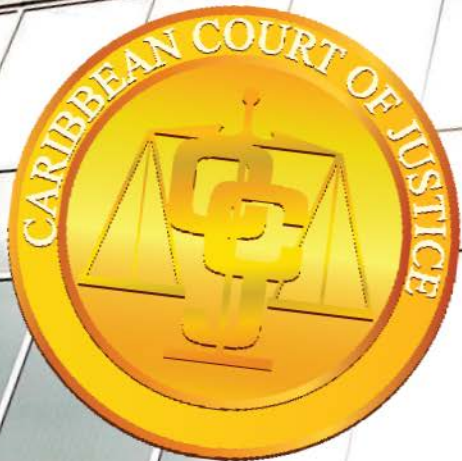


CARIBBEAN COURT OF JUSTICE STRATEGIC PLAN 2013-2017

Responsive, Innovative, Inspirational





MESSAGE FROM THE PRESIDENT OF THE CCJ



TO THE CITIZENS OF THE CARIBBEAN COMMUNITY:

A sound strategic concept is the foundation of every effective organisation. This is particularly essential for an organisation as unique as the Caribbean Court of Justice. The Court's mandates are novel and its vision yet to be completely achieved. The complex needs and expectations of the signatory nations must be aligned in a single structure that consistently does justice in individual cases and is seen to do so by those it serves.

On behalf of the Caribbean Court of Justice, we are pleased to present "*Responsive, Innovative, Inspirational: The Caribbean Court of Justice Strategic Plan, 2013-2017*". This Plan defines a strategic direction for the Court over the next five years. It will guide court decision making over that time to ensure that our resources are applied in the most effective manner in achieving our Mission and Vision.

The plan identifies seven strategic issues upon which the Court will focus. These issues reflect important problems and opportunities that must be addressed if we are to successfully accomplish our mission to provide the people of the region with "*accessibility, fairness, efficiency, transparency and authoritative judicial decisions*" while promoting the rule of law in the Caribbean Community.

These issues are accompanied by a set of goals and strategies aimed at providing targeted guidance to court staff and performance information to court stakeholders. In addition, the plan identifies a set of priority actions that are both urgent and important, some of which are already being addressed.

While the plan was developed to include new strategic initiatives, many of the goals and actions included in the plan have been underway for some time. This plan will facilitate our efforts to coordinate and enhance ongoing initiatives as well as to undertake new ones. It will assist us in achieving the alignment of all court resources, processes and practices with our strategic priorities.

Under the direction of the President and Court Executive Administrator (CEA), the Strategic Planning Leadership Team developed the Plan based on feedback received from a comprehensive set of region-wide surveys, focus groups, workshops, interviews and data sources. Now that the plan is complete, the SPLT will coordinate, monitor and ensure its effective implementation. Division-specific operational plans or MAPs (management action plans) will be developed to ensure the achievement of the court-wide goals.

The Caribbean Court of Justice Strategic Plan is the result of eight months of hard work by the Court's Strategic Planning Leadership Team (SPLT). The SPLT is a group of CCJ judges and executive staff chaired by the Hon Mr Justice Adrian Saunders.

Its members include the President Rt Hon Sir Dennis Byron, Hon Mr Justice Jacob Wit, CEA Master Christie-Anne Morris-Alleyne, Deputy CEA Mrs Wendy Lewis-Callender, Registrar Ms Paula Pierre, Court Financial Comptroller Mr Larry Ramoutar, and Strategic Planning Coordinator Ms Seanna Anisette. We are indebted to this group for their leadership and sustained effort to include as many people as possible in the Court's strategic planning process.

The Plan reflects the results of an extensive outreach effort by the Court to gather the views, perceptions and expertise of those who are served by the CCJ. It also reflects the substantial knowledge and professional opinions of those who serve the justice system -- our judiciary, court personnel, justice system partners and civil society. The Court received input from numerous individuals and benefitted greatly from the rich diversity of ideas and views expressed by our stakeholders. To all who contributed to this participatory process, I extend a heartfelt thank you.

Finally, I wish to affirm to the citizens of the region our commitment to the strategic planning process as a means for accomplishing our Mission and Vision. The Court will continue to work with members of stakeholder organisations and individuals committed to improving the administration of justice in the Caribbean.

Sincerely,

Dennis Byron

MESSAGE FROM THE COURT EXECUTIVE ADMINISTRATOR



The seventh year of the Caribbean Court of Justice's existence is an appropriate time for review and reflection. This strategic planning exercise has afforded the Court the opportunity to reflect by soliciting feedback in a structured way to gain insight into what the Court is or is not doing well, which strategies and practices we should discontinue and those which can be re-worked and re-deployed to continue to drive our mission and objectives. Feedback was sought from and graciously provided by diverse groups of stakeholders through region-wide surveys, focus groups, workshops, and interviews as well as from secondary data sources.

In this regard, we wish to thank the Heads of Judiciaries and Chief Justices of The Caribbean Community; members of the Bench and private and public sector Bars of the CARICOM Member States; representatives of the business sector and the labour unions of the CARICOM Member States, representatives of NGO's of the CARICOM Member States; the Members of the Board of the Caribbean Court of Justice Trust Fund, the members of the Regional Judicial and Legal Services Commission and our own Caribbean Court of Justice Judges and staff.

The nature of the geography of this region requires communications and travel costs which would not be necessary were the states of our Community not separated by water. Undertaking this exercise therefore

required the assistance of a funding agency who understood our goal and the unique role of the Caribbean Court of Justice in Caribbean development. The Canadian International Development Agency (CIDA) is such an agency and has supported this effort. To them we are grateful.

His Excellency, Professor George Maxwell Richards, TC, CMTT, Ph.D, President of the Republic of Trinidad and Tobago was kind enough to open our planning process by speaking to those present at the first planning session. His insightful words of wisdom lead us to a deeper reflection of our role, purpose and future and to the weighty responsibility on the shoulders of this Caribbean Court. We sincerely thank His Excellency for his support and the benefit of his guidance.

The result of the frank and honest feedback and the great support which this effort has received, is our first formal court-wide strategic planning document which has taken into account the stated views of our public, supporting institutions, and staff.

The Strategic Planning Leadership Team and its Co-ordinator have had the guidance, help and support of consultant, Dr. Daniel Straub, who brought to the table decades of court administration and court strategic planning experience. Together, we have produced a plan which identifies our

strategic areas of opportunities and key priority actions.

This strategic plan is not to be a static treatise, but a living, breathing, ever-evolving tool with which the Court as an organisation can plan, measure and map its performance towards our stated goals. Using this tool, operational unit planning will be undertaken to give life to the strategic goals and objectives declared herein. The strategic plan enhances the Court's focus on aligning the daily activities and operations of the Court with what has been found to be most important. Strategic planning must of necessity be inextricably bound with the leadership and management of the Court and thus we accept that our strategic planning success will be judged by the success of our operationalisation and implementation, the continuity of our strategic planning process and ultimately by how we perform relative to the standards and mandate of our public.

By this plan, The Caribbean Court of Justice reaffirms its dedication to the development of the Caribbean region through the maturing of a Caribbean jurisprudence, assurance of the Court's integrity, elimination of barriers to justice, and by ensuring that this Court is deserving of the trust and confidence of the CARICOM people.

Christie-Anne Morris-Alleyne

INTRODUCTION



The Caribbean Court of Justice (CCJ) is the result of discussions that began as early as 1947 to replace the Judicial Committee of the Privy Council as the court of last resort for CARICOM Member States. The first proposal for such a court was made at the Sixth Meeting of Heads of Government of the Caribbean Community in 1970 and a call for its establishment was renewed by the West Indian Commission's 1992 report "**Time For Action**". The CCJ was eventually established in 2001 and inaugurated in April 2005 as a court of both final appeal from member states and original jurisdiction for disputes arising out of the Revised Treaty of Chaguaramas.

The fifty-eight year road to the Court's launch was lined with challenges. Nonetheless, by 2001 the need to complete the independence of the Commonwealth Caribbean States and a greater appreciation of the advantages to be derived from closer regional integration laid a firm basis for the establishment of the CARICOM Single Market and Economy with the creation of the CCJ as its centre-piece. The idea of building a "Caribbean jurisprudence" based on international standards had become a critical objective of Caribbean states. In his lecture to the UWI Law Society in November, 2011, the Right Honourable Sir Dennis Byron, President of the CCJ noted that when people, ...speak of the development of a Caribbean jurisprudence in the same breath as the establishment of the CCJ, what they mean is that, at the level of the top judicial tier, the CCJ affords the opportunity, by its judgments, more closely to align the trajectory of Caribbean jurisprudence with the mores, values, goals, needs and aspirations of Caribbean people; that although the CCJ will not create a Caribbean jurisprudence, it will certainly be better positioned to bring that jurisprudence closer to the people of the Caribbean since the final appellate court will now comprise Caribbean nationals and judges who reside in the Caribbean.

Much has been accomplished toward this objective in seven years. Three member states send their final appeals to the Court and by reason of their ratification of the Revised Treaty of Chaguaramas all CARICOM member States respect and are bound by the Court's judgments in its original jurisdiction. Some seventy-seven cases have been heard. One hundred and thirty (130) individual counsel have appeared before the Court.

Furthermore, the Court has been significantly involved in "capacity building" throughout the region. Regional bodies such as CACTUS (Caribbean Association of Court Technology Users), CAJO (Caribbean Association of Judicial Officers), and CALCA (Caribbean Academy for Law and Court Administration) have brought technological, judicial education and administrative improvements to multiple jurisdictions. Positive results have been achieved in expanding access to justice in the region, improving court governance and judicial accountability, protecting human rights and guaranteeing a fair trial.

Yet, substantial work remains to be done. Public education and communication of the CCJ's decisions and accomplishments must be continued. Enhanced access to justice, good governance, accountability, human rights, fair trial, and stewardship of resources must be promoted and conscious strategies devised for their achievement.

The opportunity exists to approach that task either reactively or proactively, either by letting individual circumstances dictate the

court's direction, or by thinking strategically about three important questions:

- **Where are we now?**
- **Where do we go?**
- **How do we get there?**

This is the essence of strategic management. The creation of this plan with verifiable goals and objectives is the first step in achieving it.

OUR PROCESS

The planning process at the CCJ involved significant elements of the Court and related stakeholder agency staff in an inclusive, interactive, and highly participative process. In all phases, we involved as many staff members and stakeholders as possible to focus on every aspect of the Court's operations. Discussions included staff who actively participate in particular aspects of operations and are thus knowledgeable about how the work is actually performed in their area on a day-to-day basis.

This is not intended to be a static process. Courts are continually asked to respond effectively to a changed environment and to new requirements, procedures, objectives and priorities. Since the Caribbean Court of Justice is a rapidly developing organization, court priorities, even those that have been recently established, may need to be revisited. Participation in the development of goals and objectives by the Court's critical and most immediate stakeholders and the transfer of strategic planning knowledge to them will give the Court the ability to amend and revise the plan as needed.

This plan is the result of an inquiry process that involved stakeholders from across the Caribbean as well as CCJ staff. Direct feedback was generated by some **200** participants in planning meetings dating from December, 2011 to April, 2012. Surveys were completed by **83** judges, court staff and court users. Those contributing included:

- ***Heads of Judiciaries and Chief Justices of CARICOM***
- ***Judicial Officers***
- ***Bar Associations***
- ***The Court's Department of Court Administration***
- ***CCJ Judges***
- ***CCJ Staff members***
- ***Legal Educators***
- ***Court Registrars***



- **Representatives of:**
 - *Civil Society in the region*
 - *the Regional Private Sector*
 - *the Trade Union movement in the region*
 - *CARICOM*
 - *CIDA*
- **Specialty Courts (Tax, Industrial, Environmental)**
- **The Regional Judicial and Legal Services Commission**
- **The CCJ's Trust Fund**
- **Court Related Organizations**
- **Caribbean and Other Governments**

The Court is indebted to all who provided their perceptions, suggestions and advice through this comprehensive process.

