

Trinidad and Tobago  
**JUVENILE COURT PROJECT**

**Quarterly Report**  
**July 01-Sept. 30, 2017**



*Empowered lives.  
Resilient nations.*

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## 1: General Overview

### **COMPONENT 1: JUVENILE COURT**

Component 1 was established to create specialised Children Court facilities to handle cases in which children have been charged with committing criminal offences, are the subject of “Child in Need of Supervision” applications or are required to appear in Court. For the period July 2017 to September 2017, it was expected that the following activities would continue:

- Refurbishment of North and South buildings for children court operations.
- Development of strategies to maintain an effective staffing model inclusive of creating a continuous learning organisation and ensure effective manpower planning.
- Engagement in further assessment of behaviour change programmes for consideration and use by the Children Court.
- Development of additional programmes within the court to address behaviour change issues.
- Development of a new culture for the treatment of child offenders.
- Testing of a new Court Case Management System together with the statistical systems which support caseload management decision making.
- Provision of technical support for the move from implementation to strategic court administration, management and operations with all things incidental thereto.

### **COMPONENT 2: PEER RESOLUTION**

Peer Resolution (PR) is an education-by-participation programme whereby young persons are held accountable for their wrongdoing by their peers using court-like procedures. For the period under consideration, the project was expected to prepare for the piloting of the Court-annexed PR process and hold training sessions.

### **COMPONENT 3: PUBLIC EDUCATION AND COMMUNICATIONS**

Under the Public Education and Communications component, the project was expected to continue public education initiatives to increase awareness of the purpose and operations of the Children Court system inclusive the development of web content for the Children Court.

## 2: Component Activities for quarter July 01, 2017 to September 30, 2017

### **COMPONENT 1 THE CHILDREN COURT**

#### **OUTPUT 2**

The following describes key activities undertaken under Output 2 of the project.

## ***Key Activity 1: Continuation of refurbishment activities on the Children Court South and North Facilities***

### **South Facility**

During this quarter, it was initially projected that there would be a “soft opening” of the South Court on September 14, 2017. This was not, however, possible and by the end of the quarter the projections were that the Children Court South would be ready for occupation by November 20, 2017 as long as there are no delays. This date also reflects the time in which the Court should be able to start receiving applications and start hearing cases. Project funds have been expended in the areas of painting, construction, metal works, woodworking and joinery, tiling, plumbing, air-conditioning, and ceiling electrical and civil works.

The Judiciary undertook responsibility for additional electrical works, lighting works, a portion of the air conditioning works, CCTV and access control, emergency lighting and signage, fire alarm systems, ICT connectivity, courtroom technology and portions of construction, and additional joinery works. The Judiciary covered the cost of furniture for the South Court building all of which have been bought and are currently stored at the South Facility, Judiciary and Supplier storage spaces. It is estimated that the Judiciary contribution has matched the contribution from project funds.

With a view to accelerating progress to occupation, the Judiciary identified priority areas within the building critical for the start of operations. While work continued towards the completion of all building works, the following spaces were treated with priority:

- Basement
  - Holding areas
  - Police quarters
  - Security room
- Ground Floor
  - Court Registry
  - Assessment Centre
  - Courtroom 1
- First floor
  - Hearing Room
  - Social worker Rooms
  - Peace Room (Children Waiting Room)
- Second Floor
  - IT offices
  - Court Manager Office
  - 3 Judges’ Chambers

### ***Challenges:***

The completion of the building works have been impacted by several factors:

1. **Financial Challenges**-Over the course of the reporting period, the declining financial state of the economy has had a direct impact on the Judiciary’s ability to make payment to contractors. The inability to make timely payments to contractors reduced the organisation’s leveraging power in encouraging the steady pace of critical works on the site. This resulted in an unavoidable decline in the pace of the work late August/early September. The Judiciary has since been able to satisfy

claims to contractors resulting in the continuation of a sustained momentum of on-site activity particularly with respect to Air Conditioning (AC) works upon which several other works were dependent.

