

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	01/10/2025 – 31/12/2025
<u>Results Reporting</u>	
Introduction to the Progress Report	During the reporting period 1 October to 31 December 2025, the PACE Justice Project advanced implementation across beneficiary countries with a focus on strengthening technical capacity, improving interagency coordination, supporting backlog reduction strategies, and advancing digitalisation and innovation in justice systems. Activities during the quarter built on foundations established in the previous reporting period and supported a transition from training delivery toward institutionalisation, practical application, and system-wide reform. Key interventions included regional crime scene investigation training, case management training in Barbados, the Backlog Symposium in Saint Lucia, continued engagement on artificial intelligence in justice, and planning for AI and digitalisation initiatives. The project also finalised national workplans and undertook preparatory work for regional coordination mechanisms, including the Attorneys General Roundtable, judiciary data repository, and regional SOP development. Preparations were completed to support submission of the request for the outstanding funds under the final tranche, with supporting documentation compiled and reviewed in line with donor requirements and reporting standards.
Details of Milestones and Achievements	SECTION I: Country-Level Activities Antigua and Barbuda Preparatory and coordination activities continued through national workplanning and follow-up discussions to align 2026 implementation with national justice sector priorities. Barbados Case Management Training was delivered from 2 to 3 October in Barbados for judicial officers and court personnel. The training focused on structured case-flow management techniques, application of European and regional standards, time management and workload prioritisation, and introductory digital readiness concepts. Participants strengthened their ability to manage caseloads proactively, apply deadlines, and reduce unnecessary adjournments. The Regional Crime Scene Investigation Training also concluded in Barbados during the quarter. Delivered in partnership with CEPOL, UNODC, and RSS, the five-day programme targeted law enforcement and forensic practitioners from all PACE beneficiary countries and focused on crime scene photography,

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	evidence collection and preservation, scene processing techniques, and documentation and chain of custody procedures. Belize Implementation planning and follow-up activities continued through the national workplan process, with a focus on aligning future technical support to backlog reduction, interagency coordination, and digital transformation priorities. Dominica National implementation priorities were consolidated through workplanning and regional coordination processes. These preparations support future activities on case management, SOP development, and justice sector digitalisation. Guyana Follow-up planning continued to ensure that project activities respond to national justice sector needs, including improved case file preparation, data use, and coordination between justice institutions. Saint Lucia Saint Lucia hosted the regional Backlog Symposium from 13 to 14 October, convening high-level stakeholders from the judiciary, police, prosecution services, and correctional institutions. The symposium facilitated structured dialogue on backlog drivers, clearance rates, institutional bottlenecks, and comparative regional and European practices. Saint Kitts and Nevis National planning and coordination continued to support future implementation, including alignment with regional SOP development, data initiatives, and capacity-building priorities. SECTION II: Regional and International Engagement EL PACCTO AI Bi-Regional Meeting - October 2025 PACE participated in a high-level international forum bringing together stakeholders from Europe, Latin America, and the Caribbean to explore the use of artificial intelligence in justice and security sectors. Discussions covered predictive policing tools, AI-assisted forensic analysis, prosecutorial decision-support systems, and regulatory and ethical frameworks for AI. Outcome: The project gained exposure to emerging technologies and best practices, informing future programming and strategic direction for digitalisation and innovation in justice systems. SECTION III: Regional Training and Key Outputs Delivered Strengthened Technical Capacity for Efficient Case Processing Regional Crime Scene Investigation Training strengthened the technical capacity of law enforcement and forensic practitioners to handle and
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document evidence more effectively. By addressing inconsistent evidence handling and documentation gaps, the activity supports stronger case files, fewer evidentiary weaknesses, reduced adjournments, and faster case processing.

Case Management Training in Barbados strengthened judicial capacity to actively control case timelines through structured case-flow management, deadline-driven progression, workload prioritisation, and accountability measures.

Improved Interagency Coordination and Backlog Reduction Strategies

The Backlog Symposium supported a shared understanding that backlog is a system-wide issue requiring coordinated responses across the criminal justice chain. Participants identified priority actions including adoption of performance indicators, improved data tracking and transparency, and enhanced coordination across justice institutions.

Following training and regional dialogue, the project supported conceptual development of standardised operating procedures for case file preparation, improved workflows between police and prosecution, and harmonised institutional practices. These efforts contribute to reduced procedural delays and improved case file completeness.

Enhanced Digitalisation and Innovation in Justice Systems

PACE advanced digitalisation through participation in the EL PACCTO AI Bi-Regional Meeting and planning for AI and digitalisation initiatives. Planning covered AI training needs assessments, digital transformation strategies, and integration of case management systems and digital tools tailored to country readiness levels.

Strengthened Strategic Planning and Regional Coordination

National workplans were finalised and approved through the Project Steering Committee, establishing a clear implementation framework with defined priorities and timelines. Preparatory work also advanced for the Attorneys General Roundtable, judiciary data repository, and regional SOP development.

Strengthened Monitoring, Evaluation, and Adaptive Management

The project continued to apply post-training surveys, updated baseline data, and feedback loops for programme refinement. These mechanisms improved understanding of training effectiveness and operational challenges, ensuring that interventions remain evidence-based, adaptive, and results-oriented.

Overall Outcome Contribution

Activities implemented during the quarter contributed to ongoing efforts to strengthen institutional coordination, enhance technical capacity, and support case back log reduction across beneficiary countries. The combination of

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	training, regional dialogue, and digitalisation planning helped lay the groundwork for future improvements in case management, efficiency, and backlog-reduction initiatives.
Achievements and Challenges	Achievements The project translated prior training and dialogue into more structured institutional practice. Key achievements included strengthened technical capacity in crime scene management, improved judicial case management skills, enhanced understanding of backlog as a multi-institutional challenge, and advancement of SOP concepts for case file preparation and police-prosecution workflows. Participants in regional and country-level activities demonstrated increased awareness of the links between evidence quality, case file completeness, case-flow management, and backlog reduction. The finalisation of national workplans also provided a clearer framework for coordinated implementation in 2026. Challenges Backlog reduction remains dependent on coordinated action across multiple institutions, including courts, police, prosecutors, and correctional services. Variations in data availability and digital readiness across beneficiary countries may affect the pace of digitalisation and performance monitoring initiatives. Sustaining training outcomes requires continued follow-up, institutional endorsement, and integration of tools such as SOPs, performance indicators, and feedback mechanisms into routine practice. The timing of final tranche funding remains important for maintaining implementation momentum and advancing planned 2026 activities.
Good Practices and Lessons Learned	A key good practice during the quarter was linking training delivery to institutional follow-up, including SOP development, workflow improvements, and national workplanning. This approach helped ensure that capacity-building was not treated as a stand-alone activity but as part of broader institutional reform. The Backlog Symposium reinforced the value of convening the full criminal justice chain to diagnose bottlenecks and agree on shared priorities. The discussions confirmed that backlog reduction requires coordinated performance monitoring, improved data transparency, and strengthened communication between institutions. The project also benefited from combining regional learning with country-specific planning. Exposure to international practices on AI and justice provided useful insights, while national workplans helped tailor future

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	digitalisation and capacity-building activities to each country's readiness and priorities.
Monitoring and Evaluation	PACE continued to apply its monitoring and evaluation framework during the quarter, including post-training surveys, updated baseline data, and feedback loops for programme refinement. These tools supported an improved understanding of training effectiveness, operational challenges, and areas requiring further technical assistance. Monitoring findings and stakeholder feedback informed the planning of follow-up activities, including SOP development, AI training needs assessments, and digitalisation planning. This ensured that implementation remained evidence-based, adaptive, and aligned with national and regional priorities.
Looking Forward/Next Steps	National workplans will guide implementation in 2026, ensuring alignment with country-specific priorities and regional objectives. The project will continue preparations for the Attorneys General Roundtable, judiciary data repository, regional SOP development, AI training programmes, and digital transformation support. Next steps will focus on institutionalising the results of training and regional dialogue through practical tools, coordinated follow-up, and strengthened monitoring. Priority areas include improving case file quality, enhancing police-prosecution workflows, strengthening performance monitoring, and supporting technology-enabled justice solutions.
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

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Project Coordinator/Focal Point:

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