



United Nations Development Programme
Country: Trinidad and Tobago
Project Document

Project Title:	Trinidad and Tobago Juvenile Court Project
UNDAF Outcome #2:	By 2015, government and civil society adopt an integrated response to violence in families and communities.
Expected Country Programme Outcome(s):	Pillar #3: National and Personal Security. Country Programme Outcome #2: Improved human security through implementation of evidence based policies, strategies and practical initiatives.
Expected Output(s):	<ol style="list-style-type: none"> 1. Support for the implementation of the provisions of the Children's Act 2012 inclusive of the development of a pilot juvenile court system. 2. Conduct a Pilot Youth Court in Trinidad and Tobago 3. Execute a Public Education and Sensitisation Programme
Executing Entity:	The Judiciary of Trinidad and Tobago
Implementing Agency:	The Judiciary of Trinidad and Tobago and

Brief Description:

The Trinidad & Tobago Judiciary's Juvenile Court Project is an important step in achieving meaningful juvenile justice reform and embracing global standards in adjudication involving children and guarantees the rights of children in accordance with the United Nations Convention of the Rights of a Child, and principles of restorative justice. Important strides have been made toward the modernisation of the juvenile justice system in Trinidad & Tobago, such as the adoption of the Children Act 2012 and the Children Authority Act. The importance of these key pieces of legislation cannot be understated as they address many of the deficiencies in the existing system such as the absence of specialised juvenile courts, enhancement of preventative and diversionary programmes and a government institution mandated to protect the rights of children.

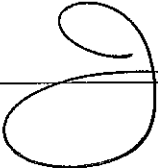
The Juvenile Court Project (JCP) will play a critical role in the next phase of the ongoing juvenile justice reform in the Trinidad & Tobago. The activities of the JJP will focus on the implementation of core areas of the Children Act and the Children's Authority. The project will establish two juvenile courts, one in Port-of-Spain and in San Fernando, respectively. In keeping with a more rehabilitative and less punitive approach, the project will develop court-annexed diversion programmes through coordination and referrals mechanisms in cooperation with the Children's Authority, other state agencies and NGOs. JCP will draft court rules and procedures and build the institutional capacity of the juvenile courts to adjudicate juvenile cases in an effective and efficient manner.

In addition to training juvenile justice sector actors for their roles in the new court system, JCP will launch a public awareness campaign to educate citizens and youth of Trinidad & Tobago about the juvenile justice reforms. Finally, the JCP will establish juvenile and youth courts under the stewardship of trained judicial officers that will serve to develop civic responsibility, youth leadership and use of positive peer pressure to encourage young people accused of committing minor offences to take responsibility for their behaviour.

Programme Period: 2014 - 16
Programme Component: Citizen Security
Project Title: Juvenile Court Project
Project ID: _____
Project Duration: 36 months
Management Arrangement: _National Implementation Model (NIM)

Total Budget	US\$4,995,765
Allocated resources:	_____
• Government	_____
• Regular	_____
• Other:	USAID US\$4,545,765
• In kind contributions	USD\$450,000
Unfunded budget:	0 _____

Agreed by (The Judiciary):

 Juan Arlene D.A.T.T.
[CABINET MINUTE REFERS]

Agreed by (UNDP):

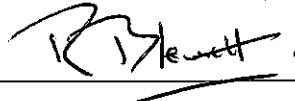
 R. Bennett

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1: SITUATIONAL ANALYSIS

Proposal Development: Background

The Judiciary of Trinidad and Tobago has invested a tremendous amount of work over a period of time into drafting a concept note for the Juvenile Court Project (JCP) where it seeks to obtain project funding from international donor, United States Agency for International Development (USAID). The last review and comments from USAID regarding the concept note to the Judiciary was on the 11th March 2013. In July 2013, The UNDP was invited by USAID to assist the Judiciary regarding the JCP. There was a need to expedite the proposal development / writing stage as well as leading on project management / assurance for the project. The UNDP is very pleased to create this new partnership in Trinidad and Tobago with the Judiciary, and USAID given a similar partnership in juvenile justice in Jamaica with UNDP and USAID. The project's focus on juveniles is timely for UNDP given its recent signing of the United Nations Development Assistance Framework (UNDAF) with the Government of Trinidad and Tobago where UNDP has leadership on the area of citizen security; in addition to UNDPs increasing focus on youth development and empowerment for the upcoming period.

The contractual agreement (referred to by UNDP as Cost Share Agreement) for the Grant is between the UNDP and USAID. The project will be implemented using the National Implementation Model in keeping with UNDP's policy for promoting country ownership. UNDP and the Judiciary will solidify its contractual agreement through the signing of this project document.

Project Background

There are various challenges to improving public peace and security in Trinidad & Tobago (T&T). Like many countries in the CARICOM region, transnational crimes such as the trafficking of illicit drugs and weapons have contributed to significant increases in crime and violence in T&T. More frequently, gang rivalry, and disaffected and at-risk youth are perpetrators or victims of violent crimes. Based on the increased number of youth entering the criminal justice system, it is clear that the justice system and the traditional punitive approach have failed to deter those at-risk from the allure of a life of crime and violence. Further, judicial officers have noted with alarm that they see the juvenile re-appear before them and on increasingly serious offences, thus suggesting a failure of the system to reduce recidivism rates. Cognisant of the need to reform the juvenile justice system, T&T recently adopted the Children Act (2012), based on principles of restorative justice, and intends to embrace a more rehabilitative and less retributive approach.

For example, The Children Act 2012 at Section 59(1) provides for reports, submissions and services to be taken into account in sentencing and further at Sec 59 (2) gives the court wide latitude to make various orders many of which require support services.

1.1 The Package of Children's Legislation:

In 2000, Trinidad and Tobago embarked on a package of Children legislation. The original package of Children's Legislation was passed in 2000.

It comprised the following:

1. The Children's Authority Act (No 64 of 2000).

2. The Children's Community Residences, Foster Homes and Nurseries Act (No. 65 of 2000).
3. The Miscellaneous Provisions (Children) Act (No 66 of 2000).
4. The Adoption of Children Act (No . 67 of 2000).
5. The Children (Amendment) Act No 68 of 2000.
6. A draft Family Court Bill.

However on reflection, several fatal flaws became evident. The Family Court Committee was mandated in 2002 to review the package of Children's Legislation with a view to making comments and suggesting necessary amendments so that the various Acts could be implemented.

This review has resulted in the following pieces of legislation¹ passed in Parliament:

- Children's Authority (Amendment) Act (No. 8 of 2003).
- The Children's Community Residences, Foster Homes and Nurseries (Amendment Act).
- The Children Act No 12 of 2012.
- The International Child Abduction Act Chapter 12:08.

And the following draft pieces of legislation are awaiting the attention of Parliament:

- Adoption of Children (Amendment) Bill 2007 [this lapsed on 28 September 2007 and is to be re-introduced. It was to amend deficiencies in Adoption of Children Act (67/2000) which is not yet proclaimed].
- Draft Status of Children (Amendment) Bill to provide for paternity testing by DNA.
- Draft Family Court Bill (2012) to provide legislative framework for the operations of the Family Court nationwide.

1.2 Family and Juvenile Justice

The child or young person involved in the criminal justice system does not get there by himself. A host of factors contribute to the child or young person's introduction to and involvement in the criminal justice system. Consistent with the adage, 'it takes a village to raise a child', there must be the robust support of many if he is to be extricated from the system or rehabilitated successfully therefrom. Such children are a part of our society, and it stands to reason that in many cases the best interests of society and of the individual child would be better served by efforts to help him along a developmental path that will make him a productive member of our society. This is particularly so when one considers that the current structure of the criminal justice system provides limited opportunities for the child to get back on track, and may expose him to undesirable influences offering him guidance in precisely the worst direction.

Juvenile justice therefore must not only focus on the juvenile, but must identify the areas where support of some kind can improve outcomes. It must be part of a family centered justice system which includes all matters which affect the family in a real way.

The purpose of family and juvenile courts should reflect the ultimate goals of Family Law and modern thought on families. They should be:

- i) Protective - to guard members of a family from physical, emotional or economic harm;

¹ See appendix for brief explanation of the pieces of legislation.

- ii) Adjustive - to help families which have broken down to adjust to new lives apart; and,
- iii) Supportive - to encourage and support family life².

However the nature of the criminal element of juvenile courts also introduces to this the fact that in their supportiveness and 'adjustiveness', they must be rehabilitative to the individual youth; in their protectiveness, they must be preventive and appropriately punitive. A child perpetrator may be from age 7 to 17 and that child's crime may vary from a petty theft to a grossly violent act of rape or murder.

Trinidad and Tobago has created a Family Court which is still in its pilot phase but which is overdue for roll out to the entire country. However it has not assumed the role of the Juvenile Court, and its jurisdiction is almost entirely civil. The Family Court has been however dealing with children in the St George West Magisterial district³ (the focus of the magisterial portion of the Family Court Pilot.) who are brought by their parents as "beyond control". In other districts these children are dealt with by the Magistrate's Court. Many of these children are placed by the courts in community residences and oftentimes end up sharing quarters with children convicted of crimes- a highly undesirable situation. It is anticipated that these Children will be dealt with both by the Family Court and the Juvenile Court as these matters are sometimes quasi-criminal in nature.

The new Children Act 2012 provides at Section 61 as follows:

"Where a parent, guardian or person with responsibility for a child proves to the Court with jurisdiction in family matters that he is unable to control the child, and he desires the child to be sent to a Community Residence under this Part, the Court shall order that the child be brought to the attention of the Authority."

1.3 About the Family Court of TT

This pilot began with the formation of The Family Court Committee in 2002. Its membership included representatives from the Judiciary and diverse stakeholders in the Family Dispute Resolution System. Its mandate was (i) To Identify ways in which measures can be introduced to enhance the functioning of the present family jurisdiction of the courts; and (ii) To design a Family Court Structure suitable to the needs of Trinidad and Tobago and advise on its establishment.

The decision was to create a well-resourced unified Family Court Pilot in Port of Spain with built-in access to social services and mediation. This Court would deal with matters in the High Court Port of Spain and the St. George West Magisterial District using a separate purpose-designed building. The Family Proceedings Rules which had been drafted in 1998 would be implemented for the High Court matters and a monitoring committee would be appointed by the Chief Justice to monitor the pilot.

Implementation was by the Judiciary and included extensive judicial and staff education, locating the building and designing and preparing the interior in accordance with the purpose and the standards envisioned; finalising rules, designing case flow and workflow, customising software and implementing other ICT systems, developing a specialised library and modern court records management system, developing policies and procedures and developing monitoring tools and

³ The TT Magistracy is divided into districts. The St George West Magisterial District is the largest and includes the Port of Spain Magistrates' Court.

systems. The Committee also drafted two pieces of legislation; one to enable referral to social services, mediation and other support services; and the other to provide for a regulated mediation profession.

Extensive monitoring was done of the pilot, and changes were made along the way to address issues which arose. The pilot has been highly successful⁴ and public and bar have been clamouring for the system to be rolled out throughout the country. As High Court matters may be filed anywhere, most High Court family matters are now filed in the pilot Family Court in Port of Spain.

1.3.1 Family Courts

The success of the Family Court of T&T demonstrates the commitment of the judiciary to deliver justice while meeting the needs of families. The Family Court, however, has jurisdiction over non-criminal matters and is still considered a "pilot project" pending roll out to various locations and formal legislation (The Family Court Bill). The effectiveness of the Family Court Pilot has shown the importance of well planned and resourced problem solving courts to certain justice issues. The Family Court pilot is now poised for 'roll out' to four other locations in the country. A bill which will take the Family Court from a Pilot to a full Family Court Structure which will address inter alia the roll out of the court through the country, has been drafted, is being reviewed and is expected to be before the Parliament soon.

The Judiciary has prepared a plan for the roll out of the Court and a building in the second city of San Fernando has been purchased by the State for refurbishment as a Family Court site. Human resource development and training is necessary to ensure successful roll out as is infrastructural work. A building is yet to be selected in Tobago, Eastern Trinidad, or Central Trinidad.

1.3.2 Juvenile Courts

The Children Act 2012, defines a child as a person under the age of 18. When you look at sections 60(3), (4) and 64(1) and 65(1) [which deals with the placement of children in either Rehabilitation Centres or Orphan Homes], it contemplates a situation where children between 10-18 or even below 10 can come before the Juvenile Court. Juveniles therefore are legally all children.

The Judiciary of Trinidad and Tobago has decided that matters of juvenile crime (capable of being committed by children ages 7-17) be addressed in the Juvenile Court, but that the Juvenile Court be given the power and authority to transfer a matter to the Family Division of the High Court if the Magistrate hearing the matter in the Juvenile Court is of the view that a particular matter requires the resources or setting of the Family Court. For example, non-violent petty crimes in which a child who obviously appears to be able to benefit from the support of a Family Court setting and appropriate services is charged; or a crime allegedly committed by a very young child. The Judiciary wishes however to ensure that the social service support of the type available to the child at the Family Court should also be made available to the child in Juvenile Court.

Important reforms in the package of Children's legislation provides for a Juvenile Court to sit in a different building, room, on different days or at different times from which ordinary sittings are held

⁴ See in this regard, Monitoring reports of the Family Court.

unless the child is charged jointly with another person who is not a child. It also provides for separate waiting areas and means of conveyance from adults and privacy for the child. The Act makes provision for video and audio digital depositions of children giving evidence⁵ and for their admissibility⁶ as well as examination of a child through a single intermediary qualified for this purpose.⁷

At present, a Juvenile Court sits only in one location in Port of Spain but is, other than a probation officer, devoid of services necessary to support it adequately. The Children Act 2012 provides for reports submissions and services to be taken into account in sentencing and allows the court great latitude in the making of orders. Section 59 provides:

59. (1) Notwithstanding any other written law, in determining the sentence of any child who has been convicted of any offence, the Court may—

(a) request an investigation and report by—

- (i) a probation officer or social worker;*
- (ii) a child psychologist, or a child psychiatrist;*
- (iii) a Children's Home; or*
- (iv) the Authority,*

and take the report into account;

(b) in relation to a child, request a copy of any proceedings from the Court with jurisdiction in family matters which relate to the child and take into account those proceedings;

(c) hear and take into account submissions on behalf of the Authority;

(d) hear and take into account submissions by the Children's Attorney or any other attorney-at-law representing the child who has been convicted; or

(e) hear and take into account submissions by the Children's Attorney or any other attorney-at-law representing the child victim.

(2) Where a child charged with any offence is tried by any Court, and the Court is satisfied of his guilt, the Court shall take into consideration the provisions of any written law enabling the Court to deal with the case and the Court may—

(a) dismiss the charge;

(b) discharge the offender on his entering into a recognisance;

(c) discharge the offender and place him under the supervision of a probation officer;

(d) place the offender in the care of a fit relative or other fit person;

(e) commit the offender to a Community Residence appropriate to the age of the child;

(f) order the offender to pay a fine, damages, and costs;

(g) order the parent or guardian of the offender or person with responsibility for the offender to pay a fine, damages and costs;

(h) order the parent or guardian of the offender or person with responsibility for the offender to give security for his good behaviour;

(i) make a Supervision Order as described in section 25K of the Children's Authority Act;

⁵ Section 90, 92, 93, 94, 95, 96

⁶ Section 93

⁷ Section 99

- (j) order that the offender be deemed in need of care and protection and referred to the Authority, which shall investigate and seek any appropriate order of the Court with jurisdiction in family matters or the Juvenile Court;*
- (k) make an order for counselling, any other rehabilitative intervention or treatment or for psychological evaluation and resultant assistance;*
- (l) make an order for community service;*
- (m) order that no conviction be recorded;*
- (n) order that the proceedings be sealed and not divulged without an order of the Court; and*
- (o) make any other order as the Court deems fit.*

(3) Where a child is convicted of any offence and the offence is his first offence, the Court may pronounce a custodial sentence only if convinced that—

- (a) the offence is so grave that no other punishment or course of action that it is authorised to impose under this Act is sufficient; and*
- (b) having regard to such information revealed pursuant to subsection (1), it is in the best interest of the child that he be placed in an appropriate Community Residence.*

(4) If a custodial sentence is pronounced on a person who was at the time of his sentencing, a child, and the period of that sentence extends beyond the time that the person would have attained the age of eighteen years, the High Court shall, on his attaining the age of eighteen years, review the sentence and may order that—

- (a) the remainder of the sentence be served in prison;*
- (b) the sentence be commuted to time served subject to paragraph (d);*
- (c) the sentence be reduced and the remainder of the sentence be served in prison;*
- (d) the person be discharged from placement but placed on a bond for a period of time not exceeding fifteen years during which time he attends counselling, on condition that failure to attend and participate in counseling may result in the requirement that he completes the sentence in prison; or*
- (e) the person be placed under the supervision of a probation officer and attend counseling on condition that failure to attend upon the probation officer or to attend and participate in counselling may result in the requirement that he completes the sentence in prison.*

(5) An order made under subsection (4) (e) may be made in addition to any order made under paragraphs (b) and (c).

In addition to developing the institutional capacity of the Juvenile Court, there is an urgent need for court-annexed diversion programmes that will be rehabilitative in nature and which will aspire to reduce recidivism of young offenders. While the law provides magistrates and judges with various sentencing options, there is an obvious lack of diversion programmes as alternatives to or in conjunction with correctional and residential facilities. As indicated in the USAID - Caribbean Basin Security Initiative Juvenile Justice Assessment – Final Report, June 2011 (Report), boys adjudicated as “beyond control” are sent to Youth Training Center, the facilities that houses serious violent offenders⁸

There is no physical separation of non-criminal offenders or younger boys from the general populations. The Report also highlighted evidence from the residential homes which stated, unlike

⁸ Report, page 42

previous years, the typical resident was no longer a child in conflict with the law, but children who had been brought before the courts by parents seeking a "criminal justice response" to what is essentially a "social problem."⁹ Due to the lack of options, courts have had no alternative, but to place children in a residential home. These are the very children who are at-risk of engaging in criminal activities in the future. Similarly, females (ages 16-18) with "chronic behaviour that cannot be managed by the facility are sent to the adult female institution,"¹⁰ rather than provided rehabilitative services. This project seeks to find alternative measures of addressing juvenile matters and not having non-criminal juveniles placed in facilities with criminally convicted juveniles/ adults.

The new Children Act 2012 provides at Section 60 for restriction on punishment of children and substitution of custody in place of detention for imprisonment that:

60. (1) A Court shall not order a child to be detained in an adult prison. ...

..... the Court may–

- I. order that he be placed in a Community Residence named in the order for such term as may be specified in the order, not exceeding the term for which he may, but for this Part, be sentenced to imprisonment or committed to prison;
 - II. order that the offender be deemed in need of care and protection and referred to the Authority, who shall investigate and seek any appropriate order of the Court with jurisdiction in family matters;
 - III. order that the offender be referred for counselling or any other rehabilitative intervention or treatment;
 - IV. order that any family members, members of the offender's household or persons connected to the offender be referred for counselling;
 - V. order that no conviction be recorded;
 - VI. order that the proceedings be sealed and not divulged without an order of the Court; or make any other order as the Court may deem fit.
- (3) Where the child offender is between the ages of ten years and under eighteen years, the Court may order that he be placed at a Rehabilitation Centre.
 - (4) Where the child offender is under ten years of age and is charged before a Court, the Court may order that the child be placed at a Children's Home.
 - (5) Where a child is detained in any facility he shall not be allowed to associate with adult prisoners except with the express permission of the Court in respect of the adult prisoner named in such order.

The Children Act 2012 provides at Section 61¹¹ for children adjudged "beyond control" to be brought to the attention of the Authority, the purpose being to develop a child care plan appropriate to the

⁹ Report, page 42

¹⁰ Report, page 42

¹¹ 61. Where a parent, guardian or person with responsibility for a child proves to the Court with jurisdiction in family matters that he is unable to control the child, and he desires the child to be sent to a Community Residence under this Part, the Court shall order that the child be brought to the attention of the Authority.

child and his situation and circumstances. This plan must however be approved by the Court and may include placement in a Community Residence.

The need exists for the Court to have a clear idea of the placement options available so that children can be properly matched with homes. The Children's Authority has identified 51 Community Residences across Trinidad and Tobago which provides care for 820 children. A significant number of these children are placed by the Court. The Children's Authority is in the process of garnering information on the unique characteristics of each home and creating standards which must be achieved by each home.

Another problem that has plagued the court is the lack of legal representation for children. For instance, rather than remand a juvenile to await appointed counsel, normally lengthy period, magistrates often adjudicate cases without the presence of an attorney.¹² The problem of providing legal representation for children has been alleviated by the Children Act,¹³ which establishes the office of the Children's Attorney. Once fully operational, this office will provide legal representation for children in any court proceedings based on a request to the Solicitor General by the Court. In addition, under the new law, the Court may also make an application for legal aid assistance on behalf of the child or the Permanent Secretary in the Ministry of the Attorney General may contract an attorney(s) for the purpose of the performing the function of the Children's Attorney.¹⁴ Finally, the Juvenile Court cannot fully implement the Children Act without the necessary resources and inter-agency coordination with social services, DPP, Police, Children's Authority, Children's Attorney, Probation Department and NGOs.¹⁵

1.4 Juvenile Justice Institutions and actors

The package of Children's legislation is an important framework for meaningful reform which created important institutions such the Children's Authority and office for Children's Attorney.