2. **The timing of the procurement of works-** In a situation where procurement for co-dependent works was being undertaken by two agencies, it is not unusual for some challenges to emerge with respect to scheduling. For the project, what emerged during the reporting period was that the timelines of procurement with respect to works undertaken by the Judiciary and the UNDP, in some instances, were not in alignment. In some cases, this was attributable to the delays in the development or identification of technical designs for certain works and the need to re-tender in instances where responses from interested contractors were found to be wholly inadequate. This impeded the coordination of works particularly where certain tasks were dependent upon the completion of another. Every effort was made to manage this and to coordinate works for delivery in the shortest possible time. By the end of the period, all tenders for major works such as Access control, fire services and additional electrical works have since been concluded by the Judiciary facilitating the progress of other works such ceiling, AC and paint works (undertaken by UNDP).
3. **Additional works:** On the recommendation of the plumber, and as endorsed by the Buildings Committee, a decision was taken to install a waste water treatment plant as the current sewer system was found to be inadequate for the number of persons expected to occupy the building when the court becomes operational. This work required excavation of an area at the corner of the property. Before the plant could be installed however, some support work had to be done on the side walls of the excavated area. Quality assurance was facilitated by both UNDP Engineer and the engineer who worked on the construction of the building. The work was successfully completed but the change of plumbing options did result in some delay. Additional civil works also became necessary as certain spaces (e.g. Courtrooms and Chambers) requiring complete isolation from their surroundings needed to be boarded up completely to the underside of floor slabs and/or beams. Additionally, bulkheads had to be built to maintain the full height of glass panels on the building's front. These all impacted timelines for the completion of building works.
4. **Transition in construction management:** It was found that the building project manager (also a qualified architect) could no longer afford the time required to oversee execution of works owing to personal scheduling constraints and therefore could not continue beyond August. A new construction manager was retained in September. The Construction Manager, a civil works engineer, served as the electrical supervisor for the South Building and given his participation in the project's buildings meetings and his familiarity with the project, quickly became acquainted with the full gamut of works to be completed at the South Court.
5. **Slow pace of ceiling works:** Ceiling works are critical to the completion of other works on site. However, the ceiling works did progress within expected timelines thereby hindering the progress of other works such as painting and installation of counter tops. The contractor who is employed with the building's landlord was apprised of the importance of finishing within timelines set and the alternative course of action which could be pursued if timelines were not kept.

#### **Next Steps:**

It is projected that all works in the South Facility will be completed by November 10<sup>th</sup> **once there is full cooperation of contractors and no other unforeseen challenges.** The mounting of furniture is expected

to commence in October. Staff should therefore be able to occupy the building on or before November 20<sup>th</sup>, 2017. Please refer to the milestone chart at **Appendix I** for a description of the South Building works as at October 1, 2017.

### **North Facility**

It is projected that the Children Court North will be ready for occupation by December 15, 2017 as long as there are no delays. Thus far project funds have been expended on coring, plumbing, civil works (Partitioning, skirting door hanging etc.) and the purchase of electrical materials while the Judiciary has covered expenses related to data wiring works and labour for electrical works. By the close of the reporting period, the project team, the Family and Children Division (FCD) Secretariat and newly on-boarded staff of the FCD were occupying the sixth floor of the North facility.

#### ***Challenges:***

**Scoping of works:** The transition to a new construction manager in September 2017 meant that time had to be given to allow the consultant to familiarise himself with the extent of the works required for the North Building. Based on his assessment, the construction manager produced a list of works to be accomplished and work commenced on scopes for works to be procured through the UNDP. Technical leads within the Judiciary were tasked with defining the scopes for all remaining works.

#### ***Next Steps***

Based on the listing of works generated by the construction manager and the Judiciary's budgetary allocation for the new financial year (2017/2018), the Judiciary is to advise on the cost share for the North Building. This will in-turn facilitate forward movement on procurement for works requiring USAID funds. Personnel occupying the 6<sup>th</sup> floor are also to be relocated to the 5<sup>th</sup> floor after works on the latter are completed; outstanding works on the 5<sup>th</sup> floor include the closing, mudding, sanding and painting of partitions and area clean-up.

Please refer to the milestone chart at **Appendix II** for the listing of North Court works as at October 08, 2017.

*Key Activity 2: Develop strategies to maintain an effective staffing model inclusive of creating a continuous learning organisation and ensuring effective manpower planning*

<b>Staff Category</b>	<b>Numbers to be Filled</b>	<b>Central Coordinating Unit</b>	<b>North Location</b>	<b>South Location</b>	<b>Recruitment Responsibility</b>	<b>Status</b>
<i>Judicial Officers</i>	14		6	5	Judicial & Legal Service Division	11 Positions of Judges/Masters filled
<i>Statutory Positions</i>	5	2	1	1	Judiciary/JCP	4 Filled
<i>Permanent &amp; Pensionable Positions</i>	28		13	9	Judiciary and the Department of Public Administration/JCP	6 positions advertised internally and others to be filled by the Ministry of Public Administration
<i>Public Service Standardized Contract Positions – These are positions within the Public Service in which job descriptions and compensation packages have been standardized. These include jobs in the Clerical/Secreta</i>	65	23	16	16	Judiciary/JCP	6 positions filled. Most positions to provide administrative and clerical support.

<b>rial, Manipulative, IT, Legal, HR streams</b>						
<b>Established Judiciary Positions that are Vacant and are being Utilized by the JCP for the FCD</b>	31		15	9	Judiciary/JCP	17 Filled
<b>New Contract Positions</b>	198	15	83	63	Judiciary/JCP	110 Filled
<b>Total Posts</b>	<b>277</b>	40	134	103		154 filled

As far as manpower planning, significant progress was made in securing staff for the operationalisation of the Children Court. Subsequent to advertisement for judicial officers, statutory and permanent and pensionable positions, vacancies were advertised for public service standardised positions, established judiciary positions (being utilised by the Family and Children Division) and new contract positions. On the closing date for applications (on 12<sup>th</sup> July, 2017) there were approximately 14,000 applicants recorded.

Thus far 154 candidates have been selected to fill positions within the FCD and Children Court. Twenty persons have assumed while offer letters have been sent to the remaining persons. Please see the table below for a summary:

### **Next Steps**

Interviews for the remaining positions (123) will be conducted and persons selected to fill positions.

### **OUTPUT 4**

The following describes key activities undertaken under Output 4 of the project.

#### **Key Activity 1: Engage in further assessment of behaviour change programmes for consideration and use by the Children Court**

The focus during the period was on developing terms of reference for engaging the services of a social services consultant to develop a referral system for the Court and identify additional programmes. This was completed and a contract was issued at the end of September.



## *Next Steps*

The social services consultant will commence work in October with a view to producing an action plan with recommendations on public sector/government run auxiliary programmes, a database of auxiliary programmes and services that may be accessed by the Court as well as operational resources and procedures for auxiliary services for the Children Court.

## **OUTPUT 5**

The following describes key activities undertaken under Output 5 of the project.

### *Key Activity: Identifying first group of rehabilitative programme options*

During the period, security vetting by the Judiciary commenced for the following operators of behaviour change programmes, the results of which will inform the Judiciary's decision to engage with programme operators for the creation of an initial pool of externally-operated court-annexed auxiliary programmes.

1. **Juvenile Rehabilitative Programme**- a Trauma Management and Crisis Response programme.
2. **eMentor CASES**- a Communication/ICT, Agriculture/Agro Processing, Sports, Entertainment & Skilled Workmanship programme.
3. **Star Supporters and Mentorship and Educational Development Programme (MEDPro)**- a mentorship programme.
4. **Behavioural and Attitudinal Change** – This programme seeks to address dysfunctional behaviour and recidivism through activities that bring about a change of mind-set including interactive, individualized interventions based on personal, psychological, environmental and criminogenic risk factors.
5. **Mattithiah Counselling Services Psycho-Educational Classes**- This programme caters to both male and females of all ages experiencing distress and difficulties associated with life events and transitions, decision making and other family and social relationships. Its practices are heavily founded on the Cognitive Behavioral Therapy which emphasizes the influence of thought and its impact on emotion and resultant behaviour.
6. **The Centre for Creative Change Youth Empowerment Series**- The programme provides counselling, therapy, anger management relationship building, mentoring and mental health support.
7. **Clinical, Psychological & Training and Development Programme**- A team assesses behaviour of children and then develops a treatment plan based on their psychological, emotional and developmental needs. Treatment plans are individualized and follow a holistic approach.
8. **Adolescent Therapeutic Activity Club (A.T.A.C.) – Soldiers for Positive Development**-With a target group of 11 -18 year olds, this programme targets child drug offenders, but does not exclude other offenders. The treatment process could be described as “integrative Psychotherapy”, and treatment plans are individualized.

Twenty-seven level two (community resource) auxiliary programmes were also assessed in order to ascertain fit for the Court as well as to indicate the areas of development necessary for the strengthening of the programme. They are to be provided with their feedback reports. Programme providers are responsible for undertaking their own efforts to strengthen their programmes to bring them in alignment with Court requirements.

### **Challenges:**

**Time constraints:** The review of reports continue and time allocated for this is balanced against the on-going capacity building activities for justice actors.

### **Next Steps:**

Feedback reports are to be completed and disseminated to programme operators by November. The project also undertakes to provide support for one meeting with programme providers to sensitise them on the Children Court referral process.

## **OUTPUT 6**

The following describes key activities undertaken under Output 6 of the project.

### ***Key Activity 1: Provide training for development of a new culture given paradigm shift for the treatment of child offenders***

During this quarter, four sets of training programmes were conducted or commenced:

1. **Evidence-based Practices (July 6-8, 2017)** – This course of training was delivered to 59 persons managing public sector and privately run programmes. Public service programme operators were provided with a 1- day course of training while Children Court programme operators were provided with 2 days of training. The intention was to encourage programme operators to adopt evidence-based practices in the design, delivery and evaluation of programmes. The topics covered in the one-day training programme with Government programme operators comprised the following:
  - About the New Children Court System
  - Using Auxiliary Programmes to achieve outcomes
  - About Peer Resolution
  - Basics of Evidence-Based Practices (EBP), R – N – R (Risk-Need-Responsivity) Model
  - Criteria for Behaviour Change Auxiliary Programmes (Level 1)
  - Assessment of Auxiliary Programmes for the Children Court
  - About the Children’s Authority & Assessing Risk
  - How Government Programmes can help

Topics covered in the two-day training programmes with court-annexed programme operators included the above-listed topics as well as the following:

- Incorporating Evidence-based Practices into Programmes
- Identification of Criminogenic Needs (Activity-based exercise)
- Evidence-Based Practices and Defining Outcome
- Programme Outcome Planning (Activity-based exercise)
- Developing Flowchart for referrals from the Children Court
- Monitoring and Evaluation of Programmes
- Court Resource Manual

The training was delivered by a combination of JCP project team members, the Children's Authority, Programme Assessors contracted to carry out assessment of auxiliary programmes and an expert attached to the National Center for State Courts.

2. **Prosecution of Children Court Cases (August 15-23, 2017)** – This course of training was delivered to 53 state attorneys of the Office of the Director of Public Prosecutions over three days in August. The training was intended to assist attorneys in appropriately applying new laws and procedures in the preparation of cases, identifying charging and disposition alternatives for child offenders; and understanding the role of prosecution and other justice sector actors in the new Children Court system. Training topics included the following:
- An introduction to Positive Youth Development
  - Juvenile Justice Systems
  - Children Court System of Trinidad and Tobago, Actors in System and Legal Framework
  - The Case for Court Diversion: Rehabilitation and Recidivism - Overview of the US approach to diversion and rehabilitation of young offenders including benefits and challenges
  - Evidence Based Practices and Auxiliary Programmes -Overview of Trinidad and Tobago court-annexed programmes including Peer Resolution
  - Court Annexed Auxiliary Programmes (Court Diversion) (Activity-based exercise)
  - Dual Status Cases (Offender/Delinquency and Child Welfare -In need of care and protection Cases
  - Victim's Rights – An Overview of victim's rights – best practices and challenges
  - Plea Resolutions (including Introduction and Philosophy Behind Juvenile Plea Bargaining, Standard Plea Formulas, Case for Office Guidelines, and other considerations)
  - Case Presentation, Determining Plea Offers and Role Play Plea Negotiations (Activity-based exercise)
  - Trinidad and Tobago Table of Equivalencies / Classification of Crime
  - Children Court System Actors: About the Children's Authority and Risk Assessment

The training was delivered by a combination of JCP project team members, the Children's Authority, a Clinical Traumatologist and an NCSC team of two United States experts from the Office of the Attorney General for the District of Columbia with extensive experience in all aspects of the Juvenile Justice System.

3. **Judicial officers training (September 4 and continuing to October):** This training is being delivered to 10 officers by a combination by trainers from the National Center for State Courts, the Juvenile Court Project, the Judiciary of Trinidad and Tobago and consultants attached to the project. Training topics include:
- Understanding Self in Preparation for A New role and New System Working with Children
  - Positive Youth Development
    - Adolescent development & Understanding Adolescent Development in Context
    - Cognitive development
    - Moral Development
    - Identity and Social Development
    - Brain Development

- Biological/Physical Development
  - Disabilities Affecting Normative Adolescent Development
  - Understanding Family Systems
  - Special Education and Disability
  - Understanding the Children Court
  - Role of the Children Court
  - Screening, Assessing, and Evaluating Youth
  - Legal Questions About Youth Capacities
  - Factors in the Time Line of a Case and How the Laws and Rules Apply
  - How to Conduct the First Appearance/Initial Intake hearing and Take Pleas
  - How to Conduct a Trial, Disposition phase, Sentencing/Sanction Violations, and Monitoring Reviews.
  - Introduction to Communicating with Youth - Participants will learn techniques for effective communication with youth involved in the children court system, including respondents, witnesses and complaining witnesses.
  - Learning Effective Techniques for Interviewing Youth and Imparting Information.
  - Introduction to Peer Resolution
  - Communicating with Youth: Interviews and Colloquies
  - Review of Children Court Rules to Design Judicial Process for Children Matters
  - About the Children’s Authority
  - The Role of Risk Assessments
4. **Digital Voice Transcription Training (September 4-continuing into October):** -Fifteen candidates commenced training in digital voice transcription in September. The training is being done in collaboration with the College of Science, Technology and Applied Arts of Trinidad and Tobago (COSTAATT) and will be completed on October 23 2017. There are 3 components of the training:
- **Transcriptionist and Dragon Naturally Speaking (Software)**-the objective is to teach persons how to use transcription and voice-to-text software to create transcripts.
  - **English for Court Transcription**-the objective is to further develop vocabulary, language rules and punctuation so participants have a good command of the English language in written and spoken forms. The outcome is that participants should be able to produce accurate verbatim transcripts in the appropriate format and style.
  - **Medical and Legal Terminology**-The objective is to build persons’ medical vocabulary and knowledge of the language and documentation most commonly used in the legal profession and for use in the Children Court.

#### **Next Steps**

The project will provide support for the conduct of “For the Record training” for FCD staff where persons will learn how to use audio recording technology in the Court.

***Key Activity 2: Provide technical support to move from implementation to strategic court administration, management and operations with all things incidental thereto***

The JCP team has been providing support for the operationalisation of the Children Court in the following ways:

- shortlisting of candidates for interviews and participating in interview panels for the Family and Children Division and the Children Court Sub-division;
- the development of a visual brand identity for the Family and Children Division and the Children Court Sub-division;
- the creation of a signage plan and designs for the Children Court facilities inclusive of identification, way finding, information, regulatory and positivity signs; and
- the orientation of the staff members on-boarded within the Family and Children Division.

***Next Steps***

Consistent with the “Training Wheels” and transition phase of the project, the Project Team will continue to work alongside the Judiciary for operationalization of the Children Court in the following ways:

- continued provision of support in the short listing and interviewing of applicants for the FCD and Children Court;
- completion of the branding for the FCD and Children Court;
- overseeing signage installation for the Children Court; and
- orientation of newly-on-boarded FCD and Children Court staff.

***Key Activity 3: Oversee the start-up and provide training for active use of the new Court Case Management System (CCMS) and its development and adjustments together with the statistical systems***

Testing of the CCMS continued with end users from the Judiciary who have been inputting case data and navigating through the system. Where errors in functionality or usability were encountered, this information was communicated to project staff who in turn discussed the issue and possible solutions with the developers at the NCSC. Following this, tests were done to check that the issue was in fact rectified. As such the process of testing continued as an iterative exercise .

During the reporting period, the statistical codes drawn from the recently developed Table of Criminal Charges Equivalencies were being entered into the CCMS to facilitate statistical reporting. Offences were assigned “weights” which give an indication as to how complex the matter is and the time standards that may be most appropriate for the resolution of such cases.

***Challenges***

Since the testing process is such an iterative one requiring at least 3 project resources, scheduling conflicts arose from time to time. The FCD retained an IT programmer who will provide additional support needed for bringing the CCMS to the state of readiness required for the Court.

### *Next Steps*

The preparation for and training of relevant court staff on the programming and use of the CCMS in November.

## **COMPONENT 2 PEER RESOLUTION**

### **OUTPUT 9**

The following describes key activities undertaken under Output 6 of the project.

#### ***Key Activity 1: Provide training for development of a new culture given paradigm shift for the treatment of child offenders***

As part of the schedule of training provided under Component 1, Peer Resolution (PR) educational sessions have been conducted for programme providers, State Prosecutors and newly appointed judicial officers to the FCD. In particular, the information provided to state prosecutors provided an-depth look at the PR process since the attorneys are encouraged to view PR as an option for child offenders who stand to benefit from the programme. In the training provided for judicial officers, one adult PR volunteer and one Youth PR volunteer were invited to share their thoughts and experiences in the PR programme.

Sixteen PR youth volunteers also represented the Peer Resolution volunteer programme at the first-ever Youth Day held as part of the annual Mediation Symposium organised by the Mediation Board of Trinidad and Tobago in September, 2017.

The project intends to hold a PR mock session with Judicial officers within 2 weeks of the opening the Children Court.

## **COMPONENT 3 PUBLIC EDUCATION AND COMMUNICATIONS**

### **OUTPUT 10**

The following describes key activities undertaken under Output 10 of the project.

#### ***Key Activity 1: Develop content for end of project e-report***

No activities were pursued under this deliverable as it was not necessary for this period.

### *Next Steps*

The development of content for the end of project report.

### **OUTPUT 11**

The following describes key activities undertaken under Output 10 of the project.

### ***Key Activity 1: Develop and coordinate public education initiatives to increase awareness of the purpose and operations of the children court system***

On July 10 2017, a signing ceremony involving parties to the Multi-Agency and Inter-Agency Protocols was held. The event also included the launch of the Trinidad and Tobago Table of Equivalencies for the International Classification of Crime for Statistical Purposes. The Project Team was responsible for organisation of the event which was attended by a wide cross-section of justice stakeholders. At the event, senior representatives of justice sector agencies participated in signing the Protocols which had received prior approval from the Cabinet of Trinidad and Tobago. Two animated information videos developed to explain, in simple language, the purpose and benefit the instruments were aired during the event and promoted via social media in the week following the event. Key speakers at the event were the Chief Justice of Trinidad and the Tobago, the Attorney General of Trinidad and Tobago, the Chargé d’Affaires, a.i. United States Embassy, Trinidad and Tobago and the Acting Head of the Police Service of Trinidad and Tobago and the Attorney General of the Trinidad and Tobago. The event also drew support and attendance by the Minister of National Security and Minister in the Office of the Prime Minister-Child and Gender Affairs as well as participation by Peer Resolution volunteers, students of the Diego Martin Secondary School and Lads of the Child Rehabilitation Centre (formerly the Youth Training Centre).

The project continued to fulfil requests for information on the Children Court and Peer Resolution, the latest being the hosting of an information booth at the Annual Trinidad and Tobago Mediation Symposium. Website, e-letter communications and social media pages continue to be managed under Component 3 of the project with content being posted weekly inclusive of recruitment ads and several conversations videos featuring one youth representative, a judicial officer, and the Programme Manager of the Trinidad and Tobago Citizen Security Programme (Ministry of National Security). The conversations videos explore issues connected to the project such as parental responsibility, guiding children, and child offender’s capacity for change.

The project team also began preparation for awareness raising activities specific to the Children Court. The Project Manager (previously Component 3 Manager) met with several communication providers across print, television, radio and digital and out-of-home media to discuss costs considerations for promoting content and commenced creation of a communications plan for targeted Children Court awareness activities. Efforts also continued on the creation of Website content for Children Court web pages which will serve as the hub of web information for the Children Court. These web pages are expected to form part of a Family and Children Division microsite of the Judiciary of Trinidad and Tobago.

#### ***Challenges***

**Prioritisation of Building Works, Capacity Building and Recruitment of Staff:** Subsequent to the assumption of the role of Court Executive Administrator of the Judiciary by the former Project Manager, the Component 3 Manager assumed the role of Project Manager in August with responsibilities for Communication. Given the commitment to open the Court buildings before the end of 2017, much of the Project Manager’s time was dedicated to treating with procurement and other matters related to the building works, capacity building and recruitment of staff. The Public Education aspect of the project is expected to be expanded in the next quarter and is expected to receive support from Judiciary for this.

**Branding:** The new Project Manager took note of the fact that some persons are confusing the project with the Children Court and think that the USAID, UNDP and Judiciary are its administrators. To bring

clarity to these points of confusion and to support the smooth phase-out of the project, it is suggested that the project brand marking plan be updated as follows:

- a. Update Acknowledgement line to say:  
*“The Judiciary of Trinidad and Tobago wishes to thank the United States Agency for International Development (USAID) and the United Nations Development Project (UNDP) for their extensive support in the establishment of the new Children Court of the Family and Children Division of the High Court.”*
- b. Moving forward, replace Judiciary central logo with Judiciary FCD logo in branded project communications and give greater prominence to Children Court logo in branded communications.
- c. On a case-by case basis, reconsider the positioning of partner logos to other spaces in branded communications apart from the bottom or top of communiqués.

#### *Next Steps*

The communications plan for targeted Children Court awareness activities will be completed, and execution will begin accordingly. These activities will include a launch event for the Children Court at a date to be confirmed and agreed to by the project partners. Work will also begin on the development of content for the end-of project report.

A summary of activities and status updates are included in the Log at **Appendix III**.

### **3. National Centre for State Courts (NCSC)**

During the reporting period the National Centre for State Courts (NCSC) continued to provide technical input to the work of the project. The focus of support was on the development of the automated Court Case Management System (CCMS), diversion programmes and conducting training programmes for judges and prosecutors. The initial system that allows for registering cases, case parties, events, tasks and hearing was completed and by the end of September, the system was being tested and bugs addressed for rollout in the court.

In July, NCSC Consultant Ray Wahl visited Trinidad and Tobago and a two-day training program was conducted with Level 1 Auxiliary Programmes. There were approximately 30 participants. It was very clear that the programmes were eager to start receiving referrals from the Children Court. As is evidenced by the pre-test administered, the group was not completely familiar with the Risk, Need and Responsivity (R-N-R) model. However, the post-test confirmed that after the training the model was understood. The Children’s Authority attended the session and presented information on their programme and the risk assessment tool that would be completed by them.

Immediately following that training session, one was held with the government programmes. The focus of that training session was the JCP and its structure and why changes were being made in the way youth were being treated after a delinquent act was committed. Some training was also conducted on evidence-based practices. The Children’s Authority made a presentation to the group, and the assessors who conducted evaluations of Level 1 programs made a presentation. In August, NCSC and two pro bono experts specializing in the prosecution of children with the office of the Attorney General of the District of Columbia, visited Trinidad and Tobago, to conduct training for the Director of Public Prosecutions (DPP) Office. Prior to the workshop, the NCSC delegation met with key stakeholders including Children’s Authority, judges, DPP’s office, probation and police to discuss the ongoing juvenile justice reforms. The



workshop covered several topics including implementation of new laws impacting children, diversion, plea bargain, case management and trial preparation. Presentations were made by the Children Authority's, JCP Team and local experts.

In September, a training session was conducted for judges by NCSC judicial experts. Prior to the workshop, meetings were conducted with stakeholders including the DPP's office and judges. Topics covered included the implementation of new laws impacting children in the criminal justice system and issues relevant to the adjudication of criminal matters involving children.

#### *Next Steps*

- Amendments were required to be made to Level 1 Auxiliary programs. The JCP Team requested that NCSC consultant Ray Wahl review the Amendments.
- Monitoring and evaluation activities to be completed by the Auxiliary programmes, including the collection of data elements.
- Recommendations to be made for training for the new juvenile probation officers who are being hired. Areas of training include concepts of Evidence Based Practices (EBP,) the risk assessment tool, and how each fit into a case management model.
- The JCP Team has requested the assistance of Ray Wahl for the next steps.

#### 4. Programme Management Report

During the reporting period, UNDP co-ordinated the preparation and finalisation of the request for the extension of the project. There were several reviews of the request which was initially for a six month period. The total estimated cost for that period of US\$1.5 million included those associated with building completion, human resources and operations. programmatic work and the General Management Service fee to UNDP. On USAID request, the estimated cost of furniture for the North Court in the amount of US\$275,000 had also been included. Subsequent to submission of this request, USAID requested that the budget be revised to US\$1 million and, out of an abundance of caution for any unforeseen delays, it was recommended that the project period be extended to 9 months. The understanding was that the project could be closed out within the nine month period if all activities were completed.

Accordingly, UNDP collaborated with the Judiciary and the Project Team to make the necessary revisions and a revised project extension request was submitted for a nine month period in the amount of US\$999,633. UNDP also worked with the USAID Contracts Team thereafter to provide explanations as required and prepared a budget narrative on request. In due course, the extension request was approved for nine months to April 20, 2018 for the requested amount. The extension grant was received on July 20, 2017 and the sum disbursed shortly thereafter, bringing the total project grant to US\$5,545,398.

In the period for following the extension, the focus shifted to acceleration of building works on the South court building and preparation for work on the North Court. The Judiciary informed of the proposal for a "soft opening" of the South Court on September 14, 2017 and as a consequence, a robust schedule of building works was developed. A meeting was held with the Judiciary and the Project Team to review the requests, the status of all building works and preparations for the North Court works. Notwithstanding the increase in building works and variance requests arising from the push to completion of some areas of work, UNDP maintained its quick response times and ensured, as is customary, that all UNDP Procurement rules and regulations were upheld. In the period, UNDP continued to be fully engaged with

the Engineering firm it contracted for quality assurance and issued a contract extension in respect of works to be undertaken at the North Court building.

Attention was also directed at recruiting appropriate technical support for the Project Team, as occasioned by the departure of the Construction Manager and the progress of programmatic work. A new Construction Manager was recruited, a Social Services Consultant was contracted to work on referral mechanisms, and an attorney who worked as a member of the Project Team for the development of the Multi-Agency and Inter-Agency Protocols was contracted to assist with training of justice actors.

Two members of staff of the Project Team, Assistant Component Managers 1 and 2, submitted resignations and informed that they would be taking up positions with the Family and Court Division of the Judiciary. The Judiciary has indicated that all the officers who have transitioned to the Judiciary will continue to be available to the project and further, that it will commit its own human resources to assist with project activities. This is expected to contribute to integration of the project into the Judiciary and ownership of the new Children Court system ahead of project close-out and handover.

USAID conducted a project monitoring visit in September which was co-ordinated by UNDP. As the quarter approached its close, work commenced on the revision of the workplan and the budget realignment for the period October 2017 to April 2018.

In the reporting period, the financial activity and status continued to be monitored with financial reports being updated every month and as required based on Judiciary request and project planning activity. The financial reporting and monitoring was adjusted to take into account two tracks of building works (North and South) as well as on-going programmatic work, Human Resources and Operations costs.

## 5. Conclusion

Work is continuing at a sustained pace and every effort is being made on the part of the Judiciary, the Project Team and UNDP to ensure that building works advance to completion. There are however some issues related to state financing and contractor response times over which these parties have no control. In the circumstances, it is envisioned that close collaboration will be sustained for continued monitoring and management with a view to completion of the court buildings by the end of the next quarter.