



# **Caribbean Court Justice Implementing Member of the ICCE**



# About the Caribbean Court Justice

- Inaugurated on 16 April 2005 in the Republic of Trinidad and Tobago.
- The CCJ has an Original and an Appellate Jurisdiction and is effectively, therefore, two courts in one.

## **ORIGINAL JURISDICTION**

The CCJ is an international court with exclusive jurisdiction under the Revised Treaty of Chaguaramas (RTC) to interpret and apply its rules and resolve disputes.

## **APPELLATE JURISDICTION**

The CCJ is the final court of appeal for criminal and civil matters for those countries in the Caribbean that have altered their national Constitutions to enable the CCJ to perform that role.

# About the Caribbean Court Justice



- In the Original Jurisdiction, the CCJ is vital to the CSME and all 12 Member States (citizens, businesses, governments) who can use it to safeguard their rights under the RTC.
- At present, five states access the Court in its Appellate Jurisdiction: Barbados, Guyana, Belize, Dominica and Saint Lucia.



## UNLOCKING POTENTIAL

### Mission

Providing accessible, fair and efficient justice for the people and states of the Caribbean Community

### Vision

To be a model of judicial excellence

### Values

#### **Integrity**

Be honest, do right, stand firm

#### **Courtesy and Consideration**

Demonstrate care and respect for all

#### **Industry**

Be diligent, go above and beyond

#### **Excellence**

Demonstrate the highest quality of service and performance

# The CCJ Creed

# WHAT THE FRAMEWORK MEANS TO CCJ

In its 2019-2024 strategic plan, the Caribbean Court of Justice (CCJ) published its vision “to be a model of judicial excellence”. In pursuit of its vision, the Court committed itself to actively and continuously review and improve its performance.

Although it was a new vision introduced to the Court, excellence was a Court aspiration since its inauguration. After review of the IFCE, it was believed that the methodologies advocated by the ICCE provided the best approach to the realisation of the Court’s strategic outlook and the fulfilment of its vision.

The Court has since further adopted a systematic approach to continuous quality improvement through both self-assessment and stakeholder assessment.



# INTERNATIONAL FRAMEWORK FOR COURT EXCELLENCE AT THE CCJ – 2016

The IFCE self-assessment was conducted, and seven court performance areas were assessed:

1. Court Leadership and Management
2. Court Planning and Policies
3. Court Resources (Human, Material and Financial)
4. Court Proceedings and Processes
5. Client Needs and Satisfaction
6. Affordable and Accessible Court Services
7. Public Trust and Confidence

## RESULTS

*“Court has set the direction for planned and prevention-based approaches. There is evidence of approaches being implemented in a few areas”*

To address the deficiencies in each performance area, projects and activities were identified and approved for implementation. The development of these projects and activities were driven by the guidance provided in the IFCE.

# IMPROVEMENT PLANS

## PUBLIC TRUST AND CONFIDENCE

- Conduct of public education sessions with various external stakeholders.
- Publication of Annual Report.

## COURT RESOURCES

- Conduct of an employee satisfaction survey

## COURT MANAGEMENT AND LEADERSHIP

- Publication of Mission, Vision, and Values in prominent spaces throughout the Court
- Increase the frequency of staff, and management meetings

## COURT PROCEDURES AND PROCESSES

- Revision of the Court's Rules
- Continued exploration and introduction of ways to actively managing cases and resolve them effectively which includes the development of checklists.

## COURT PLANNING AND POLICIES

Regular review of the Court's policies to ensure its continuing effectiveness.  
Approval of 24 policies

## CLIENT NEEDS AND SATISFACTION

- Development of a Court User Survey

## AFFORDABLE AND ACCESSIBLE COURT SERVICES

- Introduction of Electronic Case Management System

2016

# INTERNATIONAL FRAMEWORK FOR COURT EXCELLENCE AT THE CCJ – 2022

- The Strategic Plan 2019 – 2024 “Unlocking Potential” was developed two years after the CCJ conducted the first IFCE self-assessment.
- The vision of the CCJ, “To be a model of judicial excellence”, impressed upon the Court the need to continuously improve its systems
- Six (6) broad areas were identified in the Strategic Plan and from there, the CCJ Excellence Framework was developed to address six (6) key areas:
  1. Talent Management
  2. Culture and Change Management
  3. Stakeholder Engagement
  4. Integrity Management
  5. High Performance
  6. Judicial and Court Management

These six areas are grounded in the seven areas of court excellence and use a methodology for continuous development through a Monitoring and Evaluation framework that tracks, analyses, and evaluates the Court’s performance at regular intervals.



## STAKEHOLDER ENGAGEMENT

- Implementation of a Reward and Recognition Programme to recognise the efforts of staff and encourage high quality work
- Court User Survey
- Media Engagement Survey

## BIFCURATION OF THE CCJ

To effectively manage the operations of the Court, the Court was bifurcated. A second division – Corporate Administration was introduced.

## POLICIES

- Revision of the Judicial Code of Conduct
- Development of a Non-judicial Staff Code of Conduct
- Introduction of Harassment and Grievance Policies
- Development of 6 new policies

## MANAGEMENT ACTION PLANNING

Implementation of a Monitoring and Evaluation Committee that sets strategic goals and ensures completion

## CYBER SECURITY MEASURES

- Upgrade of Firewall
- Enhancement of security infrastructure for on and offsite data access

## ENTERPRISE RISK MANAGEMENT

Identification, analysis, and implementation of actions to address internal and external issues that can affect the achievement of the strategic issues and planned outcomes required for effective governance.

## STRATEGIC AGENDA 2025 – 2030

Establishment of a Strategic Planning Committee to develop the 2025 – 2030 plan

## INTERNAL AUDIT

Establishment of an Internal Audit Unit to manage internal processes

2022  
to  
2024



# Next Steps

- Completion of a regional Knowledge, Perception and Attitudes Survey.
- Survey results will feed into the Court's evolving improvement plan to treat with the gaps identified from the 2022 IFCE self assessment and to propose a way forward that aligns with the Court's 2025 – 2030 strategic direction.