The Children's Authority was recently established to oversee all matters related to vulnerable and at-risk children including regulatory oversight for children's homes and residences. It also provides for the Authority to provide homes itself. Unfortunately, the Authority has not yet been resourced to provide for the development of policies, standards and procedures required for full start up.

While the Board has been appointed and has identified and prepared a building for offices and for a children's residence, the ground work has been suffering from the failure of the authority to attract necessary staff at the level required to undertake start up work such as setting standards and designing processes. Key work for servicing of juveniles may therefore have to be undertaken by consultants who then transfer know-how, or having done the ground work, enable operations to continue. The project will seek to address this challenge through the use of consultancies in key areas. These institutions whose work will be critical to the proper implementation of the Juvenile court system, therefore, are in need of institutional capacity building assistance in order to carry out their mandates of protecting and serving children.

¹² Report, page 41

¹³ Part XI, Section 66

¹⁴ Part XI, Section 66

¹⁵ Inter-Agency coordination recommended in Report, Major Gaps – page43

In addition to the array of sentencing options that can be imposed by the court, the new law imputes specific obligations on the Police. For instance, the law authorises a police officer to use discretion in releasing the child on bail subject to a duty to appear before a Magistrate.¹⁶ The officer is also required to bring the child to the attention of the Children's Authority. In other cases, the Police must notify the Children's Authority before placing the child in a Community Residence pending a court appearance. Close coordination with the Police and Children's Authority will thus be required to ensure compliance with the law. The newly established institutions and the Police will require process development and training on their new roles and obligations in order to fulfill their respective mandates.

Based on the Report, the role of the Children's Authority in cases where the child is a victim is clear, but less so, where the child has been in conflict with the law.¹⁷ This project will seek to clarify the roles and responsibilities of the new institutions as well as justice sector actors in order for the law to be successfully implemented. This will be addressed by process design engineering together with training persons in newly engineered processes. At present, there exists no coordination mechanisms for coordination between the courts or other institutions that support or are actively involved with juveniles.

As stated in the Report, "there is an urgent need for a comprehensive juvenile justice policy and for a clear delineation of responsibilities for the management and care of juveniles who come in conflict with the law."¹⁸ Also, while NGOs play a vital role in the juvenile justice system providing direct services to juveniles, some organisations, though partially supported by the Government, do not provide rehabilitative services which demonstrate a lack of a coordinated policy on juvenile justice reform.

1.5 Youth Court – Preventative/Diversionsary Measures

Equally important to the T&T juvenile justice reform is the need to institute a set of measures aimed at preventing juveniles from coming in further conflict with the law - particularly those at-risk of becoming victims or perpetrators of violent crimes. Another option which has been mooted in Trinidad and Tobago for minor offences for which non-custodial sentencing options and diversionary sentences such as restitution or community service are appropriate tools to encourage rehabilitation, has been a Youth Court which would involve peer support, peer advocacy and peer "sentencing" under the watchful and guiding eye of appropriate attorneys, social workers and judicial officers. It is anticipated that the age range of child defendants would be determined by the Committee developing the policy and procedures of the Youth Court.

An explanation of the Youth Court concept is:

Teen courts are problem-solving courts authorised by law in many states in America. The terms teen court, youth court, and peer court are used interchangeably. Their purpose is to provide an alternative disposition for juveniles who have committed a delinquent act, have committed a minor offence or have been charged with a misdemeanour, and are otherwise eligible for diversion. Depending on their training, community

¹⁶ Section 49

¹⁷ Report, page 41

¹⁸ Report, page 43

*support, and agreements with traditional court systems, most teen or youth courts are recognized as valid, legal venues for the process of hearing cases, sentencing and sentence fulfilment.*¹⁹

The four primary youth court programme models in the US are the Adult Judge, Youth Judge, Peer Jury, and Youth Tribunal Models. The establishment of Youth Courts, based on principles of restorative justice, has proven to be an effective tool in deterring future criminal involvement with justice system.²⁰ Youth Courts, tailored to the needs of Trinidad and Tobago, annexed to either Family or Juvenile Court will no doubt show similar success. The primary function of most youth court programmes is to determine a fair and restorative sentence or disposition for the youth respondent.

1.6 Tobago

With regard to juvenile justice system reform in Tobago, it should be noted that Tobago differs from Trinidad in some respects and as such, solutions should be tailored to the needs of Tobagonians. In fact, historically, there has always been resistance from Tobago to Trinidad led solutions to its problems. As such, juvenile justice system reforms should be developed from within Tobago (At the very minimum, a special assessment will be conducted in Tobago for a pilot juvenile court and youth court). The geographical element is of greater import with regard to juveniles in Tobago as they should not be taken away to Trinidad. With the small population of Tobago, consideration has to be given to how the range of options and programmes may be offered to juveniles in Tobago.

This may require travel or it may require less specialisation so that programmes can have broader spectrum effect. Critical to this will be consultation with social services in Tobago and tracer studies which will be undertaken in the early stages of this project.

2: PROJECT OBJECTIVES AND STRATEGIES

While notable strides were made with the recent enactment of the Children Act, T&T must now make efforts to ensure the successful implementation of this new law. The Judiciary of T&T is well positioned to take the appropriate steps that will add impetus to the reforms underway by implementing targeted interventions, grounded on principles of restorative justice and a rehabilitative approach as suggested by the legislation.

This project aims to ensure successful implementation of the package of Children's legislation enacted in Trinidad and Tobago by ensuring the judiciary's ability and capacity to use the disposition powers provided and to encourage the implementation of the supportive mechanisms. It seeks to improve critical aspects of the juvenile justice system through system reforms and related capacity building. Such system reforms will have a salutary and beneficial effect on at risk youth and their families, will be based on principles of restorative justice and focus on targeted interventions and diversionary programmes. With the lessons of the successful implementation and sustainability of the Family Court of Trinidad and Tobago which includes social and support services, the Judiciary is well poised to implement other problem solving courts providing solutions in the area of Family and Juvenile Justice. The Judiciary has the constitutional responsibility for adjudicating and sentencing in criminal matters large and small and this includes matters in which juveniles offend. The intent of Parliament in passing the package of children's legislation is to address children's issues in a more nurturing way.

¹⁹ http://en.wikipedia.org/wiki/Youth_courts

²⁰ (http://www.youthcourt.net/?page_id=24).

The Judiciary shares this view and wishes to undertake its constitutional responsibility in accord with this approach.

Core objectives of the projects include:

Establishment of two pilot juvenile courts in Trinidad and one in Tobago that meet standards for adjudicating juvenile cases.

Building of institutional capacity of juvenile courts to adjudicate cases in an efficient and effective manner in accordance with new laws and principles of restorative justice through training to improve adjudication, case management, implementation of rules and procedures, and court-annexed programs in collaboration with government agencies, NGOs, CSOs and Children's Authority.

Building of institutional capacity of organizations providing services to children in conflict with the law through: the creation of effective referral and coordination mechanisms, training on new laws and procedures, improved programs and ability to fulfill the reporting and monitoring requirements of the juvenile courts.

Establishment of youth courts based on principles of restorative justice and development of a cadre of youth leaders. Youth courts will facilitate the adjudication of minor offenses committed by persons falling within the ambit of the Children's Act.

Execution of public awareness campaigns to educate and sensitize the public to the reform of juvenile justice system and the JJP initiatives to support the implementation of the Children's Act.

Generally the project implementation strategy will include:

- Capacity building of staff in the Judiciary, Children's Authority, relevant government agencies and relevant areas of civil society;
- Training for the Police Service on the reform of juvenile justice system including duties mandated by the Children's Act and the necessary coordination with the juvenile court and Children's Authority. Police that effectively carryout new duties in accordance with the law will contribute to the efficient adjudication of juvenile court cases. Training will be conducted in collaboration with the Police Academy and with the police in pilot courts location. The project anticipates training 75-100 police officers. This will include police officers in the courts and process unit who handle juvenile detainees and 10 who work with children who will be provided inter-alia social context training and trained in sensitively adducing children's evidence. They will be trained also to understand the expectations of the judiciary in the handling of children before the courts in order to benefit the juvenile court in achieving its goals. Interactive training sessions will also provide opportunities for each agency to advise each other of the services required and the services offered so that there may be greater harmonisation of the solutions and so that the judiciary will actually be provided with the options anticipated by the Children Act.
- A participatory approach to the development of the strategy would include State and non-State actors such as non-governmental bodies that work to reduce poverty, civil society organisations and academia; and

- The development of milestones for goal attainment that can be tracked by quantitative and qualitative means.
- Establishing linkages between the juvenile and youth courts including the referral of cases to the youth courts by juvenile and family courts. Key activities are: Development of a Concept and Framework for Youth Court. Legislative drafting including primary and secondary legislation and rules and procedures. Training of youth participants, judicial officers, attorneys and social workers and court staff. Monitoring and evaluation of the training and the pilot programme. The youth court will also be supervised by the juvenile court authorities. Magistrates, judges and lawyers that will play a role in overseeing the work of the youth court.

Gender Equity

Trinidad and Tobago is primarily a gender normative, heteronormative society with an adherence to more traditional gender roles, with very simplistic (sometimes too simplistic) definitions of masculinity and femininity. As with most stereotypes, these definitions are used for convenience, and are thus not questioned nor challenged as much as they are generally accepted. These stereotypes are inherently restrictive, particularly for at-risk youth who often find themselves on the wrong end of gender discrimination. Various traditional values such as; caregiving is "woman's work" and, therefore, unfit for males have mostly theoretically been challenged in Trinidad and Tobago. Women enjoy relatively high levels of gender equality in many aspects of public life. The Prime Minister of Trinidad and Tobago is a woman, approximately 80 percent of UWI law graduates are women and well over 90 percent of all magistrates are women. Women increasingly hold professional positions and positions of power, and many out-earn their male counterparts. It may be concluded that female youth are more engaged and presented with more opportunities for advancement than male youth.

Given that women participate fully in public life and are now in many important decision-making positions in the country, this tends to mask some of the more fundamental issues of gender equality however, to the extent that many people deny the existence of gender-based discrimination. The situation is exacerbated by the fact that young men have become increasingly disaffected; many drop out of school actually or constructively, at an early age, fall prey to gangs and become the perpetrators of violent crimes. Underlying this problem is a lack of services and support programmes for female-headed households, of which there are many, particularly among the poor (Tafari-Ama and Campbell, 2011) and more and more among the lower and lower middle working class.

Gender disparities, even when not caused by exclusion or discriminatory treatment, can also be harmful for men and boys as dominant notions of masculinity can contribute to higher levels of educational under-achievement, vulnerability to involvement in the informal and illegal economy and criminal or counter-culture activity. Male youth between the age of 14 and 24 are the predominant victims and perpetrators of crime in CARICOM, according to the World Bank (2007). High levels of unemployment and poverty, as well as delinquency and low levels of employability skills, in youth at risk undermining the rule of law as significant numbers of disaffected youth join gangs and perpetrate serious criminal offences (CARICOM Commission on Youth Development, 2010). In male headed households, there are high levels of sexual and domestic violence, which are often under-reported and ineffectively dealt with by the system (United Nations Development Fund for Women [UNIFEM] and the Association of Caribbean Commissioners of Police [ACCP], 2009). Conviction rates for sexual offences tend to be low in the country as in the rest of the region. (UNIFEM and ACCP, 2009). Although

the reasons for this are many – weak forensic capability on the part of the police, among them – gender inequality in the justice system is at the root of the problem. The lack of male representation in the justice sector including magistracy, probation, social services and other institutions is problematic. These deficiencies in male representation are lost opportunities for creating role models that can positively impact young men that are in conflict with the law.

There must be a multifaceted approach to this dilemma. Each arm of the State must do its part and must do so in a fashion which complements the work of the other arms. This must however be done recognising the independence of each arm and in particular the independence of the judiciary. The JCP seeks to ensure that the judiciary is well prepared to play its part in the varying solutions required. It will also endeavor to achieve gender equity in all project activities. Initiatives will be designed to promote gender sensitivity and to achieve gains in gender equality. Activities will incorporate efforts to target boys/men to ensure equity in gender representation throughout the life of the program. In some instances girls/women will be the targeted beneficiaries and important contributors to the reform of the juvenile justice system. Illustrative initiatives to address gender imbalances and real or perceived barriers to gender equality are:

- Improved rehabilitation programmes and social services for female juvenile offenders
- Gender-sensitivity training incorporated into training of justice sector actors
- Promotion of the participation of male magistrates in project activities
- Promotion of gender balance on project committees and sub-committees
- Identification of young men to serve as leaders in the youth court program
- Through court-annexed rehabilitation programmes, promote increased social services and support for female-headed households of children in conflict with the law

2.1 Project Components:

The Juvenile Court Project will embark upon justice system modernisation and reform initiatives, which have three (3) associated programme components, these are:

- Support for the implementation of the provisions of the Children Act 2012 inclusive of the development of a pilot juvenile court system.
- Conduct a Pilot Juvenile Court, inclusive of Youth Court, which has sittings in at least two locations in Trinidad, and based on assessments during the project, sittings in Tobago. These locations will be determined by the Youth Court Committee.
- Execute a Public Education and Sensitisation Programme. The proposed project is a highly visible one which will have tangible effects on the quality of justice for children and families, and on the society as a whole. A good Public Education and Sensitisation Programme is a necessary part of project success as has been seen from the public education undertaken for the Family Court Pilot. Apart from improving the knowledge of the services offered, it also proved to heighten sensitivity to the issues at hand in the society and to family issues.

2.1.1 The implementation of the provisions of the Children Act 2012 inclusive of the development of a pilot juvenile court system

- This objective will support the implementation of the provisions of the Children Act 2012 by undertaking the development of a pilot juvenile court system. It is proposed that a pilot be

developed for a juvenile court system with one specialised juvenile court facility in at least two locations in Trinidad and Tobago. This will require:

- The outfitting of space to meet standards which will be set for the hearing of juvenile matters.
- The development of court rules, policies and procedures for the handling of juvenile matters.
- The development (in partnership with the Children's Authority and with the assistance of relevant NGOs) of policies and procedures which impact the operations of the juvenile court.
- The support for government agencies and NGO's in improvement of diversionary programmes by the use of a responsive fund managed by the Project Manager as per the UNDP rules and regulations similar to its Small Grants Programme and Standard Agreement with NGOs.
- The training of all actors in the juvenile justice system on new legislation as well as on new rules and procedures for the handling of juvenile matters. This will include sensitivity training.
- The building of capacity to support the juvenile court to manage cases in an effective and efficient manner. This will include:
 - ❖ The creation of coordinating and referral mechanisms.
 - ❖ The training of persons who will provide legal representation to children in a juvenile court.
 - ❖ The skills training of judicial officers in the handling of matters where decision making involves children- with special focus on matters in which children are accused as perpetrators of crime but also where children are witnesses, victims or otherwise children at risk.
 - ❖ The training of juvenile court staff in juvenile court process and skills.
 - ❖ The procurement and installation of appropriate ICT for the juvenile court.
 - ❖ Monitoring and evaluation of the Juvenile Court Pilot.
 - ❖ Creation of risk assessment to assist juvenile court judges in adjudication cases and referrals to rehabilitation and diversion programs.
 - ❖ Creation of tracking system in connection with the production of recidivism report.

2.1.2 Conduct Pilot Juvenile Court sittings.

It is proposed that a system be developed by which youth are involved in the decision making process in certain juvenile matters selected by the judiciary. This is an education by participation initiative. By this system, the youth selected to be involved will be trained to understand the operation of law, the concept of rule of law, and the operation of the judicial system as well as the roles of the actors in the system. This training will culminate with their active involvement in selected cases in a capacity to be decided by the judiciary and/ or the legislature depending on the role to be afforded the young participants. This culminating activity will be juvenile court sitting over a specific duration in which a set number of cases are heard. The court sittings will take place in at least two locations in Trinidad. An assessment will be undertaken in Tobago to determine if a juvenile court sitting is feasible, if so sittings will take place in at least one location in Tobago. If it is not feasible a mock youth court initiative will be explored to engage and sensitise the population.

In order for this to be achieved the project will undertake the:

- Development of a Concept and Framework for Youth Court.
- Legislative drafting including primary and secondary legislation and rules and procedures.
- Training of youth participants, judicial officers, attorneys and social workers and court staff.
- Monitoring and evaluation of the training and the pilot programme.

2.1.3 Execute a Public Education and Sensitisation Programme

A focused, targeted communications and public education programme will be designed and implemented to advocate, educate, promote and inform about the project, its objectives and benefits. A general public education effort will focus on sensitising the national community on the issues of juveniles before the courts; and the project objectives and outcome to generate national interest and also to educate the public on how the juvenile court will operate. Communication initiatives will be implemented with specific messaging aimed at engaging key stakeholders and facilitating appropriate opportunities for collaboration. One key target group is the youth/ student population; a Judiciary Youth Outreach will be executed with specific focus on this group. The objectives are to educate the youth about the judicial system; generate interest in the pilot Youth Court; and disseminate information, packaged in innovative mediums.

Key Communications Strategies include:

- To strengthen relationships and collaborate with stakeholders by facilitating opportunities for contribution to the project outcomes.
- To develop strong yet appropriate working relationships with the media, to promote informed reporting of project activities.
- To utilise traditional and new media platforms to reach stakeholders groups, engage dialogue and opportunities for participation and inclusion by all.
- To engage strategically in well-coordinated, innovative communications messaging and mediums to reach each stakeholder group.



3. Project Results and Resources Framework

Intended Outcome: Country Programme Outcome #2 Improved Human Security through implementation of evidence based policies, strategies and practical initiatives

Outcome Indicators as stated in the Country / Regional / Global Programme Results and Resources Framework, including baseline and targets:

1. *Strengthened capacity of the Judiciary to deal with juvenile matters with a greater emphasis on a rehabilitative and less retributive approach.*
2. *Information systems established which provide quality data to support the Judiciary in decision making for and in the juvenile courts.*
3. *Enhanced capacity of the non-judiciary environment such as NGOs, the Children's Authority and state agencies to support the work of the Judiciary in Juvenile justice.*
4. *Heightened awareness of juveniles about the courts, the law and its operation and about consequences of non-social behaviour.*

Applicable Key Result Area: Citizen Security and the MDGs

Partnership Strategy: This project will be implemented in partnership with the Judiciary

Project Title and ID (ATLAS Award ID): Trinidad and Tobago Juvenile Court Project

Component One: Implementation of provisions of Children Act 2012, inclusive of development of pilot juvenile court system

<p>Output 1: Project Start up and implementation: recruitment of project staff, secure project staff office space and procure office equipment Baseline: No project staff in place or available office space to house staff</p> <p>Indicators: Full project team recruited. Project Office and office equipment secured</p>	<p>One specialised juvenile court facility is operational in at least two locations in T&T.</p>	<p>Activity Result: Recruitment of Project Manager and Assistant, 3 Component Managers and Assistance. Project staff office identified, secured and equipped</p>	<p>UNDP/ Judiciary</p>	<p>\$1,481,060</p>
<p>Output 2: One specialised juvenile court facility is operational in at least two locations in T&T</p> <p>Baseline: No juvenile courts exist in T&T. A family court has been successfully piloted.</p>	<p>One specialised juvenile court facility is operational in at least two locations in T&T.</p>	<p>Activity Result: Pilot juvenile court spaces outfitted to meet standards for the hearing of juvenile matters.</p> <p>Appropriate ICT procured and installed in the juvenile courts.</p>	<p>Consultants NCSC Judiciary</p>	<p>Project Manager Consultant Infrastructure modification to existing buildings, Furniture, computers, hardware, software</p>

<p>Indicators: Pilot court facilities meet performance measurement indicators for court excellence.</p>	<p>Finalised draft of rule, policies and procedures for the handling of juvenile matters is approved and disseminated.</p> <p>Training will be provided to all actors in the juvenile justice sector on new rules.</p>	<p>Activity result: Court Administration Sub-Committee established to create the rules, policies and procedures for handling of juvenile matters.</p> <p>Juvenile justice sector actors implement new legislation and rules and procedure.</p>	<p>UNDP</p> <p>Government of the Republic of T&T (GORTT)</p>	<p>\$1,411,512</p>
<p>Output 3: Develop rules of Court, policies and procedures for the handling of juvenile matters</p> <p>Baseline: The Children's Act of 2012 provides framework for reform, but it is necessary to clarify rules, policies and procedures to be successfully implemented</p> <p>Indicators: Working draft of rules go to Rules Committee. Working draft of policies and procedures created. Policy established</p>			<p>Consultants NCSC Judiciary UNDP</p>	<p>Project Manager</p> <p>Consultant / Trainers</p> <p>\$135,268</p> <p>Materials for sub-committee meetings and trainings</p>

