

PRESIDENT'S CHAMBERS

The work of the President's Chambers centres around the judicial work of the President in his role as a Judge of the CCJ and his strategic role as Head of the Court.

In relation to judicial proceedings, strong emphasis was placed on active case management in furtherance of the Court's overriding objective, as prescribed in Part 1.3 of the Rules of the Court, to ensure that the Court remains "accessible, fair and efficient and that unnecessary disputes over procedural matters are discouraged". As part of the ethos of active case management, the President encouraged liberal exercise of the Court's general powers of case management as contained in Part 8 of the Rules in circumstances where application was appropriate. This entailed active collaboration among the Judges on the case panels, the registry staff and the judicial support staff.

Effective collaboration among these levels of staff during the case management process resulted in:

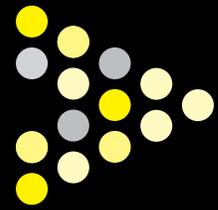
- constant communication between the attorneys for the parties and their representatives in connection with issues regarding pending cases, particularly notification of deadlines and addressing issues raised by the pre-trial panels;
- drafting, filing and serving of pre-hearing checklists to establish and resolve key factual, legal and procedural issues that are to be managed by the Court at the pre-trial stage, including agreements as to costs; and
- holding of regular internal panel meetings at the pre-trial stage to facilitate discussion and updates of legal and procedural issues arising from current cases and how they ought to be addressed. These meetings involved representatives from critical units - including the registry and judicial support staff.



The President, Judges and Judicial Assistants listen keenly to Professor Frederic Jenny (right) as they receive training in Competition Law. The training was facilitated by CARIFORUM.

During the period under review, the President facilitated several extensive discussions among court staff, technical personnel and other external stakeholders, in relation to the development of an electronic case management system for filing and actively managing the Court's cases.

Active case management was particularly exercised in the six cases presided over by the President during the period 1 August 2015 to 31 July 2016. This resulted in an average completion timeline of 3 months between the hearing of an appeal and the delivery of judgment by the Court in these cases. Prompt timelines for delivery of judgment were notably observed in cases where prolonged delay had characterised the factual history of these cases prior to their appeal to the CCJ. In *Ward v Walsh & Bjerckham*, a land dispute case which had been in the



Barbados court system since 1988, the Court heard the case on 20th July 2015 and delivered judgment on 15th October, 2015 by video conference.

In *Errol Campbell v Janette Narine*, proceedings had been initiated before the Guyana courts since December, 1996. The CCJ heard the appeal on 23rd February 2016 and delivered its judgment less than a month later on 17th March 2016. In the four Barbadian criminal appeals of *Rambarran v The Queen*; *Green v The Queen*; *Persaud v The Queen* and *Campbell v The Queen*, despite no formal consolidation order being made, the Court in the interests of expediency, opted to hear these actions jointly as they involved common questions of law and fact, in accordance with Part 8 of the Rules of Court.

The work of the President's Chambers during this period also involved strategic meetings with regional stakeholders in preparation for the development of a proprietary court management system. This project should prove transformative for the Court, as it will begin to usher in a new level of accountability, more robust reporting and provide greater access to the Court. Among the initiatives that were undertaken, both for this project and to help regional judiciaries, was a workshop held at the CCJ to share ideas about harmonizing data-gathering methods and metrics. The session was attended, both in person and virtually, by representatives from the judiciaries in Jamaica, Antigua, Guyana, Barbados and Grenada.

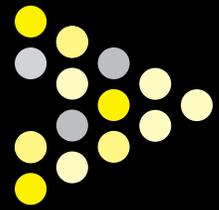
The JURIST Project began to see the results of a number of its programmes in its second year of operation. This has led to more time being required to help the project to achieve its objectives. A comprehensive review of the Project was done and it was decided that it would be best for the substantive head of the Project to be involved on a full-time basis. An Interim Director, Mrs. Nicole Jauvin, was recruited to steer the project and provided much in the way of guidance based on her extensive experience. The President continues to give support and the benefit of his expertise to the project from a strategic level.