All of this important information was synthesized and evaluated by the Court's Strategic Planning Leadership Team (SPLT). The SPLT was commissioned to develop the CCJ strategic plan and monitor its implementation. The members of the SPLT include:

- **Court President, The Right Honourable Sir Dennis Byron**
- **SPLT Chairman, The Honourable Mr Justice Adrian Saunders**
- **CCJ Judge, The Honourable Mr Justice Jacob Wit**
- **Court Executive Administrator, Master Christie-Anne Morris-Alleyne**
- **Court Registrar and Chief Marshal, Ms Paula Pierre**
- **Financial Comptroller, Mr Larry Ramoutar**

- **Deputy Court Executive Administrator, Ms Wendy Lewis-Callender**
- **SPLT Coordinator, Ms Seanna Annisette**

We trust that the plan prepared by this team embraces the best thinking of all who participated in the inquiry process. As such, it reflects on the accomplishments of the Court's formative years, assesses its current performance and ensures that its current operations are well aligned with the expectations of the region and the people it serves.

THE STRATEGIC AGENDA

The energizing idea behind the plan is that the entire CCJ organization should be aligned behind its strategic agenda, giving everyone a “line of sight” from their work to the priorities of the court. The mission, vision and values of the Court have a direct link to the issues, strategies, goals, objectives and measures embraced by the Court’s day-to-day operation.

In addition to defining the CCJ’s mission, vision and values, this plan sets out seven strategic themes for the next five years of the Court’s growth and development. These themes are a direct response to the issues identified by court staff, stakeholders and others who are interested in the effective development of Caribbean jurisprudence.

I. Access to Justice is focused on the need to ensure that all citizens of the Caribbean have equal access to justice. It directs the Court to eliminate unnecessary barriers to its services.

II. Independence and Accountability recognizes that the Court must assert and maintain its independence from undue and inappropriate external pressures while maintaining its accountability to member nations, CARICOM, the Judicial and Legal Services Commission, the Trust Fund and citizens of the region.

III. High Performance Work Environment allows the Court to concentrate on developing and maintaining an engaged workforce.

IV. Equality, Fairness, Integrity and Promoting the Rule of Law ensures a focus on uniform adherence to the law, applied fairly and equally to all.



V. Organizational Capacity for Caseload Growth requires the Court to monitor routinely, analyze and adjust caseload management capacity so that the quality of justice can be maintained.

VI. Attaining and Preserving Public Trust and Confidence encourages the Court to concentrate on the important result of its dispute resolution performance and building public trust and confidence that justice is both done and seen to be done.

VII. Enhancing Regional Justice System Performance considers the unique role played by the CCJ in building Caribbean jurisprudence by assisting member courts in direct and indirect ways that enhance justice delivery in the region.



The Mission

CARIBBEAN COURT OF JUSTICE

To protect and promote the rule of law as a court of final appeal and as guardian of the Revised Treaty of Chaguaramas by guaranteeing accessibility, fairness, efficiency and transparency, delivering clear and just decisions in a timely manner.

VALUES OF THE CARIBBEAN COURT OF JUSTICE

In the carrying out of its mission, the Court and its staff are guided by the following values:

- **Integrity**

Every member of the CCJ bench and staff is expected to exhibit the highest standards of integrity by adherence to moral and ethical principles. This will appear in behaviour that is accountable, responsible and responsive.

- **Excellence**

The CCJ is committed to excellence in attitude, behaviour and performance. As a consequence, the CCJ bench and staff must strive always to exhibit outstanding qualities in all their endeavours.

- **Professionalism**

Every function in the CCJ executed properly contributes to the achievement of justice. Therefore, even the smallest task must be performed with expertise, integrity and diligence. Every member of the CCJ Bench and staff must exhibit the highest levels of ability and willingness to do the work. This must be accompanied by a learning attitude and recognition that we are all stewards of the public trust and as such have a higher calling to effective public service.

The Vision

CARIBBEAN COURT OF JUSTICE

To be:

- *a leader in providing high quality justice*
- *responsive to the challenges of our diverse communities;*
- *innovative, fostering jurisprudence that is reflective of our history, values and traditions, and consistent with international legal norms;*
- *inspirational, worthy of the trust and confidence of the people of the region*

VALUES OF THE CARIBBEAN COURT OF JUSTICE

In the carrying out of its mission, the Court and its staff are guided by the following values:

- **Courtesy/Consideration**

Every member of the CCJ bench and staff will exhibit high standards of manners and social conduct, empathy, respect and consideration of others, demonstrating a positive attitude of service.

- **Efficiency/Effectiveness**

Recognizing the central importance of the public's right to due process, every member of the CCJ bench and staff must carry out their work with accuracy, expedition and timeliness. Nonetheless, we must not do our work with such haste that due process is impeded.

- **Industry**

Key to the effectiveness of the Court is the systematic way in which we approach our work. This means reliable, energetic, devoted attention to every task by members of the Bench and staff who must exhibit high levels of initiative, motivation and attention to detail in their work.



STRATEGIC ISSUE I - ACCESS TO JUSTICE

Everyone is entitled to access to justice. In a jurisdiction as geographically and culturally diverse as that represented by the CCJ Member States this can present significant challenges. Therefore, the Court must be aware of and eliminate unnecessary barriers to its services. Differences in language, economic status, physical ability, culture and complicated or unfamiliar court processes can serve as barriers to justice. The Court must work continuously to identify and eliminate them. The structure and machinery of the court must be accessible to those it serves.

Goal 1.1: The CCJ will promote and employ enhanced strategies to ensure access to the Court's services by all its stakeholders.

- **Strategy 1.1.1** Identify any barriers to justice in the Court's processes and services, establish mechanisms to eliminate them and provide on-going monitoring.
- **Strategy 1.1.2** Ensure that Judges and Staff are trained to identify potential barriers and employ methods of eliminating them.
- **Strategy 1.1.3** Continue to examine technological alternatives which improve access to the Court's services and judicial decision-making and develop and employ these technological alternatives.
- **Strategy 1.1.4** Continually review and revise Rules of Court to ensure that they accommodate the above strategies.

STRATEGIC ISSUE II - INDEPENDENCE AND ACCOUNTABILITY

The Caribbean Court of Justice must assert and maintain its independence. Yet, independence requires accountability. The Court must therefore carry out its role as a steward of the public trust by monitoring and controlling its operations and accounting publicly for its performance. Judicial independence ensures the promotion and preservation of the rule of law. To maintain independence, the Court undertakes to manage itself effectively and hold itself accountable to the Caribbean public whom it serves. The combination of effective leadership, plans of action, necessary resources for implementing those plans, accurate performance measurement and public accountability for that performance will ensure that the proper balance is achieved.

The CCJ is in a unique position among courts of the region in that relationships must be maintained with all Member States, CARICOM, the Regional Judicial and Legal Services Commission and the CCJ Trust Fund established for financing the Court. This situation makes it all the more necessary for the Court to combine the principles of separation of powers and judicial independence with the need for comity and public accountability.

Goal 2.1: The CCJ will work to realize appropriate mechanisms that support the Court's independence and financial sustainability, while ensuring accountability and smooth and effective working relationships among the institutions that underpin the Court.

- **Strategy 2.1.1:** Strengthen the working relationship among the Trust Fund, the Commission and the Court and also the relationship between these bodies and key stakeholders within CARICOM.



- **Strategy 2.1.2:** Establish appropriate mechanisms to keep under review the terms and conditions of service, including terminal benefits, of Judges and staff members with a view to recommending such adjustments as may be necessary or appropriate to enhance judicial independence and effective management.

Goal 2.2: The Court will strengthen its internal regulatory frameworks and ensure that they are fair and promote accountability.

- **Strategy 2.2.1:** Create audit mechanisms to support the organization's internal systems.
- **Strategy 2.2.2:** Strengthen internal administrative policies and procedures and financial oversight.

Goal 2.3: The Court will comply with its published performance standards.

- **Strategy 2.3.1** Review and re-establish where appropriate performance standards for all areas of the Court's operations.

- **Strategy 2.3.2** Train judges and staff to use and apply these standards to maintain and improve good performance.
- **Strategy 2.3.3** Devise measures to evaluate the Court's performance and monitor the Court's compliance with the appropriate standards.

Priority Actions:

1. Establish audit mechanisms to support the organisation's internal systems.
2. Strengthen existing administrative policies and procedures and financial oversight mechanisms.
3. Deepen the relationship with the RJLSC and the Trust Fund by ensuring that the same is premised on a firm and reliable foundation
4. Clearly define the terminal benefits of Judges and staff

STRATEGIC ISSUE III - HIGH PERFORMANCE WORK ENVIRONMENT AND WORKFORCE ENGAGEMENT

The key to effective court administration is a team of judges and court personnel who understand that they are stewards of the trust of a diverse Caribbean Community. They must have the skills necessary to perform their duties with excellence and so receive the training, tools and information necessary for them to perform their jobs in the most effective manner. High achievement and job satisfaction are keys to maintaining a highly engaged workforce.

Goal 3.1: The CCJ will develop and promote a strong and engaged workforce.

- **Strategy 3.1.1** Develop the Court's Human Resource capacity to enable the Court better to apply its resources to achieve its operational and strategic priorities.
- **Strategy 3.1.2** Develop, promote and implement policies and procedures that demonstrate sound and fair HR practices.
- **Strategy 3.1.3** Develop processes and systems and train staff at every level to foster effective internal communications





- **Strategy 3.1.4** Provide increased and structured opportunities for staff development that are linked to individual and organizational performance
- **Strategy 3.1.5** Provide judges, unit heads and supervisors with the necessary training and tools to be able to lay the groundwork for the positive engagement of staff.
- **Strategy 3.1.6** Develop and recommend policies, systems and procedures for approval by the Commission to guide in the recruitment and selection of personnel for the Court.

Priority Actions:

1. Review, clarify and where necessary adjust roles, responsibilities and lines of authority at strategic and operational levels and improve communication and interrelationships throughout the entire organization in order to maximize the outcome of all strategic objectives and change initiatives
2. Create appropriate avenues for the enhancement of staff communication
3. Develop initiatives to promote staff engagement and participation
4. Establish a unit to respond appropriately and cater to the human resource needs of all staff

STRATEGIC ISSUE IV - EQUALITY, FAIRNESS, INTEGRITY AND PROMOTING THE RULE OF LAW

The just and timely resolution of cases and controversies requires court processes that are fair and impartial. The integrity generated by the Court's application and development of the law, applied equally to all will ensure the preservation and strengthening of the rule of law in the Caribbean. Cases must be resolved on the merits in accordance with the rule of law, consistently providing high quality, due process and equal protection. Court treatment of litigants must be free of bias, the appearance of bias, and external influences.

Goal 4.1: The Court shall promote and protect the rule of law

- **Strategy 4.1.1:** Ensure that the Court's processes are characterized by competence, equal protection of the law, fairness, efficiency and impartiality.
- **Strategy 4.1.2:** Apportion appropriate time, consideration and resources to each case and render decisions in a timely manner in keeping with published performance standards.
- **Strategy 4.1.3:** Provide clear guidance to courts in the region, the legal profession, litigants and the general public on the interpretation and application of the law.
- **Strategy 4.1.4:** Disseminate widely and in a manner appropriate for use by the Court's stakeholders the written judgments of the Court.





STRATEGIC ISSUE V - ORGANIZATIONAL CAPACITY FOR CASELOAD GROWTH

Every court has a finite caseload capacity. That capacity must be routinely monitored, analyzed and adjusted if quality of justice delivered is to be maintained. Courts must actively manage caseload to ensure that every case gets the time it requires. Effective strategic management requires the CCJ to clearly understand its current capacity in terms of resource and facility needs and make reasoned estimates of its future needs. This is of particular interest to the CCJ because its caseload is likely to grow as each new member state accedes to its appellate jurisdiction.

Goal 5.1: The CCJ will ensure that it has the capacity to manage its future caseload.

- **Strategy 5.1.1:** Establish an ongoing team to monitor the environment in which the Court operates, so as to consider possible adjustments in the capacity of the Court to manage its caseload particularly as the number of Member States in the Court's appellate jurisdiction increases.
- **Strategy 5.1.2:** Strengthen court administration capacity (human resources, policies, systems, court performance standards and practices).

Goal 5.2: Utilize only such resources as are necessary and appropriate for the operations of the Court.

- **Strategy 5.2.1:** Continually assess and where necessary adjust the Corporate, Court and Registry processes to ensure the prudent use of resources to maximize their contribution to the mission and vision of the CCJ.

STRATEGIC ISSUE VI - ATTAINING AND PRESERVING PUBLIC TRUST AND CONFIDENCE

“Justice must not only be done, but must be seen to be done.” When it is widely known and perceived that a court does justice in individual cases, public respect for the court is engendered. The Court serves many constituencies in this regard. Citizens appearing before the Court will have direct knowledge of its performance. However, the vast majority of citizens seldom experience the Court directly. The community’s opinion leaders serve an important role in this regard. The media, public officials, leaders in the justice sector and civil society all influence the public’s trust and confidence in the Court. Although there are no guarantees, where court performance is good and public communications are accurate, trust and confidence are likely to be high.

Here too, the CCJ is in a unique position. Most courts have existed long enough for public perceptions to be well settled. For the CCJ much has yet to be communicated about its existence, role and current performance. The geographical and cultural diversity of the Caribbean region presents additional challenges for the development of public trust and confidence. However, this situation also presents opportunities for earning the trust of the people of the region.

Goal 6.1: The CCJ will enhance its Public Education and Communications thrust to inform and engage the regional and global community about the role and work of the Court and promote public trust and confidence.



- **Strategy 6.1.1** Develop programmes that will increase the public's knowledge and understanding about the Court; its purpose, its work, processes and systems and in particular its institutional underpinnings.
- **Strategy 6.1.2** Develop monitoring mechanisms to gauge and analyze feedback from the public and make adjustments as necessary.

Priority Action:

1. Develop and embark upon a comprehensive public education and communications plan that will embrace a wide variety of outreach programmes.

STRATEGIC ISSUE VII - ENHANCING REGIONAL JUSTICE SYSTEM PERFORMANCE

Due to its prominent place in the regional structure of the Caribbean Community, the Caribbean Court of Justice has a special role in strengthening the rule of law and in developing Caribbean jurisprudence. This role goes far beyond the hearing and determination of cases in the original and appellate jurisdictions. It includes fostering and inspiring the entire culture that underlies and supports the development of such jurisprudence. The Court must serve as a model of effective justice delivery and best practices and provide leadership to courts in the region.

Goal 7.1 The CCJ will organize its management and processes in a manner that will enable it to play a guiding role in the improvement of justice delivery in the region.

- **Strategy 7.1.1** Define the relationship between the CCJ and CARICOM in justice sector reform.
- **Strategy 7.1.2** Build a structured relationship with the courts and Heads of Judiciary in the region aimed at facilitating justice sector reform.
- **Strategy 7.1.3** Establish partnerships with external agencies to advance judicial reform in the region.





Goal 7.2 Bearing in mind the Court's resources and, in keeping with requests of national judiciaries, the Court will develop and adopt effective practices and procedures to strengthen judicial reform and enhance justice delivery.

- **Strategy 7.2.1** Assist, , in the capacity building of Courts in the region to enable the delivery of effective court services.
- **Strategy 7.2.2** Collaborate with courts in the region in improving access to appropriate caseload management techniques.
- **Strategy 7.2.3** Work with judiciaries of the region to develop and strengthen appropriate judicial education and judicial reform.

Goal 7.3 As and when requested the CCJ will assist in any way it can with the development and strengthening of court administration capacity in the region.

- **Strategy 7.3.1** Work with judiciaries of the region to develop and/or strengthen, as the case may be, their court administration capacity.



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