<p>Output 4: Develop referral mechanisms in collaboration with the judiciary, government agencies and NGOs to establish formal link to diversionary programmes and juvenile courts.</p> <p>Baseline: Referrals between juvenile courts and organisations/agencies with diversionary programmes will be formalised in Year X.</p> <p>Indicators: Referral mechanism created, number of referrals made, number of juveniles deferred from incarceration to diversionary programmes.</p>	<p>Standard operating procedures and mechanisms created for referrals between juvenile courts and organisations / agencies with diversionary programmes</p>	<p>Activity result: Court Administration Sub-Committee established to create referral mechanism</p> <p>Collaboration between government agencies, NGOs, and juvenile courts strengthened.</p> <p>The number of juveniles deferred from incarceration to diversionary programmes increased.</p>	<p>Consultants, NCSC, Judiciary</p> <p>UNDP / NGOs</p> <p>Government Agencies</p>	<p>\$200145</p> <p>Project Manager / Consultant</p> <p>Materials for sub-committee meetings</p>
<p>Output 5: Build institutional capacity among NGOs, the Children's Authority, and other government agencies with diversionary</p>	<p>Assessment of existing diversionary programmes and services for children in conflict with the law. Training of approx 30 lawyers in connection with providing legal representation to children</p>	<p>Activity result: NGO and government agency staff are aware of new legislation and new rules and procedures for the handling of juvenile matters; an action plan developed</p>	<p>Consultants</p>	<p>\$320,067</p>

<p>programmes</p> <p>Baseline: NGOs and government agencies currently offer diversionary programs, but their capacity to work with juvenile justice sector actors can be improved.</p> <p>Indicators: Number of NGO and government agency staff members trained, development of policies and procedures that impact operations of juvenile courts</p>	<p>in juvenile court. Monitoring and evaluation of legal services provided. Assist Children's Authority implement action plan to carry out its duties in the juvenile justice system.</p>	<p>Policies and procedures are created to strengthen the collaboration between juvenile courts and government agencies/NGOs</p> <p>Enhanced institutional capacity improves effectiveness of diversionary programmes.</p>	<p>NCSC, NGOs</p> <p>Judiciary, UNDP, Government Agencies, Children's Authority</p>	<p>Project Manager / Consultant / Trainer</p> <p>Materials for training</p>			<p>\$216,977</p>
<p>Output 6: Build capacity among juvenile courts and juvenile justice actors to manage cases in an effective and efficient manner.</p>	<p>Training of approx 150 judicial officers receive training on handling decisions involving children, with a special focus on children accused as perpetrators as well as victims and witnesses.</p>	<p>Activity result: Juvenile justice actors receive sensitivity training. Enhanced capacity reduces recidivism of juveniles.</p>	<p>NCSC</p>				

<p>Monitoring and evaluation of adjudication of juvenile cases including services provides to victims and witnesses</p>	<p>Lawyers receive training on how to provide legal representation to children in juvenile court.</p> <p>Judicial officers receive training on handling decisions involving children, with a special focus on children accused as perpetrators as well as victims and witnesses.</p> <p>Judicial court staff receive training on court processing and skills.</p>	<p>Consultants</p> <p>UNDP</p> <p>Lawyers / NGOs</p> <p>Court Officials / Police</p>	<p>Project Manager / Consultant</p> <p>Trainer</p> <p>Materials for training</p>
<p>Component Two: Conduct a Youth Pilot Court</p>			
<p>Output 7: Framework created for establishment of Youth Courts.</p> <p>Baseline: No Youth Courts exist in T&T.</p> <p>Indicators: Working draft of concept and framework for Youth Court created.</p>	<p>Concept and framework for Youth Court approved and implemented.</p>	<p>Activity Result: Youth Court Sub-Committee established to develop concept and framework for Youth Court.</p>	<p>Consultants</p> <p>NCSC</p> <p>Judiciary / UNDP</p> <p>Project Manager / Consultant</p> <p>Materials for sub-committee group meetings and trainings</p>

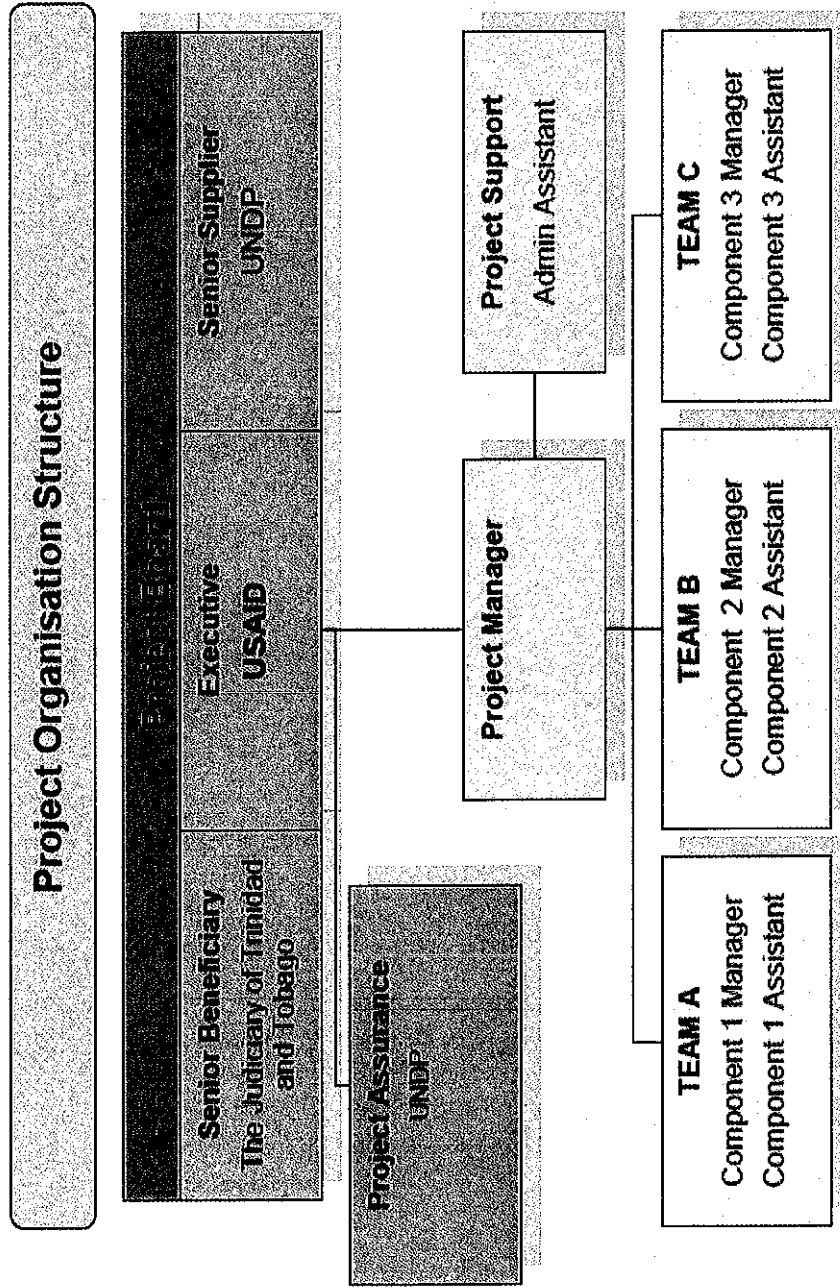
<p>Output 8: Draft legislation, rules and procedures for Youth Court</p> <p>Baseline: The Children's Act of 2012 provides framework for reform, but no legislation exists to establish Youth Courts</p> <p>Indicators: Primary and secondary legislation drafted to establish rules and procedures for Youth Courts.</p>	<p>Primary and secondary legislative drafts created to establish Youth Court.</p>	<p>Activity result: Youth Court Sub-Committee established to draft legislation for Youth Court.</p>	<p>Consultants</p> <p>NCSC</p> <p>Judiciary / UNDP</p>	<p>\$30,255</p> <p>Project Manager / Consultant / Trainers</p> <p>Materials for sub-committee group meetings and trainings</p>
<p>Output 9: Build capacity of youth participants, judicial officers, attorneys, and social workers to manage Youth Court.</p> <p>Baseline: Youth Court will be created by the end of Year 1.</p> <p>Indicators: Number of youth participants, judicial officers, attorneys and social workers trained, number of cases heard by Youth Court.</p>	<p>Conduct training sessions with approx 150 judicial officers, attorneys and other active participants in the Youth Court.</p> <p>Provide training to a total of 180 children.</p> <p>Host 15-20 children on a study tour to observe Youth Courts in the US.</p>	<p>Activity result: Children will form 15 youth juries with 12 members each.</p> <p>Children will have increased knowledge of the courts, the law and its operation, and consequences and responsibility.</p> <p>Cases of nonviolent juvenile offenders will have alternative peer and community based resolutions.</p>	<p>Consultants</p> <p>NCSC</p> <p>Judiciary / UNDP</p>	<p>\$54,176</p> <p>Project Manager / Consultant / Trainers</p> <p>Material for training/ Travel for study group</p>

Component Three: Design and implement a Public Education and Sensitisation Programme

<p>Output 10: Identify and map key stakeholders. Conduct targeted communication, education and consultation to support the project objectives and open dialogue for an inclusive approach. Create a package of information for key stakeholder groups based on interests.</p>	<p>Conduct 2 media sensitisation seminars. 5 stakeholder workshops / in T'dad. 1 stakeholder workshop in Tobago targeted at key stakeholders (ie Police Service, Children's Authority, NGOs, CBOs, Law Association, Children's Homes, special interest groups, all local media, etc)</p>	<p>Activity result: To generate support for the project and its objectives.</p>	<p>\$183,975</p>
<p>Baseline: To be developed during year one based on survey data collected.</p>	<p>Media conferences – as required. Online and offline consultations as required</p>	<p>Judiciary</p>	<p>Comms Manager Comms Assistant, Consultants, Tobago Travel, Miscellaneous</p>
<p>Indicators: Improved understanding, support and advocacy for a restorative justice approach to juvenile justice (public). Heightened Media interest and collaboration on stories re: juvenile justice and youth outreach. Stakeholder Map and database</p>	<p>Produce literature: <i>Brochures, Newsletter, Project Brief, Posters, Banners.</i></p> <p>Establish accounts and frequent updates on Youtube, Twitter, Face Book, Instagram, UNDP, Childrens' Authority and Judiciary Websites.</p>	<p>To enable feedback from and dialogue with those key influencers for inclusion or consideration as it relates to the project.</p> <p>UNDP</p>	<p>UNDP</p>

<p>Output 11: Design and implement a public education and communications campaign targeted at the national community and the youth population.</p> <p>Indicators: Improved understanding and acceptance by the wider public of a restorative justice approach when dealing with juveniles. Wide national discussion and support for Juvenile Justice. Participation and interest by youth/ students.</p> <p>Targets: Established presence online. Develop a package of literature for dissemination and education. Structured Youth Awareness Programme.</p>	<p>Conduct 10 outreach meetings (8 in Trinidad / 2 in Tobago)</p> <p>Conduct 16 school outreach programmes to target youth (12 in Trinidad / 4 in Tobago)</p> <p>Produce educational material: <i>Quarterly newsletters, project updates, advertorials, video blogs.</i></p>	<p>Activity result: Generate support from and educate the national community.</p> <p>Develop active interest and participation, and improve understanding among youth/ students.</p> <p>Empower people with information thus enabling compliance if/when required to participate in juvenile justice related initiatives.</p>	<p>Judiciary</p> <p>UNDP</p>	<p>\$64,500</p> <p>Comms Manager Comms Assistant</p> <p>Consultants, funding, Tobago Travel, Miscellaneous</p>
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4: MANAGEMENT STRUCTURE
4.1 Project Management Organogram



National Implementation Management Structure

The UNDP will be the responsible party for the grant to the USAID. However, in keeping with UNDPs policy for promoting national ownership, leadership and strengthening of Government Systems the UNDP Country Office will implement this project using its NIM (National Implementation Management), which promotes national execution. The UN Children's Fund (UNICEF) will provide technical support to the project given its technical expertise and experience in Juvenile Justice Reform in the Eastern Caribbean. There will be joint management arrangements between the UNDP Country office in POS and the Judiciary which will provide support to the project implementation. However the Judiciary of Trinidad and Tobago will lead in project delivery.

