

UNDP Project Quarterly Progress Report

Country Office for Barbados and the OECS

<u>Project Details</u>	
Project Title	Partnership of the Caribbean and European Union on Justice (PACE Justice)
Project ID	01000412
Country	Antigua and Barbuda, Barbados, Belize, Dominica, Guyana, St. Lucia, St. Kitts and Nevis, Trinidad and Tobago
Reporting Period	01/04/2025 – 30/06/2025
<u>Results Reporting</u>	
Introduction to the Progress Report	Between April and June 2025, the PACE Justice Project advanced its mandate to reduce backlogs and modernize justice systems. The third Project Steering Committee Meeting was held in April 2025, where all nine national workplans for 2025–2026 were approved. This quarter also included the delivery of regional workshops on Digitalization, Artificial Intelligence (AI) and Criminal Justice Reform, and Digital Justice, equipping stakeholders with the tools to explore digital and (AI) applications in case management, judicial decision-making, and digital evidence management. These workshops also fostered regional collaboration on digital transformation and AI to drive innovation across Caribbean justice systems with experts coming from the Caribbean, Latin America and the European Union. . The regional training series on Criminal Mediation, Restorative Justice, and Child Justice was also concluded in this quarter, overall reaching over 230 practitioners across seven countries. Additionally, the Victim-Offender Mediation (V-OM) project was concluded, including the development of a V-OM toolkit which was piloted in Belize and St. Lucia, marking a significant step toward operationalizing restorative justice approaches in the region.
Details of Milestones and Achievements	<u>SECTION I: Project Activities:</u> On April 30, 2025, the Third Project Steering Committee Meeting was held in hybrid format at the UN House in Barbados, with participation from UNDP, national implementing partners, and regional stakeholders. The meeting reviewed progress to date, discussed strategic priorities, and approved all nine national workplans for 2025–2026, ensuring continued alignment with project objectives and partner commitment. With co-funding of USD 150,000 from the UNDP Global Programme for Strengthening the Rule of Law, Human Rights, Justice, and Security, the PACE Justice Project completed the V-OM Pilot in Belize and St. Lucia. The initiative included toolkit development, practitioner training, and pilot implementation, culminating in the formal handover of the toolkit to the Chief Justice of the Eastern Caribbean Supreme Court on May 30, 2025. The

UNDP Project Quarterly Progress Report

Country Office for Barbados and the OECS

pilot generated tested resources and baseline data for potential regional scale-up.

Output 1: Technology and Infrastructure Enhanced

Antigua and Barbuda

A total of 21 desktop computers were delivered to the Magistrate's Court, with equipment verification, asset transfer, and installation processes partially completed within the reporting period. The provision of this IT equipment contributes to strengthening the Court's digital capacity by enabling the future implementation of case management and audio recording systems, such as Liberty. While some desktops have been installed in the civil section, full installation and system integration, including the Liberty system, are still pending.

Barbados: Equipment Handover Ceremony

Planning for the official equipment handover ceremony scheduled for 19 August 2025 took place during this period, with coordination between PACE, Barbados Judiciary and the EU to facilitate the event. This activity contributed to the provision of digital tools to the Judiciary. As part of this support, laptops, monitors, keyboards, and printers were delivered. These efforts laid the groundwork for the next phase of implementation, which will enable the operational use of the equipment and strengthen the Judiciary's technological infrastructure.

Dominica

The Dominica Police Force received critical ICT upgrades during the reporting period. Servers were delivered and installed in early April 2025, enhancing data storage and operational capacity. Microsoft Office licences, requested in March, were procured by late June following the required mini-bid process, and stakeholders were informed accordingly. These upgrades are expected to improve digital workflow, case documentation, and administrative efficiency. A request for a Nikon camera remains under review pending budget

UNDP Project Quarterly Progress Report

Country Office for Barbados and the OECS

confirmation. These upgrades are expected to strengthen the digital infrastructure required for more efficient and effective police operations.

Guyana

Significant progress was made in advancing technology and infrastructure across the justice sector in Guyana. Procurement of hardware for Special Prosecutors, Police, DPP, Fire Service, Prisons, Forensics Lab, and the Ministry of Home Affairs is well underway, with most items already shipped and stored at the freight provider's warehouse in Guyana. However, clearance is delayed due to pending Tax Exemption approval from the Ministry of Foreign Affairs (MoFA). Similar progress is recorded for Liberty software and attending hardware for the Judiciary and Ministry of Legal Affairs, with most items in-country and the remainder in transit.

Local procurement of ACP backup batteries for the DPP and Prison Service is at the vendor assessment stage. Plans for remote court capabilities in two magistrates' courts in remote areas are progressing slowly, with consultations ongoing to select a satellite internet provider and secure National Data Management Authority (NDMA) collaboration approval.

Monitoring Insights:

- **Achievements:** Supplier engagement completed; items procured and mostly shipped; multiple hardware/software packages in-country.
- **Challenges:** Delays in tax exemption approvals; staggered delivery of remaining hardware; dependency on national partner scheduling for handover.
- **Next Steps:** Expedite MoFA tax exemption process; confirm AWB for remaining shipments; finalize training dates; complete vendor selection for remote court capabilities.

St. Kitts and Nevis

Progress continued in strengthening the technological capacity of justice sector institutions to support digital transformation and backlog reduction. For the prison service, one desktop was delivered, with procurement initiated for three additional desktops and seven multifunction printers to enhance case management and administrative functions. These are expected to be procured with the next quarter. By expanding the digital resources available to the prison service, thereby supporting more efficient information management and operational processes.

The police service requested ten laptops to improve mobility and frontline operations. However, on 23rd May 2025, it was discovered that the delivered

UNDP Project Quarterly Progress Report

Country Office for Barbados and the OECS

equipment had incompatible European-standard plugs. The issue was escalated and, by 27th May, Procurement Services confirmed that UK-standard plugs had been packed. Resolution remained pending at the end of the period.

Planning also advanced for the next procurement phase, which includes 10 laptops for the police, 3 desktops and 7 multifunction printers for the prison, 7 printers for the judiciary, and 6 portable scanners, 5 laptops, and 1 videoconferencing system for the DPP's office. These investments reflect steady, though incremental, progress in digital infrastructure development across the sector.

Kiosks

Since April 2025, the KIOSK procurement process advanced with final specifications submitted on 28th April and a direct contract initiated on 13th May. Continuous coordination with the supplier is ongoing as at June 30th in order to finalise the procurement.

St. Lucia

On 23rd May 2025, equipment needs were submitted by the Office of the Director of Public Prosecutions (ODPP) to the PACE PMU. A decision on whether to proceed with procurement was pending, and further confirmation was required to validate or update the equipment list at the end of the reporting period.

The Royal Saint Lucia Police Force submitted a request for 22 desktops, 22 multifunction scanners/printers, 9 tablets, 4 laptops, and 1 server. The request was acknowledged, with procurement to be considered in future phases of the project.

Trinidad and Tobago

During the reporting period, procurement was initiated to support a digital readiness assessment, (ICT Interoperability Assessment) of four key justice sector institutions: the Trinidad and Tobago Police Service (TTPS), the Office of the Director of Public Prosecutions (ODPP), the Trinidad and Tobago Prison Service (TTPrS), and the Judiciary. Invitations were issued to four local selective bidders, with a submission deadline for technical proposals set for August 11, 2025. The assessment is planned to commence in September

UNDP Project Quarterly Progress Report

Country Office for Barbados and the OECS

2025 and will identify critical digital infrastructure gaps to inform the phased roll-out of a shared software platform planned for Tranche 4 in 2026.

Complementing this upcoming assessment, technology upgrades were also delivered to the same four institutions during the reporting period. The Judiciary received 150 Microsoft Teams licenses to support virtual hearings and internal collaboration. Additionally, ICT support was provided to the TTPS, ODPP, and TTPrS to strengthen their digital infrastructure and improve operational efficiency. Together, these interventions contribute to laying the groundwork for integrated digital case management across the justice sector.

Output 2: Empowered Stakeholders and Enhanced Capacities

- **Workshop on Artificial Intelligence and Digital Transformation in Criminal Justice**

The PACE Justice Project, in collaboration with EL PACCTO, co-hosted a regional workshop on Artificial Intelligence (AI) and Digital Transformation in Criminal Justice from May 12–13, 2025, in Barbados. The event convened stakeholders from all PACE Justice countries, along with representatives from the European Union, Latin America, and the Caribbean, broadening regional dialogue on the application of AI in justice systems. The workshop contributed to institutional learning by enhancing participants' understanding of AI applications in case management, judicial decision-making, and digital evidence processes. It also supported the development of initial roadmaps for AI integration and encouraged the identification of ethical considerations aligned with international governance frameworks. Participant feedback and session outputs suggest strengthened awareness of AI's potential to improve justice delivery, positioning the workshop as a foundation for future AI-driven interventions and a reference point for monitoring progress in digital transformation across participating countries.