A number of judicial training opportunities were facilitated both externally and internally. Most notable of these was a session facilitated by Dr. Frederic Jenny, Professor of Economics at ESSEC Business School in Paris, who came to Trinidad to facilitate a workshop with Judges on anti-trust issues in February 2016.

Linkages were also deepened with the Organization for the Harmonization of Business Law in the Caribbean (OHADAC) Project. There had been ongoing discussions with ACP Legal Association and the OHADAC Project to advance the cause of regional legal integration in the wider Caribbean, and, on 6 May 2016, the CCJ executed an Agreement of Cooperation with ACP Legal Association. The agreement serves as a framework to formalize specific areas of collaboration between the parties to develop and implement initiatives and activities in furtherance of the work of the OHADAC Project.

The President also participated in the celebrations commemorating Bermuda's 400th anniversary of the permanent establishment of courts. During these celebrations, Sir Dennis reflected on the development of judicial attitudes and perspectives over the years, and highlighted how newer perspectives can be employed in addressing the challenges that are faced in upholding the rule of law in the modern era.

A number of courtesy calls were had during the year. Most notably, the Court welcomed the Governor-General of Grenada, Her Excellency Dame Cecile La Grenade, in April of 2016. Her Excellency was treated to a tour of the Court, a demonstration of the Court's technology, and a meeting with the Judges. There were also calls made on the President's Chambers by members of Governments in the Caribbean, the diplomatic corps, academia and international partners.



COMMUNICATIONS AND INFORMATION DEPARTMENT

The Communications and Information includes four units: Information Systems, Protocol and Information, Public Education and Communications and Library Services.

Information Systems

Much of what is done at the CCJ is dependent on efficient, reliable and impenetrable technology. An infrastructure upgrade project was started after a review, ordered by the Registrar and Marshal in 2015, found that it would be prudent to replace some of the equipment and upgrade some of the information systems. This was done to ensure that the Court's technology was robust enough to meet the challenges of the organization for the foreseeable future. One of these projects, the bolstering of the CCJ's network infrastructure, was completed in July 2016. The new infrastructure has enabled the Court to monitor and repel threats more efficiently, have greater reporting tools and increased security. The next phase is an improvement of the server architecture which should take place in 2017.

This year also marked the move to the Office 365 email platform for the CCJ as it was more secure, reliable and accessible. In addition, the email addresses of the Judges and employees were changed to the shorter ccj.org domain. The Court's website is also now accessible at ccj.org. Later in the period, a decision was made to begin to pilot the usage of other Office 365 programmes to determine how we should move all users to the full suite of offerings on that platform.

The unit is also supporting the President's Chambers and Registry as the project to develop a customized court management system for the CCJ continues. During the period, the Unit also welcomed a new Manager, Mr. Vishal Dube who comes to us with a wealth of knowledge and project management experience which should prove useful as we bolster the capabilities of the unit.

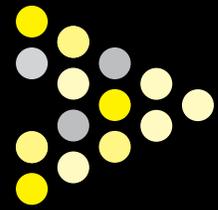


Teachers and Students of the Belmont Secondary School listen to Systems Administrator, Mr. Ayinde Burgess, as he demonstrates the technology used in the Court. The school is just one of the institutions that visit the Court during the year.

Protocol and Information

The Protocol and Information Unit ensures that the privileges and immunities that derive from being an international court are respected, communicates with regional and international interlocutors, and conducts information sessions for the benefit of our stakeholders. Each year the unit co-ordinates the Annual International Law Moot Court Competition. This year the competition was especially fierce with six institutions taking part with the Norman Manley Law School of Jamaica taking home the first prize.

The unit also conducted a number of Court tours with student groups, coordinated visits to the Court for State and other officials and facilitated the President and Judges on official engagements and travel.



Library Services

The unit ensures that the resources and services to meet the legal information needs of the CCJ, regional libraries and the public are accessible and available. During the period, the Library began to prepare for a more structured records management infrastructure. This included collaboration with the Information Systems Unit, and consultation with the entire organization, to create a file management plan to coincide with the move to Office 365.

Public Education and Communications Unit

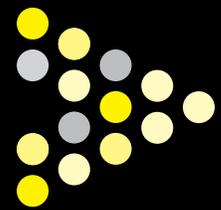
The Public Education and Communications Unit (PECU) is responsible for the development and execution of effective communication strategies and tools to facilitate public education on the role, functions, work and developments of the Caribbean Court of Justice. The unit coordinated a number of visits to Antigua & Barbuda and Grenada in support of their public education efforts. Notably, each of the territories benefitted from a media workshop where the media not only received information but were also able to pose questions to representatives of the CCJ.

The unit also contributed to the coordination of the 10th Anniversary book, which details the first decade of the Court. The unit contributed to the staging of a number of external events including the 4th Biennial CAJO Conference in Jamaica and began preparations for the CALCA Conference to be held in St. Maarten. The unit also staged a number of internal staff events in order to improve staff morale, including a health fair and a number of social events. Most significantly, the unit staged the staff appreciation event for the Court's 10th Anniversary which was held at the Hilton Hotel on 10th December, 2015.

The unit also manages communication via social media for the Court and hit a significant milestone on May 2016 when it attained 1,000 followers on Twitter. That number continues to grow and, in addition, PECU added another social media channel, LinkedIn, during the period.



The Honourable Mr. Justice Wit (centre) makes a point during discussions with a joint delegation of students from the Law Faculties of the University of Coventry and the University of the West Indies. Two other CCJ Judges, the Hon. Mr. Justice Nelson (left) and the Hon. Mme. Justice Rajnauth-Lee (right), also spoke with the students.



SECURITY AND LOGISTICS DEPARTMENT

The Security and Logistics Department is responsible for the physical security of the CCJ and the RJLSC and its employees as well as, visitors to the Court, as well as, being tasked with oversight of the vehicles and managing the safe and efficient movement of Judges, Court personnel and guests of the Court.

During the period, there was increased attention to the security of the Judges at their homes. As such, patrols of their domiciles were undertaken by internal security officers supported by the Trinidad and Tobago Police Service. Several upgrades have also been made to the facilities of the Court to increase the safety and to discourage intrusion. Lighting on the roof and in the car park was upgraded during the period so that there is greater visibility of the perimeter of the building.

In an attempt to gather performance data, mileage logs and weekly inspection for all vehicles were also mandated. Vehicle maintenance schedules were instituted to ensure cost-effective operation of all vehicles. The Security & Logistics Unit also took delivery of a new Toyota Hilux vehicle in November 2015 to replace an older vehicle which is becoming obsolete. This vehicle is already assisting with arrangements for which previously we would have had to hire transportation.

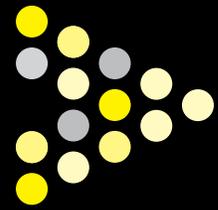
Increased attention was given to training during 2015, with a session on Protocol and one on Report Writing being done to address some urgent needs. In addition, a detailed training plan was submitted for the 2017 period in order to ensure that the skills of the department are current and appropriate for the changing face of the risks being faced by the organization. These training opportunities will be bolstered by new policies and practices which will update the existing standard operating procedures which govern the department.

The head of the Security and Logistics Department was chosen as the Chairman of the Health and Safety Committee and has begun to work with internal stakeholders to review the existing facilities and to find avenues to increase the safety of the Court and its guests. The committee has already held several meetings and is working towards attainment of Fire Certification. Other areas such as signage renewal and fire suppression systems have been addressed and will continue into 2017.

The importance of an effective Business Continuity Plan for an organisation cannot be overstated. Research in this area has already commenced with the acquisition of one internationally accepted model and consideration being given to staff attending relevant training programmes to develop an appropriate model for the CCJ.



Members of the Security and Logistics Unit and the Information Systems Unit are trained in new trends in cybersecurity by Sgt. Dale Josephs of MH Tactical Response Group.



FINANCE AND ADMINISTRATION DEPARTMENT

Finance & Accounting

The Finance & Accounting Unit operates on four principles: transparency, accountability, prudence and vigilance, all of which are in line with the Court's overall strategic objectives. At the climax of the year, the Finance Unit met the majority of the targets that had been set. In particular, the unit met all key reporting deadlines and requirements and continued to maintain a sound financial management process during 2015-16. An accounting reporting template for reporting on each department's expenditure was designed for use with the unit's accounting software. This enabled easier production of reports showing budgeted vs. actual expenditure, disaggregated by department, on a monthly basis.

The efficiency of the unit was increased as the Court moved to online access of bank accounts. By using internet banking, accounting transactions, historical information and services are readily available in real time.

Staff strength was increased as a new Accountant joined the unit. This allows for adequate separation of duties and for greater internal controls which will result in improved safeguarding of corporate assets and the elimination of errors, duplication or omissions.

Additionally, the Finance & Accounting Unit facilitated the completion of the 2015 Audited Financial Statements in a timely and efficient manner which permitted the Court to receive yet another unqualified audit opinion. This indicates that the external auditors believe that the accounts are accurate and are set out according to generally accepted accounting principles.

During the year, corporate relationships were established with various vendors in an attempt to ensure that the best price and quality of goods and services are secured.

Lastly, several policies and procedures were earmarked for development and revision along with the compilation of desk manuals which will enable the team to clearly understand individual and team responsibilities, thus saving time and resources. It is further expected that policy and procedures development process will continue into the 2016/2017 year.

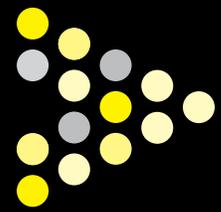
Facilities Unit

The Facilities, Assets and Office Management Unit continued to improve the infrastructure of the CCJ during the 2015/2016 period. Among the transformative projects were the development of a fully functional workspace to house four new Judicial Assistants and the configuring of an office workspace for the new Facilities & Assets Supervisor. The exterior of the Court was transformed with the addition of a canopy on the Charlotte Street entrance. This is the main entrance for the Judges, staff and the majority of our main stakeholders and the new structure will provide shelter from the elements.

Modifications were made to the office of the Judicial Research Assistants to ensure a collaborative and more comfortable workspace. In addition, accommodations were prepared for the Drivers and the female Court Security Officers.

The unit also developed and implemented a CCJ Asset Register and Labelling Exercise which has established a log of the Court's assets and will therefore assist with both calculation of depreciation and asset tracking. The unit also developed a register to log issues reported to Facilities and to track them until their resolution.

DEPARTMENT REPORTS



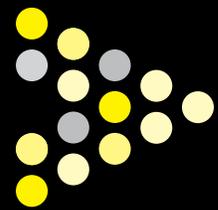
The Facilities, Assets and Office Management Unit also embarked on two asset disposal exercises during this period, including the sale of motor vehicles by an open tender process and the sale of capital equipment which included some obsolete pieces. Other items that were unable to be sold by means of an auction were donated to the “Restore a Sense of I Can”, an information technology club, at the Presentation College in San Fernando as a part of the Court’s efforts to contribute to the community.

The unit conducted an upgrade to the existing back-up power supply with the procurement and installation of two new uninterrupted power supply (UPS) units.

In addition, members of the unit assisted with the establishment of the Health and Safety Committee and have committed to addressing matters that the committee deemed necessary.



During the period under review, the Facilities & Assets Management Unit undertook a major project to supervise the construction of a new canopy at the rear of the Court’s building and a facelift to modernize the look of the building. The renovation was undertaken by the owner of the building, Hadeed and Hadeed, in collaboration with the Court.



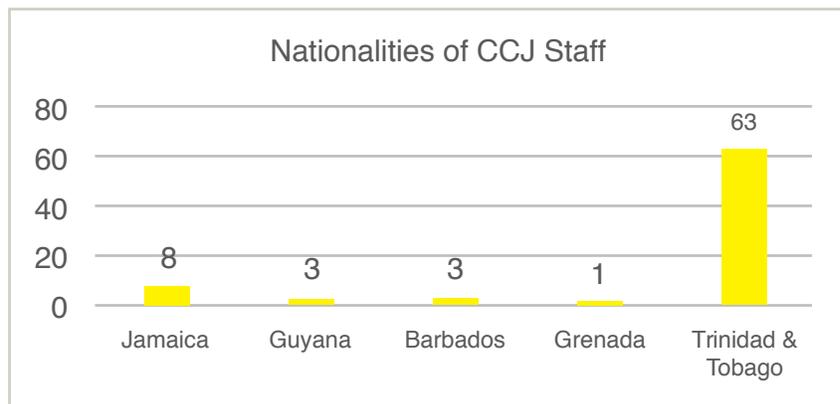
HUMAN RESOURCES DEPARTMENT

The range of Human Resources (HR) services is provided by a very small in-house team of HR Management professionals and administrative support. HR is responsible for recruitment; leave, salary and benefits, training administration, as well as, grievance handling.

On 1 August, 2015 there were 77 CCJ employees. This figure represented 73 permanent and 6 fixed term contract staff, including 1 Legal Officer and 3 Judicial Assistants. As at 31 July, 2016 the staff complement remained at 77 with 75 permanent employees and 2 fixed-term Judicial Assistants.

Staff members are recruited from throughout the Caribbean region and the wider Commonwealth with the majority of them coming from the Seat of the Court, Trinidad and Tobago, as depicted in the Chart below:

The Court was successful in filling all vacancies despite having to review its business structure and roles to ensure the presence of required competencies in key areas. During the period, approval was granted to increase the complement of Judicial Assistants from 2 to 5; each one on two-year fixed-term contracts with the option of renewal for an additional year. In 2015, two more Judicial Assistants joined the Court to increase the complement.

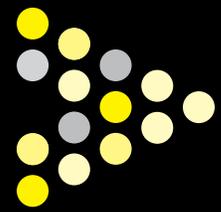


Interviews were also conducted for the posts of Legal Officer and Deputy Registrar. A Customer Services Officer was also successfully recruited for the Protocol & Information Unit in January 2016. In July 2016, an Information Systems Manager and Accountant both joined the Court to fill existing vacancies. In addition, 3 Security Officers were recruited to maintain the full complement of security personnel.

The details of separations (voluntary and compulsory) from the Court were as follows:

Position	Number of Staff
Legal Officer	1
Systems Manager	1
IS Assistant	1
Judicial Research Assistant*	2
Security Officer*	1

* Contracts ended



A number of significant HR projects were completed by the Court during 2015/6 including a comprehensive revision of its Staff Regulations and an in-depth Job Evaluation Exercise which resulted in staff upgrades and redefined responsibilities for position holders.

In December 2015, the Court celebrated its 10th Anniversary for which an employee recognition component was designed by the HR Department. The awards component was the highlight of the staff event that was staged to celebrate the contribution of the Judges and employees.

The HR Department also spearheaded the production of the Court’s internal newsletter, called *The Verdict* – a bimonthly communication produced for and by employees. The work of the Employee Assistance Programme (EAP) continued, affording employees and their families an external and confidential system in time of need. The HR Department also continues with its efforts to nurture employee well-being continued with the hosting of a wellness event in 21 October 2016.

The HR Department also undertook an audit of the pension records of all pension plan members of the Court – these being permanent staff. A three-year training and development plan was crafted to build the human capability of the Court, as well as, equip our staff to meet the new requirements of jobs that had been re-designed arising from the Job Evaluation Exercise.



Ms. Gina Samaroo of the Trinidad and Tobago Insurance Consultants made a presentation explaining the health insurance benefits during a CCJ Staff Meeting.