Project implementation be in line with the PRINCE 2 methodology and as such a Project Board will be set up to make all management decision related to the project including all decisions related to directional change and timing for delivery of outputs. The Board will comprise of a UNDP, Judiciary and USAID representative (optional).

Full time project staff:

1. One Project Manager: will be recruited and tasked with responsibility for the day to day implementation of the project to ensure effective and efficient overall project delivery.
2. Three Component Managers: will also be recruited and responsible delivery of their respective component areas.
3. Three Component Assistants: will be recruited to support the component managers of each area.

Recruitment will be conducted through a transparent and open process by the Judiciary and UNDP. Consideration may be given to opening up recruitment to regional/ international candidates if the Judiciary/ UNDP agree that the "right" national candidates are not secured.

Part time staffing supporting the project:

1. Judiciary representative: a Judiciary staff member will be appointed by the Chief Justice who will work on an adhoc and part-time basis as necessary to support the Project Manager in project delivery. S/he will be the point person and interface between the Chief Justice and the Project.
2. UNDP Programme Specialist: a UNDP staff member will be appointed by the UNDP to provide project and UNDP admin support, conduct project quality assurance, project monitoring and evaluation, and technical guidance. The cost share arrangement for this post will be 50% UNDP and 50% project cost.
3. Technical Specialist: a UNICEF staff member will be appointed by UNICEF to provide technical support to the project by sharing global best practices, supporting the development of mechanisms to ensure linkages to child care support services and assisting in research and advocacy for further reforms to legislative and policy framework for the national juvenile justice system in line with international standards. UNICEF will also function as a member of the Project Board.

The project will adhere to the UNDP procurement principles and systems. The UNDP will consult with the Judiciary during the procurement process to address any Judiciary concerns, for example: where a supplier may have been suspicious of being in conflict with the law, pending legal matters, any other legal implications / concerns.

The key roles and responsibilities of the parties are listed below

Executing Agency - The Judiciary of Trinidad and Tobago:

As National implementing Agency, the Judiciary will facilitate overall guidance and direction in accordance with the prevailing conditions and rules and regulations in the government of Trinidad and Tobago.

1. Convene, participate in Board Meetings, report on the outcome of meetings and take necessary action for timely follow up.
2. Participate in appraisals, monitoring and evaluation of all aspects of the project.
3. Collaborate with UNDP in drafting Terms of Reference.
4. Facilitate incoming and outgoing missions including those of UNDP staff, hired consultants, etc.
5. Development knowledge products on the country situation and ensure adequate briefing / orientation of new project members.
6. Collaborate with UNDP in designing a smooth exit strategy or formulation of new initiatives.
7. Provide access, support and information to UNDP to respond promptly to any donor requests or requirements regarding the project.

Principal Supplier – UNDP:

To facilitate implementation of the project UNDP Trinidad and Tobago Country office will provide the following services in accordance with UNDP procedures:

1. Data analysis for donor use.
2. Fulfill all Donor reporting requirements: financial, project, monitoring and evaluation, etc.
3. Identification and recruitment of both national and international experts with prior agreement of the Executing Agency. The Judiciary will liaise with UNDP on any matters of concern.
4. Participate in Project Board Meetings and Project Steering Committee Meetings.
5. Provide thematic and technical backstopping.
6. Participate with the Judiciary in joint supervision of the experts.
7. Payment of experts upon certification by the Judiciary.
8. Procurement of all resources in accordance with UNDP rules and regulations while simultaneously maintaining compliance with Judiciary procurement policies.
9. Regularly review the status of project objectives, activities, outputs, risks and emerging issues and when necessary convey concerns to relevant parties.
10. Financial management of the project and preparation of financial reports.
11. Ensure sufficient knowledge management for full visibility of the project within the UNDP through regular updates on websites and sharing knowledge and experiences with related projects.
12. Project assurance: UNDP will assume the major assurance role.
13. Assist the Judiciary in making technical decisions related to the development of the strategy.
14. Funding disbursement to the project on approval from the Judiciary.
15. Provide technical and administrative support to the Project Manager.

In accordance with the decisions and directives of UNDP Executive Board, reflected in the Policy on Cost Recovery from Other Sources, the Contribution of resources shall be subject to cost recovery by UNDP for indirect costs incurred by UNDP headquarters and country office structures in providing General Management Services (GMS). GMS encompasses general oversight and management functions of UNDP HQ and CO units, and include the following specific services:

- Project appraisal.
- Determination of execution modality and local capacity assessment.
- Briefing and de-briefing of project staff and consultants.
- General oversight and monitoring, including participation in project reviews.
- Receipt, allocation and reporting to the donor of financial resources.

- Thematic and technical backstopping through Bureaus.
- Systems, branding and knowledge transfer.

To cover these GMS costs, the contribution shall be charged a fee of 7%.

Project Board:

The Board will comprise of an Executive (the Judiciary), Principal Supplier (UNDP) who will be the co-chairs; UNICEF, and the Donor (USAID) and may include other key stakeholders at the discretion of the Judiciary. The Project Board shall meet quarterly.

Board Responsibilities

1. Make decisions on major project changes.
2. Provide approval to move to different phases of the project.
3. Recommends to the Judiciary and UNDP cessation of activities or injection of additional resources.

Refer to Annex 4 for the Terms of Reference for the Project Board.

Project Steering Committee (PSC):

The PSC will provide technical guidance, advice and support to the project manager.

Members will include key stakeholders such as National Centre for State Courts (sub-contractor); Police Service; Prison Service; Representatives from the Ministries of Legal Affairs, Justice, National Security; Law Association, Children's Authority, Judiciary, NGOs/ CBOs, etc.

Refer to Annex 4 for the Terms of Reference for the Project Steering Committee

Sub-Contractor - National Centre for State Courts

Throughout the project's duration, the NCSC will be sub contracted to offer specialised expertise, through the provision of technical assistance, training, and technology that aids the implementation of project components with an emphasis on the reform of the legal and regulatory framework, and the piloting of systems and services to enable the implementation of juvenile justice and youth courts.

Technical Assistance: NCSC experts in juvenile justice legal and regulatory reform, strategic planning, business process re-engineering, and the modernisation of systems and services will provide expertise through targeted assignments that result in high-quality outputs based on established best practices in specialised court services in the area of juvenile justice.

Training: NCSC experts will provide training and education programmes that respond to the needs of justice sector leaders, support staff and youth constituents to build capacity to plan and implement juvenile justice and youth court innovations.

Technology: NCSC's leading-edge solutions for court automation and information and communications technology (ICT) will offer ready-made responses to management and operational challenges posed by the introduction of new judicial administration systems and services.

Monitoring & Evaluation: NCSC's proven methodologies for the assessment and evaluation of court processes and impact will provide a framework for the project's focus on results to secure sustainable impact of investments in juvenile justice in Trinidad and Tobago. NCSC will be engaged in activity design, process evaluation and impact evaluation throughout the life of the project, and will report regularly to project leadership. NCSC will contribute to annual reports and interim monitoring and evaluation reports, as needed.

Refer to Annex 5 for additional background information and institutional capacity on NCSC.

Project Manager:

1. Manage the realisation of project outputs through activities.
2. Provide direction and guidance to project team /responsible parties.
3. Liaise with the Project Board to ensure overall direction and integrity of the project.
4. Work together with the Judiciary appointed counterpart to ensure that decisions are taken in agreement to the project and the Judiciary priorities.
5. Take the responsibility for project administration.
6. Liaise with UNDP (Project Supplier) to ensure integrity of the project.
7. Coordinate preparation of financial and operational report with the UNDP finance section.

Financial / Procurement Procedures:

1. The Government of Trinidad and Tobago / UNDP procurement policies will be applied in a collaborative approach to ensure that the best standards are followed.
2. Funding will be disbursed from the UNDP for goods and services after approval from the Judiciary.
3. UNDP will use ATLAS which provides the management information system to ensure accuracy and transparency of the financial information.
4. UNDP will keep track of the financial status of the project at all times, and control expenses. ATLAS will be used for both financial management and substantive monitoring which will enable timely and regular production of reports that are part of the central oversight and monitoring mechanisms.

5: BUDGET NARRATIVE AND BUDGET SUMMARY

The following budget narrative provides a brief description of each line item on the Budget Summary (below)

5.1 Budget Narrative

1. **Programmatic cost:** The total programme cost of associated with achieving Components 1, 2 and 3 throughout its 3 year life cycle is \$2,727,982. The programme cost for year one is \$375,593, year two \$1,780,131 and year three \$572,258.
 - Component 1, 2 and 3 - each component cost is disaggregated and summarised for each year on the budget summary sheet below. The costs are direct costs of the programmatic activity associated with the implementation of each component of the project. Cost activities include but are not limited to: capacity building (training, workshops), production of literature, outreach programmes, setting up the juvenile court and hosting youth courts, travel, materials, NCSC costs, as well as other service providers and consultant costs, among others. Cost activities include:
 - NCSC costs: allocated within each output for which they will support or lead within the workplan. These costs will include consultant / staff fees, travel, allowances, training materials, costs affiliate to home office support for example phone calls, research, documentation etc.
 - Other Consultants/ service providers cost: there will be commissioning of providers to perform specific tasks during the project's life. One key example: is the renovation of court facility in San Fernando which will require commissioning of various suppliers (building contractor, painter, plumber, electrician etc) to transform the building into one that is suited to hosting juvenile matters.
 - UNICEF costs: the direct project costs for services rendered by UNICEF to this project are a total of \$120,000 over the 3-year project life (\$40,000 per year). These activities are listed under the respective components in the workplan for which they are aligned.
2. **Office rental cost:** Currently there is no available space to house the full time project staff over the three year project life at either the Judiciary's or UNDPs offices. As such rental/ lease of office space is required. The total cost of rental over the project life is \$118,800 (\$39,600 per annum), this figure is based on current real estate rates for rental/ lease of office facility over three years to house the full time project staff. A suitable location will be sought that is physically situated close to the Hall of Justice and UN House, within

Port of Spain to facilitate easy access and communication/ meeting among key personnel, as well as other key stakeholders

3. **Office Equipment Cost:** A total of \$10,460 is requested to purchase office equipment to furnish the offices and for use by direct project staff. These costs include laptops for each manager, desktop computers for supporting staff (component assistants), desks and chairs for staff, additional chairs for meetings, filing cabinets for storage and shredder and fax machine for the office. Disposal of these assets at the end of the project's life will be in accordance with the Donor's policy.
4. **Utilities and Stationery Cost:** the total cost over the project life is \$57,600 (\$19,200 per annum) these consumable supplier to include copy paper, staples, pens, toner cartridges and other miscellaneous office supplies.
5. **Staff Recruitment Cost:** the total staff remuneration cost is \$1,294,200. No allocation was made for any increases to remuneration packages over the project life. Therefore the staff remuneration cost is \$431,400 per annum
 - Full time project employees are recruited specifically for the project. A market based compensation was used to estimate the salaries for each staff as well as the level of experience and qualification required based on the distinctive requirements and demands of each component. These full time project employees are:
 - One Project Manager - \$252,000 for three years (\$84,000 per annum)
 - Component Manager 1 - \$225,000 for three years (\$75,000 per annum)
 - Component Manager 2 - \$169,200 for three years (\$56,400 per annum)
 - Component Manager 3 - \$144,000 for three years (\$48,000 per annum)
 - Component Assistant 1 - \$126,000 for three years (\$42,000 per annum)
 - Component Assistant 2 - \$108,000 for three years (\$36,000 per annum)
 - Component Assistant 3 - \$90,000 for three years (\$30,000 per annum)
 - Part time staff
 - UNDP Programme Specialist - \$90,000 for three years (\$30,000 per annum). Fifty percent of the current salary of this post will be allocated to the project and this cost will be allocated to the project budget.
 - Judiciary Representative - \$90,000 for three years (\$30,000 per annum). Fifty percent of the current salary of this post will be allocated to the project and this cost will be allocated to the project budget.
6. **Total budgeted project cost:** the total estimated budgeted cost of the project is \$4,209,042. The allocation over each year is: year one \$876,253 year two \$2,270,331 and year three \$1,062,458.
7. **UNDP General Management Support (GMS).** In accordance with international UNDP policies a management fee of seven percent (8%) of the total budgeted project cost is required; this sum is \$336,723.
8. **The total amount of funds required for the Trinidad and Tobago Juvenile Court Project is \$4,545,765**
9. **Cost Share:** The judiciary will provide the facilities to host at least 10 training sessions (estimated at \$5,000 per session) for NGOs per year over the three years which totals \$150,000. Additionally, the Judiciary will absorb the estimated operating expenses for the juvenile court building and the courts administration during the pilot court sessions which includes court administration staffing, stationery, utilities etc. This total sum is estimated at \$300,000. Therefore the total estimated cost share amount is \$450,000. (In year 1 \$50,000, year 2 \$200,000 and year 3 \$200,000)

5.2 Budget Summary

BUDGET SUMMARY

No	Item Description	Unit Cost / Mthly Cost	Year 1	Year 2	Year 3	Subtotal Cost by Category
1	Programmatic Cost					2727,982
	Component 1		221,310	1,633,955	396,651	
	Component 2		62,308	54,176	111,107	
	Component 3		91,975	92,000	64,500	
	subtotal		375,593	1780,131	572,258	
2	Office Rental Cost	3,300	39,600	39,600	39,600	118,800
3	Office Equipment Cost					10,460
	4 Laptops	750	3,000			
	3 Desktop Computers	670	2,010			
	2 Desktop Printers / Scanner	400	800			
	4 Filing Cabinets	250	1,000			
	7 Desks/ 14 Chairs	390 / 55	3,500			
	1 Scredder	100	100			
	1 Fax Machine	50	50			
	subtotal	2,665	10,460	0	0	
4	Utilities and Stationery					57,600
	Data/ Internet, Phone, Electrical	600	8,000	8,000	8,000	
	Stationery	500	5,200	5,200	5,200	
	Recruitment Adverts (staff / consultancies/ NGO grant tenders)	500	6,000	6,000	6,000	
	subtotal	1,600	19,200	19,200	19,200	
5	Staff Remuneration Cost					1294,200
	Project Manager	7,000	84,000	84,000	84,000	
	Component 1 Manager	6,250	75,000	75,000	75,000	
	Component 2 Manager	4,700	56,400	56,400	56,400	
	Component 3 Manager	4,000	48,000	48,000	48,000	
	Component 1 Assistant	3,500	42,000	42,000	42,000	
	Component 2 Assistant	3,000	36,000	36,000	36,000	
	Component 3 Assistant	2,500	30,000	30,000	30,000	
	Part time staff: UNDP Programme Specialist	2,500	30,000	30,000	30,000	
	Part time staff : Judiciary Representative	2,500	30,000	30,000	30,000	
	subtotal	35,950	431,400	431,400	431,400	
	subtotal					
Subtotal cost per year			876,253	2,270,331	1062,458	
Total budgeted Project Cost						4209,042
UNDP General Management Support (GMS): 8% of the total budgeted project cost						336,723
Total funds required for the Project						4,545,765

<i>Judiciary Cost Share:</i>	
<i>Venue: training sessions, workshops for NGOs, Police, Children's Authority estimated at 10 sessions per year at \$5,000 per session</i>	150,000
<i>Estimated cost of pilot court hearings: including court admin staffing, stationery, utilities, etc</i>	300,000
Estimated total cost share by the Judiciary of Trinidad and Tobago	450,000

6. RISK ASSESSMENT LOG

#	Description	Date ID	Type	Impact & Probability Scale ²¹	Countermeasures / Management response	Owner	Submitted by
1	Funding not received in a timely manner		Financial	Delay of Project Implementation Probability = 2 Impact = 5	UNDP to ensure funds are requested of the donor in a timely manner and disbursed as required to facilitate project start up and operation.	UNDP	
2	Project Manager not hired in a timely manner		Organisation	Delay in and low level of efficiency of project implementation Probability 3 Impact 5	Check availability of candidates from first search and proceed with recruitment or commence advertisement prior to signing of document.	UNDP / Judiciary	
3	Consultants not hired in a timely manner		Organisation	Delay in the initial roll out activities of project and in project implementation P = 4 I = 5	Project Manager and ensure timely completion of TOR and facilitate efficient selection process.	Project Manager / UNDP / Judiciary	
4	Low level of participation by national public in development of the strategy		Organisational	Low participation in meetings/consultations; P = 3 I = 5	Alert the national public of the project and seek involvement.	Judiciary / UNDP	
5	Low levels of commitment from sector Ministries, key participants and NGO community		Operational	P = 2 Impact 5	Obtain support from key stakeholder groups prior to project implementation through meetings and consultations at senior levels	Judiciary / UNDP	
6	Delay in making modification to building for juvenile courts		Organisational	Delay of Project Implementation P = 3 I = 5	Project Manager to ensure that required funds are identified and requested. UNDP to ensure funds are available, timely disbursements and an efficient procurement process takes place.	UNDP / Project Manager	
7	Delay in adoption of subsidiary rules and procedures		Organisational	Delay of Project Implementation; P = 3 I = 5	Ensure involvement of appropriate bodies and efficient process to adopt secondary legislation.	Judiciary	

²¹ Probability Scale 1 (low) to 5 (high); Impact scale 1 (low) to 5 (high)

8	Low level by participation in justice sector institutions in collecting data for recidivism rates		Organizational	Delay in data collection and or poor quality of data collected. P=3 I=5	Ensure full cooperation of executive branch particularly police, probation, correction and social services	Judiciary/ Executive	
9	Low level of participation of detention facilities		Organizational	Failure to cooperate with proposals to house juvenile separately P=3 I=5	Ensure full cooperation of the executive branch	Judiciary/ Executive	
10	Diversion and Rehabilitation programs fail to implement appropriate programs for juvenile offenders		Organizational	Failure of diversion and rehabilitation organizations to implement programs that meet the standards of the juvenile courts P=3 P-4	Ensure adequate resources are provided to organizations that are willing to implement programs that meet the standards of the juvenile courts	Judiciary/ Executive	
11	Delay in adoption of Youth Court Legislation		Organisational	Delay of Project Implementation P=3 I=5	Ensure involvement of appropriate bodies and efficient process to adopt primary legislation	Judiciary	

7: MONITORING AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

National Level Indicators

Recidivism Rates among juvenile offenders

% of juvenile offenders housed separately in juvenile incarceration facilities

% of juvenile offenders processed via diversion/ alternative rehabilitation programme as a result of USG assistance

Other Indicators

Change in capacity of the justice system to provide rehabilitative measures for juvenile offenders

Quality Management for Project Activity Results

Output 1: ATLAS ID	Project start up and implementation: recruitment of project staff, secure project staff office space, procure office equipment	Start Date: April 2014 End Date: August 2014
Purpose	Ensure project human resource and equipment for project start up	
Description	<ul style="list-style-type: none"> • Finalization of TOR for all staff • Advertising and recruitment process • Selection of staff • Identification of building • Assessment and modification to building • Procurement of office equipment • Renovations Develop 	
Quality Criteria: Select staff that meets the academic/ experience and skills requirement for the job. Office space is safe, ideally located to facilitate fast and easy interaction and access with key players	Quality Method: Ensure transparent process for selection of the right staff Select office location/ space and equipment to meet the needs of the project	Date of Assessment
Output 2: ATLAS ID	One specialised juvenile court facility is operational in at least two locations in T&T	Start Date: End Date:
Purpose	Create an environment conducive to the adjudication of juvenile cases and reflective of adhering to restorative. Pilot court facilities and administration to meet performance measurements indicators for court excellence.	
Description	<ul style="list-style-type: none"> • Identification of buildings (POS & San Fernando) • Assessment • Procurement • Renovations Develop • Performance measurements established with Court Admin Sub Committee • Conduct Pilot Youth Court in Trinidad 2 locations, and possible 1 location in Tobago (subject to needs assessment) 	
Quality Criteria: Pilot court facilities meet performance measurement indicators for court excellence. Pilot court fully operational	Quality Method: Creation of an environment conducive to principles of restorative justice Design and development of a pilot juvenile court in alignment with global best practices	Date of Assessment Ongoing

in accordance with the performance measurements established.	Monitoring and Evaluation of court performance	
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Output 3: ATLAS ID	Develop rules of the court, policies and procedures for handling of juvenile matters	Start Date: July 2014 End Date:
Purpose	Subsidiary rules, policies and procedures are necessary to implement the Children Act 2012	
Description	<ul style="list-style-type: none"> • Draft of court rules, policies and procedures • Adopt court rules, policies and procedures approved and disseminated to court and key stakeholders • Training conducted for all juvenile justice actors 	
Quality Criteria: Working document with rules, policies and procedures created. Adoption of checklist outlined in the UN Convention on the Rights of the Child.	Quality Method: <ul style="list-style-type: none"> • Court rules, policies and procedures established • Justice sector actors increased knowledge of Children Act and court rules and procedures • Progress against the checklist on the UN Convention on the Rights of a Child 	Date of Assessment

Output 4: ATLAS ID	Develop referral mechanisms in collaboration with the judiciary, government agencies and NGOs to establish formal link to diversionary programmes and juvenile courts.	Start Date End Date:
Purpose	Enhanced institutional capacity improves effectiveness of diversionary programmes. Improved collaboration between government agencies, NGOs, and juvenile courts strengthened.	
Description	<ul style="list-style-type: none"> • Court Administration Sub-Committee established to create referral mechanism. • Referral mechanism developed • Children's home database established • Train approx 50-75 persons in the related Justice sector (Police, Children's Authority, Probation, Lawyers, NGOs, Legal Aid, Prosecutors, etc) trained on rules, policies and procedures in about 4-6 sessions 	
Quality Criteria: Involvement, participation of key stakeholders and resources allocated. The number of juveniles	Quality Method <ul style="list-style-type: none"> • Referral mechanisms created number of referrals made. • Number of juveniles deferred. • Collaboration between government agencies, NGOs, 	Date of Assessment Ongoing

deferred from incarceration to diversionary programmes increased.	<p>and juvenile courts strengthened.</p> <ul style="list-style-type: none"> Monitoring and Evaluation of referral mechanism to establish best practices and lessons learned 	
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Output 5: ATLAS ID	Build institutional capacity among NGOs, the Children's Authority, and other government agencies with diversionary programmes	Start Date August 2014 End Date:
Purpose	Enhanced institutional capacity improves effectiveness of diversionary programmes.	
Description	Training conducted for NGOs, Children's Authority and Government agency Assessment of diversionary programmes and services for children in conflict with the law Assist in developing an action plan for the Children's Authority	
Quality Criteria: Number of NGOs and government agency staff members trained and development of policies and procedures that impact operations of juvenile courts. Action Plan implemented by the Children's Authority. Strengthened monitoring and reporting mechanisms by NGOs	Quality Method: <ul style="list-style-type: none"> NGO and government agency staff are aware of new legislation and new rules and procedures for the handling of juvenile matters Policies and procedures are created to strengthen the collaboration between juvenile courts and government agencies/NGOs Enhanced institutional capacity improves effectiveness of diversionary programmes through training of approx 30 lawyers in connection with providing legal representation to children in juvenile court Monitoring and evaluation of legal services provided 	Date of Assessment Ongoing

Output 6: ATLAS ID	Build capacity among juvenile courts and juvenile justice actors to manage cases in an effective and efficient manner.	Start Date: August 2014 End Date:
Purpose	To enhance the capacity of juvenile court to reduce delays and decrease number children incarcerated	
Description	<ul style="list-style-type: none"> Judicial officers receive training on handling decisions involving children, with a special focus on children accused as perpetrators as well as victims and witnesses. Judicial court staff receive training on court processing and skills Lawyers receive training on how to provide legal representation to children in juvenile court. 	

	<ul style="list-style-type: none"> Monitoring and evaluation of adjudication of juvenile cases including services provided to victims and witnesses 	
<p>Quality Criteria: Number of actors in juvenile justice system trained.</p> <p>Increased number of cases referred to diversion programmes and other social services.</p>	<p>Quality Method: Efficient management and processing of juvenile cases and representation of children/juveniles</p>	<p>Date of Assessment</p>

<p>Output 7: ATLAS ID</p>	<p>Framework created for establishment of Youth Courts.</p>	<p>Start Date:</p> <p>End Date:</p>
<p>Purpose</p>	<p>To build the capacity of youth participants, judicial officers, attorneys and social workers to engage with the Youth Court.</p>	
<p>Description</p>	<p>Provide training to a total of 180 children and training sessions with approx 150 judicial officers, attorneys and other active participants in the Youth Court.</p> <p>Conduct training sessions with approx 150 judicial officers, attorneys and other active participants in the Youth Court.</p> <p>Continued training of 60-75 youth court participants including judicial officials, attorneys, social workers</p> <p>Host 15 children on a study tour to observe Youth Courts in the US</p>	
<p>Quality Criteria:</p> <p>Working document with rules, policies and procedures created.</p> <p>Adoption of checklist outlined in the UN Convention on the Rights of the Child.</p>	<p>Quality Method:</p> <ul style="list-style-type: none"> Court rules, policies and procedures established Justice sector actors increased knowledge of Children Act and court rules and procedures Progress against the checklist on the UN Convention on the Rights of a Child Monitoring and Evaluation of Youth Court Performance 	<p>Date of Assessment</p> <p>Ongoing</p>

Output 8: ATLAS ID	Draft legislation, rules and procedures for Youth Court	Start Date:
		End Date:
Purpose	To provide a system and process for Juvenile Court	
Description	Primary and secondary legislative drafts created to establish Youth Court. Referral system for Youth Court developed and approved by Sub-Committee	
Quality Criteria: Primary and secondary legislation drafted to establish rules and procedures for Youth Courts in alignment with international best practices and standards.	Quality Method: <ul style="list-style-type: none"> • Court rules, policies and procedures established • Justice sector actors increased knowledge of Children Act and court rules and procedures • Progress against the checklist on the UN Convention on the Rights of a Child • Monitoring and Evaluation of Youth Court Performance 	Date of Assessment Ongoing

Output 9: ATLAS ID	Build capacity of youth participants, judicial officers, attorneys and social workers to manage court	Start Date:
		End Date:
Purpose	Reduced recidivism rates will reduce crime, increase public safety and foster national confidence in rehabilitation and restorative justice approaches to juvenile justice reform	
Description	<ul style="list-style-type: none"> • Analyse data collected on adjudicated cases and juvenile offenders • Produce report on recidivism and public safety • Train police and staff of detention institutions on issues of inappropriate housing • Support efforts to institute appropriate housing schemes in accordance with the Children's Act. 	
Quality Criteria	Quality Method	Date of Assessment
Decrease in recidivism rates by juvenile offenders that participated in diversion and rehabilitation programs	Full participation of justice sector institutions needed to ensure accuracy and quality of report	Ongoing

Output 10: ATLAS ID	Identify and map key stakeholders; and conduct targeted communication, education and consultation to support the project objectives and open dialogue for an inclusive approach. Create a package of information for key stakeholder groups based on interests.	Start Date:
		End Date:
Purpose	To educate the public about the project and its objectives. To enable feedback from and dialogue with those key stakeholders and from the public.	
Description	<ul style="list-style-type: none"> • Develop Stakeholder Map and Identify interests and influences; • Conduct survey online and offline. • Establish social media and web presence. 	

	<ul style="list-style-type: none"> • Design and produce literature/ material. • Conduct media sensitisation seminars • Conduct a series of sensitisation workshops and seminars (5 in T'dad / 1 in Tobago) for key stakeholders. 	
Quality Criteria	Quality Method	Date of Assessment
Involvement, participation and support from the targeted stakeholders in the advocacy and education of the need for a juvenile justice.	Knowledge of stakeholders is tested to determine understanding and level of knowledge.	
Establish a baseline on awareness of Juvenile Justice Reforms	The number of visitors to the social media sites (likes, share, comment, retweet, tweet, mentions, plays).	
	Number of attendees to seminars and workshops, feedback via questionnaires.	
	Number of media articles.	
Output 11: ATLAS ID	Design and implement a public education and communications campaign targeted at the national community and the youth population.	Start Date: July 2014 End Date:
Purpose	To generate support from and educate the national community. Develop active interest and participation by the youth/ students. To empower people with information thus enabling compliance and understanding if/when required to participate in juvenile justice related initiatives.	
Description	<ul style="list-style-type: none"> • Conduct a series of outreach meetings, media conferences. Online and offline consultations. • Implement a national awareness campaign, and school outreach programme to target youth. 	
Quality Criteria	Quality Method	Date of Assessment
Change in awareness of juvenile justice reforms	Documented responses and surveys from outreach meetings and consultations. Number of requests and follow up stories/articles in the media on the topic.	
Level of improved knowledge and understanding of youth court and juvenile justice. Comments and feedback from members of the public.	Number of volunteers for participation in the pilot project. Knowledge tested to determine the changes improved understanding.	

8: LEGAL CONTEXT²²

This Project Document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement (SBAA) between the Judiciary and the United Nations Development Programme, signed on < date to be advised >

The following type of revisions may be made to this project document with the signature of the UNDP Resident Representative only, provided he or she is assured that the other signatories of the Project Document have no objections to the proposed changes:

- I. Revisions in, or addition of any of the Annexes of the Project Document;
- II. Revisions that do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the re-arrangement of inputs already agreed to or by cost increases due to inflation; and
- III. Mandatory annual revisions, which re-phase the delivery of agreed project inputs, or increased expert, or other costs due to inflation, or take into account agency expenditure flexibility.

As stated in the SBAA, the cost of items constituting the Judiciary's contribution to the project and any sums payable by the Judiciary in pursuance of this article, as detailed in Project Budgets, shall be considered as estimates based on the best information available at the time of preparation of such budgets. Such sums shall be subject to adjustments whenever necessary to reflect the actual cost of any such items purchased thereafter.

9: ANNEXES

- a. Annex 1 – Project Workplan and Budget
- b. Annex 2 - The Children's Act.
- c. Annex 3 - The Children's Authority Act.
- d. Annex 4 - Presentation on the Family Court of Trinidad and Tobago.
- e. Annex 5 - Terms of References:

Project Board, Project Steering Committee, Sub Committee
- f. Annex 6 - NCSC Background and Institutional Capacity.
- g. Annex 7 - United Nations Convention of the Rights of the Child
- h. Annex 8 - USAID Caribbean Basin Security Initiative Juvenile Justice Assessment