- **Digital Justice Workshop**

From June 11–13, 2025, UNDP—through its Chief Digital Office and the PACE Justice Project, in partnership with the International Telecommunication Union (ITU)—hosted a regional workshop titled “Building Digital Foundations for Justice Transformation” in Barbados. The two-and-a-half-day training brought together 29 justice sector professionals from 11 countries across the Caribbean and Latin America. Designed for government officials, legal practitioners, ICT

UNDP Project Quarterly Progress Report

Country Office for Barbados and the OECS

and data specialists, and policymakers, the workshop aimed to strengthen institutional capacity to address persistent case backlogs through digital innovation. From an M&E perspective, the workshop enhanced participants' understanding of the core enablers of digital transformation—governance, infrastructure, regulation, business processes, and human capacity—within justice systems. Participants reported increased ability to identify and apply relevant digital tools, develop practical digital and AI strategies, coordinate inter-agency digital solutions, and assess readiness for digital reform. The training contributed to improved institutional preparedness for digital justice initiatives and provides a foundation for measuring future progress in justice sector modernization.

- **Training in Criminal Mediation, Restorative Justice, and Child Justice**

The PACE Justice Project concluded its 2024 regional training series in April 2025,. The training targeted police, probation, prison officers, and judicial officials working with children in conflict with the law. Sessions in Dominica and Trinidad and Tobago were delivered in partnership with EL PACCTO, strengthening cross-programme collaboration.

Trinidad and Tobago: Criminal Law Practitioner Programme

Under the Criminal Law Practitioner Programme (CLPP), a total of 60 early-career legal practitioners successfully completed an intensive five-month, practice-oriented training cycle. The cohort was 67% female, reflecting the programme's deliberate emphasis on gender-responsive participation. The curriculum was designed to directly strengthen courtroom readiness under the Administration of Justice (Indictable Proceedings) Act (AJIPAA) and encompassed core areas such as judge-alone versus jury trial dynamics, plea bargaining and sentencing principles, digital evidence and case centre integration, cross-examination strategies, and courtroom ethics and decorum. Delivery combined classroom instruction with over 40 practical exercises, including mock sufficiency hearings, indictments, and trial simulations, ensuring that participants acquired not only doctrinal knowledge but also the applied modern advocacy skills required to effectively reduce delays and backlogs within the criminal justice system.

Guyana

UNDP Project Quarterly Progress Report

Country Office for Barbados and the OECS

Capacity-building activities advanced during the reporting period, comprising a mix of completed, ongoing, and previously planned interventions. Technical support for the 2025 Magistrates' Conference was under development, pending confirmation of dates and venue by the Judiciary. Preparatory work for a stakeholder presentation on interoperability had begun, with terms of reference being drafted and collaboration with the NDMA pending formal approval. Training for High Court and Court of Appeal judges on criminal appeals and trials remained in progress, pending the finalization of trainers and scheduling.

Output 3: Improved Processes, Procedures and Coordination

ANTIGUA AND BARBUDA

BELIZE

Digital Diagnosis (January 2025 and still going on)

A comprehensive needs assessment was conducted across all Magistrates' Courts and High Courts in Belize during the quarter to gain a clear understanding of the current digital infrastructure and to identify priority areas for improvement. This assessment formed the cornerstone of Belize's broader judiciary digital transformation agenda, offering critical insights into operational challenges and opportunities for innovation.

As part of this initiative, a digitalization expert is currently leading the next phase of the project, focusing on the following key objectives:

- **Institutional Diagnosis:** A detailed institutional analysis is underway to identify efficiency gaps within the justice system and to highlight opportunities to enhance performance through digital solutions.
- **Digital Transformation Roadmap**
A strategic roadmap is being developed to guide the digital transformation of the judiciary. This roadmap will be grounded in the identified needs and aligned with international best practices.

UNDP Project Quarterly Progress Report

Country Office for Barbados and the OECS

- **System Transition Planning**
A comprehensive project plan is being prepared to manage the transition from the current Case Information Management System (CIMS) to the Police Records Management Information System (PRMIS) within the Police Department.
- **Technical Specifications and Procurement Terms**
Detailed technical specifications and procurement terms are being drafted for the acquisition of critical ICT systems to support the digital transformation.

In parallel with these strategic components, the expert is mapping internal workflows, court processes, and public-facing services. This process is essential to ensure that the digital solutions designed are not only technically robust, but also responsive, efficient, and user centered.

Upon completion of this mapping exercise, a comprehensive digital diagnosis will be presented to the Honorable Chief Justice and the Chief Magistrate. This report will summarize the main findings and provide actionable recommendations to inform the next stages of implementation.

This process is currently ongoing and is expected to be finalized by the end of August.

DOMINICA

Support for Legislative Reforms

The PACE Justice legislative amendment initiative in Dominica aims to reform key legal frameworks to reduce criminal case backlogs and enhance judicial efficiency.

The final amendment proposal for the Magistrate Procedure Act was submitted on April 10, 2025, with input from the Director of Public Prosecutions, State Attorney, and Parliamentary Counsel. Similar reviews will be conducted for the Firearms Legislation and the Vehicles and Road Traffic Act, ensuring amendments effectively support law enforcement and public safety.

To maintain legislative drafting standards, all amendments will be carefully structured and formatted. A follow-up timeline will be established to track progress and stakeholder engagement.

UNDP Project Quarterly Progress Report

Country Office for Barbados and the OECS

Through these efforts, the PACE Justice initiative aims to create a more transparent, efficient, and accessible legal system in Dominica, ensuring long-term improvements for all stakeholders.

GUYANA

During the period, Guyana engaged in regional capacity-building initiatives led by the Multi-Country Office (MCO), with participation in both the ITU/UNDP IT Training and the AI & Digitization Training. These engagements supported national efforts to strengthen digital readiness and promote justice sector modernization through exposure to emerging technologies and best practices.

SECTION II: REGIONAL AND INTERNATIONAL ENGAGEMENT

EL PACCTO Dominica Mission (April 18–19, 2024):

Following the Project Steering Committee meeting, an EL PACCTO mission was conducted in Dominica from April 18th to 19th, 2025, further strengthening the collaboration between EL PACCTO and the PACE Justice Project.

During this two-day mission, Vanessa Untiedt, Project Specialist, along with Maite Verhoeven, Strategic Key Expert for the Caribbean, and Project Officers Luuk Bruijn, Chloe Torre, and Emilie Breyne, engaged with key stakeholders to align activities under both projects.

Meetings were held with the police, prison service, the Financial Intelligence Unit, and the Attorney General's Chambers to discuss ongoing and upcoming initiatives. Judicial stakeholders, including magistrates and high court judges, welcomed the projects' oversight and the proposed legislative amendments aimed at enhancing judicial efficiency.

This mission reinforced the strategic alignment between PACE and EL PACCTO, ensuring a coordinated approach to strengthening criminal justice systems and legislative reforms in the region.

UNDP Project Quarterly Progress Report

Country Office for Barbados and the OECS

Achievements and Challenges	Achievements and Challenges Achievements 1. Approval and Implementation of Work Plans. Nine national work plans were finalized and approved guiding the strategic direction of PACE across beneficiary countries and the ECSC supporting judicial modernization efforts. 2. Recognition for Leadership in Criminal Mediation As direct result of PACE’s training initiatives, the Project Specialist was invited to assist in the creation of Barbados’ first Criminal Mediation Unit, reinforcing PACE’s leadership in justice sector reform. 3. Advancements in Legislation Reform. PACE contributed to proposed legislative amendments in Dominica, reviewing laws such as the police Act, Police subsidiary legislation and the Evidence Ordinance, ensuring alignment with international best practices and improved judicial efficiency. Challenges and Mitigation Strategies 1. Limited Baseline Data 2. The lack of comprehensive baseline data at project inception hindered effective planning and limited the ability to set measurable targets. To address this, PACE initiated stakeholder surveys and planned assessment missions to gather critical information on institutional capacity and sectoral needs. This data gap delayed the development of evidence-based indicators and affected early results tracking. Slow adoption of AI and Digitalization tools in Justice System Despite progress in digitalization, some stakeholders remain hesitant about AI-driven justice solutions. The upcoming PACE-led AI and digitalization training in collaboration with EL PACCTO and ITU aims to bridge this gap. 3. Sustainability Beyond the PACE Project
-----------------------------	--

UNDP Project Quarterly Progress Report

Country Office for Barbados and the OECS

	Ensuring long-term impact beyond PACE's 2027 timeline is a challenge. New partnerships with organizations such as IDB, CCJ, and regional academic institutions are being explored to sustain reforms. Despite these challenges, PACE continues to make steady progress by leveraging stakeholder engagement, legislative reforms, digital transformation initiatives, and capacity-building programs to drive meaningful justice sector improvements across the Eastern Caribbean.
Good Practices and Lessons Learned	One key lesson reaffirmed during this reporting period is the critical importance of continuous stakeholder engagement throughout all phases of project implementation. Sustained collaboration with justice sector actors has proven essential in building trust, strengthening institutional buy-in, and ensuring that activities remain relevant and context-specific. Baseline data collection took place after project implementation was already underway, highlighting the challenges of initiating activities without a strong evidence base. This experience underscored the importance of timely data collection to inform planning, tailor interventions more effectively, and establish clear benchmarks for measuring progress and impact. Future programming would benefit from integrating baseline assessments earlier in the project cycle to support more data-driven decision-making from the outset.
Monitoring and Evaluation	The PACE Justice Team has launched an in-depth baseline data collection mission as part of its commitment to implementing a robust monitoring and evaluation framework. This effort aims to assess the effectiveness of project interventions, with a particular focus on digitalisation, interoperability, and overall justice sector performance. A four-member team commenced this data collection exercise in Saint Lucia on June 29, 2025, and is continuing fieldwork in Antigua and Barbuda, Barbados, and Dominica—where the mission is scheduled to conclude on July 12, 2025. The purpose of the exercise is twofold: to assess baseline conditions in support of monitoring and evaluation, and to conduct a

UNDP Project Quarterly Progress Report

Country Office for Barbados and the OECS

	digitalisation and interoperability assessment across key justice sector institutions. This initiative is critical to establishing a clear reference point against which project progress—particularly in relation to backlog reduction and institutional efficiency—can be measured. Despite earlier challenges in accessing comprehensive baseline data, the PACE team has taken a proactive approach by directly engaging stakeholders through surveys, interviews, and on-site assessments. Additionally, feedback gathered through post-training evaluations from previous PACE training sessions continues to inform project planning. By integrating these insights and new baseline findings, the team is ensuring that future interventions are both evidence-based and tailored to the specific needs of national justice systems. Through this approach, PACE remains committed to adaptive, data-driven implementation that supports sustainable improvements across the justice sector in participating countries.
Looking Forward/Next Steps	• Workplan Finalization: Approved and refined nine national workplans to stay aligned with evolving priorities, ensuring strategic relevance through the Project Steering Committee. Conduct joint M&E, digitalisation, and interoperability assessments in four countries (June–July 2025) to inform baseline data collection and generate recommendations for strengthening case management systems and interagency coordination. • Relationship Building: Expanded regional partnerships, deepened collaboration with CARICOM, and explored new alliances to enhance stakeholder cohesion and drive reforms.

UNDP Project Quarterly Progress Report

Country Office for Barbados and the OECS

	Case Management Training for the Judiciary Plans are underway to roll out Case Management Training for the Judiciary in the next quarter. The training aims to enhance judicial capacity in managing caseloads and improving court efficiency, tailored to the specific needs of each participating country. It will begin with virtual needs assessments to identify priorities, followed by targeted training sessions to address identified gaps. Regional Police Investigative Training The Regional Police Investigative Training Programme is set to launch next quarter in collaboration with UNODC, RSS, and EUROPOL. It will begin with virtual needs assessments to identify priority training areas in investigative procedures. These assessments will guide the development of targeted in-person training designed to strengthen the investigative and forensic capabilities of regional police forces, ultimately supporting more effective and coordinated criminal investigations.
Risk Log	Please see link below for Project Risk Log. PJ Risk log.docx
Supporting Documents (links to press releases, articles, or other documentation)	Please see link below for Media Monitoring Report PACE Justice Media Monitoring - Google Docs

UNDP Project Quarterly Progress Report

Country Office for Barbados and the OECS

Document Compiled and Submitted by:

Project Coordinator/Focal Point:

Date: