



STRATEGIC PLAN 2025 ▶ 2032

Harnessing **GROWTH**,
DEEPENING Caribbean Jurisprudence



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List of Abbreviations

CAL	CCJ Academy for Law
CAJO	Caribbean Association of Judicial Officers
CARICOM	Caribbean Community
CCJ	Caribbean Court of Justice
CSME	Caribbean Single Market and Economy
HR	Human Resource
SPC	Strategic Planning Committee



Message from the CCJ President

The Honourable Mr Justice Winston Anderson



In 2025, the Caribbean Court of Justice celebrated two decades of dedicated service to the people and states of the Caribbean Community. Our twentieth anniversary also marked the unveiling of the CCJ Strategic Plan 2025-2032. This Plan is an ambitious document which builds on the Court's sterling record and maps the pursuit of values, concepts, and tools for improving the quality of justice over the next seven years of service to the region.

Our new Strategic Plan reflects our mission to harness and advance the undeniable growth in Caribbean jurisprudence. It embraces our vision of judicial excellence, supported by ever evolving institutional capacity and competencies. Our core values remain a steadfast compass, thoughtfully re-articulated to meet the challenges of an unpredictable future. The lodestar continues to be the unrelenting pursuit of justice.

The strategic priorities identify the areas of focus necessary for the Court to achieve its mission and vision. These priorities will drive our work plans and projections by supporting and emphasising quality judicial decision-making, access to justice, effective communication, technological innovation, organisational resilience and sustainability, and the maintenance of a



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Message from the Court President *(continued)*

high-performance environment for empowered staff. Internal processes involving regular monitoring and evaluation will ensure adherence to our objectives throughout the life cycle of the Plan.

I thank all stakeholders who participated in the process of developing our Strategic Plan. Through questionnaires, interviews, focus group discussions, individuals and other groups, both internal and external to the Court, have inspired our goals and aspirations. My sincere appreciation to the members of the Strategic Planning Committee who met for more than 18 months between 2024 and 2025 to discuss, research, enquire, coordinate, and eventually produce the draft Plan for consideration. Your commitment has been outstanding.

And now, implementation. Together, we make this happen.



Message from the Registrar and Chief Marshal

Mrs Gabrielle Figaro-Jones

The Strategic Plan of the Caribbean Court of Justice for the period 2025 to 2032 is a bold and forward-looking roadmap that reflects our unwavering commitment to judicial and operational excellence.

Strategic planning is not simply a procedural exercise; it is a declaration of purpose. It allows us to align our operations with our mission, anticipate future challenges, and seize opportunities for growth and transformation. This Plan, themed "*Harnessing Growth, Deepening Caribbean Jurisprudence*," is a testament to our evolution as a Court and our vision to be a model of judicial excellence in the region.

Over the past 20 years, the CCJ has grown from a pioneering institution into a cornerstone of Caribbean legal identity. We have delivered high-quality judgments, strengthened regional jurisprudence, optimised resources, and engendered public trust and confidence through transparency, accessibility, and innovation. Our journey has been marked by resilience, integrity, and a deep sense of service to the people and states of the Caribbean Community.



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Message from the Registrar and Chief Marshal *(continued)*

This Strategic Plan builds on that legacy and represents the visioning of internal and external stakeholders. It outlines six strategic priorities that will guide our work. Each priority is supported by clear goals and strategies that reflect and reaffirm our values and aspirations and aim to enhance service delivery across the region.

Despite existing and emerging operational complexities, we are optimistic about the future. Continued growth must be supported by structure. Through sound management, effective systems, regular monitoring, performance evaluation and empowered staff, with the dedication of our Judges and stakeholders, we will continue to deepen our impact, expand our reach, and uphold the highest standards of justice.



Message from the Senior Manager, Corporate Administration

Mr Shivanand Ramnanan

As the Court embarks on the implementation of its Strategic Plan 2025–2032, it is important to recognise that the administration of related and ancillary functions continues to play a pivotal role in enabling the Court to increase access to justice for citizens of the region, strengthen its independence, and deliver high-quality judgments.

This underpins the Strategic Plan's emphasis on the professional development and empowerment of human resources. Building competent, capable, and efficient staff is essential to support the seamless functioning of the Court's interrelated components. The Court's vision can only be realised through the commitment, dedication, and empowerment of its staff. Accordingly, the Plan dedicates specific focus (**Strategic Priority 6**) to fostering a high-performance culture through strategic training interventions, greater employee engagement, and capacity-building initiatives. When executed successfully, these efforts have the potential to significantly elevate the Court's outputs and deliverables. As an international organisation, the Court will continue, during the period 2025–2032, to maintain and enhance its governance



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Message from the Senior Manager, Corporate Administration *(continued)*

framework, policies, and procedures in a manner that portrays its administration as agile, lean, and efficient (**Strategy 5.1.3**). Streamlined processes and documented procedures will help eliminate potential wastage of human, financial, and temporal resources, while maintaining transparency, proportionality, fairness, and non-arbitrariness in decision-making. These policies and frameworks are expected to inject certainty, consistency, and standardisation in court operations, supporting the Court's strategic goals, increasing resource optimisation, and reducing exposure to legal, operational, or reputational risks. This Strategic Plan aligns with the upcoming budgetary cycle of the Court, expected to commence in February 2026 for the biennial period 2027–2028. The Plan will guide budgetary allocations, ensuring resources are channelled to achieve strategic objectives not completed in 2026. The Court remains committed to responsible financial management, as demonstrated in **Strategic Priority 5**. Emphasis will continue to be placed on best value for money through efficient, transparent, non-discriminatory, and competitive procurement procedures. Expenditure monitoring and control will be enhanced by rigorous tracking systems, and cost-benefit analysis will become a standard feature in decision-making prior to committing funds. The effectiveness of spending and financial strategies will be reviewed periodically to determine their viability, and necessary adjustments will be made.

Through these strategic initiatives, the Court remains committed to empowering its staff, optimising its resources, and strengthening its governance, ensuring it continues to deliver justice efficiently, transparently, and with excellence to the people of the Caribbean, while positioning itself as a model of judicial and administrative excellence in the region.



Introduction

Strategic planning at the Caribbean Court of Justice (CCJ), has always represented more than an administrative requirement or procedural exercise. It is a mechanism for institutional alignment, organisational learning, performance management, and the development of a strong Caribbean jurisprudence. Since its inception, the Court has recognised that effective judicial administration requires clarity of purpose, defined priorities, robust systems, transparent governance, and the active engagement of those it serves.

The 2012–2017 Strategic Plan marked the Court's first formal cycle of strategic planning, followed by the 2019–2024 Plan which laid a strong foundation for institutional growth, stakeholder engagement, and performance management. That second Plan introduced the theme "Unlocking Potential", which resonated across the Court and the wider Caribbean community. As the CCJ embarks on its third strategic planning cycle, covering the period 2025–2032, it does so with renewed commitment, deeper insight, and a broader vision for regional justice. The lessons learned from those two previous cycles have informed the development of this new Plan, which builds on past successes while addressing emerging challenges.

The period leading into this new Plan is particularly significant. In 2025, the CCJ celebrated its twentieth anniversary, marking two decades of delivering accessible, fair, and efficient justice to the people and states of the Caribbean Community. During this time, the Court has matured into a respected and trusted judicial institution—one whose judgments have shaped regional legal identity, advanced the development of Caribbean jurisprudence, strengthened the rule of law, and supported deeper regional integration. This milestone provides both the opportunity to reflect on progress and the responsibility to chart an ambitious future.



Introduction *(continued)*

The theme of this 2025–2032 Strategic Plan **“Harnessing Growth, Deepening Caribbean Jurisprudence”** captures the natural evolution of the Court’s strategic posture. While the previous planning period focused on “Unlocking Potential” and strengthening foundational systems, the next seven years will focus on consolidation, expansion, and intensified impact. Harnessing growth acknowledges the Court’s maturing judicial processes, the expanding use of its Original Jurisdiction, and the growing interest in its jurisprudence within and beyond the Caribbean. Deepening Caribbean jurisprudence signals the Court’s commitment to strengthening its intellectual leadership, widening its regional reach, and cultivating a distinctive body of Caribbean law that is principled, coherent, innovative, and reflective of regional realities.

The Strategic Planning Process

The development of this Plan was guided by a rigorous, inclusive, and collaborative process spanning approximately 18 months between 2024 and 2025. The Court recognised that a strategic Plan is only as strong as the insights that inform it. For this reason, extensive consultations were undertaken with a broad cross-section of stakeholders across the region. These included members of the various judiciaries, legal practitioners, Bar Associations, law faculties, court users, CARICOM institutions, regional judicial bodies, internal staff, and development partners.

The process incorporated:

- Internal environmental assessments, including staff surveys, focus groups, and unit-level consultations.
- External stakeholder consultations, capturing regional expectations, perceptions, and opportunities for partnership.
- Analysis of global judicial trends, technological advancements, and emerging challenges in the justice sector.



Introduction *(continued)*

- Review of the Court's performance, achievements, and lessons learned from the 2019–2024 Strategic Plan.
- Benchmarking against international standards of judicial excellence and best practices in appellate and regional courts.

This comprehensive methodology ensured that the resulting Plan is grounded in evidence, reflective of stakeholder needs, and responsive to the dynamic environment in which the Court operates.

The Strategic Planning Committee

The planning process was inclusive, data-driven, and reflective. A Strategic Planning Committee (SPC) was convened, comprising representatives from across the Court's departments and leadership. The SPC was chaired by the Honourable Mr Justice Winston Anderson, with Ms Patrice Melissa Valentine serving as Deputy Chair. Its members included:

- Mr Anil Ramsahai
- Mr Ayinde Burgess
- Mr John Furlonge
- Ms LéShaun Salandy
- Mr Marlon Prince
- Ms Reneiasha Garcia
- Mrs Ria Mohammed-Pollard
- Ms Semone Moore
- Ms Simone Jackson



Introduction *(continued)*

Purpose and Structure of the Plan

This Plan sets out six **strategic priorities** that outline the Court's agenda for the period 2025–2032:

Judicial Excellence and Independence – Promoting high-quality judgments and safeguarding judicial autonomy.

Access to Justice and Regional Impact – Expanding access and strengthening regional legal collaboration.

Communication, Stakeholder Engagement, and Public Trust – Enhancing transparency, trust, and stakeholder relationships.

Technology and Innovation – Leveraging digital tools to improve efficiency and future-readiness.

Organisational Resilience and Sustainability – Ensuring sound governance and resource management.

Empowered People and High-Performance Culture – Fostering talent, engagement, and a results-driven workforce.

Each strategic priority is supported by clearly defined goals and strategies. The plan integrates operational management, budgeting, skills development, and performance evaluation into a cohesive framework. It ensures that every unit of the Court can connect its work to the strategic direction and contribute to the achievement of institutional objectives.

Through this plan, the CCJ reaffirms its mission:

“Advancing Caribbean jurisprudence by providing accessible, efficient and substantive justice for the people and states of the Caribbean Community.”



Theme

Harnessing **GROWTH**,
DEEPENING
Caribbean Jurisprudence

This theme reflects a natural evolution, emphasising not just the realisation of potential but also actively using it to further build upon our legal independence and regional identity. The word “deepening” signals the Court’s commitment to advancing its institutional capacity while shaping a distinctive body of law rooted in the Caribbean context. It emphasises the dual focus of expanding influence and strengthening an independent, informed jurisprudence.



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Mission

Advancing Caribbean jurisprudence by providing accessible, efficient and substantive justice for the people and states of the Caribbean Community

Vision

To be a model of judicial excellence

Harnessing GROWTH

DEEPENING Caribbean Jurisprudence



Core Values

- J – Judicial Independence:** Maintaining judicial and institutional autonomy. We uphold our independence through impartial decision-making, free from external influence or interference, while ensuring institutional integrity and public trust.
- U – Unwavering Integrity and Accountability:** Being honest, do right, stand firm. We uphold the highest ethical standards while taking responsibility for decisions and actions in the pursuit of justice. We demonstrate good judgment, trustworthiness, and steadfastness.
- S – Service through Industry:** Being diligent, go above and beyond. We foster a productive work environment by demonstrating initiative, innovation, and a strong sense of purpose in the execution of our duties.
- T – Treating all with Courtesy and Consideration:** Demonstrating care and respect for all. We treat everyone with respect, kindness, and empathy, fostering a culture of dignity in all interactions.
- I – Impartiality and Fairness:** Guaranteeing equal treatment under the law, free from bias. We treat every individual with equity and objectivity, ensuring that our processes and decisions are grounded in justice, transparency, and respect for all.
- C – Commitment to Accessibility:** Providing inclusive, user-friendly, and cost-effective court services. We are responsive to the needs of our stakeholders and the region by ensuring that everyone — regardless of ability, status, language, or location — can access and meaningfully engage with our services. We remove barriers and design inclusive, responsive systems, while ensuring that the delivery of justice remains both efficient and cost-effective for the Court and its users.
- E – Excellence in All We Do:** Demonstrating the highest quality of service and performance. We are committed to excellence and continuous improvement in the performance of our responsibilities by delivering service with professionalism, responsiveness, and pride in our work.



Strategic Priorities



►►►► Strategic Priority 1 ►►►► Judicial Excellence and Independence

Overview:

Delivering high-quality judgments and the efficient management of Court operations are essential to upholding the CCJ's reputation for judicial excellence.

Outcome:

Sustained delivery of well-reasoned, timely, and impartial judgments, thereby strengthening public trust and demonstrating judicial integrity.

Goal 1.1 – Maintain and promote judicial competence, independence, and excellence in case management.

- **Strategy 1.1.1** Strengthen the Court's leadership role in advancing jurisprudence through the delivery of high-quality judgments.
- **Strategy 1.1.2** Ensure continuous professional development for Judges and staff.
- **Strategy 1.1.3** Promote the consistent application of performance standards for decision-making, quality, and timeliness in judgment delivery.
- **Strategy 1.1.4** Continuously improve operational case management practices, procedural workflows, and Registry operations to ensure the efficient progression, monitoring, and timely resolution of matters.
- **Strategy 1.1.5** Strengthen governance structures and administrative frameworks that protect judicial independence.



►►►► Strategic Priority 2 ►►►► Access to Justice and Regional Impact

Overview:

Promoting access to justice and enhancing public understanding of the law and the Court's role are essential for strengthening the rule of law in the region. This issue focuses on initiatives that make the Court more accessible and raise awareness about the Court and its judgments among the public. Additionally, the CCJ plays a key role in strengthening regional justice systems by collaborating with other courts and institutions to promote best practices and the development of Caribbean jurisprudence.

Outcome:

Wider access to justice and enhanced development of Caribbean jurisprudence.

Goal 2.1 – Promote access to justice and strengthen regional judicial collaboration.

- **Strategy 2.1.1** Expand initiatives that facilitate affordable, accessible, and timely access to the Court's services.
- **Strategy 2.1.2** Strengthen the Court's relationship with regional courts, law faculties, and Bar Associations to build capacity and promote best practices.
- **Strategy 2.1.3** Promote the Court's work under the Original Jurisdiction, including efficient use of funding to support CSME-related activities and the referral process under Article 214.



Strategic Priority 2 Access to Justice and Regional Impact *(continued)*

Goal 2.2 – Advance the development of Caribbean jurisprudence.

- **Strategy 2.2.1** Expand the dissemination of judgments and scholarly materials to regional and international audiences.
- **Strategy 2.2.2** Improve regional and international engagement with the Court's judgments and scholarly materials.
- **Strategy 2.2.3** Support research, law reform initiatives, and judicial education programmes (facilitated by the judges via CAL and CAJO) that contribute to the growth of Caribbean law.



►►► Strategic Priority 3 ►►► Communication, Stakeholder Engagement and Public Trust

Overview:

Communicating effectively is essential for building trust, ensuring transparency, and enhancing stakeholder awareness. This issue addresses the need for proactive public relations, strong media relations, and clear consistent communication with all stakeholders.

Outcome:

Improved public confidence in and understanding of the Court's role, operations, and impact. Increased stakeholder understanding, trust, and engagement with the Court.

Goal 3.1 – Strengthen the Court's external communication strategies.

- **Strategy 3.1.1** Develop and implement comprehensive communication strategies about the CCJ's role and services, inclusive of key performance indicators.
- **Strategy 3.1.2** Strengthen relationships with media entities and increase media engagement.

Goal 3.2 – Improve regional stakeholder engagement and participation.

- **Strategy 3.2.1** Develop and implement comprehensive stakeholder engagement strategies, inclusive of key performance indicators.
- **Strategy 3.2.2** Expand direct engagement within member states, Bar Associations, academic institutions, and civil society organisations.



►►►► Strategic Priority 4 ►►►► Technology and Innovation

Overview:

In an era defined by rapid technological change, the integration of technology and the cultivation of innovation are vital for a court aspiring to judicial excellence. This strategic issue underscores the importance of leveraging technology to streamline processes, enhance access to justice, and support effective court administration. Building on the CCJ's existing technological foundation, the Court will prioritise optimising technology use across all court functions and fostering a culture of innovation to ensure the Court remains a leader in modern judicial administration.

Outcome:

Enhanced efficiency, accessibility, resilience, and future-readiness through the leveraging and innovative application of technology.

Goal 4.1 – Expand the Court's technological capabilities.

- **Strategy 4.1.1** Continue expansion, upgrade and integration of digital platforms.
- **Strategy 4.1.2** Incorporate Artificial Intelligence and other technological tools to enhance Court performance, while upholding principles of fairness and ethics.
- **Strategy 4.1.3** Strengthen cybersecurity frameworks to ensure the safety and digital resilience of Court information systems.
- **Strategy 4.1.4** Reassess and enhance the Court's digital case management systems and user interfaces to improve timeliness, accessibility, and overall user experience for both internal and external stakeholders.



Strategic Priority 4 Technology and Innovation *(continued)*

Goal 4.2 – Technology exposure for external stakeholders.

- **Strategy 4.2.1** Promote digital literacy among external users by offering training and support that enables effective use of the Court's digital services.
- **Strategy 4.2.2** Contribute to regional courts' technology development through knowledge sharing via multiple engagement channels.



►►►► Strategic Priority 5 ►►►► Organisational Resilience and Sustainability

Overview:

Effectively managing resources and strong governance are critical for the long-term sustainability and success of the CCJ. This issue focuses on ensuring financial stability, efficient resource allocation, and adherence to sound governance principles.

Outcome:

A more resilient, adequately resourced, and sustainably managed Court.

Goal 5.1 – Strengthen financial and operational capacity.

- **Strategy 5.1.1** Align financial planning, budgeting, and resource allocation with strategic goals and priorities.
- **Strategy 5.1.2** Develop and implement resource mobilisation strategies.
- **Strategy 5.1.3** Optimise internal operational systems, structures, policies, procedures, protocols and standards to support sustainable court operations.

Goal 5.2 – Foster organisational adaptability and future-readiness.

- **Strategy 5.2.1** Build institutional resilience to manage risks, crises, and changes in the justice sector environment.



►►►► Strategic Priority 6 ►►►► Empowered People and High-Performance Culture

Overview:

A positive organisational culture and excellent human resource (HR) practices are fundamental to achieving judicial excellence. This issue focuses on improving HR processes, fostering a collaborative environment, and ensuring employee satisfaction.

Outcome:

An agile, engaged, motivated, skilled, and high-performing workforce that exemplifies the Court's mission and values.

Goal 6.1 – Strengthen leadership and develop talent across the Court.

- **Strategy 6.1.1** Implement structured leadership development programmes.
- **Strategy 6.1.2** Align performance management with organisational goals and foster a culture of innovation and results.
- **Strategy 6.1.3** Facilitate ongoing capacity building through coaching, mentoring, and formal training opportunities.

Goal 6.2 – Improve HR transparency and strengthen employee engagement and well-being.

- **Strategy 6.2.1** Implement transparent recruitment and promotion processes.
- **Strategy 6.2.2** Improve performance management systems.



Strategic Priority 6 Empowered People and High-Performance Culture *(continued)*

- **Strategy 6.2.3** Enhance employee satisfaction, engagement, wellness, and recognition programmes to boost morale and retention.
- **Strategy 6.2.4** Promote high-performance organisational culture through recognition, feedback, and accountability frameworks.
- **Strategy 6.2.5** Expand and evaluate flexible work arrangements, including remote and hybrid models, to promote and enhance employee engagement, retention, and operational resilience, while maintaining accountability, productivity, and service standards.

Goal 6.3 – Foster a culture of sustainability, responsibility, and innovation.

- **Strategy 6.3.1** Implement “Going Green” initiatives aimed at promoting environmentally friendly practices across Court operations. (Integrate environmental awareness into organisational policies, communication, and staff engagement programmes.)



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