

UNDP Project Quarterly Progress Report

<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	01/06/2025 – 30/09/2025
<u>Results Reporting</u>	
Introduction to the Progress Report	The PACE Justice Project continued to make significant progress in strengthening criminal justice systems across beneficiary countries during the reporting period. This report outlines key achievements, ongoing initiatives, and planned activities focused on judicial efficiency, technological modernization, and legislative reform. Notable advancements were made in capacity-building and technical assistance. Crime Scene Investigation training was delivered in partnership with CEPOL and UNODC, and Case Management Training reached seven courts across the nine PACE beneficiary countries. In parallel, Monitoring and Evaluation missions were conducted across multiple jurisdictions, culminating in a Backlog Symposium in Saint Lucia that brought together stakeholders to discuss clearance rates, digitalisation, and practical backlog-reduction strategies.
Details of Milestones and Achievements	<u>SECTION I: Country-Level Activities:</u> <i>ANTIGUA AND BARBUDA</i> Activities: Interoperability Assessment and Monitoring & Evaluation Mission 3–4 July

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A team comprising an IT specialist, an international consultant, a monitoring and evaluation specialist, and the PACE Project Specialist met with key justice-sector stakeholders to conduct an interoperability assessment and a monitoring and evaluation review.

The mission was successfully completed. The international consultant produced a report with recommendations to strengthen interoperability across criminal justice institutions. In parallel, a baseline and a set of indicators were developed to measure project impact, particularly in relation to backlog reduction.

BARBADOS

Work plan approval and Implementation

Procurement:

⇒ Hardware:

- Police: 28 Desktops, 1 Server, 20 Tablets, 20 Laptops.
- Judiciary: 24 Desktops, 4 Scanners
- Prison: 15 Desktops, 2 Laptops
- DPP: 4 Laptops, 1 Multifunction Printer

Activities:

Interoperability Assessment and Monitoring & Evaluation Mission 7–8 July

A team comprising an IT specialist, an international consultant, a monitoring and evaluation specialist, and the PACE Project Specialist met with key justice-sector stakeholders to conduct an interoperability assessment and a monitoring and evaluation review.

The mission was successfully completed. The international consultant produced a report with recommendations to strengthen interoperability across criminal justice institutions. In parallel, a baseline and a set of indicators were developed to measure project impact, particularly in relation to backlog reduction.

BELIZE

Activities

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Case Management Training — 4-5 September

Delivered by the Chief Justice of Trinidad and Tobago, supported by Dr. Timothy Stefan and a Spanish Registrar. The programme combined comparative practice, applied learning, and practical exercises, covering case management principles, European standards, regional perspectives, and time and stress-management techniques.

The training contributed directly to backlog reduction by reinforcing deadline-driven case progression, introducing digital-readiness concepts, and strengthening procedural discipline. It also enhanced staff resilience and efficiency.

DOMINICA

Activities:

Interoperability Assessment and Monitoring & Evaluation Mission 10–11 July

A team of four experts — an IT specialist, an international consultant, a monitoring and evaluation specialist, and the PACE Project Specialist — conducted meetings with key justice-sector stakeholders to carry out an interoperability assessment and a monitoring and evaluation review.

The mission was successfully completed. The international consultant drafted a report outlining recommendations to strengthen interoperability across criminal justice institutions. In parallel, a baseline and a set of indicators were developed to measure project impact, particularly in relation to backlog reduction.

Case Management Training — 25-26 September

Delivered by the Chief Justice of Trinidad and Tobago, supported by Dr. Timothy Stefan and a Spanish Registrar. The programme combined comparative practice, applied learning, and practical exercises, covering case management principles, European standards, regional perspectives, and time and stress-management techniques.

The training contributed directly to backlog reduction by reinforcing deadline-driven case progression, introducing digital-readiness concepts, and strengthening procedural discipline. It also enhanced staff resilience and efficiency.

Amendment of the Evidence Act — Draft Submitted to the Attorney General's Office

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The draft amendment of the Evidence Act was prepared by the Project Specialist, Vanessa Untiedt, and formally submitted to the Attorney General's Office. The draft is the result of extensive online and in-person consultations with the Police, the Office of the DPP, legislative drafters, specialised attorneys from the AG's Chambers, and the Attorney General himself. These consultations ensured that the proposed amendments reflect operational needs, procedural realities, and alignment with regional and international best practices.

GUYANA

Activities:

Interoperability Assessment and Monitoring & Evaluation Mission 14–15 July

A team of four experts — an IT specialist, an international consultant, a monitoring and evaluation specialist, and the PACE Project Specialist — conducted meetings with key justice-sector stakeholders to carry out an interoperability assessment and a monitoring and evaluation review.

The mission was successfully completed. The international consultant drafted a report outlining recommendations to strengthen interoperability across criminal justice institutions. In parallel, a baseline and a set of indicators were developed to measure project impact, particularly in relation to backlog reduction.

Case Management Training — 11-12 September

Delivered by the Chief Justice of Trinidad and Tobago, supported by Dr. Timothy Stefan and a Spanish Registrar. The programme combined comparative practice, applied learning, and practical exercises, covering case management principles, European standards, regional perspectives, and time and stress-management techniques.

The training contributed directly to backlog reduction by reinforcing deadline-driven case progression, introducing digital-readiness concepts, and strengthening procedural discipline. It also enhanced staff resilience and efficiency.

SAINT LUCIA

1. Interoperability Assessment and Monitoring & Evaluation Mission 1–2 July

A team of four experts — an IT specialist, an international consultant, a monitoring and evaluation specialist, and the PACE Project Specialist —

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conducted meetings with key justice-sector stakeholders to carry out an interoperability assessment and a monitoring and evaluation review.

The mission was successfully completed. The international consultant drafted a report outlining recommendations to strengthen interoperability across criminal justice institutions. In parallel, a baseline and a set of indicators were developed to measure project impact, particularly in relation to backlog reduction.

2. Case Management Training — 15-16 September

Delivered by the Chief Justice of Trinidad and Tobago, supported by Dr. Timothy Stefan and a Spanish Registrar. The programme combined comparative practice, applied learning, and practical exercises, covering case management principles, European standards, regional perspectives, and time and stress-management techniques.

The training contributed directly to backlog reduction by reinforcing deadline-driven case progression, introducing digital-readiness concepts, and strengthening procedural discipline. It also enhanced staff resilience and efficiency.

SAINT KITTS AND NEVIS

Procurement of Equipment

⇒ Software:

1 Kiosk for general information to the public.

Activities

Case Management Training — 22-23 September

Delivered by the Chief Justice of Trinidad and Tobago, supported by Dr. Timothy Stefan and a Spanish Registrar. The programme combined comparative practice, applied learning, and practical exercises, covering case management principles, European standards, regional perspectives, and time and stress-management techniques.

The training contributed directly to backlog reduction by reinforcing deadline-driven case progression, introducing digital-readiness concepts, and strengthening procedural discipline. It also enhanced staff resilience and efficiency.

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SECTION II: REGIONAL AND INTERNATIONAL ENGAGEMENT

EL PACCTO Annual Meeting, Lima (16-19 June 2025):

The EL PACCTO Annual Meeting gathered more than 450 high-level participants from Latin America and the Caribbean. As the liaison between PACE and EL PACCTO, the PACE Project Specialist attended the event, strengthening strategic cooperation between Caribbean and Latin American stakeholders in the areas of organised crime, judicial reform, digital transformation, and regional collaboration.

SECTION III: REGIONAL TRAINING DELIVERED

Building digital foundations for justice transformation 11-13 June, Barbados.

A three-day training was delivered in Barbados in partnership with the ITU Academy, focusing on strengthening digital transformation capacities within the justice sector. The training enabled participants to understand the key enablers of digital transformation as they relate to justice systems; identify and apply digital tools and emerging technologies relevant to justice; develop practical digital and AI strategies; coordinate integrated digital solutions across the justice ecosystem; and assess the institutional, technical, and regulatory conditions required for successful digital transformation.

Regional training on Crime Scene Investigation 29 September-3 October. Barbados

Training was delivered across all PACE countries in partnership with UNODC, RSS, and CEPOL. The programme focused on core competencies in Crime Scene Management, including crime-scene photography, scene processing, and evidence analysis.

The training went beyond technical skills. By addressing key causes of investigation delays—such as improper evidence handling, inconsistent documentation, and weak coordination—the programme generated a ripple effect that improved case processing times across the entire criminal justice chain. This contributed directly to better-quality investigations, stronger case files, and more efficient progression of criminal cases.

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Achievements and Challenges	Achievements and Challenges Achievements • Updated Baseline Through M&E Missions: Conducted Monitoring and Evaluation missions in five of the eight PACE countries, generating an updated and evidence-based baseline on digitalisation, backlog drivers, interagency coordination, and institutional capacity. • High-Impact Regional and National Training: Delivered CSI training in partnership with CEPOL and UNODC, Case Management Training in seven courts, and restorative justice/criminal mediation workshops across multiple countries. The Backlog Symposium in Saint Lucia strengthened shared understanding of clearance rates and delay factors. • Systematic Use of Post-Training Surveys: Introduced monitoring tools and satisfaction surveys after every training and symposium, ensuring continuous improvement and alignment with practitioner needs. • Strengthened Regional Collaboration: Facilitated coordinated discussions through the AGs Roundtable and backlog dialogues, resulting in concrete next steps such as regional SOPs for case file preparation, AI training needs assessments, and interest in a judiciary-based documentary repository with JES. • Legislative and Technical Support: Advanced legislative reform work (e.g., Dominica’s Evidence Act), supported digitalisation efforts (FTR, Liberty, CMS improvements), and laid foundations for future AI integration in coordination with partners. Challenges • Variability in Digital Readiness: Countries operate at very different stages of technological development, affecting the pace at which digital reforms—such as AI pilots or CMS integration—can be introduced. • Interagency Coordination Gaps: Many backlog drivers stem from misaligned procedures between police, DPP, courts, and prisons. Achieving uniform SOPs and shared workflows remains a systemic challenge. • Data Availability and Quality: Baseline data was initially difficult to obtain, and many institutions still lack reliable digital statistics, complicating performance measurement and monitoring.
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	• Resource and Connectivity Constraints: Persistent equipment shortages, limited bandwidth, and outdated infrastructure—especially in courts and prisons—continue to delay digital transformation and contribute to adjournments. • Sustainability and Institutionalisation: Embedding new practices (e.g., case management reforms, intake assessments, training modules) requires long-term national commitment beyond project cycles.
Good Practices and Lessons Learned	1. Country Missions Strengthen Evidence-Based Planning Good Practice: Monitoring and Evaluation missions conducted in five PACE countries provided an updated and realistic baseline on digitalisation, backlog dynamics, inter-agency workflows, and infrastructure gaps. Lesson Learned: Digital and procedural reforms must be tailored. Countries operate at different levels of readiness, meaning that AI pilots, CMS improvements, or training programmes require customized approaches to be effective. 2. Training Followed by Surveys Ensures Continuous Improvement Good Practice: PACE delivered high-quality training activities—CSI training with CEPOL/UNODC, Case Management Training in seven courts, and the Backlog Symposium in Saint Lucia—and systematically collected participant surveys after each event. Lesson Learned: Survey feedback is essential to refine future activities. Participants consistently requested more practical exercises, clearer links to backlog reduction, and deeper focus on digital evidence and AI. This has now been integrated into PACE’s 2025 training planning. 3. Regional Collaboration Improves Backlog-Reduction Strategies Good Practice: Regional events such as the Backlog Symposium and the AGs Roundtable created structured spaces for courts, DPPs, police, prisons, and AG Chambers to jointly discuss bottlenecks and solutions. Lesson Learned: Backlog challenges are largely interagency. Sustainable progress requires

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	coordinated SOPs, shared digital tools (e.g., e-litigation, digital evidence repository), and common training standards across institutions.
Monitoring and Evaluation	PACE strengthened its M&E framework by updating baseline data following missions in five countries. Post-event surveys were administered after each training and symposium to assess satisfaction and refine future programming. This continuous feedback loop ensures that interventions remain evidence-based, adaptive, and aligned with backlog-reduction objectives.
Looking Forward/Next Steps	• Workplan Finalisation: Finalised and approved nine national workplans to ensure a clear and coherent roadmap for the remainder of the project. This process, endorsed through the Project Steering Committee, guarantees that activities remain strategically aligned with evolving national priorities and provides an agreed framework for implementation moving forward. • Relationship Building: Expanded regional partnerships, deepened collaboration with CARICOM, CCJ and IMPACTS, and explored new alliances to enhance stakeholder cohesion and drive reforms. • 2nd AI and digitalization Workshop: a two-day AI and digital transformation Workshop is planned under PACE in collaboration with EL PACCTO, focusing on AI-driven modernization, regional cooperation, regulation, and ethical considerations. • AI and Digitalisation Training: As requested by Barbados, PACE will conduct an assessment of AI training needs across beneficiary countries and tailor the programme accordingly to ensure alignment with backlog-reduction priorities. • AGs Roundtable: A new Attorneys General Roundtable is envisioned for next January, in collaboration with EL PACCTO, to advance the creation of a regional AGs Network. The meeting will also revisit and deepen the priority themes proposed during the last roundtable, strengthening coordination and shared strategic direction across the region. • Judiciary Data Repository: PACE will explore, together with JES, the development of a judiciary-based digital documentary repository for the ECSC and interested countries, enabling centralized access to judgments, legal documents, and jurisprudence to support transparency, research, and regional harmonisation.

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	• Intake Assessment and Rehabilitation: In partnership with EL PACCTO, PACE will advance the development of standardised intake assessment processes linked to rehabilitation programmes across all PACE countries. This initiative aims to support inmate classification, improve case management within prisons, and strengthen the design and delivery of tailored rehabilitation pathways. • Strategic Way Forward: Following the completion of the Interoperability research, PACE will review the expert's recommendations and determine the most effective strategy to advance digitalisation, streamline processes, and strengthen inter-agency coordination. This strategic planning phase will ensure that subsequent activities are targeted, feasible, and fully aligned with the project's backlog-reduction objectives. • DPP–Police Training: A joint training programme for DPPs and Police will be conducted to develop standardised regional SOPs aimed at improving case file preparation. The initiative will focus on strengthening the quality, completeness, and timeliness of case files, enhancing communication between investigators and prosecutors, and supporting more efficient case progression through the criminal justice system.
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

Document Submitted by:

Project Coordinator/Focal Point:

Date: