel and end users (m/f) in relation to improvements in court system procedures	First time measure	80% of sampled male/female who report improvements in the systems and court procedures by end of project 90% court personnel who report improvements in court procedures and systems by end of project	Court personnel and attorneys (Bar Associations) & NGOs	Survey	Annually	Bar Associations, PMU, NGOs
Immediate Outcomes								
1100	Improved capacity of courts to deliver gender responsive and customer focused court services	No. of Judicial Officers and Court Administration personnel (m/f) trained in gender responsive court services in participating countries	Zero	80% Judicial Officers & Court Administrators by end of project	Training records	Attendance register	Collect every session, Collate every 6 months	Primary: Trainer Secondary: Project Officer/Project Manager
		% trained Judicial & Court Admin personnel (m/f) who have increased their knowledge based on pre and post testing	Zero	90 – 95% trained by end of project	Judicial Officers & Court Administrators	Pre & post test	Every training	Trainer(s)
1200	Enhanced capacity of the courts to undertake public education programs	No. of public education awareness programs developed with the assistance of JURIST	Zero	Twelve (12) campaigns, Two (2) per model court country by end of project	Court administrators	Database listing of programs developed	Annually	National Coordinators

Code	Expected Results	Indicators	Baseline Data	Targets	Data Sources	Data Collection Method	Frequency	Responsibility
2100	Strengthened capacity of courts for efficient court governance, case management and case disposition	No. of judicial officers and court administrators (m/f) who demonstrate strengthened capacity	Zero	80% Judicial Officers & Court Administrators in participating countries by end of project	Trainer(s) / Court Personnel	Retrospective self-assessment	Every training/exposed event/sessions	Trainer
Outputs								
1110	Training on court administration and adjudication that is gender responsive and customer focused conducted	No. of training sessions conducted	Zero	One (1) training session conducted in at least six (6) countries	Trainers	Normal / simple count	As practiced	Consultant, National Coordinators
1120	Model guidelines developed for handling sexual offence cases (including cases involving children)	Guidelines developed and adopted	Zero	60% participating countries adapted the guidelines	PMU, National Coordinators	Simple count	Semi-Annual	National Coordinators
1130	Selected courts with business processes re-engineered to include gender sensitive administrative & customer service procedures	No. of courts with re-engineered business processes	Zero	At least five (5) courts' business processes re-engineered by end of project	Judiciary/ Court personnel	Simple Count	Annually	National Coordinators
1210	Tools for delivering public education programs and receiving customer feedback developed	No. of gender sensitive and customer focused public information tools developed	Zero	Four (4) tools per model court country by end of project	Communications Specialist, court personnel	Simple count	Semi Annual	National Coordinators, Communications Specialist
1220	Knowledge management system established	Knowledge management system in place with staff and learning resources in place that is generating, distributing & sharing information	Zero	Fully functioning system by the end of year 3	Communications Specialist	Technical assessment, report	Once when system is established	National Coordinators, Communications Specialist

Code	Expected Results	Indicators	Baseline Data	Targets	Data Sources	Data Collection Method	Frequency	Responsibility
2110	Delay reduction and backlog elimination mechanisms implemented	No. of courts with delay reduction and backlog elimination mechanisms implemented	Zero	At least five (5) courts by end of project	Consultant & PMU	Simple count	Annually	National Coordinators
2120	Regional court performance standards developed	No. of court jurisdictions for which the model court standards have been customised to fit local environments and priorities and applied	Zero	At least three (3) countries adapted TBD	Consultant, PMU	Simple count	Every six (6) months	Consultant, National Coordinators
2130	Business model for regional ICT solution (Case Management system) established	Business model for regional ICT solution (Case management system) established	Zero	Adopted by at least two (2) countries by end of five years	PMU, IT staff in country	Simple count	Semi-annual	IT Staff in country, National Coordinators
2140	Specialized courts/divisions developed and/or operationalized	No. of new or enhanced specialised courts/divisions countries in which JURIST has assisted in the design and development	Zero	At least two (2) countries by end of five years	PMU, National Coordinators	Simple count	Semi-Annual	Consultant, National Coordinators, PMU

WORK BREAKDOWN STRUCTURE



Level	WBS Code	WBS Code Name	Description
1	1	JURIST Project	All Work to implement the JURIST Project
2	1.1	Initiation	Triggers to commence Project
3	1.1.1	Evaluation and Recommendations	Working Groups to identify challenges and develop recommendations for Judicial Reform Project (Stakeholder Meeting)
3	1.1.2	Develop Foundation Document, Project Charter, MOU General	Development of Project Charter by PMU in Collaboration with Project Champion and Stakeholders (Potential for Project Charter to be developed for sub-projects such as model court projects)
3	1.1.3	Deliverable: Submit Foundation Document complete with MOU General	Foundation Document is submitted to Project Director with MOU
3	1.1.4	Project Director Reviews Foundation Document and MOU	Project Director comments and provides feedback on Foundation Document along with MOU
3	1.1.5	Foundation Document and MOU signed/ Approved	Project Director signs the Foundation Document complete with the MOU which authorises the Project Manager to move to the Planning Process
2	1.2	Planning	Any Activities involved in the planning process for Model Court Project
3	1.2.1	Preliminary Scope	Project Manager develops preliminary scope based on collaborative participatory consultations which would have occurred during initiation stage
3	1.2.2	Project Team identification	Project Manager based on scope develops Project Team or identification of responsible officer within PMU (Accountability element)
3	1.2.3	Project Team initial meeting	Official commencement of planning process, inclusive of major stakeholders, including JURIST PMU and Project Director
3	1.2.4	Develop Project Plan	Project Team develops Project Plan
3	1.2.5	Submit Project Plan	Project Plan submitted to Project Director for Approval

3	1.2.6	Milestone: Project Plan Approval	Project Plan is approved and Project Manager has permission to proceed to execute project according to project plan
2	1.3	Execution	Any Activities involved in Project Execution
3	1.3.1	Project Kick-off	Project Manager engages in formal meeting with PMU, Stakeholders and Project Director
3	1.3.2	Verification and Validation	Clarification of Project Plan and any specifics which may require attention, this stage ensures all are clear on the path ahead along with Roles and Responsibilities
3	1.3.3	Design sub-activities	Technical Advisory Groups assist in the identification and development of sub-activities
3	1.3.4	Identification of procurement needs	Based on the Design of the Project, it should be possible to identify the deficiencies for project implementation which may require a capital expenditure
3	1.3.5	Procurement activity	Project Team assists local partner in Procurement activities for the elimination of deficiencies
3	1.3.6	Installation	Equipment delivered and installed to address deficiencies
3	1.3.7	Testing Phase and dry runs	Any equipment is tested to ensure any customisations have taken place such as Case Management System is configured to generate required reports
3	1.3.8	Project is at state of readiness	Project Commences activities
3	1.3.9	Training	Any training requirements are completed at this stage
3	1.3.10	Project Launch	Activities commence
2	1.4	M.E.A.L. ⁴	Monitoring and verification for alignment with anticipated targets occurs
3	1.4.1	Project Status Meetings	Weekly team status meetings or frequency dependant on agreed intervals based on collaborative participation

⁴ M.E.A.L – Refers to Monitoring, Evaluation, Accountability and Learning

3	1.4.2	Risk Management	Risk Management Plan is revisited based on observations and status reports
3	1.4.3	Update Project Management Plan	Document is updated as progression takes place
2	1.5	Close-out	Any Activities required to close-out project
3	1.5.1	Audit Procurement	Ensure that all hardware, equipment and software procured for the project has been accounted for and exists in asset management system
3	1.5.2	Document Lessons Learned	Meeting on the identification or post-mortem to identify lessons learned and this is documented
3	1.5.3	Formal Acceptance	Project Director officially accepts project and signed acceptance document included in Project Plan
3	1.5.4	Archival	Files and documents Archived

RISKS AND RISK MANAGEMENT STRATEGY

DECEMBER 2014

RISK SCORING SYSTEM

VERSION: 4

DATE: December 3, 2014

LIKELIHOOD OF OCCURRENCE CRITERIA		
Likely 1	Medium 2	Likely 3
POTENTIAL IMPACT		
Low 1 Requires minimal monitoring	Medium 2 Requires regular monitoring	High 3 Significant impact. Threatens results and requires close monitoring
PRIORITY SCORE		
<ul style="list-style-type: none"> Priority equals the average Likelihood and Impact score (Likelihood + Impact) / 2 		
Low 1	Medium 2	High 3

NO	RISK	LIKELIHOOD OF OCCURRENCE	POTENTIAL IMPACT	PRIORITY SCORE	RISK MANAGEMENT STRATEGY
OPERATIONAL RISKS					
Op 1	a. Staff attrition project management unit (PMU)	2	2	2 Medium	Non-monetary rewards and recognitions program for PMU Morale, motivation, techniques Staff recognition, Performance appraisals. For PMU Staff
	b. Staff attribution of Regional Judiciaries due to transfers for acting or promotional opportunities	3	3	3 High	Packaged training and training of trainers to preserve institutional memory
Op 2	Lack of commitment to the project by Member States	1	3	2 Medium	Identify champions and inculcate a sense of ownership by highlighting the benefits of best practices
Op 3	Widespread public disillusionment of citizens with the performance of regional justice systems.	3	3	3 High	Design and disseminate appropriate public education programmes to educate and inform regional publics on the functioning of the court system, its achievements and periodic updates on the modernization and reform efforts. Also provide opportunities for public feedback and monitoring of public reaction to reforms.
Op 4	Lack of utilisation of technology where Court employees increasingly work in electronic mediums as information managers rather than in paper intensive environments as filing clerks	2	3	2.5 High	The Project will focus on training and technology to add value to the organisation through informed and timely decisions and communication tools.

NO	RISK	LIKELIHOOD OF OCCURRENCE	POTENTIAL IMPACT	PRIORITY SCORE	RISK MANAGEMENT STRATEGY
FINANCIAL RISKS					
Fin 1	There is a risk that stakeholder judiciaries will overestimate the outputs which can be produced with the resources available	2	2	2 Medium	Orientation material presented to key stakeholders at the start of the project involvement
Fin 2	No Budgetary allocation made by countries for their fiscal year forecasting.	3	3	3 High	Early engagement and consultation for fiscal planning to include line items for upcoming fiscal year budgetary allocation
Fin 3	Insufficient resources in the Judiciary to sustain reform activities implemented by project	2	2	2	PMU will develop a sustainability strategy in conjunction with donor and regional judiciaries
DEVELOPMENT RISKS					
Dev 1	The reforms not taking place while the courts keep functioning. The weight of the caseloads and the need to keep doing the job can cause judicial officers to not apply the changes or use the new resources or techniques	2	2	2 Medium	Frameworks and training programs will provide best practice techniques to balance the demands of the project and handling current caseloads
Dev 2	Resistance and lack of commitment to the achievement of gender equality by participants	3	3	3 High	Training curriculum and processes support experiential learning processes which support behavioural change. Entire design of the Project will ensure a greater acceptance of gender equality.
Dev 3	Resistance to change as a result of the reforms introduced	2	2	2 Medium	A strategy geared towards managing change carefully will be developed
ENVIRONMENTAL RISKS					

NO	RISK	LIKELIHOOD OF OCCURRENCE	POTENTIAL IMPACT	PRIORITY SCORE	RISK MANAGEMENT STRATEGY
Env 1	Natural disasters in Member States could affect implementation in affected country	3	3	3 High	Contingency plans developed for how implementation will be undertaken should disasters occur

ANNEX E: GENDER STRATEGY

Most CARICOM countries have enshrined gender equality in their constitutions, eliminated discriminatory laws and policies and prohibited gender as a basis of discrimination; however gender inequality persists in the culture and practices of both state and non-state actors. Women continue to experience inequality in the labour market, with higher unemployment levels despite educational advancements; suffer pay inequity; are segmented in the lowest paying jobs; have very limited participation in elective parliamentary processes; carry the disproportionate burden of care for children; and experience high levels of gender-based violence.

Gender disparities, even when not caused by exclusion or discriminatory treatment, can also be harmful for men and boys as dominant notions of masculinity can contribute to higher levels of educational underachievement, vulnerability to involvement in the informal and illegal economy and criminal or counter-culture activity. The persistence of gender inequality is manifested in all components of the legal systems, the substantive law, and the administration of justice and in the culture of use of the legal processes. In most Caribbean countries, expressions of inequality such as unequal pay, forms of labour exploitation, sexual harassment, rape within marriage, evidentiary rules related to sexual offences, lack of full autonomy and control of reproductive and sexual health matters remain inadequately addressed by legislation.

The administration of justice is hampered by delay and inefficiencies which have a differential impact particularly on those who come to the court system with a life experience of social exclusion or inequality. The need for improvement is most pronounced at the magisterial court level, which hears the majority of cases, acts as adjudicator, mediator and social worker. In several sociological and anthropological studies undertaken on courts in the Caribbean, deficits such as unpredictability in the application of legal principles, delay and unresponsiveness to the social realities of litigants before the court have been highlighted.

Some examples of gendered judicial decision-making include: the courts' failures to take account of women's burden of care in the family as with exceedingly inadequate child support orders; judicial propensities to allow such cases to linger in the court system without interim orders; or hesitancy to exercise the full range of judicial powers in domestic violence cases. Gendered judicial decision-making which reinforces restrictive and harmful notions of masculinity can also be seen in the treatment of juvenile offenders (most of whom are boys and young men), where such treatment does not take adequate account of the developmental stages of children and the familial or social environment within which children live.

Such gender-influenced judicial decision-making is not unexpected since gender socialisation is experienced by everyone. It influences the functioning and behaviour of court personnel and can be hard to avoid, particularly when such socialisation reproduces acceptance or tolerance of rigid gender roles and unequal power relations between women and men. There is a growing appreciation of the need for gender sensitivity training for actors within the administration of justice as well as further attention to building on understanding by the judiciary of the socio-cultural context within which the court functions. Those calls acknowledge that access to justice can be enhanced where decision-makers are aware of or sensitive to the gendered realities of the lives of those who seek the protections and remedies that the law offers.

Gender-responsive reforms aimed at improving access to justice must take account of the differential responsibilities, needs and interests and access to resources of persons who invoke legal process. Employing

gender analysis, the justice sector has a two-part obligation to ensure: a) equality of opportunity in access to the courts and b) equitable outcomes

Definition of Terms

Gender-responsive Court administration and adjudication under the JURIST Programme:

Administration of Court processes, including adjudication, case management, documentation, data collection, must recognise that women and men enter the court system with pre-existing challenges based on their gender roles, including their sexual orientation, which impact the way in which they interact with the courts. For example, women typically approach the court system for family matters, and while legislation may or may not reinforce certain gender biases, the Court's application of these laws and their processing of these cases may. This also holds true for men in family matters, who are seldom recognised as primary caregivers with rights of custody and maintenance.

This term includes the application of case management protocol for Domestic Violence, Sexual Violence, Trafficking, and Assault which recognises that certain sensitivities and modalities must be put in place for both men and women bringing these cases to the courts (see below). This term includes ensuring a capturing of how Courts are adjudicating vis a vis international and domestic commitments to the eradication of all forms of gender-based discrimination, including discrimination based on sexual orientation or disabilities, and significantly enhanced sex-disaggregated data on cases and Court administration. This term includes awareness raising of all court officers of case management protocols and administration as it relates to all forms of Gender-Based Violence and increasing their capacity to implement these protocols. This requires judicial education around the implementation of international conventions in national law, the protocols around cases of gender-based violence; and awareness on the application of domestic law as it relates to non-discrimination and the eradication of all forms of gender-based violence.

Gender-responsive court services under the JURIST Programme:

The recognition that women and men, and boys and girls, by the nature of the roles they play in society, interact with the Courts differently. For example, the majority of cases brought before the Judiciary by women are primarily related to family law, domestic violence, sexual offenses, trafficking; and children often through cases of family law and sexual assault. Ancillary support services are available through the Executive and non-governmental organisations for persons experiencing gender-based violence and child abuse. It is essential that the Courts and court officers be aware of the state-mandated services and ensure victims are granted, within the powers of the Courts, immediate access to these services. Further, as it relates to Court-lead services, this term refers to enhanced use of family court modalities and the provision of social services, legal aid, child care, and directed access to necessary social protection/welfare, as required. (Note – may be that courts don't provide the services, but they need the understanding of what services are already out there and their processes should formally link to these). These issues can be addressed between the court's IT systems and executive agencies.

Gender responsive/sensitive policies under the JURIST Programme:

This term refers to the Judiciary's two fold role of: a) Advocating and advising the Executive on the need for policies which reflect the international commitments taken to over-come all forms of gender-based

discrimination; and b) Ensuring case management protocols are in place around all aspects of gender-based violence (Sexual violence, domestic violence, trafficking, assault, etc.) and that these are linked to broader case management protocols put forward by the Executive. This includes mandating sex disaggregated data collection by the Courts; (NOTE – this one needs some more unpacking, based on the now emerging discussions under that Outcome area).

Project Strategies

- The project will **develop benchmark indicators and performance standards** for courts to assist the regional and national courts in review and if needed, amend Rules of Court and administrative procedures.
- The project will **carry out a training needs assessment and develop training modules on gender responsive administration and adjudication**, including alternative dispute resolution/mediation.
- Significant delay is caused by untimely service of process and by delays in the completion of informational materials ordered by the court from ancillary service providers such as probation officers and social workers and process servers. This affects women disproportionately in the adjudication of matters in which women are a party and the other party is a man.
The project will **strengthen gender sensitivity through training and monitoring and will also build the capacity of ancillary court service providers to respond to the informational needs of the court**. Such training will also focus on building the capacity of ancillary court service providers with skills for gender responsive approaches to the administration of justice.

The project will also support:

- a. The **development of a public education and awareness and sensitization program that increases knowledge of how the rule of law and access to justice** are central to social and gender justice; and
- b. **The development of a gender responsive Customer Service Strategy, to improve the contribution of support staff particularly in ensuring access to justice**, including through a process of consultations and feedback with civil society;
- c. The project will, through its focus on Court Statistical Reporting Systems in the region, **build the technical capacity for statistical units to collect and disseminate gender-disaggregated data on court use and court outcomes data**.
- d. The monitoring and evaluation frameworks will be informed by the **development of gender indicators, gender-sensitive evaluation instruments and methodologies and by the functioning of a Committee on Gender Responsiveness in the Judiciary**.

THE BENEFITS OF ADOPTING THE FRAMEWORK

Section 1: Adoption of the Framework will help ensure courts are able to deliver the quality court services essential to fulfilling their critical role and functions in society.

Fair, accessible, and efficient courts create positive relations among citizens and between the individual citizen and the State. Public trust and confidence that a court will provide accessible, fair, and accountable proceedings is, in turn, naturally enhanced by an effective and efficient court system. Confidence within the business community and therefore in business investment are likewise heightened. **A sound justice system enables positive economic growth and healthy social development.**

Section 2: Court Values

The Consortium recognizes there is broad international agreement regarding the core values that the courts apply in carrying out their role. The key values to the successful functioning of the courts are:

- Equality before the law
- Fairness
- Impartiality of decision-making
- Competence
- Integrity
- Transparency
- Accessibility
- Timeliness
- Certainty

These core values guarantee due process and equal protection of the law to all those who have business before the courts. They also set the court culture and provide direction for all judges and staff for a proper functioning court.

Values such as fairness and impartiality set the standards by which courts conduct themselves. The values of independence and competence are primarily related to the ability of the judge to make decisions based solely on a thorough understanding of the applicable law and the facts of the case. Integrity includes the transparency and propriety of the process, the decision, and the decision maker. Justice must not only be done but be transparently seen to be done.

Accessibility incorporates the ease of gaining entry to the legal process (including reasonable filing fees and other costs, access to counsel and, if needed, an interpreter) and using court facilities effectively. The ability to obtain accurate, complete information about the judicial process and the results of individual cases is essential to accessibility. Timeliness reflects a balance between the time required to properly obtain, present, and weigh the evidence, law and arguments, and unreasonable delay due to inefficient processes and insufficient resources. No less important is the guarantee of certainty; that a decision will at some point be considered 'final' whether at first instance or through an appeal process.

It is the responsibility of the presiding judicial officer of the court, the heads of departments and other managers of the courts to encourage understanding of and adherence to core values, such as independence, integrity and

timeliness. A journey towards court excellence is primarily a journey built upon a strong respect for and adherence to shared court values.

Section 3: Core Values and Court Activity

The Framework provides a methodology for building a court's performance on the basis of internationally accepted court core values and their application to every area of a court's activities. There is a fundamental and clear link between court values and the performance of a court. The Framework provides a clear method for courts to assess whether those values that have been identified as being important are in fact guiding the court's role and functions. The journey to court excellence is one of continuous improvement achieved through optimal internal organization of the courts, strong leadership, clear court policies, quality resource management, effective and efficient court operations, high quality and reliable court (performance) data and a high level of public respect.

All of these roles and activities must be carried out at the highest quality level for a court to be regarded as an excellent court. To simplify the process of assessment of performance and identification of areas for improvement the Framework divides these areas of activity and roles into seven separate categories collectively called the Seven Areas for Court Excellence. Each area conveniently captures an important focus for a court in its pursuit of excellence. Each area has a critical impact on the ability of the court to adhere to its core values and to deliver excellent court performance. The values should be reflected in a court's approach to each of the areas of court excellence and, through the Framework process of assessment and improvement, a court can be aware of how well it is promoting and adhering to the values it espouses. It is important for courts to not only publicize the values which guide court performance, but also to ensure those values are built into the court's processes and practices.

Seven Areas for Court Excellence

3.1.1 COURT LEADERSHIP AND MANAGEMENT

Inspiring leadership and proactive management in an organization are crucial for court success and excellence. This is true for all levels in the organization. They are an essential foundation for moving beyond the status quo by valuing and promoting the benefit of improving quality, effectiveness, and efficiency of services. Indeed, strong leadership ensures the court is not operating in isolation from the broader community and external partners. An excellent court organization with outstanding performance results can only be realized by cooperation with other organizations and partners that influence the work of the court such as public prosecution agencies, governmental agencies, the local legal profession, the police, and user support groups.

Strong leadership also requires the creation of a highly professional management capability within the courts as well as a focus on innovation within the courts and the anticipation of changes in society (which can lead to changes in demands for judicial services). In most countries the heads of courts are judges with a high level of judicial expertise. This does not automatically guarantee that they are also the best managers for courts. Excellent courts stimulate court leaders to take part in postgraduate management courses to improve their management skills. Innovation and flexibility are important qualities for court organizations because societal change is a fact of life: for example, the growing mobility of citizens, internationalization, changes in economic climate, variation in the level of crime rates, and modifications of laws. Excellent court managers anticipate and recognize change. They actively involve all staff and judges in identifying challenges and solutions. They try to modify work processes and organizational structures as well as to implement innovative solutions that lead to improved performance results and a high level of quality.

Other measures of strong leadership include the ‘openness’ of the organization and clear accountability. This means that courts regularly publish their performance results and provide information on their services, processes and improvements. Strong court leadership implies the promotion of the external orientation of courts, a proactive and professional management culture, accountability and openness, an eye for innovation and a proactive response to changes in society.

3.1.2 COURT PLANNING AND POLICIES

An embedded practice of refining, implementing, and assessing court policies is essential for effective management and strong leadership. It implies that the courts systematically collect information about their performance, the changes in society, and the needs and wishes of court users and external partners of the courts. This obviously requires a proper management information system to register and process performance data which is then available for analysis. **Excellent courts use a system of policies and plans to realize the objectives that have been formulated in terms of court performance and quality.**

Planning ahead is fundamental to establishing clear goals, targets and plans for improvement. Excellent courts actively engage judges and staff and widely consult with court users and stakeholders to develop new policies and approaches to court improvement. Planning must be based on a committed use of accurate and reliable data and information to ensure strategies, plans and policies are supported by a strong evidence base. The planning process needs to ensure court values are inherently built into plans and policies.

Excellent courts actively use court policies as tools to improve performance and ensure high quality services. **Judicial policies may focus on strengthening specific values or the realization of well-defined goals.** A policy, for example, can aim at strengthening the unity of law by introducing guidelines for certain types of cases. In civil proceedings, a policy can encourage judges to take an active role in applying and enforcing standards for submitting documents or new evidence. In criminal proceedings, a listing or adjournment policy can be used to help reduce the number of postponements of court sessions. A clear policy on waiver of fees can improve accessibility to a court.

Excellent courts formulate, implement and assess clear policies and strategies for achieving performance objectives for efficiency and quality they have set at an earlier stage.

3.1.3 COURT RESOURCES (HUMAN, MATERIAL AND FINANCIAL)

Excellent courts manage all available resources properly, effectively and proactively. They define priorities, and take into account developments in society and the changing wishes and needs of court users and external partners. The most important resources of the courts are its personnel, the judges and court staff. Excellent courts apply and continue to improve objective workload models, which describe the relationship between court case categories and the average time needed by a judge and court staff to prepare and finalize a case. In combination with the anticipated number of incoming cases and pending cases, this information is used to predict the judicial and staff resources needed.

Since courts are professional organizations excellent courts respect the professional values that are related to the function of a judge and stimulate knowledge sharing and improvement of relevant knowledge. In excellent court organizations there is a good working climate, high level of satisfaction of judges and staff and a system for continuing professional education.

Excellent courts have sufficient material resources to fulfil their objectives and carefully manage and maintain these resources. Poor quality of courtrooms, inadequate buildings, a lack of office space for judges, court staff, and court records, inadequate office material and equipment, including computers, will have a negative effect on the court's performance and the quality of the services delivered. Sound and proactive management of financial resources requires effective budgeting, fiscal management and independent auditing of accounts. Courts need to ensure they have adequate financial and management expertise, appropriate court facilities and office space, and where appropriate, technology for a proper functioning of a court.

3.1.4 COURT PROCEEDINGS AND PROCESSES

Fair, effective and efficient court proceedings are indicators of court excellence. The conduct of court proceedings depends on the quality of court rules (and procedures), judicial oversight, application of the rules and court support (including technology). Excellent courts review the conduct of proceedings and, based on an analysis and description of work processes, identify aspects of court proceedings for improvement. Timeliness and foresight are crucial. Duration of the litigation process must be constantly monitored as well as pending cases that have been in the process for an excessive period. Appropriate measures must be taken in situations where the duration exceeds the norms. The standard operating procedures of an excellent court comprise important elements such as agreed upon time standards, establishment of case schedules in individual cases, the active role of the judge with respect to time management, limitations in the postponement of court sessions, effective scheduling methods for court sessions, and the use of differentiated case management and, if applicable, alternative dispute resolution techniques.

Efficient and effective court proceedings also require an efficient division of labour between judges and court staff. Judges should focus on adjudication. Court staff should deal with minor judicial tasks and administrative aspects. In excellent courts the non-judicial functions of judges are limited and the judge tries to minimize the clerical tasks performed by the judge, while allowing for judges' participation in appropriate leadership, managerial, and policy work. Similarly, substantive legal and procedural decisions are not left to court staff.

Excellent courts have fair and timely court proceedings. Much attention is given to ensuring timeliness and eliminating or minimizing a backlog of cases. An efficient division of labour between judges and court staff is used to support a clear focus on the efficient disposition of cases.

3.1.5 CLIENT NEEDS AND SATISFACTION

Research has consistently shown that the perceptions of those using the courts are influenced more by how they are treated and whether the process appears fair, than whether they received a favourable or unfavourable result. Thus, **one of the important aspects of the quality approach and the 'search for excellence' is that it takes the needs and perceptions of court users into account.** Court users include members of the public and businesses making use of the services of the courts (e.g., litigants, witnesses, crime victims, those seeking information or assistance from court staff) and professional partners (lawyers, public prosecutors, enforcement agents, governmental agencies, court experts, and court interpreters). Accordingly, measures must address not only the level of satisfaction with the outcome of the court proceeding, but also the level of satisfaction with how the parties, witnesses, and lawyers were treated by the judges and the court staff. The (perceived) expertise of the judges and staff and the fairness and ability to understand court procedures and decisions

should also be measured. This information should be used to improve the quality and processes provided by the court.

3.1.6 AFFORDABLE AND ACCESSIBLE COURT SERVICES

Excellent courts are affordable and easily accessible for litigants. Court fees do not prevent members of the public from accessing the judicial process; cumbersome procedures and requirements do not drive up litigation expenses; and forms and comprehensible basic information about court processes are readily available. Physical access is easy and comfortable. Court users can easily reach the public visitors area of courtrooms; directions in the courts are clearly displayed; and a central information point guides court users through the court. Safety is guaranteed, but excessive safety measures do not prevent litigants from feeling comfortable. Courts use information technology to enable self-represented court users to navigate the courts (through general information on the court, court proceedings, and court fees), electronic filing, and use of videoconferencing.

Access to justice is facilitated by courts:

- adhering to universal physical access standards
- providing court interpreters and offering information in the languages spoken in the community served by the court
- setting court fees at affordable levels
- working with agencies and the legal community to ensure that legal assistance is available to those financially unable to retain a lawyer
- providing, where feasible, access and information electronically via the internet as well as at the courthouse.

3.1.7 PUBLIC TRUST AND CONFIDENCE

In general, a high level of public trust and confidence in the judiciary is an indicator of the successful operation of courts. Lack of corruption, high quality judicial decisions, respect for the judges, timely court proceedings and transparent processes will increase public trust in the judiciary. A high level of public trust will enhance voluntary compliance with court orders, strengthen respect for the rule of law and increase support for the provision of resources to meet court needs. Excellent court organizations systematically measure the level of public trust and confidence in the judiciary and court staff. Without public trust a court is hampered in its ability to function as an effective court.

ANNEX G: BUDGET NARRATIVE

The total Budget of the Project is C\$ 23,725,013.40 this is made up as follows;

DFATD Contribution	C\$ 19,400,000.00
CCJ Contribution	C\$ 1,441,686.00
Contribution from Regional Partners	C\$ 2,883,327.00

The Budget as represented in Annex F shows the breakdown of the DFATD contribution as follows

Annex F sets out the budget showing the three immediate outcomes of the project. Under these outcomes are the major components as set out in the PIP, then the components are broken down into the detailed activities which represent the WBS of the Project. Each activity is costed based on the most reasonable estimate at the moment.

Actual expenditure for the period April 1, 2014 to November 30, 2014 is C\$ 469,931.98. The majority of this expenditure represents professional fees incurred in the preparation of the PIP. The remainder was expended in the establishment of the steering and advisory committees, initial visits to Model Court Project countries and setting up of the PMU.

The PMU is fully staff, and expenditure will accelerated in the next quarter. The projected cost for the last quarter of the year 1 is C \$ 679,316.87. The estimated expenditure for the life of the project is C\$ 19,400,000.00.

Expenditure related to counterpart contribution by the CCJ is already committed and a detailed budget is attached at Annex G (CCJ Counterpart Contribution) showing actual CCJ contribution to date of C\$ 202,050.00 and estimated contribution for the last quarter of C\$ 82,150.00. The total CCJ contribution for the five year period is C\$ 1,441,686.00

With regard to the regional contribution, Annex H shows a breakdown of the commitment to date from the two Model Court project countries namely Barbados and Jamaica. The contribution from the other countries in the region will be added at a later date as they become relevant. Total estimated contribution as it relates to the two model court countries is estimated at C\$ 998,900.00 for the life of the project.

ANNEX H: BUDGET

EXPENSE BY COMPONENT		5 YEAR BUDGET	BUDGET SPREAD				
			Year 1	Year 2	Year 3	Year 4	Year 5
PC1110	1110 Conduct training on court administration and adjudication that is gender responsive and customer focused	3,016,700	60,000.00	887,010.00	1,182,680.00	591,340.00	295,670.00
PC1120	1120 Develop model guidelines for handling sexual offence cases (including cases involving children)	1,107,300	7,000.00	330,090.00	440,120.00	220,060.00	110,030.00
PC1130	1130 Re-engineer selected courts' business processes to include gender sensitive administrative and customer service procedures	1,267,000	0.00	380,100.00	506,800.00	253,400.00	126,700.00
PC1210	1210 Support courts in developing tools for delivering public education programs and receiving customer feedback	377,000	67,539.68	92,838.10	123,784.13	61,892.06	30,946.03
PC1220	1220 Establish Knowledge management system	103,000	18,000.00	25,500.00	34,000.00	17,000.00	8,500.00
PC2110	2110 Develop and implement delay reduction and backlog elimination mechanisms in selected courts	2,115,000	214,550.00	570,135.00	760,180.00	380,090.00	190,045.00
PC2120	2120 Develop Regional Court Performance Standards.	626,083	15,000.00	183,324.90	244,433.20	122,216.60	61,108.30
PC2130	2130 Establish a business model for Regional ICT solution (case management system)	2,020,672	92,538.58	578,440.03	771,253.00	385,626.68	192,813.34
PC2140	2140 Support the development and/or operationalization of specialized courts/divisions	2,685,000	12,141.74	801,857.48	1,069,143.30	534,571.65	267,285.83
PC2200	2200:Steering Committees	83,497	11,527.00	17,992.50	17,992.50	17,992.50	17,992.50
PC2300	2300:Project Start-up Cost	500,000	442,829.91	17,151.03	22,868.04	11,434.02	5,717.01
PC2500	2500 : Project Administrative Cost - Salary and Overheads	3,488,560	318,233.94				
	CONTINGENCY	2,010,188	73,015.52				
	TOTAL EXPENDITURE	19,400,000	1,332,376.47				

ANNEX I: BUDGET – CCJ COUNTERPART CONTRIBUTION

Actual and Budgeted

All Figures are stated in Canadian Dollars

Position	Description of Service	Actuals April 1 to November 30 2014	Projected December 1 to March 31, 2015	Total 5 year projection
Salary				
Project Director	Meetings	34125.00	14300.00	266500.00
Registrar	Meetings and Reviews	39875.00	22000.00	330000.00
Human Resource	Service Time	6750.00	1800.00	27000.00
IT Support	IT Support for Video Conferencing and Equipment Maintenance	16000.00	16000.00	240000.00
Protocol	Service Time provided to Consultant	10500.00	11250.00	90000.00
Cleaning & Maintenance	Service Provided to Project Office	1600.00	800.00	12000.00
Finance Comptroller		26400.00		
Accounts Clerk				
	SUB TOTAL	135250.00	66150.00	965500.00
Operational Expenses				
Office Space	Office Space Provided for 7 Project Office Staff	40000.00	12000.00	300000.00
Electric	Electricity provided to the PMU	6400.00	2000.00	48000.00
Office Supplies	Office Supplies for the 1st few months	10000.00		5000.00
Internet	Internet service Provided for the Project	6400.00	2000.00	48000.00
Conference Facilities	Conference facilitated for Skype Meetings, Staring and Advisory committee Meeting.	4000.00		54000.00
Others				21186.00
	SUB TOTAL	66800.00	16000.00	476186.00
GRAND TOTAL- CCJ CONTRIBUTIONS		202,050.00	82,150.00	1,441,686.00

ANNEX J: BUDGET – REGIONAL COUNTERPART CONTRIBUTION

Actual and Budgeted
All Figures are stated in Canadian Dollars

Position	Description of Service	Actuals April 1 to November 30 2014	Projected December 1 to March 31, 2015	Total 5 year projection
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Salary

BARBADOS
MODEL COURT

Project

Chief Justice of Barbados	Meetings, reviews, and providing information	7,800.00	7,800.00	62,400.00
Registrar	Meetings, reviews, and providing information	11,550.00	17,050.00	114,400.00
2 National Coordinators	Meetings, reviews, and providing information	2,400.00	6,750.00	36,600.00
System Administrator	Meetings, reviews, and providing information	3,200.00	3,200.00	25,600.00
Professor Newton	Meetings, reviews, and providing information	5,250.00	12,750.00	72,000.00

SUB TOTAL **30,200.00** **47,550.00** **311,000.00**

JAMAICA MODEL
COURT Project

Chief Justice of Barbados	Meetings, reviews, and providing information	4,225.00	8,450.00	50,700.00
Registrar	Meetings, reviews, and providing information	4,950.00	9,900.00	59,400.00
National Coordinators	Meetings, reviews, and providing information	1,200.00	2,400.00	14,400.00
System Administrator	Meetings, reviews, and providing information	3,200.00	6,400.00	38,400.00
Professor Newton	Meetings, reviews, and providing information	3,750.00	7,500.00	45,000.00

SUB TOTAL	17,325.00	34,650.00	207,900.00
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Operational Expenses

BARBADOS
MODEL COURT
Project

Office Supplies	Stationary and office Supplies	10000.00	20000.00	150,000.00
Internet	Internet service Provided for Model Project Staff	300.00	600.00	4,500.00
Conference Facilitated	Conference facilities for Skype Meetings,	3000.00	6000.00	45,000.00
Transportation	Provided for Personnel for traveling related to project activities	1200.00	2400.00	18,000.00
Others Overheads		1500.00	3000.00	22,500.00
	SUB TOTAL	16000.00	32000.00	240000.00

JAMAICA MODEL
COURT Project

Office Supplies	Stationary and office Supplies	500.00	20000.00	150,000.00
Internet	Internet service Provided for Model Court Project Staff	200.00	600.00	4,500.00
Conference Facilitated	Conference facilitated for Skype Meetings,	1500.00	6000.00	45,000.00
Transportation	Provided for Personnel traveling related to project activities	600.00	2400.00	18,000.00
Others Overheads		500.00	3000.00	22,500.00

SUB TOTAL

3300.00

32000.00

240000.00

GRAND TOTAL- Regional Partners Contributions

66,825.00

146,200.00

998,900.00



**JUDICIAL REFORM AND
INSTITUTIONAL
STRENGTHENING (JURIST)
PROJECT IN THE CARIBBEAN
COMMUNICATIONS STRATEGY AND PLAN**

ACRONYMS

CARICOM	Caribbean Community
CCJ	Caribbean Court of Justice
CSME	CARICOM Single Market and Economy
DFATD	Department of Foreign Affairs, Trade and Development
ICT	Information and Communications Technology
JURIST	Judicial Reform and Institutional Strengthening
MOJ	Ministries of Justice
OECS	Organization of Eastern Caribbean States
PIP	Project Implementation Plan
PMU	Project Management Unit
ToR	Terms of Reference
UWI	University of the West Indies
WBS	Work Breakdown Structure

EXECUTIVE SUMMARY

The Judicial Reform and Institutional Strengthening (JURIST) Project is a C\$23,725,013, five year regional Caribbean (English speaking) project of which C\$19,400,000 will be provided under an arrangement with the Department of Foreign Affairs, Trade and Development (DFATD) of Canada. The Caribbean Court of Justice (CCJ) will contribute C\$1,441,686 and regional partners will fund C\$2,883,327.

The Project seeks to improve court administration and the administration of justice in the Caribbean region by strengthening the ability of the courts and the judiciary to resolve cases efficiently and fairly. The Project will be rolled out in six model court countries namely Barbados, Belize, Grenada, Guyana, Jamaica and one other country to be identified from the Organization of Eastern Caribbean States (OECS). Special attention will be paid to improving the capacity and skills of judges, court administrators and court personnel to deliver services that address the different needs of women, men, girls and boys as well as those of their “customers” from the governmental and private sector.

The Project will build the capacity of regional trial and appellate courts, including the CCJ, to facilitate the deepening of economic integration while improving court governance, case flow management and case disposition. The ability to dispose of cases fairly and efficiently will improve the quality of justice delivery, inspire public confidence in the justice system, improve gender equality throughout the courts and make the region more attractive to foreign investment.

The Project’s ultimate goal: To establish a judicial system that is more responsive to the needs of women, men, youth, business and the poor.

With the involvement of National Coordinators, judiciaries, administrators, court staff, non-governmental organizations (NGOs) and other stakeholders across 19 jurisdictions, effective communication will be a major challenge for the Project team.

Internal communications will be maintained through ongoing face to face contact between the Project Director, Project Manager and other members of the project team, staff of the CCJ and

others involved in Project implementation activities. This will be reinforced by formal communications mechanisms such as meetings and reports among others. An electronic storage and retrieval system will be developed and will house ALL documents related to the Project so that it can be shared with all stakeholders.

Communications with external stakeholders will take place in different forums. CCJ has well established communications links between the Heads of Judiciary, staff and other institutions in the region and elsewhere.

The plan addresses both internal and external communications for the Project, as well as the mechanisms that will be used to improve communications within each of the recipient jurisdictions.

A full-time Communications Specialist has been hired as part of the Project Management Unit (PMU). It is expected that approximately C\$480,000.00 of the budget will be spent on Project communications and the Work Breakdown Structure (WBS) is included in the Project Implementation Plan (PIP). The budget includes sums for traditional, new and evolving communications techniques such as mass media advertising, website development, brochures and other publications, social media, graphic design services, multimedia production services, mailing and distribution. These tools will be used to raise awareness about the Project, its objectives, achievements and related policy issues. Various tools will be used to suit the needs of its audiences and their locations.

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INTRODUCTION

“The course of communications is never stagnant. It is a dynamic, creative process, relying on input to become more relevant, powerful and effective. As this strategy and plan is implemented, as skills develop, as new lessons are learned, as creative ideas emerge, their integration into future communications efforts will strengthen the role of communications in projects.” Scott et al, 2006

This Communications Strategy and Plan is an evolving one and has been produced to provide a framework or roadmap for the Project. The Project will maximize opportunities to discuss its goals and objectives with people from all walks of life utilizing a mixture of traditional, new and evolving communications techniques. The objectives of this Communications Strategy and Plan are as follows:

- To identify communications goals, messages, audiences, approaches and activities, resource requirements (staff, skills and financial) and plan of action
- To improve capacity of the Project to identify how communications can help achieve its goals and how to plan and implement communications activities; and,
- To increase stakeholder, partner and donor information sharing.

KEY CHALLENGES

- Maintaining positive relationships with target audiences, stakeholders and opinion makers – this is the key to success and in influencing public opinion in the Project;
- Running an engagement/consultative process which is perceived as clear, accessible and is a real opportunity for the general public to influence the outcomes of the Project;
- Whether objectives will translate to reality;
- Challenges associated with the translation and interpretation of ideas and concepts; and,
- Unrealistic expectations of where funding will be directed.

COMMUNICATIONS PRINCIPLES

The following communications principles have guided the development of this strategy will also be instrumental in its execution:

- **Open vs. Closed**

In an effort to promote an environment of teamwork and the exchange of ideas, it is essential that the Project adopt an open communications system where there is a sense of belonging, progress and development. It is therefore prudent that information is shared throughout the organization as well as with stakeholders. Failure to do so may result in a closed communications system that is characterized by problems and distrust.

- **Two-way vs. One-way**

This principle requires that the Project Management Unit (PMU) listens for feedback, shares it and responds. The two-way dialogue ensures that target audiences are not just seen as passive recipients of our messages but are actively communicating their own messages and providing feedback which in turn heightens their understanding of what is taking place. It also allows for the building of trust in the system and processes.

- **Proactive vs Reactive**

The Project will undertake a strategic planning process which enables it to be proactive and not reactive. In so doing it will analyze the existing resources and environment and establish priorities. This will in turn result in the organization being able to set the agenda, lead and plan for crises. In organizations with reactive communications, resources are spent on “putting out fires” as the case may be instead of actively contributing to the realization of the organizational goals.

EXECUTION OF THE JURIST COMMUNICATIONS STRATEGY AND PLAN

The contracted Communications Specialist will perform most of the communications-related activities under the guidance of the Project Manager and in collaboration with other staff members.

COMMUNICATIONS GOALS

The following communications goals were identified for the Project given its overall objectives as well as the environment in which it operates:

- Develop systems to support communications;
- Present a consistent image (visual identity and messaging);
- Increase awareness of Project activities, achievements and linkages; and,
- Support efforts to increase the public's understanding of the judicial sector, reform and institutional strengthening efforts.

1. Develop systems to support communications

Systems, standards and procedures will be developed for the implementation of communications-related activities in the Project. Information will be shared throughout the organization so that staff is made aware of everything that is ongoing in the Project. They will also be educated on their role in supporting communications efforts. This will facilitate and improve the implementation of communications-related activities and give staff access to resources.

2. Present a consistent image (visual identity and messaging)

A consistent image, in the form of a professionally, rigorously applied visual identity and messaging will be put forward throughout the life of the project. This visual identity will include the CCJ's seal, DFTAD's and partners'⁵ chosen logos. This will ensure that the CCJ (through the Project), and the Canadian government are positioned as a key partners working in judicial reform, modernization and institutional strengthening in the Caribbean.

3. Increase awareness of Project activities, achievements and linkages

⁵ Partners refer to model court countries and any other organization that works with the Project

This goal applies to both internal and external target audiences. Communication of the Project's activities, achievements and linkages is necessary to support the realization of goals. This will be done by garnering support and leveraging knowledge and information from Project partners. When partners understand clearly and concisely how the Project's work will benefit them, they are more likely to participate actively and positively. There will also be an elimination of duplication and overlap in similar projects if information is shared with other donors. It can also help in the coordination and leveraging of funding. Further strengthening of the Project will be achieved if staff is aware of the activities and success. Additionally, DFATD will gain recognition for not only its involvement in the Project but also its commitment in the area of judicial reform and institutional strengthening in the Caribbean.

4. Support efforts to increase public understanding of the role of the judicial sector and institutional strengthening reform efforts.

The Project's focus is to: **To establish a judicial system that is more responsive to the needs of women, men, youth, business and the poor.** The Project will employ a number of strategies to increase the public's knowledge and understanding of the judicial sector and institutional strengthening reform initiatives being undertaken. These will include supporting the different judiciaries (in model court countries) in delivering public education, awareness and outreach programs geared towards educating target audiences on the Project. Individual efforts will be strengthened to assist in the coordination of messaging. Additionally, the Project may consider the training of regional journalists on how to report more effectively on the judiciary to ensure consistency in the journalistic reporting of courts. This will also allow for an improved judicial performance in the region. Consideration should also be given to training of key personnel of the judiciary (in the model court countries) in dealing with the media with a focus on garnering positive coverage.

Positive messages of the Project, its activities and successes will be reinforced as it communicates with its audiences through targeted communications tools and media engagement.

STRATEGIC APPROACH

The following describes in general terms the strategic approach that the Project will adopt to assist in achieving its communications goals:

1. Increasing the Project profile

The involvement of donors in any kind of reform efforts can sometimes be very sensitive. While promoting the involvement of donors in supporting reform, countries might see it as interference in their affairs. However, to get support from partners to coordinate with donor projects and take advantage of what is being offered, they need to know what type of support is being provided. Additionally, donor recognition is important for supporting these initiatives but the integrity and independence of judicial institutions must be maintained when promoting the involvement of donors. As such, it is prudent to ensure that when conducting media or other public outreach, that partner participation in reform efforts are promoted first and foremost, while recognizing the efforts of the Project and DFATD second. The Project should be promoted internally within judicial institutions so in order to garner support from partners.

2. Adapting success stories for use in different channels

Success stories from the Project can be repackaged and reproduced for use in a variety of formats (website/s, newsletters, fact sheets, project reports, brochures etc).

3. Using Project staff/partners as trusted messengers

The Project for the most part will enlist the support of its partners in activities to ensure success. Interpersonal relationships will be regarded as an important effective tool in communications between Project staff and partners. Interpersonal relationships allow for communicating messages, successes and challenges among other issues directly whilst enlisting support by showing the benefits of partnerships.

4. Coordination with judiciary staff (particularly communications staff if available)

Staff at the respective judiciaries will have a crucial role in sharing information about the project with partners. They will be able to provide information on the plans, successes and challenges among other issues in the Project. This relationship is also vital for coordinating Project and donor recognition and other communications activities.

5. Communications channels between Project staff and judiciaries

While ever evolving technology provides a means to communicate via email and Internet based software applications such as “Skype”, it is unknown how many people within the respective judiciaries actually have access to these tools. As such, it is recommended that until such time as the Project is able to ascertain the usage of Internet based tools, that communications take place using traditional means such as face-to-face and using printed publications (brochures, flyers, posters, fact sheets etc) among others. Once an “electronic” or “e” culture is adopted or expanded, the channels of communications will change to reflect the reality of each judiciary.

6. Stakeholder engagement

Where appropriate, stakeholders will be involved in the, development, design and implementation of messages, materials and other specific elements of the strategy. This includes governments, court staff, the judiciary, the broader legal community, civil society organizations and the media.

7. Media engagement

The Project will utilize both traditional and new forms (social) of media including radio, television, press, Facebook, Twitter etc. depending on the objectives that are to be achieved and the target audience.

8. Public awareness and public education programs

The Project will undertake a number of public awareness⁶ and public education⁷ programs to ensure that its target audience understands what JURIST is, its functions, activities and benefits to the individual countries and the region as a whole. The Project is a technical one and as such will focus its awareness and education activities on partners, stakeholders, donors and the general public and will utilize a variety of tools to cater to the needs of the different target groups. It has been recognized that there are similar projects being

⁶ Public awareness = informing, sensitizing and drawing attention to

⁷ Public education = imparting knowledge and know how. Public education is two way communication and is more interactive

undertaken in the region and it is imperative to distinguish JURIST from others by providing information that adequately describes its activities and outcomes to set it apart. In certain circumstances, JURIST will collaborate with other projects in the region.

9. Website

An interactive Project website will be developed, which will act a tool to provide information to target audiences as well as collect information.

10. Customer Service Training

Some judiciaries do not adequately train their employees to provide good customer service. Their employees in turn are not able to give customers the level of service they expect. Employees need to be trained to deliver good customer service and they cannot do that until there is an understanding of the importance of customer service training in the workplace.

11. Messaging

The Project will leave messages with its targets audiences that will linger in their minds once the communication is completed. Messaging will be clear, concise, consistent and repeated throughout the life of the Project (repetition is vital to a successful communications campaign). There will be some core messages/themes that will be developed and appear across the board. However, as tools and activities are developed for catering for specific target audiences, additional messages will be developed to meet those needs. These messages will be carried by every communications vehicle either explicitly or implicitly.

JURIST Messaging, Approaches and Themes

It is suggested that the following wording/sentences be incorporated into JURIST messaging:

- *“The CCJ and the Canadian government, through the JURIST Project are partners in judicial reform and institutional strengthening in the region”* is an example of sentence that can be used in promoting the Project. Important words such as *“working with”* and *“partnering”* will be used to show both the CCJ’s and DFATD’s involvement in judicial reform while also highlighting the collaborative efforts of the region’s judiciaries. This will show that efforts under the Project are desired and not being forced upon judiciaries and their respective countries.

It is suggested that the following **messaging approach** be adopted for all communications tools:

- *Achievements and successes, not processes should be told:* When focus is on achievements and success it shows benefit.
- *Facts and Figures:* All information provided to target audiences will be supported by data supporting reform and institutional strengthening in the respective countries and by extension the region. This will include the number of court staff trained, reduction in number of reserved judgments etc.
- *Success and human interest stories:* This highlights the impact that the Project is having on people given its ultimate goal. These stories can then be crafted in different ways and used to cater to a variety of different communications tools. Stories to consider include the Project's impact on women, men, poor, business and youth; how technological advancements in the respective judiciaries have improved efficiency etc.
- *The current commitment of DFATD in the area of judicial reform and institutional strengthening in the region.*
- *Project objectives over the next five years.*
- *The partnership approach and shared responsibility taken to ensure effective coordination and achievement of the Project's objectives.*

It is suggested that the following **themes** be taken into consideration when crafting Project communications. The messages will be positive about the initiatives in judicial reform and institutional strengthening and reflect improved performance in the respective judicial systems:

- *A justice system for all citizens that is fair, transparent, accountable and equitable citizens.*
- *Access to swifter justice.*
- *A justice system for the people by the people eg: A Barbadian justice system developed by Barbadians for the Barbadian judicial sector and implemented by Barbadians.*

- *Sustainable change in the judicial system takes time.*
- *A strong judiciary with improved judicial training and benefits to judges thereby attracting the “crème de la crème” to join the judiciary.*
- *The Project is supporting the National Agenda for overall judicial reform.*

TARGET AUDIENCES

Target Audience Analysis

Analyzing target audience groups enables an understanding of their requirements, interest in and impact on the Project and its work so that communications and channels of communication can be based around their particular interests, issues and needs.

Initial and broad analysis of target audiences of the Project has been undertaken based on the following criteria:

- Interest of target audiences within the Project;
- Influence of target audiences on the Project and its outcomes; and,
- Communications needs of target audiences.

Based on this, the Communications Plan has been devised to enable the Project to communicate effective, relevant and timely information to target audiences. **It is important to note that all initiatives undertaken for each target audience will be gender specific, culturally acceptable and cater to their socio-economic status and needs.**

Target Audience Mapping

Judicial Reform and
Institutional

Project Name: Strengthening (JURIST) **Date Prepared:** 14/11/14

The purpose of this analysis is to provide input to the Project’s communications plan. The table below reviews groups of people with interests, expectations and demands. A ‘*stake*’ is generally an interest, ownership or right (legal or moral).

The table below deals with the different categories of target audiences for the purposes of the Project and their areas of interest.

Interest Target audience	Strategic	Financial	Project Milestones	Project Tasks	Behaviour Change Management	Level of Interest (JURIST’s interest in group)
Project Staff/PMU	*	-	*	*	*	High
Judiciaries in the region, judges and court staff	*	In collaborative instances	*	*	*	High
Policy makers and national governments (Ministries of Justice (MOJ))	*	In collaborative instances	*	*	*	High
Donor – DFATD	*	*	*	*	*	High
Other donor funded projects in judicial reform and institutional strengthening	*	In collaborative instances	*	*	*	Medium to high

Interest Target audience	Strategic	Financial	Project Milestones	Project Tasks	Behaviour Change Management	Level of Interest (JURIST's interest in group)
Local campaign/advocacy/community interest groups/non- governmental organisations	*	-	*	*	*	High
General population	*	-	*	*	*	High
Court users	*	-	*	*	*	High
Media	*	-	*	*	*	High
Regional organizations and institutions (CARICOM Secretariat, CSME Unit, UWI)	*	In collaborative instances	*	*	*	High
Committees and Advisory Groups	*	-	*	*	*	High
Service Providers	*	-	*	*	*	Medium to high depending on service to be provided
International organizations (UNWomen)	*	In collaborative instances	*	*	*	High
Media	*	-	*	*	*	High
Youth	*	-	*	*	*	High

1. Project staff

One of the most important target groups is the Project staff. Staff can communicate more effectively about the Project and enlist partner support when they are kept informed and aware of its activities, success and available resources. Staff (including subcontractors) must also know how communications can make their technical work more effective.

2. Policy makers, national governments (MOJ etc), judiciaries, judges and court staff

This category of target audiences is essential to the Project's success. These target audiences will be more likely to support and participate in activities if they are fully aware of the Project's activities and successes. They need to see benefits of participation and enrolment—not only from a Project perspective, but from an overall reform effort perspective. The focus must be on getting information directly to the leadership and those working with the Project.

3. Donor – DFATD

As the major funder of the Project, DFATD needs to be updated in a timely manner about Project activities, challenges and achievements. DFATD also needs to be recognised for its commitment and support of judicial reform and institutional strengthening in the region.

4. Other donor funded projects in judicial reform and institutional strengthening

There are many other similar projects across the region working on improving judicial issues. It is imperative that there is a sharing of information across these donor funded projects to eliminate wastage of resources, overlaps and duplication in programming.

5. Local campaign/advocacy/community interest groups/non-governmental organisations

Working with localised groups will ensure that the Project's messages reach the widest possible target audience, as these organizations often have access to people at the grassroots level who will be impacted by and affect some of the Project's outcomes.

6. General population

The Project will do its part in supporting partners' outreach work by providing technical and other assistance. In addition to the Project's activities, successes etc, integrated coordinated messages about citizens' rights when accessing justice will also be included into media outreach initiatives.

7. Court users

Citizens need to know how to access the services of the courts—what services are available in which locations. This expands and improves services to citizens. In addition, for the judiciary to be more efficient, court users need to come to the court better prepared and to better understand court procedures.

8. Media

The media (traditional and new) will be utilised as channels to help the Project reach its target audiences particularly the general public. It is essential that the public have access to information about and from their respective judiciary in order to understand its role. Additionally, they need to understand how reform and institutional strengthening efforts will affect them. The Project will assist in strengthening the capacity of the judiciary to work with the media by providing training to key focal points in the judiciary. Training will also be provided to journalists in reporting effectively and positively on the judiciary and corresponding reform and institutional strengthening initiatives. Journalists will also be provided timely information on Project activities through media outreach initiatives. When referring to media outreach initiatives, it refers to the Project's use of radio, television, press and social media (Facebook – for now).

9. Youth

It is essential that youth understand the judicial system and how courts function in general. This will enhance their knowledge of the role of the judiciary as it relates to the three branches of government and their own rights and responsibilities if/when they have to interact with the judicial system. Research suggests that young people's participation and engagement can lead to improved service development, increases in their citizenship and social inclusion and improves their wider personal development.

10. Regional organizations and institutions (CARICOM Secretariat, Caribbean Single Market and Economy (CSME) Unit and University of the West Indies (UWI))

11. International organizations (UNWomen)

12. Committees and Advisory Groups

13. Service providers

COMMUNICATIONS FRAMEWORK

The table below gives an overall idea of how communications will take place within the context of the Project:

Target Audience	Desired Action	Basic messages	Proposed channels
<p>Project Staff/PMU</p>	<ul style="list-style-type: none"> • Be aware of and share project activities and successes • Present consistent image (visual identity and messaging) • Identify and share success stories and communications opportunities 	<ul style="list-style-type: none"> • Terms of Reference (ToR) and work plans for each Project component will include responsibilities for reporting status and plans of that component • Project details and development • Project objectives • Roles and responsibilities • Policies and procedures • Reporting requirements • Project plans/activity schedules/milestones and resource requirements • Project execution • Performance indicators • Project outputs and outcomes • Project monitoring and tracking 	<ul style="list-style-type: none"> • Staff meetings • Project progress meetings and reports • Project calendar • Emails • Video-conference and Skype • Website • Media outreach

Target Audience	Desired Action	Basic messages	Proposed channels
Judiciaries, judges and court staff	<ul style="list-style-type: none"> • Secure support for Project and corresponding activities • Sharing of information and promotion of Project • Provide direction and advice • Provide technical and advisory support 	<ul style="list-style-type: none"> • ToR and work plans for each Project component will include responsibilities for reporting status and plans of that component • Project details and development • Selection teams • Project objectives • Roles and responsibilities • Policy and procedures • Reporting requirements • Project plans/activity schedules/milestones and resource requirements • Project execution • Performance indicators • Project outputs and outcomes • Performance indicators 	<ul style="list-style-type: none"> • Workshops and trainings • Progress meetings and reports • Videoconferencing and Skype • Face-to-face meetings • Conference calls • Brochures • Success stories • Promotional items • Media outreach • Emails (where possible) • Website
Donor – DFATD	<ul style="list-style-type: none"> • Secure continued support for Project • Share achievements with Canadian public 	<ul style="list-style-type: none"> • Project details • Project progress/milestones 	<ul style="list-style-type: none"> • Status reports • Conference calls • Video conferencing and meetings • Emails

Target Audience	Desired Action	Basic messages	Proposed channels
	<ul style="list-style-type: none"> • Share information and coordinate with other projects 	<ul style="list-style-type: none"> • Budget status and request for budget allocation • Performance indicators • Risks 	<ul style="list-style-type: none"> • Promotional items • All publications (brochures, flyers, ads, fact sheets etc) • Success stories • Website • Emails • Media outreach
National governments and policy makers	<ul style="list-style-type: none"> • Secure support for Project and corresponding activities • Sharing of information and promotion of Project • Provide direction and advice • Provide technical and advisory support 	<ul style="list-style-type: none"> • Project objectives, details and information • Infrastructural issues • Medium/long term budget/human resource requirements and issues • Risks 	<ul style="list-style-type: none"> • High level face-to-face meetings with Minister and technocrats • Video conference meetings • Media outreach • Brochures • Fact sheets • Promotional items • Website • Emails
Other donor funded projects in judicial reform and institutional strengthening	<ul style="list-style-type: none"> • Share information on other similar projects in the region for co-ordination so as to 	<ul style="list-style-type: none"> • Project objectives, details and information 	<ul style="list-style-type: none"> • Donor coordination meetings • Success stories • Media outreach • All publications • Website • Emails

Target Audience	Desired Action	Basic messages	Proposed channels
	avoid wastage of resources		
Local campaign/advocacy/community interest groups/non-governmental organisations	<ul style="list-style-type: none"> • Secure support for Project and corresponding activities • Sharing of information and promotion of Project • Provide direction and advice 	<ul style="list-style-type: none"> • Project objectives, details and information 	<ul style="list-style-type: none"> • Meetings, workshops • Media outreach • Website • Promotional materials • All publications
General population	<ul style="list-style-type: none"> • Be aware of the JURIST project, its aims, objectives and outcomes and its benefits (service delivery) • Information on rights in accessing justice • Support for the Project 	<ul style="list-style-type: none"> • Project details and information • Public engagement from concept to implementation 	<ul style="list-style-type: none"> • Website • Media outreach • Workshops • Public fora (exhibitions) • All publications • Promotional items • Surveys/interviews • Success stories
Court users	<ul style="list-style-type: none"> • Be aware of the JURIST project, its aims, objectives and outcomes and its benefits (service delivery) 	<ul style="list-style-type: none"> • Project details and information • Engagement from concept to implementation (to be understand user needs) 	<ul style="list-style-type: none"> • Website • Media outreach • Workshops • Public fora (exhibitions) • All publications • Promotional items

Target Audience	Desired Action	Basic messages	Proposed channels
	<ul style="list-style-type: none"> • Information on rights in accessing justice • Support for the Project 		<ul style="list-style-type: none"> • Surveys/interviews • Success stories
Regional organizations and institutions (CARICOM Secretariat, CSME Unit, UWI)	<ul style="list-style-type: none"> • Secure support for Project and corresponding activities • Sharing of information and promotion of Project • Provide direction and advice • Provide technical and advisory support 	<ul style="list-style-type: none"> • Project objectives, details and information • Request for input and involvement • Access to networks • Project execution 	<ul style="list-style-type: none"> • Reports • Video-conferencing and Skype • Face-to-face meetings • Emails • Website • All publications • Media outreach • Success stories
International Organizations (UNWOMEN)	<ul style="list-style-type: none"> • Secure support for Project and corresponding activities • Sharing of information and promotion of Project • Provide direction and advice • Provide technical and advisory support 	<ul style="list-style-type: none"> • ToR • Project details and information • Options for stakeholders to take into account factors that impact men, women and youth 	<ul style="list-style-type: none"> • Reports • Video-conferencing and Skype • Face-to-face meetings • Emails • Website • All publications • Media outreach • Success stories

Target Audience	Desired Action	Basic messages	Proposed channels
Committees and Advisory Groups	<ul style="list-style-type: none"> • Secure support for Project and corresponding activities • Sharing of information and promotion of Project • Provide direction and advice • Provide technical and advisory support 	<ul style="list-style-type: none"> • Project details and information • Project directives • Access to networks • Request for project development input and involvement • Strategic direction 	<ul style="list-style-type: none"> • Reports • Video-conferencing and Skype • Face-to-face meetings • Emails • Website • All publications • Media outreach • Success stories
Service Providers	<ul style="list-style-type: none"> • Provide technical and advisory support 	<ul style="list-style-type: none"> • ToR and work plans for each Project component will include responsibilities for reporting status and plans of that component • Performance standards 	<ul style="list-style-type: none"> • Progress meetings and reports • Emails • Conference calls
Media	<ul style="list-style-type: none"> • Positive coverage highlighting the impact of the Project. • Garner support for the Project • Heightened awareness about judicial reform and institutional 	<ul style="list-style-type: none"> • Project details and information • Engagement of the public from concept to implementation 	<ul style="list-style-type: none"> • Media outreach • Website • Media packages • Media Conferences and briefings • Success stories

Target Audience	Desired Action	Basic messages	Proposed channels
	strengthening among the public		
Youth	<ul style="list-style-type: none"> • Be aware of the JURIST project, its aims, objectives and outcomes and its benefits (service delivery) • Information on rights in accessing justice • Support for the Project 	<ul style="list-style-type: none"> • Project details and information • Engagement from concept to implementation (to be understand user needs) 	<ul style="list-style-type: none"> • Website • Media outreach • Workshops • Public fora (exhibitions) • All publications • Promotional items • Surveys/interviews • Success stories

IMPLEMENTATION PLAN

The following implementation details are divided into two categories - Internal and External Communications:

INTERNAL COMMUNICATIONS

- **Regular staff meetings**

Staff meetings will be encouraged at least once per week (or more depending on Project Manager) to update on the Project's activities. Staff should utilize this opportunity to address/discuss issues relevant to the Project.

- **Staff Reports**

Staff will be encouraged to submit weekly reports on their respective areas of work to ensure that there are no gaps in project implementation and to flag any issues that may impact on timely delivery this includes trip reports from travel to Member States and implementing model court countries.

- **Donor Reports**

Donor reports will be submitted as requested according to DAFTD's timeline detailing Project successes, achievements, financial spend and challenges.

- **Project Calendar**

A Project calendar of events will be developed and will record important dates such as launch activities, trainings, workshops, meetings, staff travel and leave, public holidays etc and any other details that will affect the Project. The Calendar will be updated as needed and be made available electronically to all staff members.

- **Bulletin Board**

A Bulletin Board will be placed in a strategic location within the PMU and will contain information that is appropriate to the organization.

- **Awareness sessions**

Awareness sessions with CCJ staff outside of the PMU will be held to keep them informed of the Project's activities and successes. It is recommended that this be held twice per year.

- Press release and clippings

Press releases that are issued to the media together with subsequent coverage will be circulated to all staff as well as DFATD. Press coverage relating to similar projects in the region will also be circulated.

- Donor database

A donor database will be developed and include information on all judicial reform and institutional projects being undertaken by different donors in the Caribbean.

- Electronic storage and retrieval system

All information relating to the Project will be stored and accessible by parties to be determined in an electronic database system. This will facilitate timely sharing and easy access to the information.

EXTERNAL COMMUNICATIONS

- Project launch in each model court country

The Project will host a formal public launch in each one of the model court countries prior to roll out of activities. The launch will take the form of a press conference/meeting and key local and regional officials will provide details on the Project. Further media outreach initiatives will continue after the launch to keep the Project in the spotlight and the public informed.

- Public Education

The public education aspect of the communications strategy will facilitate a deeper understanding of the Project – its aims, objectives, outputs, outcomes, benefits etc. It will also foster awareness among target audiences of their rights when accessing justice, the services offered by judiciaries, access and how those services will be improved and enhanced by the Project.

- **General Brochure on the JURIST Project**

The brochure will provide information about JURIST for the general public. It will include a summary on Project aims, objectives and outcomes as well as information on the benefits of the Project to not only model court countries but the region as a whole. It will highlight the importance of judicial reform and institutional strengthening.

Distribution channels: Courts, conferences, workshops, meetings, website, Facebook, media, public fora, civil society organizations.

○ **Brochures on the respective judiciaries**

The brochure will provide the general public with information on the courts. The information will include:

- An extensive explanation of the judiciary as it relates to the three branches of government.
- The roles of participants in the court system: judges, witnesses, litigants, lawyers, experts, police, and others
- Citizens' right and duties in administering justice
- Courts' locations, services and basic procedures.

Distribution channels: Courts, conferences, workshops, meetings, website, Facebook, media, public fora, civil society organizations.

○ **Posters**

Posters which will hang in all judiciaries (schools and other places deemed appropriate) and will be designed focusing on:

- Citizens' rights and responsibilities in administering justice
- The roles of participants in the courts system
- The three branches of government.

Distribution channels: courts, schools, website, meetings, workshops, civil society organizations

○ **Information kits**

These kits will provide general information on the project as well as a quick reference fact sheet.

Distribution channels: Media conferences, meetings, face-to-face meetings, workshops, website

- **Success stories**

Telling success stories from the perspectives of target audiences such as judges, court users, youth, the general public etc can be effective in showing the Project's results in judicial reform and institutional strengthening. Showing results in a way that is tangible and impactful in the lives of people will help garner support. These stories will take the following formats:

- Success stories: How the Project has enriched the lives of individuals
- Before and after: Showing impact of the Project with photography
- Case studies: Detailing the work undertaken and its impact
- Human interest stories: People working on the Project (how they feel, what were some of the challenges, how they handle challenges and why they liked working on the Project).

Distribution channels: meetings, trainings, workshops, media, website

- Customer service training

Just like companies, customers are important to courts. Courts have realized that customer service and the customer experience is an important aspect of their business. The court system, faced with an increase in unruly, demanding, frightened and upset relatives, spectators, etc have realized that training their personnel in dealing with the tough situations they face is becoming more important, if only to establish better control over the proceedings. The Project will undertake customer service training in courts in each one of the model court countries to:

- To sensitize staff on their contribution to their court and the delivery of justice
- To increase staff understanding of their roles in providing services to customers
- To identify the courts' customers and the standards of service expected
- To outline the techniques required for delivering service to customers.

- Media Engagement

- Media list

A regional media list will be established and updated on a quarterly basis. This list will provide information of all national, regional and international media houses working in the Caribbean region as well as the key focal points.

- Media outreach

A media outreach plan focused on promoting the work being undertaken by the Project will be developed. The aim of the plan will be to achieve not only the communications goals but the objectives of the Project. Project success and achievements will be told via the media (as one channel of communication) at media conferences, briefings and all Project events which will be done in collaboration with partners.

- Media monitoring and analysis

A system for media monitoring, analysis and archiving press releases, clippings, audio and television recordings will be developed.

- Journalist training

The Project will engage the services of regional consultants, based on discussions with partners, who will train journalists across the region on how to report on the judiciary. Partners will assist in identifying journalists from their countries, speakers from the judiciary as well as play a crucial part in the design of the training program.

- Donor meetings

Regular (frequency to be determined) donor meetings will be convened to share information on projects related to judicial reform and institutional strengthening and to facilitate donor collaboration where possible.

- Website

An interactive project website will be developed and populated with tools, training materials, publications, other materials and news that will be useful on a regular basis as the Project progress.

The website will also assist in garnering feedback from target audiences on Project initiatives and activities.

- Promotional materials

Promotional items such as notepads, memory sticks, pens and pencils will be designed and developed. All promotional items will be branded by donor and partner logos and distributed at all events (trainings, meetings, workshops) to build the Project's name recognition.

- Media training for members of the judiciary

A program will be developed in collaboration with partners geared towards training members of the judiciary in dealing with and interacting with the media.

- Publications

All publications (training modules, case studies, model guidelines, resources) will be made available both in hard copy and electronically via the Project's website.

FEEDBACK AND EVALUATION

In order to ensure the success of the Project it is essential to listen to audiences' responses to the messages being communicated which will come both formally and informally. Feedback from target audiences will be used to not only gauge the success of communication initiatives but also to inform Project activities.

- Collecting feedback

The Project and its partners will utilize a number of tools to collect feedback from target audiences. These include:

- Surveys – verbal interviews, questionnaires on services in the respective judiciaries from both court users as well as staff
- Monitoring and evaluating *all* press coverage

- *Contact us* section on the website where target audiences will be encouraged to give feedback
 - Focus groups with court staff
 - Suggestion boxes (which can be placed in all judiciaries)
 - Usage of model guidelines and other Project resources
- Operational Performance Indicators

Performance indicators for the communications plan have been identified as follows for Years 1 and two of the Project:

- Website developed
- 7 Project launches held (one regional, six national)
- Project calendar developed
- Weekly reports submitted by staff
- Reports submitted to DFATD
- Press clippings and releases shared (with staff and partners)
- Brochure for JURIST produced
- Brochures for judiciaries produced
- Information kits produced
- At least 5 success stories written
- Customer service trainings held
- Customer service feedback mechanisms implemented
- Media monitoring system developed
- Media outreach plan developed and implemented
- Promotional items developed and distributed
- Donor coordination meetings held
- Donor database developed
- Journalist training conducted
- Media training conducted
- Publications (case studies, model guidelines, training materials) produced

JURIST PROJECT ACTIVITIES DESCRIPTION

This section describes the activities that will contribute to the Project's expected results. The activities outlined correspond to the outputs in the detailed WBS.

INTERMEDIATE OUTCOME 1: STRENGTHENED CUSTOMER FOCUSED AND GENDER RESPONSIVE COURT AND JUDICIAL SERVICE DELIVERY IN THE CARICOM REGION

This project component addresses the strengthening of customer-focused and gender-responsive court and judicial service in the CARICOM region. It has been divided into two (2) subcomponents: 1) Improved capacity of courts to deliver gender responsive and customer focused court services; and 2) Enhanced capacity of the courts to undertake public education programs.

IMMEDIATE OUTCOME 1100 – IMPROVED CAPACITY OF COURTS TO DELIVER GENDER RESPONSIVE AND CUSTOMER FOCUSED COURT SERVICES

Output 1110 - Training packages on court administration and adjudication that is gender responsive and customer focused conducted

Description of Activity

This entails the engagement of judicial officers in training related to gender responsive customer focused administration and adjudication to enable a greater understanding of the relationship between gender issues, law and how gender stereotypes influence the administration of justice, access to justice and the rule of law.

The training in gender responsive, customer focus judicial administration and how it applies in situations that arise in adjudication will emphasize the role of court administrators in eliminating gender bias in courts and providing easier access to the courts for women, vulnerable groups (including members of LGBTI community, sex workers, trafficked victims; and persons living with disabilities), as well as providing easier access for men who have suffered sexual or domestic violence. It will enable administrators to identify bottlenecks in case flow management which delay and affect the administration of justice in cases of gender based violence including issues related to the protection of GBV survivors, particularly children within court proceedings and the removal of discrimination at every stage of the judicial process.

1. Targets - The training targets judicial officers and support staff at all court levels with emphasis on the magistracy and its support staff which has the greatest contact with the magistracy.
2. Training Objectives - The training will be directed to the areas of integrity, competence, efficiency and behavior that generate public trust and confidence. This latter category includes social context training with the objective of judicial officers and support staff recognizing and avoiding bias in their decision making and service delivery relating to gender, ethnicity, religion, age, the poor and the marginalized. The improved judicial and

support staff performance will increase public trust and confidence in the courts and establish a sound platform for fostering economic growth and development.

3. Curricula Development - The development of the curricula and the topics for study will be identified by various means including community based needs analyses. A regional curricula development committee will be created from the participating nations to consider and determine topics for study considering the various inputs.
4. Faculty Development - The project will create a regional faculty development committee which will train identified judicial officers and court support staff from the participating nations in adult education techniques such as experiential and interactive training. These trained judicial officers and support staff will compose an initial corps to train their colleagues and other trainers.
5. Benefactors - The benefactor of the activity is the public at large because of a strengthened judiciary, enjoying increased public trust and confidence and therefore better able to resolve disputes and protect rights. Particularly benefited are those marginalized because of gender, age, youth, poverty, religion and being of a minority status.
6. Regional structure - The project will strengthen existing national judicial education structures, support the establishment of these where none exist and together with existing regional judicial organisations develop a regional judicial education structure to augment, support and strengthen the national bodies.
7. Impact - All training sessions will have measurable objectives to allow evaluation of effectiveness of the training on positive subsequent performance of those trained.

Output 1120 - Model guidelines developed for handling sexual offence cases (including cases involving children)

Description of Activity

This activity targets improving the capacity of regional courts to handling sexual offence cases efficiently and provides more accurate data on how these cases and gender inequality in the justice system are addressed. This activity will provide a comprehensive approach to resolution of sexual offence cases through establishing a model court room by supporting the requirements for new legislation, best practices, training, sensitization, technologies, victim support programs including ideal protection for victims, counselling, and documentation for on-going access by the courts throughout the region.

Output 1130 – Selected courts with business processes re-engineered to include gender sensitive administrative and customer service procedures

Description of Activities

This activity requires top-level project sponsors/champions and the commitment and participation of court administrators who are pro-actively involved in the process. This component will re-design selected key court processes to enable delivery of services to customers in times, places and via channels that are convenient to them, circumscribed only by such restrictions as are necessary to protect the integrity of judicial processes. Internal administrative processes will also be re-engineered to improve efficiency and service to internal customers. Customer needs will be the primary driver of process design which will in turn drive IT systems and organization design. Front-line staff in courts will be trained in process analysis and re-design techniques in order to facilitate a participatory approach to re-engineering the selected processes.

Immediate Outcome 1200 - Enhanced capacity of the courts to undertake public education programs

Output 1210 - Develop tools for delivering of public education programs and receiving customer feedback

Description of Activities

This will involve developing branding plans for regional courts to articulate the process by which law courts will manage public perception and create awareness on the role of the court, court supported services and the protection afforded to citizens under the law. The branding frameworks developed will guide how courts communicate, the type of sensitization programs adopted that respond to the different gender needs and educate the public on the services provided. This activity also refers to the implementation of the branding/communications plan created to govern the delivery of public education programmes within the various judiciaries. The process of implementation entails the planning, coordination and delivery of a variety of campaigns for each specialised group in accordance with the objectives set out in the framework. Educational campaigns that address and focus on the needs of each specialised groups and jurisdiction that match the branding/communications objectives of the framework will be developed.

Developing processes and tools to manage the collection, analysis, monitoring and reporting of feedback from the public on the specialised public education campaigns and court services in the context of the Values of the Court Excellence Framework and Gender sensitive:

- Access to Justice; Expeditious and Timeliness; Equality, Fairness and Integrity; Independence and Accountability; Public Trust and Confidence; Environment.
- The protections afforded under Family Law and Sexual Offenses laws and the role that the Court – and court-supported services play in the implementation of these laws.

The following methods will be used to collect feedback:

Surveys and interviews, with general public, governmental agencies, relevant NGOs and victims; voluntary data webpage hits; satisfaction surveys of court customers, staff and attorneys; court data such as annual reports.

Output 1220 – Knowledge management system established

Description of Activities

The primary objective of this activity is to establish the organizational and technological infrastructure to capture information generated by both the JURIST project and other reform initiatives. That information will be translated into knowledge in a form that can be communicated, shared and ultimately reused by Judiciaries and other stakeholders in the region through connecting the right people to the right information in a timely manner while utilizing the most efficient and effective methods possible as possible as follows:

- Establishing a strong champion for judicial reform (i.e., the Conference of Chief Justices and Heads of Judiciary)
- Utilising a specific organisation with the regional authority, knowledge, influence and skills required to plan, manage and/or co-ordinate specific reform efforts (i.e., CCJ, and a new Centre for Court Reform Excellence)
- Strengthening and enhancing formal organizational networks and structures for communicating and extending judiciary reform knowledge throughout the region

INTERMEDIATE OUTCOME 2: IMPROVED GENDER RESPONSIVE SYSTEMS, COURT POLICIES AND PROCEDURES

This project component will facilitate improved gender responsive systems, court procedures and policies.

IMMEDIATE OUTCOME – STRENGTHENED CAPACITY OF COURTS FOR EFFICIENT COURT GOVERNANCE, CASE MANAGEMENT AND CASE DISPOSITION

Output 2110 – Delay reduction and backlog elimination mechanisms implemented

Description of Activity

This high-priority activity aims to reduce the long delays between the commencement of judicial proceedings and their final resolution and reduce the backlog of cases in the courts. This activity will create rules, policies and procedures that will compel cases to be trial ready within a specific period of time between filing and trials. Standards will be established for the delivery of reserved judgements. Best practices on judicial management of cases, plea bargaining, trial readiness, settlement conferences, fixed times for certain filings by attorneys,

prosecutorial or judicial review of delayed cases as to the likelihood of conviction, the elimination of preliminary inquiries will be implemented.

This activity also incorporates the development of a cadre of professional court administrators with specialized skills in the field of court administration for a valued, diverse, skilled and performance focused workforce. Under JURIST, the region will train court administrators and potential court administrators in the core areas of court administration that are related to their jobs. Areas of focus include: Performance Management; Purposes and Responsibilities of Courts; Caseload Management; Leadership; Visioning, Strategic Planning and Alignment; Court Communication across Barriers; Budgeting and Financial Management; Human Resources Management; Education, Training, and Development; Information and Communications Management, Customer Service, Technology Management; Change Management; Project Management; Personnel Development and Planning and Implementing Alternative Dispute Resolution activities. The project will take into account: 1) the needs of individual learners; and 2) impacts of existing performance and 3) knowledge gaps.

Output 2120 - Regional Court Performance Standards Developed

Description of the Activity

This activity will develop sets of model gender sensitive court performance standards and performance indicators through collection of empirical qualitative and quantitative evidence which measures actual performance. Evidence will be collected from court operational management information systems, customer surveys, expert assessments and direct observation. The JURIST project through several of its activities will develop the systems, procedures and specific model tools required to provide on an ongoing sustainable basis empirical estimates of actual performance relative to those standards. The models will be implemented at three levels: the regional level, the national level for core types of courts (e.g. criminal, civil, family, commercial) in at least five (5) Jurisdictions, and at the operational level within specific courts for at least five (5) high priority areas of court operations. The project intends to build on the work begun in the Family Court in Trinidad and Tobago⁸ and by the International Centre for Court Excellence⁹ to extend the standards to ensure that judiciaries have in place the key elements necessary for effective and sustainable management and continuous improvement and reform.

⁸ The key evaluation reports include:

Robert G. Hann, D. Boucaud and F. Murrell, Family Court Evaluation First Year Report, (2005),

Robert G. Hann, D. Boucaud and F. Murrell, Family Court Evaluation First Year Report, (2006), and

Robert G. Hann, and Donna Boucaud, assisted by B. McKree, F. Murrell and D Thomas, Evaluation of the 3rd and 4th Years of the Port of Spain Family Court Pilot: Final Report (2009)

⁹ See, [International Framework for Court Excellence](#), International Centre for Court Excellence (2nd Edition, March 2013)

The General Strategy of the Activity will be to:

1. Begin with Model Core International Regional and National Sets of Standards and Indicators:
2. Customize and Implement National Standards and Indicators in at least five (5) Separate Judiciaries:
3. Produce Regional Level Performance Reports (ongoing)
4. Develop and Implement Unit-level reports in selected judiciaries.

The approach will be to develop and secure consensus and approval of a Model set of Standards and Indicators which will then be customized to particular model courts. Lessons-learned will be documented and used to train other courts which will be assisted in further development and implementation initiatives.

Output 2130 – Business model for regional ICT solution (Case Management System) established

Description of the Activity

This activity will involve the establishment of appropriate information, communication technologies. Technology will be a key element in service transformation, enabling new rules, and re-designed case management processes to be implemented. These drivers will all be informed by a gender-sensitive customer-oriented approach to service delivery.

Many of the regional judiciaries use the Judicial Enforcement Management System (JEMS) to varying degrees for their IT needs, and many issues have been identified with this system including the cost of software licenses, support for the product and the inability of the system to address all of the needs. Product obsolescence has become a critical issue and it is almost certain that support will be discontinued in the short term (one-two years) exposing many courts to significant operational risk.

This component will deliver regional IT systems that can be used by all of the Courts or as many as desire to use it. The component will deal primarily with software systems development and implementation. However hardware and other infrastructure requirements shall be documented and sourced where necessary. The functional requirements of the system depend critically on outputs from other components of the project including performance standards, business process reengineering, and statistical requirements.

Outside of the systems development, other key subcomponents include training and the development of an organizational structure and revenue model to support and sustain the CMS on behalf of the regional Courts. Also key are systems to support internal operations of the courts such as finance, procurement and human resource management.

Effective court reform and management throughout the CARICOM region have been significantly handicapped by the unavailability of relevant, accurate, sufficiently comprehensive and timely statistical information to permit a

clear understanding and analysis of the problems and proper formulation of appropriate solutions. The JURIST project will produce a model statistical production framework that directly addresses the need for a full range of statistics and statistical capabilities in the region.

The first sub-activity will adopt an iterative and consultative process to define a region-wide consensus on the common core set of statistics required for key levels of decision-making in judiciaries in the region. The project will build needed capacity by training personnel and building other tools and resources and will include a gap analysis to identify the steps needed in selected countries and at the regional level to implement the model.

Representatives from all countries in the region will be involved in all phases of the activity. A core team of representatives from certain regions plus external expertise will vet preliminary reports. Best practices from other courts (including those in the region) and other types of organizations outside the judicial system will be utilized.

OUTPUT 2140 Specialised courts/divisions developed and/or operationalised.

Description of the Activity

Not all case types require the same processes or the same types of resources. Courts have long recognised this and have initiated various methods of differentiated case flow management including the creation of specialised courts and/or specialised divisions. Specialised courts are those courts which are created with limited jurisdiction in one particular field of law. This jurisdiction is usually, exclusive. Types of specialised courts include “problem solving courts” or “treatment courts”, commercial courts, unified civil, criminal and family courts, tax courts, industrial courts, environmental courts, intellectual property courts, small claims courts, traffic courts, drug courts and land courts.

Differentiated caseload management through the introduction of specialised courts/divisions will assist judiciaries by introducing administrative and judicial case flow management processes and procedures designed to reduce backlogs and delays. Specialised courts help in improving the decision making process by allowing experts to deal with specific cases which require specific expertise, the judicial officers who adjudicate in these courts are specialists in the relevant field of law.

The Jurist project recognises that depending on legal issues of jurisdictions, questions of workload and the effective use of resources, in many instances, it is prudent to create specialised divisions of existing courts instead of specialised courts. Mindful of these issues the project will seek to increase the limited use of differentiated caseload management either:

1. through the development of courts which hear specific types of cases or
2. through specific types of processes and management, which are more efficient, responsive and suitable to the needs of court users

The JURIST project will support the development of guides to the creation of various types of differentiated caseload management methods and to the various types of specialised courts inclusive of staffing models and

requirements, sample structures, special design principles and training plans and sample workflows and processes. In selected courts, differentiated caseload management will be implemented and in selected jurisdictions, the implementation of specialised courts/ divisions will be undertaken.